

THANTHAI HANS ROEVER COLLEGE

(Autonomous)

Accredited by NAAC

UGC Recognized 2(f) and 12(B) Institution

Affiliated to Bharathidasan University, Tiruchirapalli

Perambalur–621 220, Tamil Nadu, India



BBA/MBA/M.Phil/ and add- on Courses in Management Studies

CHOICE BASED CREDIT SYSTEM SYLLABUS

SEMESTER PATTERN

**PG & RESEARCH DEPARTMENT OF
MANAGEMENT STUDIES**

(2019-2020 ONWARDS)



Bachelor of Business Administration Course Structure under CBCS

(For the candidates admitted from the academic year 2019-2020 onwards)



Semester	Part	Course	Course Code	Title of the Course	Ins. Hours/ Weeks	Credit	Exam Hours	CIA(Max)	ESE(Max)	Total(Max)
I	I	Language Course-I (LC) – Tamil*/Other Languages ** #	18UT1	Tamil-I (Ilakiyam-Kavithai, Sirukathai, Urainadai, Ilakkiya Varalaru)	6	3	3	25	75	100
	II	English Language Course-I (ELC)	18UE1	English-I (Prose for Effective Communication and Grammar)	6	3	3	25	75	100
	III	Core Course – I (CC)	18UMS1CC1	Principles and practices of management	6	5	3	25	75	100
		Core Course – 2 (CC)	18UMS1CC2	Financial Accounting	6	5	3	25	75	100
		Allied Course - I (AC)	18UMS1AC1	Business Economics	4	3	3	25	75	100
	IV		18UVE	Value Education	2	2	3	25	75	100
				Total	30	21		150	450	600
II	I	Language Course-II(LC) Tamil*/Other Languages ** #	18UT2	Tamil-II (Idaikkala Ilakkiyam, Nadagam, Puthinam, Ilakkiya Varalaru)	6	3	3	25	75	100
	II	English Language Course-II (ELC)	18UE2	English-II (Poetry for Effective Communication and Grammar)	6	3	3	25	75	100
	III	Core Course – 3 (CC)	18UMS2CC3	Business Communication	6	5	3	25	75	100
		Core Course – 4 (CC)	18UMS2CC4	Business Mathematics and Statistics	6	5	3	25	75	100
		Allied Course - 2 (AC)	18UMS2AC2	Computer application in Business (Theory)	2	2	2	15	45	60
		Allied Practical - 1 (AP)	18UMS2AC2P	Computer application in Business (Practical)	2	1	2	10	30	40
	IV		18UES	Environmental studies	2	2	3	25	75	100
			Total	30	21		150	450	600	
III	I	Language Course-III(LC) Tamil*/Other Languages ** #	18UT3	Tamil-III (Kappiya Ilakkiyam , Nadagam, Ilakkiya Varalaru)	6	3	3	25	75	100
	II	English Language Course-III (ELC)	18UE3	English-III(Short Story and Effective Communication Skill)	6	3	3	25	75	100

	III	Core Course – 5(CC)	18UMS3CC5	Human Resource Management	6	5	3	25	75	100
		Core Course – 6(CC)	18UMS3CC6	Legal aspects of Business	6	5	3	25	75	100
		Allied Course - 3(AC)	18UMS3AC3	Cost and Management Accounting	4	3	3	25	75	100
	IV	Non Major Elective-I	18UCS3NME1	Working Principles of Internet	2	2	3	25	75	100
				Total	30	21		150	450	600
IV	I	Language Course–II(LC) Tamil*/Other Languages ** #	18UT4	Tamil-IV (Palan Ilakkiyam, Ilakiya Varalaru, Podhu katturai)	6	3	3	25	75	100
	II	English Language Course-II (ELC)	18UE4	English-IV(One Act Play and Effective Communication Skill)	6	3	3	25	75	100
	III	Core Course – 7(CC)	18UMS4CC7	Marketing Management	5	5	3	25	75	100
		Core Course – 8(CC)	18UMS4CC8	Operations Research	5	4	3	25	75	100
		Allied Course - 4(AC)	18UMS4AC4	Organizational behavior	4	3	3	25	75	100
	IV	Non Major Elective-II	18UCS4NME2	Fundamentals of Information Technology	2	2	3	25	75	100
	IV	SBE - 1	18UMS4SBE1	Insurance Management	2	2	3	25	75	100
				Total	30	22		175	525	700
V	III	Core Course – 9(CC)	18UMS5CC9	Financial Management	5	5	3	25	75	100
	III	Core Course – 10(CC)	18UMS5CC10	Production Management	5	5	3	25	75	100
		Core Course – 11(CC)	18UMS5CC11	International Business Environment	5	4	3	25	75	100
		Core Course – 12(CC)	18UMS5CC12	E- Business Management	5	5	3	25	75	100
		MBE	18UMS5MBE1	Stock Exchange Practices	4	4	3	25	75	100
	IV	SBE -II	18UMS5SBE2	Quantitative Aptitude and Logical Reasoning	2	2	3	25	75	100
	IV	SBE - III	18UMS5SBE3	Banking Theory and Practices	2	2	3	25	75	100
	IV		18USSD	Soft Skill Development	2	2	3	25	75	100
				Total	30	29		200	600	800
VI	III	Core Course – 11(CC)	18UMS6CC13	Entrepreneurial Development	6	5	3	25	75	100
		Core Course – 12(CC)	18UMS6CC14	Research Methodology	6	5	3	25	75	100
		Core Course – 13(CC)	18UMS6CC15	Principles of Logistics	6	5	3	25	75	100
		MBE -II	18UMS6MBE2	Business Taxation	6	5	3	25	75	100
		MBE -III	18UMS6MBE3	Corporate Planning and strategy	5	4	3	25	75	100
	V		18UEA 18UGS	Extension Activities* Gender Studies	- 1	1 1	- 3	- 25	- 75	- 100

				Total	30	26		150	450	600
				Grand Total	180	140		975	2925	3900

List of Allied Courses:

First Allied Course I	:Financial Accounting
Second Allied Course II	: Accounting Package Lab
Third Allied Course III	: Principles Of Management
Fourth Allied Course IV	: Inventory Management Lab

List of Non Major Elective to other Department (For 2019 – 2020)

Elective	Semester	Course Code	Title of the Course
NME-I	III	18UMS3NME1	Event Management
NME-II	IV	18UMS4NME2	Advertising And Sales Promotion

List of Non Major Elective (For 2019 – 2020)

Elective	Semester	Course Code	Title of the Course
NME-I	III	18UCS3NME1	Working Principles of Internet
NME-II	IV	18UCS4NME2	Fundamentals of Information Technology

List of Skill Based Elective (For 2019 – 2020)

Elective	Semester	Course Code	Title of the Course
SBE-I	IV	18UMS4SBE1	Insurance Management
SBE-II	V	18UMS5SBE2	Quantitative Aptitude and Logical Reasoning
SBE-III	V	18UMS5SBE3	Banking Theory and Practices

List of Major Based Elective (For 2019 – 2020)

Elective	Semester	Course Code	Title of the Course
Elective-I	V	18UMS5MBE1	Stock Exchange Practices
Elective-II	VI	18UMS5MBE2	Business Taxation
Elective-III	VI	18UMS5MBE3	Corporate Planning and strategy

Paper Details:

Language Part – I	- 4
English Part –II	- 4
Core Paper	- 15

Allied Paper	- 4
Practical Paper	- 1
Non-Major Elective	- 2
Skill Based Elective	- 3
Major Based Elective	- 3
Environmental Studies	- 1
Value Education	- 1
Soft Skill Development	- 1
Gender Studies	- 1
Extension Activities	- 1 (Credit only)

* for those who studied Tamil up to 10th +2 (Regular Stream)

+ Syllabus for other Languages should be on par with Tamil at degree level

those who studied Tamil up to 10th +2 but opt for other languages in degree level under Part I should study special Tamil in Part IV

** Extension Activities shall be outside instruction hours

Non Major Elective I & II – for those who studied Tamil under Part I

a) Basic Tamil I & II for other language students

b) Special Tamil I & II for those who studied Tamil up to 10th or +2 but opt for other languages in degree programme

Note:

	Internal Marks	External Marks
1. Theory	25	75
2. Practical	40	60
3. Separate passing minimum is prescribed for Internal and External marks		

FOR THEORY

The passing minimum for CIA shall be 40% out of 25 marks [i.e. 10 marks]

The passing minimum for Semester Examinations shall be 40% out of 75 marks [i.e. 30 marks]

FOR PRACTICAL

The passing minimum for CIA shall be 40% out of 40 marks [i.e. 16 marks]

The passing minimum for Semester Examinations shall be 40% out of 60 marks [i.e. 24 marks]

Note:

1. Field Project – offered in II Semester
2. Internship – offered in IV Semester
3. Student Project – offered in VI Semester

SEMESTER – I

CORE COURSE –I -PRINCIPLES AND PRACTICES OF MANAGEMENT

Course Code: 18UMS1CC1

Total Marks :100

Hours : 6

External Marks : 75

Credit 5

Internal Marks : 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To understand the Principles of Management and should be able to acquire skills to become a good manager.
- ◆ To describe the evolution and theories of management.
- ◆ To elucidate the various functions of management in detail.

UNIT I

[Credit : 1]

Management – Concept – Evolution - Nature –Management as a Science, an Art and Profession – Process – Levels of management – F.W. Taylor’s Scientific Management – Fayol’s Theory of Management – Modern Management - Recent trends in management

UNIT II

[Credit : 1]

Planning – Concept – Process – Types of Plans – Objectives –Policies- Procedures and Budgets-Role of Manager in planning -Strategic Planning Process-Decision Making.

UNIT III

[Credit : 1]

Organizing – Concept – Organisation as a process – Elements of Organization process – Types of organization – Delegation – Departmentation – Centralization – Decentralisation.

UNIT IV

[Credit : 1]

Staffing – Concept, Functions – Process – Selection – Recruitment – Training-Direction – Concept – Elements of Directing – Principles of Direction – Process of Directing.

UNIT V

[Credit : 1]

Co-ordination – Controlling – Concept, Need and importance – Process – Characteristics of an ideal control system – Budgetary Control.

PRACTICUM

Study the management principles, vision and mission statement and quality policy of a selected organization (Each one company)

TEXT BOOKS

1. Prasad L.M. Principles and Practice of Management, New Delhi, Sultan Chand & Sons.
2. Tripathy P.C, Reddy P.N. Principles of Mangement, New Delhi, Mc-Graw Hill Publishing company Ltd.

REFERENCE BOOKS

1. Harold Koontz, Heinz wehrich, ramachandraAryasri, Principles of Management, New Delhi, Mc-Graw Hill Publishing company Ltd.,
2. Govindharajan. M. Natarajan S. Principles of Management, New Delhi, PHI Learning Private Limited.
3. Rao V.S.P., Narayana P.S. Principles and Practice of Management, Delhi, Konark Publishers Private Ltd.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
47	0	0	0	47	0	0	0	100	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

CORE COURSE –II -FINANCIAL ACCOUNTING

Course Code: 18UMS1CC2
Hours : 6
Credit : 5

Total Marks : 100
External Marks : 75
Internal Marks : 25

OBJECTIVES: After the completion of this course the students will be able:

- ◆ To understand the postulates, principles and techniques of accounting, and utilization of financial accounting information for planning, decision-making and control.
- ◆ To explain the Concepts of Financial Accounting.
- ◆ To prepare the accounting records.
- ◆ To describe the Final, Company and Depreciation accounts.

UNIT I

[Credit: 1]

Financial Accounting Concepts–Nature -Scope and Importance - Accounting concepts and conventions - Accounting standards- Principles of Double Entry System

UNIT II

[Credit: 1]

Double entry accounting- Preparation of Journal - Preparation of Ledger including three columnar cash book - Preparation of Trial Balance and adjustment entries.

UNIT III

[Credit:1]

Final Adjustments before preparing final accounts -Preparation of Trading, Manufacturing and Profit and loss account - Preparation of Balance sheet and its interpretation

UNIT IV

[Credit: 1]

Company Accounts - Company Account: Issues of Shares -Applications, Allotments, Calls - Premium and forfeitures.

UNIT V

[Credit : 1]

Depreciation accounting and Methods - SLM and WDV

PRACTICUM

Students are required to have a basic level of proficiency in financial calculations using spreadsheets

Problem: 75%;Theory: 25%.

TEXT BOOKS

1. Maheshwari S.N. &Maheshwari S.K. “ Financial Accounting”, New Delhi, Vikas Publishing House Private Limited.
2. Gupta R.L. & Gupta V.K. “Financial Accounting” New Delhi, Sultan Chand& Sons, Educational Publishers.

REFERENCE BOOKS

1. Reddy T.S. & Murthy A. “Financial Accounting”, Chennai, Margham Publishers.
2. Goyal V.K. “Financial Accounting”, New Delhi, Excel Books.
3. Narayanaswamy R. “Financial Accounting”, New Delhi, Prentice Hall of India Private Limited.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
19	3	3	4	18	15.79	15.79	21.05	94.74	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

ALLIED COURSE –I -BUSINESS ECONOMICS

Course Code: 18UMS1AC1

Total Marks : 100

Hours : 4

External Marks : 75

Credit : 3

Internal Marks : 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To understand the basic Economic theories, concepts and models.
- ◆ To gain sound knowledge to apply economic theories and models to execute Managerial functions.
- ◆ To enable students to obtain managerial problem solving skills.
- ◆ To classify the demand and forecasting techniques.

UNIT I

[Credit : 0.5]

Economics: Definition- Meaning -Concepts and Principle of economics – Nature and Characteristics – Scope –utility-Marginal utility- Consumer surplus -Law of diminishing marginal utility-Indifference curve

UNIT II

[Credit : 0.5]

Demand -Types of Demand -Determinants of Demand -Demand function -Elasticity of Demand -Demand forecasting Techniques.

UNIT III

[Credit : 0.5]

Factors of Production –Law of returns –Law of variable proportions –Law of returns to scale –Economies of Large Scale Production.

UNIT IV

[Credit : 1]

Cost Concepts –Profit Planning & Management–Types of Profit – Kinds of Market conditions –Price and Output determination under perfect competition – monopoly - oligopoly and monopolistic competition.

UNIT V

[Credit : 0.5]

National Economic System - Interest- Concept and Theories of Interest –Profit- Concepts and Theories of Profit - National Income –Concepts - Measurement and Difficulties in measurement–Inequalities of Income –Causes –Merits and demerits

PRACTICUM

Case study the *business* practices and economy of a different country

TEXT BOOKS

1. Sankaran S “Business Economics”, Chennai, Margham Publishers.
2. Ravilochan R “Fundamentals of Business Economics”, Delhi, Vrinda Publication (P) Ltd.

REFERENCE BOOKS

1. YogeshMaheshwari“Managerial Economics”, New Delhi, Prentice Hall of India Private Limited.
2. Mankar V.G “Business Economics”, Delhi, Mcmillan India Limited.
3. Ahuja H.L “Managerial Economics”, New Delhi, S.Chand& Company Limited.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
39	3	3	22	21	7.692	7.692	56.41	53.85	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

SEMESTER - II
CORE COURSE –III -BUSINESS COMMUNICATION

Course Code: 18UMS2CC3

Total Marks : 100

Hours : 6

External Marks : 75

Credit : 5

Internal Marks : 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To comprehend the significance and recent trends of communication in the field of business.
- ◆ To list down the Principles of Effective Communication and its Barriers.
- ◆ To frame Business letters, Circulars and Resumes.
- ◆ To describe the importance of Verbal and Non-verbal communication.

UNIT I

[Credit : 1]

Meaning and importance of Business Communication -Methods of Communication -Types of Communication -Communication Process -Objectives of Communication -Principles of Effective Communication -Barriers and its overcome in communication.

UNIT II

[Credit : 1]

Business letters -Structure of a letter -Qualities of a good business letter -Business enquiries -Offer and Quotations -Orders - Claims and adjustments -Sales promotion Letters -Letters of Complaints -Collection letters.

UNIT III

[Credit : 1]

Circular Letters -Bank correspondence -Insurance corresponding -Letters to the Editor -Application for Situations.

UNIT IV

[Credit : 1]

Oral & Non-verbal Communication - Principles of Oral Presentation -Factors affecting Presentation - effective Presentation skills - conducting Surveys - Body Language - Para Language - Effective Listening- Interviewing skill -Writing resume and Letter or application.

UNIT V

[Credit : 1]

Traditional forms of Communication- Telex, Telephone, Fax, Pager, Telegrams, Postal, Intercom, hone - Modern Forms of Communication- E-mail, Face book, WhatsApp, Twitter, IMO, SKYPE, YOUTUBE, LINKEDIN, INSTAGRAM.

PRACTICUM

Collect photocopies of some communication tools used in business (Letters, orders, circulars, complaints) and present it in the classroom

TEXT BOOKS

1. Rejendra Pal &Korlahalli J.S “Essentials of Business Communication”, New Delhi, Sultan Chand & Sons, Educational Publishers.
2. Bhatia R.C “Business Communication”, New Delhi, Ane Books Private Limited.

REFERENCE BOOKS

1. Meenakshi Raman &Prakash Singh “Business Communication”, New Delhi, Oxford University Press.
2. Jain N.C. &Saakshi “Essentials of Business Communication”, New Delhi, AITBS Publishers & Distributors.
3. Dona J. Young “Foundations of Business Communication”, New Delhi, Tata McGraw Hill Publishing Company Limited.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
36	17	5	8	14	47.22	13.89	22.22	38.89	Local

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

CORE COURSE –IV -BUSINESS MATHEMATICS AND STATISTICS

Course Code: 18UMS2CC4

Total Marks : 100

Hours : 6

External Marks : 75

Credit : 5

Internal Marks : 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To apply the mathematical tools and statistical techniques in business.
- ◆ To solve the Finance related Mathematical problems.
- ◆ To derive the measures of dispersion.
- ◆ To distinguish between Correlation & Regression.

UNIT I

[Credit : 1]

Differentiation: Set theory, Introduction - Differentiation – Maxima and Minima Methods

UNIT II

[Credit : 1]

Application of Matrices: Basic Concepts - Addition, Subtraction and Multiplication of Matrices – Operations on matrices -Transpose of matrix, Inverse, Solving equations by **matrix method**.

UNIT III

[Credit : 1]

Basic Statistics: Definition of Statistics - Scope and Objectives - Collection of **Primary and Secondary data** – Graphic **Representation** - Measures of Central Tendency: Mean, Median, Mode, Geometric Mean and Harmonic Mean for Discrete and Continuous data series.

UNIT IV

[Credit : 1]

Measures of Dispersion: Range - Quartile Deviation - Mean Deviation - Standard Deviation and **Coefficient of variation for Discrete and Continuous data series**

UNIT V

[Credit : 1]

Correlation & Regression: Definition of Correlation and its types – Problems in Karl Pearson's Coefficient of **Correlation and Spearman's Rank Correlation** -Definition of Regression –Estimation of **Regression lines** – Distinguish between Correlation &Regression.

PRACTICUM

Apply the statistical analysis for a real business data.

Problem: 80%:Theory : 20%.

TEXT BOOKS

1. Saroj Kumar , Pravesh Kumar Singh “ Mathematics and Statistics For Managers” , Thakur Publishers, Chennai, 2012.

Unit I	Chapter -1	Sections: 1.1 to 1.4
Unit II	Chapter- 2	Sections: 2.1 to 2.3
Unit III	Chapter- 3 &4	Sections: 3.1 , 3.2 & 4.1 to 4.3
Unit IV	Chapter -4	Sections: 4.4 to 4.9
Unit V	Chapter- 5	Sections: 5.1 to 5.3

REFERENCE BOOKS

1. Sancheti D.C &Kapoor V.K “Business Mathematics”,New Delhi, Sultan Chand &Sons.
2. GuptaS.C&KapoorV.K “Fundamentals of Mathematical Statistics”,New Delhi, Sultan Chand &Sons.
3. Aggarwal D.R “Business Mathematics and Statistics”,New Delhi, Vrinda Publications (P) Ltd.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
21	2	2	2	21	9.524	9.524	9.524	100	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

Code:18UMS2AC2

Hours : 4

Credit :3

Total Marks : 100

External Marks : 45

Internal Marks : 25

Practical : 40

OBJECTIVES: After the completion of this course the students will be able

- ◆ To know the Computer Applications in Business.
- ◆ To identify the main components of a computer.
- ◆ To explain the usage of MS Office components.
- ◆ To describe the application of Accounting Packages through system.

UNIT I

[Credit : 0.5]

Introduction to Computer - Computer Characteristics- Evolution of computer and Generations of Computer - Types of Computer, Input Devices, Output Devices.

UNIT II

[Credit : 0.5]

Personal Computers- PC and its main components, hardware configuration - Computer Memory – Concept, Internal and External Memory - Internal Memory- Types-RAM, SRAM, DRAM, ROM, PROM, EPROM, EEPROM - External Memory- Floppy Disk, Hard Disk, CD, DVD, ZIP drive.

UNIT III

[Credit : 0.5]

Software – System and Application Software - Operating system- Functions and types - Computer Languages- Lower level language and higher level language - compiler and interpreter - Characteristics of Good Language - Introduction to Windows - Basic commands in Windows.

UNIT IV

[Credit : 1]

Word Processing - Introduction to MS Office components -Introduction and working with MS Word, MS-Excel - Presentation with Power-Point: Power-point basics, creating presentation, working with graphics, show time, sound effects and animation effects.

UNIT V

[Credit : 0.5]

Introduction to Accounting Packages -Presentation of vouchers – invoice - Maintenance of inventory records -Maintenance of accounting books and final accounts.

TEXT BOOKS

1. Parameswaran R. “Computer Application in Business” New Delhi, S.Chand Publishers.
2. Sanders D.H, “Computer in Business” – New Delhi, Tata McGraw Hill.

REFERENCE BOOKS

1. Sinha, P.K. , “Fundamentals of Computer” , U.K. Progressive Business Publications.
2. Rajaraman, V. “Fundamentals of Computer” New Delhi, Prentice Hall of India Private Limited.
3. Ed. Jones & Derek, “Microsoft office for windows 95” New Delhi, Sultan publications.

Total Number	Number of Topics Focus on	% of Topics Focus on	Course Category Based on %
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of Topics	Local	Regional	National	Global	Local	Regional	National	Global	
31	0	0	0	31	0	0	0	100	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

SEMESTER -III
CORE COURSE –V-HUMAN RESOURCE MANAGEMENT

Course Code: 18UMS3CC5

Total Marks: 100

Hours: 6

External marks :75

Credit: 5

Internal Marks :25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To understand the management of human Resources with reference to various aspects of personnel management.
- ◆ To classify the staff training methods and career planning.
- ◆ To have a clear understanding about the monetary benefits.
- ◆ To explain about the Performance evaluation and Grievance handling steps.

UNIT I

[Credit : 1]

Meaning and Definition of HR– Characteristics, Scope, Objectives – Principles of HRM– Functions of Personnel Department – Managerial and Operative Functions.

UNIT II

[Credit : 1]

Basics and needs of HR Planning – Factors affecting HR Planning – Steps in HR Planning – Recruitment, Selection and Placement of Personnel – Interviews and Tests – Job Analysis, Job Description, Job Specification, Job Evaluation.

UNIT III

[Credit : 1]

Training – Objectives – Methods - Executive development methods – Promotion - Transfer - Career planning.

UNIT IV

[Credit : 1]

Wages – Different methods of wage payments – Time rate – Piece rate –Incentive schemes - Fringe benefits.

UNIT V

[Credit : 1]

Performance evaluation-Methods-Motivation- Discipline and Disciplinary procedure – Grievances and Grievance Handling.

PRACTICUM

Conduct mock recruitment and selection process for your dream organization

TEXTBOOKS

1. Khanka.S.S “Human Resource management”, New Delhi, sultanchandpvt.ltd.
2. Tripathi.P.C “Human Resource Management”, New Delhi, sultan chandpvt.ltd.

REFERENCE BOOKS

1. Aswathappa.K. “Human Resource Management” New Delhi, Tata McGraw-Hill.
2. Gupta.C.B. “Human Resource Management”, New Delhi, sultan chandpvt.ltd.
3. Subba Roa.P. Human Resource Management”, Bombay Himalaya publications.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
29	8	5	1	29	27.59	17.24	3.448	100	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

CORE COURSE – VI-LEGAL ASPECTS OF BUSINESS

Course Code: 18UMS3CC6

Total Marks: 100

Hours: 6

External marks : 75

Credit:

5

Internal Marks :25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To understand the Indian Industrial legislations.
- ◆ To state the law of contract and its discharge and explain the Sale of Goods Act
- ◆ To describe the Companies Act, Consumer Protection Act and Negotiable Instrument Act.
- ◆ To illustrate Cyber laws and Information Technology Agreement (ITA).

UNIT I

[Credit : 1]

Business law – Law of contract –Elements of contract - Offer and Acceptance-Capacity of parties- Consideration-Free Consent-Legality of Object- Discharge of Contract - Quasi contract-Indemnity and Guarantee – Breach of contract.

UNIT II

[Credit : 1]

Sale of Goods Act –Transfer of ownership -Transfer of Property Act – Insurance - Objectives and Importance.

UNIT III

[Credit : 1]

Companies Act – Definition – Formation – Memorandum of Association – Articles of Association – Prospectus – Share capital – Debentures- Winding up.

UNIT IV

[Credit : 1]

The Laws of Trade Marks – Copyright – Patents – Designs – Trade related Intellectual Property Rights – Trips – FEMA – Consumer Protection Act – Negotiable Instrument Act.

UNIT V

[Credit : 1]

Cyber laws – Changes made in Indian Penal Code – Indian Evidence Act – bankers book Evidence act – Reserve Bank of India – Information Technology Agreement ITA - Competition act.

PRACTICUM

Survey the *legal* and *business issues* confronted by entrepreneurs

TEXT BOOKS

1. N.D.Kapoor “Business Law”, New Delhi, sultan chandpvt.ltd.
2. S.Sumathi& P.Saravanel, “Business Law”, New Delhi, Eswar Press.

REFERENCE BOOKS

1. NirmalSingh.P “Business Law”, New Delhi, Deep Pulisherspvt. Ltd.
2. Chandra Bose D “Business Law”, New Delhi, PHI Learning pvt. Ltd.
3. R.S.N Pillai& Bagavathi, “Business Law”, New Delhi sultan chandpvt.ltd.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
42	1	1	42	0	2.381	2.381	100	0	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

ALLIED COURSE – III-COST AND MANAGEMENT ACCOUNTING

Course Code: 18UMS3AC3

Hours: 4

Credit: 3

Total Marks: 100

External marks : 75

Internal Marks :25

OBJECTIVE: After the completion of this course the students will be able

- ◆ To analyze the elements of cost, preparation of cost sheet, methods of costing and the use of techniques of Management accounting.
- ◆ To compare the cost Accounting and Management Accounting.
- ◆ To estimate the methods of costing.
- ◆ To explain the Managerial costing and Budgetary control.

UNIT I

[Credit: 0.5]

Introduction - Nature and Scope of Cost and Management Accounting - Cost Accounting VS Management Accounting - Advantages and limitations of cost accounting -Installation of costing system -Cost concepts - classification of cost - preparation of cost sheet.

UNIT II

[Credit: 1]

Elements of cost - Material cost - Direct and indirect material cost - Issue of materials of production - pricing methods -Labour cost - Direct and indirect labour cost - Methods of payment of wages - incentive plans - over heads classification -allocation and apportionment of over heads.

UNIT- III

[Credit : 0.5]

Methods of Costing - Single or Output costing - Job/Contract costing and Process Costing.

UNIT IV

[Credit : 0.5]

Marginal Costing – Concept –Features - methods of determination of Break even point– Profit Volume ratio.

UNIT V

[Credit : 0.5]

Budgetary Control – Concept -Budgeting Vs Forecasting - Types of functional budget.

PRACTICUM

Analyze the budget submitted in State Assembly.

Problem: 75%; Theory: 25%.

TEXT BOOKS

1. ReddyJ.S, “Cost Accounting”, Chennai, Margham Publications.
2. Liming Guan “Cost & Management Accounting”, New Delhi, Cengage learning India Pvt. Ltd.

REFERENCE BOOKS

1. Jain S.P &Narang K L “Cost Accounting”, Ludhiana, Kalyani Publications.

2. Pillai R.S.N. & Bagavathi "Management Accounting" New Delhi, Sultan Chand.
3. Maheswari S.N. & Maheswarai S.K. "Account For Management" New Delhi, Vikas Publishing, Pvt.Ltd

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
31	2	6	4	31	6.452	19.35	12.9	100	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

SEMESTER- III

Course Code : 18UMS3NME1

Exam Hours: 3

Instruction Hours : 2

Internal Marks: 25

Credits : 2

External Marks:75

NON- MAJOR ELECTIVE I –EVENT MANAGEMENT

Objectives:

- ◆ To comprehend their vision, increase business acumen and enhance event management skills.
- ◆ To know the multiple facts of team management.
- ◆ To classify and design the corporate events.
- ◆ To compare the In-house vs. event management companies.
- ◆ To organize Charity Events and Award Ceremonies.

Learning Outcomes:

After the completion of this course the students will be able to

- ◆ Define an event concept and set objectives bases on this.
- ◆ Explain all the components and various roles involved in planning, organizing, running and evaluating an event;
- ◆ Assess all post-event activities.
- ◆ Apply the theory and skills necessary to professionally plan, and organize a outdoor event
- ◆ Understand the importance of strategic planning for an event or festival, including monitoring and evaluating the impacts on the wider community.

UNIT I

Designing corporate events that meet customer's needs – fundamentals of corporate hospitality – Managing customer expectations – Types of corporate events.

UNIT II

In-house vs. event management companies – Corporate event packages – Staff events – Customer events -Team building – Nature of Teams – Types of Teams.

UNIT III

Charity Events and Award Ceremonies – Setting fund raising targets and objectives – Working with volunteers and committees – Generating goodwill and media exposure – Commissioning celebrities.

UNIT IV

Outdoor Events - Concerts – Logistics – Risk Management – Types of outdoor events – Risk management – Planning and logistics - Marketing and sponsorship.

UNIT V

Celebrity events - Concerts – Launches – Fashion shows – National festivals and high-profile charity events – Liaising with agents – Contract negotiations – Client briefings – Celebrity wish lists and expectations – Paparazzi and entourages.

PRACTICUM

Organize an event and submit a report .

TEXT BOOKS

1. Lynn Van Derwagen “Event Management” New Delhi, Pearson Publications.
2. Sharma D. “Event Planning and Management” New Delhi, Deep & Deep Publishers Pvt. Ltd.

REFERENCE BOOKS

1. Harichandan C.B. “Event Management”, New Delhi. Global Vision Publishing House.
2. Cherylrimball, “Event Planning Business” New Delhi, Entrepreneur press.
3. Sita Ram Singh “Event Management” New Delhi, APH Publications Corporation.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
34	7	16	11	7	20.59	47.06	32.35	20.59	Regional

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

SEMESTER – IV

CORE COURSE –VII-MARKETING MANAGEMENT

Course Code: 18UMS4CC7

Hours: 5

Credit: 5

Total Marks: 100

External marks : 75

Internal Marks :25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To comprehend the various concepts of Marketing.
- ◆ To develop their interest in Marketing and categorize the market environment.
- ◆ To improve a New product with proper Planning and illustrate the various promotion methods of Product.
- ◆ To design the Marketing Research and use the Marketing Information System effectively.

UNIT I

[Credit: 1]

Marketing Management – Meaning of Market, Classification –Marketing Approaches – Marketing Functions – Recent trends in Marketing, Digital Marketing, Bottom of the Pyramid -Green Marketing.

UNIT II

[Credit: 1]

Market Environment – Market Segmentation - Marketing Research – Steps in Marketing Research – Marketing of Services – Buyer Behaviour – Determinants of Buyer Behaviour.

UNIT III

[Credit: 1]

Marketing Mix (11P's) - Product Planning – Product Mix – Product Life Cycle - Price – Objectives – Factors influencing Pricing – Methods of Pricing.

UNIT IV

[Credit: 1]

Promotion – Promotion Mix – Advertisements – Strength and Weakness – Media Selection – Process of Personal Selling – Publicity – Sales Promotion Features - Physical Distribution – Marketing Channels

UNIT V

[Credit: 1]

People – Process – Physical evidence - Personalization – Participation – Peer to Peer - Predictive Modeling.

PRACTICUM

Create a promotion strategy for own product along with promotion mix and pricing.

TEXT BOOKS

1. Philip Kotler “Marketing Management”, New Delhi, Pearson Publications.
2. C.B. Gupta “ N. Rajan Nair “ Marketing Management”, New Delhi, Sultan chand.

REFERENCE BOOKS

1. RamaswamyV.S. & NamakumariS “Marketing Management”, New Delhi, Macmillan Publications.
2. PillaiR.S.N. & Bagavathi, “Marketing Management”, New Delhi, Sultan chand Publications.

3. Cravens Hills Woodruff, “Marketing Management” Richard D Irwin Inc.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
38	11	7	5	35	28.95	18.42	13.16	92.11	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

CORE COURSE –VIII-OPERATIONS RESEARCH

Course Code: 18UMS4CC8

Total Marks: 100

Hours: 5

External marks : 75 Credit: 3

Internal Marks : 25

OBJECTIVES:After the completion of this course the students will be able

- ◆ To comprehend the scientific methods available to take proper decisions.
- ◆ To provide the students with opportunity of using various software package for solving linear programming and integer programming models.
- ◆ To solve the linear programming problem, transportation problem, assignment problem and sequencing problem.
- ◆ To effectively use the replacement theory.

UNIT I

[Credit:0.5]

Operations Research: Concepts – Models – Scope – Phases – Limitations – Operations Research and Decision Making – Linear Programming Problem - Formulation of L.P.P. - Graphical Method.

UNIT II

[Credit:1]

Transportation Problem: North West Corner Rule - Least Cost Method - Vogel's Approximation Method.

UNIT III

[Credit:0.5]

Assignment Problem: Solving assignment Problem – Hungarian Method – Maximization case in assignment Problems - Travelling Salesman Model.

UNIT IV

[Credit:0.5]

Sequencing Problem: Processing of n jobs through two machines – PERT networking analysis– Determination of CPM

UNIT V

[Credit: 0.5]

Replacement Theory:Replacement of equipment that deteriorates gradually – Replacement of Equipment that fails suddenly – Individual Vs Group replacement.

PRACTICUM

Create a suitable strategy to replace the faulty equipment in your company.

Problem: 80% ; Theory : 20%.

TEXT BOOKS

1. Prof. V. Sundaresan, K.S. Ganapathy Subramaniyan “ Resource Management Techniques”, A.R. Publications
2. Premkumar Gupta & D.S. Hira” Operations Research” NewDelhi, Sultan chand.

Unit I	Chapter -1&2	Sections: 1.1 , 1.8 & 1.9 , 2.1 to 2.3 &2.5 [1]
Unit II	Chapter- 7	Sections: 7.1 [1]
Unit III	Chapter- 8	Sections: 8.1 to 8.7 & 8.9 [1]

Unit IV Chapter -14
 Unit V Chapter- 11

Sections: 14.1 to 14.6 [1]
 Sections: 11.1 to 11.3 [2]

REFERENCE BOOKS

1. Srinivasan . G. “Operations Research” New Delhi, PHI Learning Pvt., Ltd.
2. Ramamurthy. P. “Operations Research” New Delhi, New Age International Pvt., Ltd.
3. Sharma S.D. “Operations Research”, New Delhi. KedarNath Ram Nath Pvt., Ltd.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
22	0	0	0	22	0	0	0	100	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

ALLIED COURSE – IV-ORGANISATIONAL BEHAVIOUR

Course Code: 18UMS4AC4

Total Marks: 100

Hours: 4

External marks : 75

Credit: 3

Internal Marks : 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To comprehend the organisation Structure.
- ◆ To explain about the introduction to groups and teams.
- ◆ To effectively manage organisational conflict & maintain power.
- ◆ To compare the different types of motivational theories.

UNIT I

[Credit:0.5]

Introduction to Organizational Behaviour: Concept of Organizational Behaviour (OB)-Importance of Organizational Behaviour, Key Elements –Approaches -Challenges and Opportunities for OB -Role of Managers in OB.

UNIT II [Credit:1]

Individual behaviour: Personality - concept, determinants and theories - Perception - concept, process – Motivation -Theories of Motivation - Maslow’s need of Hierarchy Theory - McGregor’s X Theory & Y Theory - Herzberg Two Factor Theory - Adams equity theory.

UNIT III

[Credit:0.5]

Leadership: Definition and Meaning - Theories of Leadership -Contemporary Business Leaders - Power & Authority - Types of Power - Sources of Power.

UNIT IV

[Credit:0.5]

Group: Meaning and Importance of Groups -Reasons for Group Formation -Types of Groups - Stages of Group Development – Attitudes and Values.

UNIT V

[Credit:0.5]

Organisational Conflict: Sources of Conflict -Strategies of interpersonal conflicts -Conflict Resolution - Group decision making & control.

PRACTICUM

Team building exercise.

TEXT BOOKS

1. Aswathappa “Organizational Behaviour” Mumbai,Himalaya Publications.
2. Singh.B.P. Chabra .T.N. “Organizational Behaviour”New Delhi,DhanpatRai Company Pvt. Ltd.

REFERENCE BOOKS

1. ArunkumarMeenakshi, “Organizational Behaviour”New Delhi,VikasPublishing House.
2. Prasad.L.M. “Organizational Behaviour” NewDelhi, Sultan chand& sons.
3. Stephen. P. Robbins , “Essentials of Organizational Behaviours”, New Delhi, Prentice Hall.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
29	7	2	4	21	24.14	6.897	13.79	72.41	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

Course Code : 18UMS4NME2
Instruction Hours : 2
Credits : 2

Exam Hours: 3
Internal. Marks: 25
External Marks:75

NON- MAJOR ELECTIVE-II - ADVERTISING AND SALES PROMOTION

Objectives:

- ◆ To understand the concepts, techniques and give experience in the application of concepts for developing an effective advertising and sales promotion programme.
- ◆ To classify the various types of advertising media.
- ◆ To frame the advertising message.
- ◆ To implement the sales promotion methods.

Learning Outcomes:

After the completion of this course the students will be able to

- ◆ Develop creative strategies for advertising
- ◆ Develop strategic plan for sales promotion
- ◆ Analyze the pros and cons of various media
- ◆ Prepare a effective advertising copy for product and services
- ◆ Asses strategic uses of sales promotion

UNIT I

Advertising: Definition - Importance and Functions of Advertising - Role of advertising.

UNIT II

Advertising media - Types of Media - Print Media (Newspaper & Magazines, Pamphlets, Posters & Brochures) - Electronic Media (Radio, Television , Audio Visual Cassettes) - Other Media (Direct Mail, Outdoor Media), Characteristics, merits & Demerits of media.

UNIT III

Advertising message - Preparing an effective advertising Copy - Elements of a Print Copy - Headlines illustration, body copy, slogan, logo, seal, role of colour - Elements of Broadcast copy.

UNIT IV

Forms of sales promotions- Consumer oriented sales promotion - trade oriented sales promotion & Sales force-oriented sales promotion.

UNIT V

Major tools of sales promotion - samples point of purchase, displays & demonstrations, exhibitions & fashion shows - sales contests & games of chance and skill - lotteries gifts offers, premium and free goods, price packs, rebates patronage rewards.

PRACTICUM

Create an advertisement for both existing and new products.

TEXT BOOKS

1. Rajeev. V. Batra. “Advertising Management” New Delhi, Prentice Hall of India Pvt. Ltd.
2. Mahendra Mohan “Advertising Management” New Delhi, Tata McGraw – Hill Publishing.

REFERENCE BOOKS

1. Chunawall. S. A. “Advertising & Sales & Promotion Management”, Mumbai, Himalaya Publications.
2. Thomas C. O’Guinn. Chris T. Allen, “Advertising Management” New Delhi, Cengage Learning India Pvt.,Ltd.,
3. Amandeep Kaur & Gulveenkaru “Advertising & Sales Management” New Delhi, Kalyani Publications.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
20	5	11	8	9	25	55	40	45	Regional

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

SKILL BASED ELECTIVE – 1-INSURANCE MANAGEMENT

Code: 18UMS4SBE1

Hours : 2

Credit: 2

Total Marks: 100

External marks : 75

Internal Marks : 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To comprehend the evolution, fundamentals, function and role of insurance.
- ◆ To describe insurance and state insurance.

UNIT I

[Credit: 0.5]

Introduction –Origin of insurance - definition of insurance, insurer, insured - Role of Insurance – Importance use to an industry, business and society.

UNIT II [Credit: 0.5]

Insurance Contracts-nature of a contract of insurance - fundamentals of Insurance - Essential of General Contract as applied to Insurance mentioned under section 10 of the Indian Contract Act.

UNIT III

[Credit: 0.25]

Functions of Insurance –Double Insurance- Re insurance.

UNIT IV

[Credit: 0.25]

Evolution of Insurance-Marine, Fire, Life and Miscellaneous insurance-types of insurance and organization.

UNIT V

[Credit: 0.5]

Lloyd's Insurance and State Insurance- LIC –KGID – ESI - Deposit Insurance Corporation or Export credit Guarantee Corporation (only outline and objectives of all the above)

PRACTICUM

Field study to know the types of insurance products and procedure to get insured.

TEXT BOOKS

1. Boella.B.S.Garg. M.C. Singh.K.P. “Insurance Management”, New Delhi, Deep & Deep Publication Pvt., Ltd.
2. Tyagi, C.L. MadhuTyagi“Insurance Management”, New Delhi. Atlantic Publishers Pvt., Ltd.

REFERENCE BOOKS

1. Tripathy. N.P. “Insurance Management”, New Delhi, PHI Learning Pvt.
2. Mishra.M.N. & Mishra S.B. “Insurance Principles&Practice,New Delhi, Sultan chand.
3. Murthy A. “Principles & Practice of Insurance”, New Delhi,Margham Publication.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
20	0	1	13	6	0	5	65	30	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

SEMESTER - V
CORE COURSE – IX-Financial Management

Code: 18UMS5CC9
Hours: 5
Credit: 5

Total Marks: 100
External marks: 75
Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To understand the various concepts and principles of financial management.
- ◆ To develop the necessary skills and techniques to take decisions on various financial matters.
- ◆ To explain the capital structure is planning and estimate the capital budgeting.
- ◆ To classify the cost of capital and describe the Leverages.

UNIT I

[Credit:1]

Financial Management - Meaning and Scope of Finance Functions – Goals - Profit Maximization and Wealth Maximization – Organization of Finance Function.

UNIT II

[Credit:1]

Capital Structure Planning – Meaning and Scope – Approaches – Arbitrage Process – Traditional Approach – Indifference Point.

UNIT III

[Credit:1]

Capital Budgeting – Concept and Importance – Capital Budgeting Appraisal Methods - Pay Back Method – Discounted Cash Flow Method - NPV Method, Excess Present Value Index and IRR Method - Return on Investment Method.

UNIT IV

[Credit:1]

Cost of Capital – Concept, Importance – Classification -Cost of Debt – Cost of Equity – Cost of Retained Earnings – Weighted Average Cost of Capital.

UNIT V

[Credit:1]

Leverages – Meaning and Significance – Types -Operating, Financial and Combined Leverages – Dividend Theories and Dividend Policies – Forms of Dividend.

(Marks: Theory 20% and Problems 80%)

PRACTICUM

Students are asked to analyze the budget recently submitted in Parliament

TEXT BOOKS

1. Maheshwari S.N “Elements of Financial Management”, New Delhi, Sultan Chand & Sons.
2. Khan M.Y & Jain P.K “Theory and Problems in Financial Management”, New Delhi, Tata McGraw Hill Publishing Company Limited.

REFERENCE BOOKS

1. Pandey I.M “Financial Management”, New Delhi, Tata McGraw Hill Publishing Company Limited.
2. Prasanna Chandra “Fundamentals of Financial Management”, New Delhi, Tata McGraw Hill Publishing Company Limited.
3. R. P. Rustaqi “Financial Management, Tenth Edition, New Delhi, Taxmann Publications (P) Ltd.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
31	0	1	8	22	0	3.226	25.81	70.97	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

CORE COURSE – X-PRODUCTION MANAGEMENT

Course Code: 18UMS5CC10

Hours: 5

Credit: 5

Total Marks: 100

External marks : 75

Internal Marks : 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To understand the nature and importance of production management.
- ◆ To estimate the production planning and control.
- ◆ To implement various methods of work study.
- ◆ To manage the material requirements.

UNIT I

[Credit:1]

Production –Production System - Production Management - Functions and Types – Relationship of production with other functional areas -Responsibilities of Production Manager

UNIT II

[Credit:1]

Production Planning and Control - Difference between Production Planning and control-Routing and Scheduling -Dispatching -Maintenance management -Types of maintenance – Breakdown –Preventive.

UNIT III

[Credit:1]

Plant Location - Need for selecting a suitable location - Advantage of Urban, suburban and rural locations -Factors influencing plant location -Plant layout - Objectives -Principles of plant layout -Factors influencing plant layout -Types of layout.

UNIT IV

[Credit:1]

Work and Method Study - Work study procedures -Time study - Introduction to method study -Objectives of method study -Steps involved in method study -Work measurement -Objectives of work measurement - Techniques of work measurement -Control Charts.

UNIT V

[Credit:1]

Material Management –Objectives–Purchasing –Procedure –Store Keeping–Functions - Quality Control - Types of inspection -Centralized and Decentralized -TQM.

PRACTICUM

Application modules in which students will have to simulate organize, design, *produce* and *manage productions* on campus.

TEXT BOOKS

1. Saravanavel P & Sumathi S “Production and Materials Management”, Chennai, Margham Publications.
2. Paneerselvam “Production and Operations Management”, New Delhi, PHI Learning Pvt Ltd.

REFERENCE BOOKS

1. Elwood S. Buffa & Rakesh K. Sarin “Modern Production / Operations Management”, New Delhi, John Wiley & Sons.
2. B. S. Goel “Production Operation Management”, New Delhi, Pragati Prakashan Publishers.
3. Ebert J Ronald & Adams E Everett, Production & Operations Management, New Delhi, PHI Learning Pvt Ltd.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
43	4	4	1	38	9.302	9.302	2.326	88.37	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

CORE COURSE – XI-INTERNATIONAL BUSINESS ENVIRONMENT

Course Code: 18UMS5CC11

Hours: 5

Credit: 4

Total Marks: 100

External marks : 75

Internal Marks : 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To understand the global business and the current trends in Indian Foreign trade.
- ◆ To enlist the international economic institutions.
- ◆ To identify the recent trends in India's foreign trade.
- ◆ To know about the India's trade Policy.

UNIT I

[Credit:0.5]

Basics of international trade: Basics of international trade – GATT, WTO, GATS, TRIMS, TRIPS - international trade theories - drivers of international trade - restraining forces - recent trends in world trade.

UNIT II

[Credit:1]

Foreign trade & economic growth: Global sourcing – Degree of dependence - Foreign trade & economic growth - balance of trade - balance of payments - free trade - forms and restrictions.

UNIT III

[Credit:1]

International economic institutions: International economic institutions -IMF, World Bank, WTO (in brief) - Regional economic groupings- NAFTA, EU, ASEAN, SAARC.

UNIT IV

[Credit:0.5]

Recent trends in India's foreign trade: LPG - Recent trends in India's foreign trade - institutional infrastructure for export promotion in India - projects & consultancy exports.

UNIT V

[Credit:1]

India's Trade Policy: India's Trade policy – EXIM -export assistance -marketing plan for exports - documentations – LOC, BOP, other important documents.

PRACTICUM

A survey of the major aspects of the selected international company's business environment and operations.

TEXT BOOKS

1. Bhattacharya. B &Varshney R. L “International Marketing Management”, New Delhi, Sultan Chand & Sons.
2. Raj Agrawal “International Trade”, New Delhi, Excel Books Pvt Ltd.

REFERENCE BOOKS

1. Bimal Jaiswal, International Business, New Delhi, Himalaya Publishing House Pvt Ltd.
2. Francis Cherunilam, International Business, New Delhi, PHI Learning Pvt Ltd.
3. Dewan&Sudarshan, International Business Management, New Delhi, Discovery Publishing House Pvt Ltd.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
27	4	0	10	17	14.81	0	37.04	62.96	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

CORE COURSE – XII- E – BUSINESS MANAGEMENT

Course Code: 18UMS5CC12

Hours: 5

Credit: 5

Total Marks: 100

External marks : 75

Internal Marks : 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To understand the emerging environment of E – Business.
- ◆ To describe about the E-procurement and E marketing.
- ◆ To define the E-payment systems.
- ◆ To maintain the E-customer relationship management.

UNIT I E- Business & Internet

[Credit:1]

Introduction to E-Business – Evolution – EDI and E-Business - Traditional vs. E-Business- E-business vs. E-commerce -Models of E- Business- Advantages and Limitations of E- Business -electronic markets - B2C, B2B, C2B and C2C -Value chain and supply chain in e-business

UNIT II E-Procurement and E Marketing[Credit:1]

E-Procurement – Meaning, types, advantages - purchase vs. procurement -online sales and promotion – creating an effective web presence – identifying and reaching customers – Promotion Comparison of E-marketing media and its uses.

UNIT III E-Payment Systems

[Credit:1]

Electronic means of payment- micro and macro payment - Online Payment – Payments Cards – Electronic Cash – Electronic Wallets – Digital Cards – Types – Stored Value Cards – Internet Technologies – Banking – Net, Mobile.

UNIT IV E-Contracting and Distribution management

[Credit:1]

Generic services – information – negotiation - archiving, enforcement, reconciliation - structure of a contract - digital signature - legal affairs - Components of a distribution system - characterisation of online distribution - hybrid distribution networks - model for electronic software distribution.

UNIT V E-Customer Relationship Management

[Credit:1]

Objectives of CRM customer acquisition and liaison - customer buying cycle - architecture of CRM systems-customer satisfaction survey - Security and privacy issues in E- Business - Introduction to security - Types of Securities - Security Tools - Network Security – Firewalls - Electronic Market / e- shop - ethics in E- business.

PRACTICUM

Analyse the structure and environment of an existing E Business

TEXT BOOKS

1. Gary p. Schneider “E-Business”, Joe Sabatino, New Delhi, Cengage Learning.
2. U.S Pandey, Rahul Srivastava, SaurabhShukla, “E- Commerce & its applications”, New Delhi, S.Chand& Company Ltd.

REFERENCE BOOKS

1. George Korte “The GIS book”, Nigeria, Onward Press.
2. Milind M oka “E-Commerce”, Pune, Everest Publishing House.
3. Paul May “The Business of E-Commerce”, US, Cambridge University Press.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
54	8	4	16	36	14.81	7.407	29.63	66.67	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

MAJOR BASED ELECTIVE-1-STOCK EXCHANGE PRACTICES

Course Code: 18UMS5MBE1

Hours: 4

Total Marks: 100

External marks : 75 Credit: 4

Internal Marks : 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To comprehend the functioning of stock exchanges, methods of trading in stock exchanges, kinds of intermediaries in the capital market and Credit rating Agencies.
- ◆ To explain the need and importance of capital market and the growth of secondary market.
- ◆ To describe about the shares and securities.
- ◆ To illustrate the registration procedures of stock brokers.
- ◆ To gain deep knowledge in depositories and DEMAT accounting.

UNIT I

[Credit: 1]

Need and Importance of Capital Market – Primary and Secondary Market- Types of Securities – Advantages and Disadvantages of Primary Securities.

UNIT II

[Credit:0.5]

Secondary Market – Importance – Functions – Reading of Stock Indices – BSE - NSE – Introduction to Option – Debt Market, Commodity Market.

UNIT III

[Credit:1]

Listing of Securities – Group A, Group B, Group C Shares – Advantages of Listing – Drawbacks – Listing Procedure – Criteria for Listing – Listing Obligations – SEBI guidelines.

UNIT IV

[Credit:1]

Registration of Stock Brokers – Registration Procedure – Code of Conduct for Stock Brokers – Kinds of Brokers and their Assistants – Methods of Trading in a Stock Exchange – Carry over or Badla Transactions – Introduction to Technical Analysis – Kinds of Speculators – Role of Analyst

UNIT V

[Credit: 0.5]

Credit Rating – CRISIL – CARE – ICRA Agencies - Dematerialization – Depositories – DEMAT Accounting.

PRACTICUM

Practical simulation Training to buy and sell of securities.

TEXT BOOKS

1. Punidhavadhi Pandiyan, Security analysis & Portfolio Management, New Delhi, Vikas Publishing House Pvt Ltd.
2. Kevin. S, Security analysis & Portfolio Management, New Delhi, PHI Learning Pvt Ltd.

REFERENCE BOOKS

1. V.K. Bhalla “Investment management & Portfolio Management”, New Delhi, S.Chand& Company Ltd.
2. V. A. Avadhani “Investment & Securities markets in India”, New Delhi, Himalaya Publishing House Pvt Ltd.

3. E. Gordon & K. Natarajan “Financial Markets & Institutions”, New Delhi, Himalaya Publishing House Pvt Ltd.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
37	4	1	34	3	10.81	2.703	91.89	8.108	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

SKILL BASED ELECTIVE – II
QUANTITATIVE APTITUDE AND LOGICAL REASONING

Course Code: 18UMS5SBE2

Hours: 2

Credit: 2

Total Marks: 100

External marks : 75

Internal Marks : 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To apply in the competitive examinations and can utilize this section to improve their Aptitude and logical reasoning skills.
- ◆ To solve the ratio and proportion and estimate the stocks and share values.
- ◆ To have a deep knowledge about volume and surface Area.
- ◆ To understand the equations, probability and trigonometry.
- ◆ To estimate the general awareness of logical problems.

UNIT I **[Credit: 0.5]**
Profit – loss – Partnership.

UNIT II **[Credit: 0.5]**
Time and Work – Time and Distances.

UNIT III **[Credit: 0.25]**
Simple and compound interest.

UNIT IV **[Credit: 0.25]**
Clocks – Stocks and Shares – True discount and Bankers discount.

UNIT V **[Credit: 0.5]**
Arithmetic Reasoning – Inserting the missing Character.

PRACTICUM

Sample interview questions for *practicum* applicants.

TEXT BOOKS

1. R.S Aggarwal “Quantitative Aptitude”, New Delhi, S.Chand & Company Ltd, Re print 2013.
2. R.S Aggarwal “ A Modern Approach to verbal and Non verbal Reasoning” S.Chand & Company Ltd Reprint 2007.

Unit I	Page no: 251 – 293 & 311-325[1]
Unit II	Page no: 341 – 370 & 384 - 404[1]
Unit III	Page no: 441-486[1]
Unit IV	Page no: 597 – 604, 605-612, 632-636 & 637-641[1]
Unit V	Page no: 459 – 494[2]

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
11	0	0	9	2	0	0	81.82	18.18	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

SKILL BASED ELECTIVE – III-BANKING THEORY AND PRACTICES

Course Code: 18UMS5SBE3

Hours: 2

Credit: 2

Total Marks: 100

External Marks : 75

Internal Marks : 25

OBJECTIVES:After the completion of this course the students will be able

- ◆ To comprehend the banking regulation, and illustrate the key reasons for and against the regulation of banking systems.
- ◆ To know the RBI roles, functions, provisions and negotiable instrument Act
- ◆ To state the recent developments in the Indian Banking System

UNIT I

[Credit: 0.5]

Introduction to Banking – Meaning, Origin, Scope – Indian Banking System- Types of Banks- Role and functions of Banks – Banking Structure.

UNIT II

[Credit: 0.25]

RBI Act, 1934 – Role and Functions of RBI - Monetary Policy of RBI – Relationship with commercial banks - regulation of commercial banks – Opening of new banks and branch licensing – Constitution of board of directors and their rights.

UNIT III

[Credit: 0.5]

Negotiable Instrument Act – Cheque – meaning - crossing of cheques - Payment and collection of Cheque – duties and responsibilities of paying and collecting Banker – protection available to paying and collecting banker under NI Act – endorsements – forged instruments – bouncing of cheques and their implications.

UNIT IV

[Credit: 0.5]

Opening of accounts for various types of customers – minors – joint account holders – HUF – firms – companies – trusts – societies – Govt. and public bodies – Importance of AML – Know your Customer(KYC) guidelines.

UNIT V

[Credit: 0.25]

Recent developments in the Indian Banking System – Retail Banking– Wholesale Banking – Universal Banking – Narrow Banking – Investment banking – Electronic Banking – Core Banking, E-Banking.

PRACTICUM

Collection of some negotiable instruments and demonstrate its usage.

TEXT BOOKS

1. Shekhar K.C. &LekshmyShekhar “Banking Theory & Practices”, New Delhi, Vikas Publishing House Pvt Ltd.
2. Benton E. Gup& James W. Kolari “Commercial Banking”, New Delhi, Tata McGraw Hill Publishing Company Limited.

REFERENCE BOOKS

1. N.K. Sinha “Banking & Finance”, New Delhi, BSC Publishing Co. Pvt.Ltd.
2. Clifford Gomez. J.M. Holden “Banking & Finance- Theory, Law & Practice”, New Delhi, PHI Learning Pvt Ltd.
3. “The Law & Practice of Banking”, Universal Law Publishing, New Delhi, Lexis Nexis Publishers Pvt Ltd.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
42	10	2	39	3	23.81	4.762	92.86	7.143	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

SEMESTER – VI

CORE COURSE – XIII-ENTREPRENEURIAL DEVELOPMENT

Course Code: 18UMS6CC13

Total Marks:100

Hours : 6

External marks : 75

Credit : 5

Internal Marks : 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To comprehend the concepts of Entrepreneurial Development for Young Entrepreneurs.
- ◆ To give a detailed knowledge about the successful entrepreneurs and to know about the various subsidies provided by the government for the entrepreneurs.
- ◆ To identify the business opportunities & prepare a Business Plan.
- ◆ To illustrate the importance of entrepreneurship development programme (EDP).

UNIT I

[Credit: 1]

Introduction to Entrepreneurship: Meaning and concept of entrepreneurship -Classification of entrepreneurship-role of entrepreneurship in economic development -and Entrepreneurs Vs Professional managers.

UNIT II

[Credit: 1]

The Entrepreneur: Meaning of entrepreneur -the skills required to be an entrepreneur - the entrepreneurial decision process and role models - mentors and support system.

UNIT III

[Credit: 1]

Business Opportunity Identification & Preparing a Business Plan: Business ideas - methods of generating ideas - and opportunity recognition - Meaning and significance of a business plan - components of a business plan and feasibility study

UNIT IV

[Credit: 1]

Entrepreneurship Development Programme (EDP): Need for EDP- Objectives -Phases of EDP - Evaluation of EDP – EDP Institutions in India and their functions – DIC, SISI, TCOs

UNIT V

[Credit: 1]

Government Subsidies for Entrepreneurship: Incentives and Subsidies – Incentives to Small Scale Industries – Benefits to Industrial Units located in Backward & Remote Areas – Industrial Estates.

PRACTICUM

Create a EDP for one of the leading company in India

TEXT BOOKS

1. Gupta & Srinivasan C.B “Entrepreneurial Development”, New Delhi, Sultan Chand & Sons.
2. Peter Drucker “Innovation & Entrepreneurship”, New York, Harper Collins Publishers.

REFERENCE BOOKS

1. Supriya Singh, Akshara Singh “Entrepreneurial Development”, Lucknow, Thakur Publishers.
2. Robert D Hisrich, Michael P. Peters, Dean A. Shepherd “Entrepreneurship”, New Delhi, Tata McGraw Hill Publishing Company Limited.
3. S. Nagendra & V.S. Manjunath “Entrepreneurship & Management”, New Delhi, Pearson Education India.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
22	12	2	10	5	54.55	9.091	45.45	22.73	Local

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

CORE COURSE – XIV-RESEARCH METHODOLOGY

Code : 18UMS6CC14

Hours: 6

Credit: 5

Total Marks: 100

External marks :75

Internal Marks : 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To comprehend the framework of Research Methodology in a business unit.
- ◆ To classify the methods and sources of data collection.
- ◆ To apply statistics in research methods.
- ◆ To describe the Measures of Parametric and Non-parametric tests.

UNIT I

[Credit: 1]

Research: Meaning –Objectives -Types -Nature and scope of research –Defining the research problem - Research process -Research Designs.

UNIT II

[Credit: 1]

Methods of data collection -Observational and Interview methods –Collection of data through Questionnaires and Schedules –Other methods of data collection.

UNIT III

[Credit: 1]

Sampling methods –Probability Sampling and Non Probability sampling -Sample size.

UNIT IV

[Credit: 1]

Simple Analysis - Coding - Data entry –Hypothesis - Characteristics of Good Hypothesis

UNIT V

[Credit: 1]

Presenting results - Written and oral reports - the written research report - preparatory items – Introduction – methodology -finding and conclusions.

PRACTICUM

Prepare a research proposal and apply any one statistical test for the collected data.

Problem: 20%; Theory: 80%

TEXT BOOKS

1. Kothari C.R “Research Methodology: Methods and Techniques”, New Delhi VishwaPrakashan Publishers.
2. Saravanavel P “Research Methodology”, Allahabad, Kitabmahal pvt ltd.

REFERENCE BOOKS

1. P. Philominathan “Research Methodology Practice”, Thanjavur, Thakur Publishers.
2. Kothari C. R “Research Methodology – Methods & Techniques”, New Delhi VishwaPrakashan Publishers.
3. Gopal M. A “An Introduction to Research Procedure in Social Sciences” Bombay, Asia Publishing House.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
26	0	4	4	22	0	15.38	15.38	84.62	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

CORE COURSE – XV-PRINCIPLES OF LOGISTICS

Course Code: 18UMS6CC15

Hours: 6

Credit : 5

Total Marks: 100

External marks : 75

Internal Marks : 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ Develop an understanding of the role of logistics in a market-oriented society
- ◆ Examine the major functions of logistics
- ◆ Provide an opportunity for comprehensive analysis and discussion of key contemporary issues and problems in logistics management
- ◆ Examine the details of planning and control processes in logistics management

UNIT – I

(Credit: 1)

Logistics management and Supply Chain management - Definition- Evolution – Importance - The concepts of logistics -Need for logistics -Functional applications – HR, Marketing, Operations, Finance, IT.

UNIT – II

(Credit: 1)

Logistics Activities – functions, objectives, solution -Customer Service - Warehousing and Material Storage - Material Handling - order processing - information handling and procurement Transportation and Packaging-Critical Issues in Logistics Outsourcing

UNIT – III(Credit: 1)

Fundamentals of Supply Chain and Importance - Development of SCM concepts and Definitions Supply chain strategy - Strategic Supply Chain Management and Key components - Drivers of Supply Chain Performance.

UNIT – IV

(Credit: 1)

Modeling logistics systems - Simulation of logistic systems - Dimensions of Logistics & SCM – The Macro perspective and the macro dimension.

UNIT – V(Credit: 1)

Framework and Role of Supply Chain in e-business and b2b practices - Value of information in logistics & SCM - E-logistics - E-Supply Chains - International and global issues in logistics.

TEXT BOOKS

1. Bowersox, Logistical Management, Mc-Graw Hill, 2000
2. Sahay B S, Supply Chain Management for Global Competitiveness, Macmillan India Ltd., New Delhi.

REFERENCE BOOKS

1. Reguram G, Rangaraj N, Logistics and Supply Chain Management Cases and Concepts, Macmillan India Ltd., New Delhi, 1999.
2. Coyle, Brady & Longby, The Management of Business Logistics, 3rd Ed., West Publishing Co.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
29	4	2	17	16	13.79	6.897	58.62	55.17	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

MAJOR BASED ELECTIVE-II-BUSINESS TAXATION

Course Code: 18UMS6MBE2

Hours: 6

Credit: 5

Total Marks: 100

External Marks: 75

Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To understand the rules imposed upon employers in relation to employee taxation and application of the corporation system, tax self assessment, capital gains and VAT.
- ◆ To gain knowledge about the Income Tax Act 1961 and Central Sales Tax Act.
- ◆ To explain the excise duty.
- ◆ To illustrate about the overview of Tax Audit.

UNIT I

[Credit: 1]

Income Tax Act 1961: Objectives of Taxation - Canons of Taxation - Tax System in India - Direct and Indirect Taxes - Meaning and Types.

UNIT II

[Credit: 1]

Income Tax Act 1961 - Basic Concepts and Definitions - Income, Assesses, Person, Previous Year, Assessment Year, Gross Total Income, Total Income - Meaning of Permanent Account Number - Return of Incomem – TDS - Advance Tax - Assessment Procedure --Corporation Tax Self Assessment

UNIT III

[Credit: 1]

Excise Duty - Customs Duty - Advalorem and Specific duties - Entry Tax - Service Tax.

UNIT IV

[Credit: 1]

Central Sales Tax Act - Important Definitions and Sec. 3, 4, 5 & 6 - GST - GST for various goods.

UNIT V

[Credit: 1]

An Overview of Tax Audit - Tax Incentives and Export promotions - deductions and exemptions.

TEXT BOOKS

1. Aghuja Girish& Gupta Ravi “Practical Approach to Income Tax”, New Delhi, Bharat Law House Pvt. Ltd.
2. Dr. Vinod K. Singhanian& Monica Singhanian “Students Guide to Income Tax”, New Delhi, Taxmann Publications Pvt. Ltd.

REFERENCE BOOKS

1. Simon James, Nobes Christopher “Economics of Taxation”, New Delhi, Prentice Hall Publishers.
2. D.P. Mittal “Indian Double Taxation Agreements & Tax Laws”, New Delhi, Taxmann Publications Pvt. Ltd.
3. R.N.Lakhotia &SubhashLakhotia “Succession and Tax Planning Through Trusts & Wills”, New Delhi, Vision Books.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
25	1	1	25	0	4	4	100	0	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

MAJOR BASED ELECTIVE-III- CORPORATE PLANNING AND STRATEGY

Course Code: 18UMS6MBE3

Hours: 5

Total Marks: 100

External marks : 75 Credit : 4

Internal Marks : 25

OBJECTIVES:After the completion of this course the students will be able

- ◆ To understand the corporate planning and its objective.
- ◆ To inculcate the basic knowledge of planning, formulation, implementation and evaluation of strategies in the corporate world.
- ◆ To identify the organizational apparatus.

UNIT I

[Credit: 1]

Corporate Planning - Concept of long term planning – Nature - Process & Significance of Planning – types - Corporate strategy - corporate planning system – approach - role of planner - corporate planning & budgeting - corporate responsibility Vs profitability and productivity.

UNIT II

[Credit: 1]

Corporate Objective – concept of corporate purpose, mission, objectives and goals - process of setting corporate objectives - Forces intersecting with corporate objectives - external and internal Corporate strategy - Concept, Components, Importance, nature and scope - process of strategic planning.

UNIT III

[Credit: 1]

Formulation of strategy - identifying strategic alternatives of business process - Strategic decision making process - Environmental Analysis - Resource Analysis - Gap Analysis - portfolio analysis - BCG matrix - G.E matrix – Industry and Competitor analysis.

UNIT IV

[Credit: 0.5]

Strategy implementation and evaluation – Introduction to growth strategies – Diversification – acquiring - merger and joint venture - Organizing the strategies - implementation operations - developing production, marketing and financial strategies.

UNIT V

[Credit: 0.5]

Organizational apparatus – dynamics, capacity, factors consideration - methods and techniques and structuring gaps analysis, manager, audit and significance of gap – strategic failures - Case study.

PRACTICUM

Submit a Business *plan* that incorporates financial, marketing and operational *strategies*.

Formulate a strategy for your own company when your product is in decline stage of PLC

TEXT BOOKS

1. C.B. Mamoria & Dr. Satish Mamoria “Business Planning & Policy”, New Delhi, Himalaya Publishing House Pvt Ltd.

2. G. John, “Exploring Corporate Strategy”, New Delhi, Prentice Hall Publishers.

REFERENCE BOOKS

1. Azharkazmi “Business Policy & Strategic Management”, New Delhi, Tata McGraw Hill Publishing Company Limited.
2. S.C. Bhattacharya “Strategic Management Concepts & Cases”, Allahabad, A H Wheeler Publishing Co Ltd.
3. Gerry Johnson, Kevan Scholes “Exploring Corporate Strategy”, US, Prentice Hall Publishers

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
42	6	2	27	14	14.29	4.762	64.29	33.33	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

Master of Business Administration Course Structure under CBCS

(For the candidates admitted from the academic year 2018-2019 onwards)



Semester	Course	Course Code	Title of the Course	Ins. Hours/ Weeks	Credit	Exam Hours	CIA (Max)	ESE (Max)	Total (Max)
I	Core Course – I (CC)	18PMS1CC1	Principles of Management	5	5	3	25	75	100
	Core Course – II (CC)	18PMS1CC2	Economic Analysis of Business	5	5	3	25	75	100
	Core Course –III (CC)	18PMS1CC3	Managerial Communication	5	5	3	25	75	100
	Core Course – IV (CC)	18PMS1CC4	Organizational Behaviour	5	5	3	25	75	100
	Core Course – V (CC)	18PMS1CC5	Mathematics and Statistics for Managers	5	5	3	25	75	100
	Core Course – VI (CC)	18PMS1CC6	Accounting for Managers	5	5	3	25	75	100
				Total	30	30	-	150	450
II	Core Course – VII (CC)	18PMS2CC7	Operations Research	5	5	3	25	75	100
	Core Course – VIII (CC)	18PMS2CC8	Production Management	5	5	3	25	75	100
	Core Course –IX (CC)	18PMS2CC9	Marketing Management	5	5	3	25	75	100
	Core Course – X (CC)	18PMS2CC10	Human Resource Management	5	5	3	25	75	100
	Core Course – XI (CC)	18PMS2CC11	Financial Management	5	5	3	25	75	100
	Core Course – XII (CC)	18PMS2CC12	Management Information System	5	5	3	25	75	100
				Total	30	30	-	150	450
III	Core Course – XIII (CC)	18PMS3CC13	Research Methodology	5	5	3	25	75	100
	Core Course – XIV(CC)	18PMS3CC14	Legal Aspects of Business	4	4	3	25	75	100
	Core Course – XV (CC)	18PMS3CC15	Enterprise Resource Planning	4	4	3	25	75	100
	Elective Course - I		Course A-I/B-I/C-I/D-I/E-I	5	4	3	25	75	100
	Elective Course - II		Course A-II/B-II/C-II/D-II/E-II	5	4	3	25	75	100
	Elective Course - III		Course A-III/B-III/C-III/D-III/E-III	5	4	3	25	75	100
	Managerial skills	18PMS3MS	Managerial skills	2	2	3	25	75	100

			Total	30	27	-	175	575	700
IV	Core Course – XVI (CC)	18PMS4CC16	Strategic Management	5	5	3	25	75	100
	Core Course – XVII(CC)	18PMS4CC17	International Business Management	5	5	3	25	75	100
	Core Course – XVII (CC)	18PMS4CC18	Entrepreneurial Development	5	5	3	25	75	100
	Elective Course - IV		Course A-IV/B-IV/C-IV/D-IV/E-IV	5	4	3	25	75	100
	Elective Course - V		Course A-V/B-V/C-V/D-V/E-V	5	4	3	25	75	100
	Elective Course - VI		Course A- VI/B-VI/C-VI/D-VI/E-VI	5	4	3	25	75	100
				Total	30	27	-	150	450
	Project Work	Dissertation 80 + Viva voice 20) Actual Project during III semester Holidays and Viva Voice during IV semester		-	6	-	-	-	100
Total				-	6	-	25	75	100
Grand Total				120	120	-	650	1950	2600

Specialization are offered in the following areas

- Marketing
- Finance
- Human resource
- Operations
- Systems

List of Elective Courses (For 2018 – 2019)

Elective	Semester	Course Code	Title of the Course
Elective-I	III	18PMS3EM1	Consumer Behaviour
	III	18PMS3EF1	Security Analysis & Portfolio Management
	III	18PMS3EH1	Organizational Development
	III	18PMS3EO1	Supply Chain Management
	III	18PMS3ES1	Advanced Database Management System
Elective-II	III	18PMS3EM2	Advertising and Sales Promotion
	III	18PMS3EF2	Financial Services
	III	18PMS3EH2	Reward Management
	III	18PMS3EO2	Total Quality Management
	III	18PMS3ES2	Data mining for Business Intelligence
	III	18PMS3EM3	E-Marketing

Elective-III	III	18PMS3EF3	Strategic Cost Management
	III	18PMS3EH3	Leadership and Change Management
	III	18PMS3EO3	World class manufacturing
	III	18PMS3ES3	Decision Support System and Intelligent Systems
Elective-IV	IV	18PMS4EM4	Retail Management
	IV	18PMS4EF4	Commercial Bank Management
	IV	18PMS4EH4	Public Relation Management
	IV	18PMS4EO4	Material Requirements Planning
	IV	18PMS4ES4	E-Business Management
Elective-V	IV	18PMS4EM5	Business to Business Marketing
	IV	18PMS4EF5	Corporate Finance
	IV	18PMS4EH5	Managing Interpersonal Effectiveness
	IV	18PMS4EO5	Advanced Production Management
	IV	18PMS4ES5	Knowledge Management Systems
Elective-VI	IV	18PMS4EM6	Sales and Distribution Management
	IV	18PMS4EF6	Risk Management and Insurance
	IV	18PMS4EH6	Group Dynamics
	IV	18PMS4EO6	Manufacturing Resource Planning
	IV	18PMS4ES6	Cloud computing

Note:

Project : 100 Marks

Dissertation : 80 Marks

Viva Voice : 20 Marks

Core Papers - 18

Elective Papers –6

Managerial skills Papers - 1

Project – 1

Note:

1. Theory Internal 25 marks External 75 marks

2. Separate passing minimum is prescribed for Internal and External

a) The passing minimum for CIA shall be 40% out of 25 marks (i.e. 10 marks)

b) The passing minimum for University Examinations shall be 40% out of 75 marks (i.e. 30 marks)

c) The passing minimum not less than 50% in the aggregate.

3. Internship – offered in II Semester

4. Student Project – offered in IV Semester

SEMESTER – I

CORE COURSE – I: PRINCIPLES OF MANAGEMENT

Course Code: 18PMS1CC1

Total Marks : 100

Hours : 5

External Marks: 75 Credit: 5

Internal Marks: 25

OBJECTIVES: After completion of the course the students will be able:

- ◆ To understand how an organization functions and wide variety of issues managers face.
- ◆ To familiarize the students to the basic concepts of management.
- ◆ To explain the various functions of management viz planning, organizing, directing & controlling.

UNIT I INTRODUCTION TO MANAGEMENT

(Credit:1)

Organization- Management- Role of managers- Evolution of management thought- Organization and the environmental factors- levels of Management- managerial skills at various levels.

UNIT II PLANNING

(Credit:1)

Nature and purpose of planning- Planning process- Types of plans- Objectives- Management by Objectives (MBO) – Strategies- Types of strategies – Policies – Decision Making- Types- process- Rational decision making process- Decision making under different conditions.

UNIT III ORGANISING

(Credit:1)

Nature and purpose of organizing- Organization structure- Formal and informal groups/ organization- Line and staff authority- Departmentation- Span of control- Centralization and decentralization- Delegation of authority.

UNIT IV DIRECTING

(Credit:1)

Staffing and Directing- General principles, importance and techniques -Training- Performance appraisal.

UNIT V CONTROLLING

(Credit:1)

Importance and process of Communication -Process of controlling- Types of control- Budgetary and non-budgetary control techniques-Managing productivity- Cost control- - Maintenance control- Quality control-Planning operations.

TEXT BOOKS

- 1.Prasad L.M. “Principles and Practice of Management”, New Delhi, Sultan Chand & Sons.
- 2.Tripathy P.C& Reddy P.N. “Principles of Mangement”, New Delhi, Tata Mc-Graw Hill Publishing company Ltd.

REFERENCE BOOKS

- 3.Harold Koontz , Heinz weihrich & Ramachandra Aryasri, “Principles of Management”, New Delhi, Tata Mc-Graw Hill Publishing company Ltd.,
4. Govindharajan. M. & Natarajan S. “Principles of Management”, New Delhi, PHI Learning Private Limited.
5. Rao V.S.P. & Narayana P.S. “Principles and Practice of Management”, Delhi, Konark Publishers Private Ltd

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
41	0	4	2	41	0	9.756	4.878	100	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

CORE COURSE – II: ECONOMIC ANALYSIS OF BUSINESS

Course Code: 18PMS1CC2
Hours: 5
Credit: 5

Total Marks : 100
External Marks: 75
Internal Marks: 25

OBJECTIVES: After completion of the course the students will be able

- ◆ To understand the concepts of economics in Business.
- ◆ To define the basic concepts of scarcity and efficiency.
- ◆ To explain the product and factor market.
- ◆ To describe principles of micro and macro economics relevant to managing an organization.

UNIT I BASIC INTRODUCTION

(Credit:1)

Introduction and Nature of Economics -Micro economies and Macro economies – Significance Positive Vs Normative economics.

UNIT II MICRO ECONOMICS

(Credit:1)

Short-run and long-run production - Cost Functions – Returns to scale – economies Vs diseconomies of scale-Relation between Production and Cost function -Break Even Analysis

UNIT III PRODUCT AND FACTOR MARKET

(Credit:1)

Product market – perfect and imperfect market – different market structures – factor market – Land, Labour and capital – Demand and supply – Elasticity of demand & Demand forecasting– Interaction of product and factor market – General equilibrium and efficiency of competitive markets – Monopoly – Oligopoly - Duopoly.

UNIT IV MACRO ECONOMICS

(Credit: 1)

Macro-economic aggregates – circular flow of macroeconomic activity – Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and supply – Monetary Economics- Role & Perspectives.

UNIT V INDIAN ECONOMY

(Credit:1)

National Income – Concepts, Measurement and Difficulties -Unemployment and its impact – Okun's law – Inflation and the impact – reasons for inflation —Inflation Vs Unemployment tradeoff – Phillips curve – Money market- Basic Features of Industrial Policy, Monetary Policy & Fiscal Policy – Recent development in Indian Economy.

TEXT BOOKS

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri & Anindya Sen, “Economics”, New Delhi, Tata McGraw Hill.
2. William Boyes & Michael Melvin, “Textbook of economics”, India, Biztantatara Publishers.
3. S.Sankaran , “ Managerial Economics” Margham Publication, chennai

REFERENCE BOOKS

1. Gregory Mankiw N. “Principles of Economics”, New Delhi, Thomson learning.
2. Richard Lipsey & Alec Charystal, “Economics”, New Delhi, Oxford University Press.
3. Karl E. Case and Ray C. Fair “Principles of Economics” New Delhi, Pearson Education.
4. R.L.Varshney & K.L.Maheswari, “Managerial Economics”, Sulthan Chand & Sons, New Delhi.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
40	0	2	22	21	0	5	55	52.5	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

CORE COURSE – III: MANAGERIAL COMMUNICATION

Course Code: 18PMS1CC3

Hours: 5

Credit: 5

Total Marks : 100

External Marks: 75

Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To understand the role and importance of communication in an organisation.
- ◆ To illustrate the techniques and practices essential for managers in an organisation.
- ◆ To help frame official business letters & Reports.
- ◆ To know to conduct effective meetings.

UNIT I

(Credit:1)

Communication – Meaning and Significance for Management - Process - Types of Communication – Media – Barriers to Communication – Principles of Effective Communication- Traditional methods of communication - Recent advancements in Communication.

UNIT II

(Credit:1)

Correspondence – Norms for Business Letters – Letter for different kinds of situations – Personalized stand letters – enquiries - customers’ complaints - collection letters – Sales promotion letters.

UNIT III

(Credit:1)

Report Writing – Structure of Reports – Long & Short Reports – Formal & Informal Reports – Writing Research Reports - Technical Reports – Norms for including Exhibits & Appendices.

UNIT IV

(Credit:1)

Non-verbal communication – Personal Appearance Posture – Body Language — Gestures – Symbols Use of Charts, Diagrams & Tables – Visual & Audio Visual Aids for communication – Dyadic communication - Face to Face Communication – Telephonic Conversation.

UNIT V

(Credit:1)

Conducting Meetings - Procedure – Preparing agenda - Minutes and Resolutions - Conducting Seminars & Conferences - Procedure of Regulating Speech - Evaluating Oral Presentation – Group Discussion - Drafting Speech – Negotiation Skills -Nature & Scope of Mass Communication.

TEXT BOOKS

1. Pal & Korlahalli J.S. “Essentials of Business Communication”, New Delhi, Sultan Chand & Sons, Educational Publishers.
2. Bhatia R.C. “Business Communication”, New Delhi, Ane Books Private Limited.

REFERENCE BOOKS

1. Meenakshi Raman & Prakash Singh, “Business Communication”, New Delhi, Oxford University Press.
2. Jain N.C. & Saakshi “Essentials of Business Communication”, New Delhi, AITBS Publishers & Distributors.
3. Dona J. Young “Foundations of Business Communication”, New Delhi, Tata McGraw Hill Publishing Company Limited.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
44	5	21	4	20	11.36	47.73	9.091	45.45	Regional

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

CORE COURSE – IV: ORGANISATIONAL BEHAVIOUR

Course Code: 18PMS1CC4

Total Marks : 100

Hours: 5

External Marks: 75

Credit: 5

Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

1. To understand the basic organizational processes to bring about change in organizational behavior.
2. To illustrate Perception, personality, learning, motivation, group behaviour and conflict management.
3. To identify appropriate job design and organisational culture.
4. To determine emerging challenges and managing work stress.

UNIT I

(Credit:1)

History of Management Thought – Definition - concept of Organizational Behaviour-Approaches to OB- contributing disciplines to the OB field -challenges and opportunities for OB.

UNIT II

(Credit:1)

Individual behaviour - Attitudes and values - Perception - concept - process, errors and applications - Personality - concept – determinants - theories and applications - Learning - concept and theories of learning- reinforcement.

UNIT III

(Credit:1)

Motivation – concept, theories of motivation - Group behaviour – concept - types of group -group development - group dynamics - Conflict - sources – types – management -Organizational power and politics -Informal Organization structure.

UNIT IV

(Credit:1)

Organizational learning - organizational culture -Power and political behaviour -sources of power - effective use of power- Organisational policies.

UNIT V

(Credit:1)

Emerging challenges - managing diversity – globalization- technology transformation - e –business - promoting ethical behaviour - Work Stress - stress model – cause - consequences and coping strategies.

TEXT BOOKS

1. Stephen P Robbins & Seema Sanghi “Organizational Behavior”, New Delhi, Pearson -Prentice Hall.
2. Aswathappa “Organisation Behaviour”, New Delhi, Himalaya Publishing House.

REFERENCE BOOKS

1. Newstrom John W “Organizational Behaviour: Human Behaviour at Work”, New Delhi, Tata Mc Graw Hill.
2. Luthans F “Organisation Behaviour”, New Delhi, Prentice Hall of India.
3. Hersey Paul, Blanchard, Kenneth H & Johnson Dewey E “ Management of Organizational Behavior”, New Delhi, Pearson Education.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
47	3	5	8	40	6.383	10.64	17.02	85.11	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

CORE COURSE – V: MATHEMATICS AND STATISTICS FOR MANAGERS

Course Code: 18PMS1CC5

Hours: 5

Credit: 5

Total Marks: 100

External Marks: 75

Internal Marks: 25

OBJECTIVES: After completion of the course the students will be able

- ◆ To understand the concept of matrices.
- ◆ To explain the concepts and application of limit of function.
- ◆ To categorize the various types of correlation and regression.
- ◆ To test the hypothesis using various statistical test.

UNIT I

(Credit:1)

Matrices: Introduction to Statistics - Skew symmetric matrix- Hermitian and Skew Hermitian matrix - Orthogonal Matrices - Eigen values & Eigen vectors - Cayley Hamilton theorem

UNIT II

(Credit:1)

Limits of functions: Limits and value of a function-Rules for finding the limit of a function – Some general theorems on limits - Certain special limits - Continuous and Discontinuous functions

Differentiation: Differential coefficient of x^n - Differential coefficient

of $e^x, \log x, \sin x, \cos x, \tan x$ - Differential coefficient of the product of a constant and a function-

Differential coefficient of a Sum - Product rule - Quotient rule - Function of a function rule - Logarithm differentiation - Transforms - Differentiation of implicit function-Maxima and Minima.

UNIT III

(Credit:1)

Correlation and Regression: Multiple and Partial correlation -Coefficient of Multiple Correlation - Coefficient of Partial correlation - Multiple correlation in terms of total and Partial correlations – Expression for Regression coefficient in terms of Regression coefficients of lower order - Expression for Partial correlation coefficient in terms of Partial correlation coefficient of lower order.

UNIT IV

(Credit:1)

Population, Sample -Types of Sampling-Test of Significance - Null and Alternative Hypothesis - Errors in Sampling - Critical region and level of Significance - One tailed and two tailed tests - Test of significance of large samples - Test of significance for single proportion-Test of significance of difference of proportion- Test of significance for single mean - Methods of constructing Index numbers.

UNIT V

(Credit:1)

Student's t distribution: Derivation of student's t distribution- t test for single mean- t test for difference of means- F distribution - Derivation of Snedecor's F distribution-Constants of F distribution - Mode and point of inflection of F distribution.

Chi-Square distribution:Inference about a population Variance-Goodness of fit-Test of Independence of attributes-contingency table.

Analysis of Variance: Significance and introduction - Two way or Two factor ANOVA.

Problem: 80%; Theory: 20%.

TEXT BOOKS

- 1.T.K Manicavachagompillay.T.Natarajan,K.S.Ganapathy, “Algebra “ volume-II S.Viswanathan printers and publishers,pvt ltd.2011
2. S.Narayanan,T.K.Manicavachagompillay.”Calculus” Volume-I, S.Viswanathan printers and publishers,pvt ltd.2011.
3. S.C.Gupta,V.K.Kapoor”Fundamentals of Mathematical Statistics”,Sulthan Chand& Sons,Educational Publishers New Delhi-2011
4. Srivastava T.N. & Shailaja Rego, “Statistics for Management”,New Delhi, Tata McgrawnHill.

Unit-I	Chapter - II	Sections - 6.1-6.3, 9.1, 16.1-16.3 [1]
Unit-II	Chapter - I	Sections - 6-11[2]
Chapter - II		Sections - 2.1-2.6, 3.1-3.6, 3.8, 4.1-4.3, 5
	Chapter - V	Sections - 1.1-1.5
Unit -III	Chapter - XII	Sections - 12.4, 12.7-12.11[3]
Unit-IV	Chapter - XIV	Sections - 14.1, 14.2, 14.4
		(14.4.1-14.4.4), 14.6, 14.7, 14.8 (14.8.3, 14.8.4) [3]
Unit-V	Chapter - XVI	Sections- 15.6(15.6.1-15.6.3)16.2.1, 16.3.1, 16.3.2, 16.5 (16.5.1 - 16.5.3) [3]
	Chapter - XI	Sections - 11.1, 11.3 [4]

REFERENCE BOOKS

1. David P Doane & Lori E. Seward, “Applied Statistics in Business and Economics” New Delhi, Tata Mcgraw Hill.
2. Bharat Jhunjunwala, “Business statistics”, – New Delhi, S.Chand & Co.,
3. Suranjan Saha, “Mathematics and Statistics” – , Delhi. New Central Book Agency Ltd.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
53	0	0	0	53	0	0	0	100	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

CORE COURSE – VI: ACCOUNTING FOR MANAGERS

Course Code: 18PMS1CC6

Total Marks : 100

Hours: 5

External Marks: 75

Credit: 5

Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To acquire a reasonable knowledge in accounts and to analyse and evaluate financial statements.
- ◆ To classify the different types cost.
- ◆ To describe about the budgeting.
- ◆ To illustrate the marginal costing and standard costing

UNIT I - BASICS OF ACCOUNTING

(Credit:1)

Introduction -Financial, Cost and Management accounting- generally accepted Accounting principles concepts and convention – Journal – Ledger- Trial Balance and Final account.

UNIT II – COST ACCOUNTING

(Credit:1)

Determination of Cost- Cost Accounting as internal control tools -types of cost - cost concepts - and preparation of cost sheet –Tender.

UNIT III - BUDGETARY CONTROL

(Credit:1)

Budgeting - Concept of Budget -Budgeting and Budgetary Control -Types of Budget - Static and Flexible Budgeting - Preparation of Cash Budget - Sales Budget - Production Budget - Materials Budget - Capital Expenditure Budget and Master Budget

UNIT IV – MARGINAL COSTING

(Credit:1)

Marginal Costing – Cost, Volume, Profit analysis - P/V ratio - analysis and implications -Concept and uses of contribution - breakeven point and its analysis

UNIT V – STANDARD COSTING

(Credit:1)

Standard Costing - Concept of standard costs - establishing various cost standards -calculation of Material Variance - Labour Variance, and Overhead Variance - and its applications and implications.

Problem: 75%; Theory: 25%.

TEXT BOOKS

1. Khan M.Y &.Jain P.K, “Management Accounting”, New Delhi, Tata McGraw Hill Publishers.
2. Narayanaswamy R. “Financial Accounting – A managerial perspective”, New Delhi, PHI Learning Private Limited.

REFERENCE BOOKS

1. Jan Williams, “Financial and Managerial Accounting – The basis for business Decisions”, New Delhi, Tata McGraw Hill Publishers.
2. Horngren, Surdem, Stratton, Burgstahler & Schatzberg, “Introduction to Management Accounting”, New Delhi, PHI Learning Private Limited..
3. Singhvi Bodhanwala, Management Accounting -Text and cases, New Delhi, PHI Learning

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
34	1	1	2	33	2.941	2.941	5.882	97.06	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

SEMESTER – II

CORE COURSE – VII: OPERATIONS RESEARCH

Course Code: 18PMS2CC7

Hours: 5

Credit: 5

Total Marks : 100

External Marks: 75

Internal Marks: 25

OBJECTIVES:After completion of the course the students will be able

- ◆ To understand the concepts and application of research in operations of an organization.
- ◆ To acquaint the student with the basic concepts of operations and LPP.
- ◆ To solve transportation, travelling salesman and replacement problems.
- ◆ To determine the project scheduling and control techniques.
- ◆ To identify decision making techniques under risk and uncertainty.

UNIT I

(Credit:1)

Introduction to Operations Research - scope, phases- merits and limitations – concept of optimization - Linear Programming Problem - Graphical method - Theory of simplex methods to solve canonical and general LPP.

UNIT II

(Credit:1)

Transportation model: Balanced and Unbalanced problems – North–West Corner rule – Least Cost Method – Vogel’s Approximation method – MODI method - Assignment model: Hungarian model – Travelling Salesman Problem.

UNIT III

(Credit:1)

PERT / CPM - Arrow (Network) Diagram Representation– Time estimates – Critical Path – Floats – Construction of Time chart and Resource Leveling.

UNIT IV

(Credit:1)

Decision under risk – expected money value criterion – decision trees – decision under uncertainty – Minimax criterion – Queuing Theory – Terminologies of Queuing system – Empirical Queuing models- (M/M/1) & (M/M/C)

UNIT V

(Credit:1)

Game theory: Optimal solution of Two-person Zero-sum Games-Mixed strategies-Graphical solutions of (2 \times n) and (m \times 2) Games-Solution of m \times n games by LPP – Simulation – Steps in Simulation- Uses of Simulation – Simulation applied to Queuing problems.

Problem: 80%; Theory: 20%.

TEXT BOOKS

1. Prof. V. Sundaresan, K.S. Ganapathy Subramaniyan “ Resource Management Techniques”, A.R. Publications
2. PannerSelvam R. “Operation research”, New Delhi, PHI Learning Private Limited.

Unit I	Chapter -1,2&3	Sections: 1.1 , 1.8 & 1.9 , 2.1 to 2.3 & 2.5 ,3.1 [1]
Unit II	Chapter- 7 & 8	Sections: 7.1 to 7.4 , 8.1 to 8.7& 8.9 [1]
Unit III	Chapter- 15	Sections:15.1 to 15.7 &15.9 [1]
Unit IV	Chapter -11&9	Sections: 11.1 to 11.5, 9.1 to 9.3 [2]

REFERENCE BOOKS

1. Vohra, “Quantitative Management”, New Delhi, Tata McGraw Hill.
2. Taha Hamdy, “Operation Research - an Introduction”, New Delhi, Prentice Hall of India.
3. Sharma.K, “Operation Research”, New Delhi, Pearson Education Limited.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
38	1	1	2	38	2.632	2.632	5.263	100	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

CORE COURSE – VIII: PRODUCTION MANAGEMENT

Course Code: 18PMS2CC8

Total Marks : 100

Hours: 5

External Marks: 75

Credit: 5

Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To understand the nature and importance of production management and to acquaint them with the major aspects of production management.
- ◆ To classify the production system & explain about the factors affecting the plant location and describe about the plant layout.
- ◆ To state the management of materials in the production system.
- ◆ To explain about the Purchasing functions.

UNIT-I

(Credit:1)

Introduction -Production functions -Design of production system -Types of production -Types of process - Plant Location– Factors influencing plant location -Location Analysis -Multi Plant location - Foreign Location -Relocation -Plant location trends.

UNIT-II

(Credit:1)

Plant Layout -Types of layouts -Process layout -Product layout -Layout of service facilities -Office layout -Use of service facilities - Use of drawings, templates and models in layout physical facilities.

UNIT-III

(Credit:1)

Production Planning and Control -Production Process – Mass & Batch Production–Routing&scheduling -Dispatching -GANNT charts -Make or Buy decision -Work study and Motion study analysis -Use for Computers in PPC -Design and Implementation of PPC System.

UNIT-IV

(Credit:1)

Materials Management -Objective of materials management -Materials forecasting and planning - Inventory control -Materials requirement planning -Aggregate inventory management -Implementation aspects of inventory systems -Materials accounting and budgeting - evaluation of materials management performance.

UNIT-V

(Credit:1)

Maintenance -Objective of maintenance-elements of maintenance -Types of maintenance - Purchasing function -Purchasing policies and procedures - legal aspects of purchasing - tax considerations in purchasing.

Theory: 100%.

TEXT BOOKS

1. Buffa E.S. “Modern Production Management”, New Jersey, Prentice Hall inc.
2. Dutta A.K. “Integrated Materials Management”, New Delhi, Prentice Hall of India.

REFERENCE BOOKS

1. Adam E.E. & Ebert R. “Production and Operations Management”. New Delhi, PHI.
2. Amrine Harold T. “Manufacturing Organization and Management”, New Jersey, Prentice Hall.
3. Chary S.N. “Production and Operations Management”, New Delhi, Tata McGraw Hill.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
47	6	7	12	32	12.77	14.89	25.53	68.09	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

CORE COURSE – IX: **MARKETING MANAGEMENT**

Code: 18PMS2CC9

Hours: 5

Credit: 5

Total Marks : 100

External Marks: 75

Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To understand the indicators of management thoughts and practices and fundamental premise underlying market driven strategies.
- ◆ To categorize the various types of marketing.
- ◆ To illustrate the marketing mix decisions. To estimate the buyer behaviour.
- ◆ To explain about the marketing research & Recent trends in marketing

UNIT 1 INTRODUCTION

(Credit:1)

Marketing – Definitions - Nature and scope of Marketing – Marketing environment - Internal and External -Marketing interface with other functional areas – Production, Finance, Human Relations Management - Information System -Marketing in global environment – Selling Vs marketing

UNIT II MARKETING MIX – 4Ps

(Credit:1)

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

UNIT III RECENT MARKETING MIX

(Credit:1)

People – Process – Physical evidence - Personalization – Participation – Peer to Peer - Predictive Modeling- Market Structure analysis

UNIT IV BUYER BEHAVIOUR

(Credit:1)

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

UNIT V MARKETING RESEARCH & RECENT TRENDS IN MARKETING

(Credit:1)

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

TEXT BOOKS

1. Philip Kotler & Kevin Lane Keller, “Marketing Management”, New Delhi, PHI Learning Private Limited.
2. Chandrasekar K.S “Marketing management-Text and Cases”, New Delhi, Tata McGrawHill.

REFERENCE BOOKS

1. Micheal R.Czinkota & Masaaki Kotabe, “Marketing Management”, New Delhi, Vikas Thomson Learning,
2. Karunakaran K., “Marketing Management”, Mumbai, Himalaya Publishing House.
3. Gupta C.B. & Rajan Nair N. “Marketing Management”. New Delhi, sultan Chand & Sons, Educational Publishers.

4. Sherlekar. S.A., "Marketing Management" Himalayas Publishing House, New Delhi.
 5. Chenna Wala, S.A, "Marketing Principles & Practices", Himalayas Publishing House, New Delhi

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
45	6	24	20	18	13.33	53.33	44.44	40	Regional

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

CORE COURSE – X: HUMAN RESOURCE MANAGEMENT

Code: 18PMS2CC10

Total Marks : 100

Hours: 5

External Marks: 75

Credit: 5

Internal Marks: 25

OBJECTIVES: After completion of the course the students will be able

- ◆ To know the basic concepts of human resource management in an organization.
- ◆ To design human resource planning.
- ◆ To determine the process and sources of recruitment and also the training and development methodologies.
- ◆ To remember the performance evaluation and control process along with the techniques to sustain the employee interest.

UNIT IPERSPECTIVES IN HUMAN RESOURCE MANAGEMENT (Credit:1)

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

UNIT II THE CONCEPT OF BEST FIT EMPLOYEE (Credit:1)

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

UNIT III TRAINING AND EXECUTIVE DEVELOPMENT (Credit:1)

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

UNIT IV SUSTAINING EMPLOYEE INTEREST (Credit:1)

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

UNIT VPERFORMANCE EVALUATION AND CONTROL PROCESS (Credit:1)

Method of performance evaluation & 360 Degree- Competency Mapping– Feedback – Industry practices - Promotion, Demotion, Transfer and Separation – Implication of job change -The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods

TEXT BOOKS

1. Dessler “ Human Resource Management”, U.S.A., Pearson Education Limited.
2. Deepak Kumar Bhattachariya, “Human Resource Management”, New Delhi, excel Books.

REFERENCE BOOKS

1. Luis R.Gomez-Mejia, David B.Balkin & Robert L Cardy. “Managing Human Resource”, New Delhi, PHI Learning Private Limited.
2. Bernadin , “Human Resource Management” , New Delhi, Tata Mcgraw Hill.
3. Wayne Cascio, “Managing Human Resource”, New Delhi, TataMcGraw Hill.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
44	11	10	10	32	25	22.73	22.73	72.73	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

CORE COURSE – XI: FINANCIAL MANAGEMENT

Course Code: 18PMS2CC11

Total Marks : 100

Hours: 5

External Marks: 75

Credit: 5

Internal Marks: 25

OBJECTIVES: After completion of the course the students will be able

- ◆ To understand the operational nuances of a Finance Manager.
- ◆ To elucidate the basic concepts of financial management and profit planning.
- ◆ To describe the capital budgeting and its process.
- ◆ To compare the various theories of capital structures, working capital management and its applications.

UNIT I

(Credit:1)

Nature - Scope and Environment of Financial Management – Financial and Profit planning – Value and Return – Sources of Finance

UNIT II

(Credit:1)

Capital budgeting – Complex investment decisions- Risk analysis in capital budgeting – capital budgeting process and practices.

UNIT III

(Credit:1)

Financial and operating Leverage – Capital structure theories – Features of an appropriate Capital Structures– Determining component - cost of capital.

UNIT IV

(Credit:1)

Working Capital management – Measurement and Financing of working capital requirements – Accounts Receivables Management and Factoring – Inventory Management – Cash Management

UNIT V

(Credit:1)

Dividend theories – Dividend Policy and internal financing – Leasing – Venture capital – Mergers and acquisitions – Ratios.

TEXT BOOKS

1. Khan M.Y. &.Jain P.K, “Financial management - Text, Problems and cases” New Delhi, Tata McGraw Hill.
2. Pandey, I. M.”Financial Management”, New Delhi, Vikas Publishing House Pvt. Ltd.,
3. Punithavathi Pandiyan, “

REFERENCE BOOKS

1. James C. Vanhorne –“Fundamentals of Financial Management” New Delhi, PHI Learning Private Limited.
2. Prasanna Chandra, “Financial Management”, New Delhi, Tata McGraw Hill.

3. Srivatsava &Mishra, “Financial Management”, New Delhi, Oxford University Press.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
25	2	2	16	10	8	8	64	40	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

CORE COURSE – XII: MANAGEMENT INFORMATION SYSTEM

Course Code: 18PMS2CC12

Total Marks : 100

Hours: 5

External Marks: 75

Credit: 5

Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To understand the fundamentals of Information Systems, IT Infrastructure for a Digital Firm, its management and the various applications of Information Systems.
- ◆ To illustrate the importance of information in management decisions.
- ◆ To explain the meaning and role of MIS. To describe the system design.

UNIT-I

(Credit:1)

Structure and activities -Introduction -The environment of organizations Information flows -Information needs and sources of information -Types of management decisions and information need -Business and Technical Dimensions of information - To list down the various types information systems -Needs of Information System.

UNIT-II

(Credit:1)

System classification -System concept -System characteristics -The elements of systems – Input, output, process, feedback control and boundary -System function and operations -Transactions processing Information System - Information system for managers -Intelligence information system -The meaning and role of MIS.

UNIT-III

(Credit:1)

The work of system analyst study -System design -Data Collection and Preparation -System Analysis and Design -Implementation -Evaluation and maintenance of MIS -Pitfalls in MIS development – Components of DSS.

UNIT-IV

(Credit:1)

Production information system -Marketing information system -Accounting Information System - Financial Information System -Personnel Information System- Interrelationship Functional Management Information Systems -General characteristics of Computer Information System -The importance of Computer -Types of Computers -Information systems - C.P.U. -I/O devices - Computer Software - Operating systems -Programming language -Application software- Manual system -Computer system

UNIT-V

(Credit:1)

Information as resources -Components of Database -DBMS -Data Base Technology, Operations data base/Managerial Database - Comparison of DBMS -Design Principles of data base -Types of Database Data Base administration -Advantages and disadvantages of Data base -Enterprise Resource Planning and Customer Relationship Management.

TEXT BOOKS

1. Steven Alter, "Information Systems -A Management Perspective Addison Wesley.
2. James O' Brein "Management Information System". New Delhi, Tata Mcgraw Hill.
3. Gupta A. K. Management Information System, Sultan Chand & Sons, Educational Publishers. New Delhi.

REFERENCE BOOKS

1. Kenneth C. Laudon & Jane Price Laudon, "Management Information system. Managing the digital firm", New Delhi, Pearson Education.

2. Gordon B. Davis, “Management Information System -Conceptual Foundations Structure and Development”, New Delhi, Tata McGraw Hill.
3. Ralph M. Stair & George W. Reynolds, “Principles of Information Systems -A Managerial Approach”. Asia, Thomson Learning.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
54	1	1	4	50	1.852	1.852	7.407	92.59	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

SEMESTER – III

CORE COURSE – XIII: RESEARCH METHODOLOGY

Course Code: 18PMS3CC13

Total Marks : 100

Hours: 5

External Marks: 75

Credit: 5

Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To understand the principles of research methodology in business.
- ◆ To classify the sampling methods in research.
- ◆ To derive the testing of Hypotheses.
- ◆ To classify the research report writing.

UNIT I

(Credit:1)

Introduction to Research- Types of research - Necessity of defining a Research Problem and Formulation of Research Hypotheses- Research Design

UNIT II

(Credit:1)

Primary and Secondary Data - Attitude Measurement and Scaling - data collection through questionnaires, Schedules -Criteria for Good Measurement- Questionnaire Design

UNIT III

(Credit:1)

Sampling - Data Processing - Data Editing- Classification and Tabulation of Data - Univariate and Bivariate Analysis of Data

UNIT IV

(Credit:1)

Testing of Hypotheses – Correlation & Regression - Chi-square Analysis - Chi square test for the Goodness of Fit - techniques of interpretation

UNIT V

(Credit:1)

Research Report Writing - Contents of Report Writing - Types of research reports - Ethics in Research- Responsibility of ethics in research.

Problem: 20%; Theory: 80%.

TEXTBOOKS

1. Donald R. Cooper, Pamela S. Schindler & Sharma J K “Business Research methods”, New Delhi, Tata Mc Graw Hill.
2. Kothari C.R “Research Methodology –Methods and techniques”, New Delhi, New Age International.

REFERENCE BOOKS

1. Uma Sekaran & Roger Bougie “Research methods for Business”, New Delhi, Wiley India.
2. William G Zikmund “Business Research methods - A South Asian Perspective” New Delhi, Cengage Learning.
3. Panneerselvam R “Research Methodology” New Delhi, Prentice-Hall of India.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
24	1	1	1	24	4.167	4.167	4.167	100	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

CORE COURSE – XIV: LEGAL ASPECTS OF BUSINESS

Code: 18PMS3CC14

Hours: 4

Credit: 4

Total Marks : 100

External Marks: 75

Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able:

- ◆ To understand the legal perspective and its practices to improve the business.
- ◆ To illustrate about the law of contract and bailment procedures and partnership.
- ◆ To explain about the Negotiable Instruments and banking & Insurance Law.
- ◆ To describe about the company's Act.

UNIT I **(Credit:1)**

Introduction to Mercantile Law - Law of contract - discharge of contract.

UNIT II **(Credit:1)**

Principal – agent relationship - Contract of Agency - Law of Partnership – Amendments.

UNIT III **(Credit:1)**

Law of sales of Goods - Law of Negotiable Instruments - Holder & Holder in due course liability & negotiation-Banking & Insurance Law

UNIT IV **(Credit:0.5)**

Consumer Protection Act - The Compensation Act-The Foreign Exchange Management Act- FERA & FEMA.

UNIT V **(Credit:0.5)**

The Company's Act - Regulation to Information - Intellectual Property Rights – WTO – Amendments.

TEXT BOOKS

1. Kapoor N. D. "Elements of mercantile Law", Delhi , Sultan Chand and Company.
2. Goel P. K. "Business Law for Managers", India, Biztantatara Publishers.

REFERENCE BOOKS

1. Gogna P. P. S. "Mercantile Law", India , S. Chand & Co. Ltd.,
2. Chandra Bose D. "Business Law", New Delhi, PHI Learning Private Limited.
3. Akhileshwar Pathack, "Legal Aspects of Business",New Delhi, Tata McGraw Hill

Total Number	Number of Topics Focus on	% of Topics Focus on	Course Category Based on %
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of Topics	Local	Regional	National	Global	Local	Regional	National	Global	
20	0	0	19	1	0	0	95	5	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

CORE COURSE – XV: ENTERPRISE RESOURCE PLANNING

Course Code: 18PMS3CC15

Total Marks : 100

Hours: 4

External Marks: 75

Credit: 4

Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To understand the business process of an enterprise, grasp the activities of ERP project management cycle and the emerging trends in ERP developments.
- ◆ To describe the overview of enterprise systems.
- ◆ To explain about the ERP implementation process.
- ◆ To explain about the post implementation of ERP.

UNIT I - INTRODUCTION

(Credit:1)

Overview of enterprise systems – Evolution - Reasons for the Growth of ERP - Fundamental technology - Issues to be considered in planning design and implementation of cross functional integrated ERP systems.

UNIT II- ERP SOLUTIONS AND FUNCTIONAL MODULES

(Credit:0.5)

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

UNIT III-ERP IMPLEMENTATION

(Credit:1)

Planning Evaluation and selection of ERP systems - Business Process Mapping for ERP Module Design - ERP implementation - Methodology and Frame work- Training – Data Migration - People Organization in implementation-Consultants - Vendors and Employees.

UNIT IV -POST IMPLEMENTATION

(Credit:0.5)

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

UNIT V - EMERGING TRENDS ON ERP

(Credit:1)

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

TEXT BOOKS

1. Alexis Leon “ERP demystified”, New Delhi, Tata McGraw-Hill.
2. Jagan Nathan Vaman “ERP in Practice”, New Delhi, Tata McGraw-Hill

REFERENCE BOOKS

1. Sinha P. Magal & Jeffery Word “Essentials of Business Process and Information System”, New Delhi, Wiley India.
2. Alexis Leon “Enterprise Resource Planning”, New Delhi, Tata McGraw-Hill.
3. Mahadeo Jaiswal & Ganesh Vanapalli “ERP”, Chennai, Macmillan India.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
31	6	5	13	20	19.35	16.13	41.94	64.52	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

SEMESTER –III

SKILL BASED ELECTIVE - **MANAGERIAL SKILLS**

Course Code: 18PMS3MS
Hours: 2
Credit: 2

Total Marks : 100
External Marks: 75
Internal Marks: 25

OBJECTIVE: After the completion of this course the students will be able to understand:

1. The art of getting things done in the modern business world by learning topics like strategic thinking and lateral thinking
2. To explain about conflicts and its resolution.
3. To adopt to the changes in the management environment.
4. To understand risk and taking right decisions at the right time.
5. To find ways to balance work and life.

UNIT -I : THINKING & REASONING SKILLS

(Credit:0.4)

Strategic thinking – meaning – questions- Benefits of Strategic thinking – Process consideration in Strategic thinking - Lateral Thinking – meaning – Needs of Lateral Thinking – when to use Lateral Thinking – Benefits of Lateral Thinking.

UNIT – II : INTERPERSONAL SKILLS

(Credit:0.4)

Conflict Resolution – meaning –sources of conflict – steps for Conflict Resolution –Negotiation skills – process – styles – outcome – principles involved –being a negotiator – qualities of a negotiator.

UNIT – III : IMPLEMENTATION SKILLS

(Credit:0.4)

Facing changes – meaning – characteristics –why changes – impact of resistance –Reasons for resistance – Factors to be considered before introducing change– introducing change.

UNIT – IV : ACTION BASED SKILLS

(Credit:0.4)

Risk taking - meaning –factors determining Risk Taking – Effective decision making – meaning – methods – steps – Decision making at the work place.

UNIT – V : BEHAVIOURAL SKILLS AND ETHICAL CONSIDERATIONS

(Credit:0.4)

Staying motivated – meaning –staying motivated at work place – staying motivated in negative work environment -Balancing work and life – meaning – work satisfaction – gender differences &difficulties- Gender equity – National Skill Development Corporation – Roles.

TEXT BOOKS

1. Alex K “Soft Skills – Know Yourself & Know the World”, S.Chand & Company Ltd.
2. Meena.K and V.Ayothi” A Book on Development of Soft Skills” P.R. Publishers & Distributors.

REFERENCE BOOKS

1. Daniel Goleman “Emotional Quotient”
2. Norman Vincent Peale “Power of the Plus factor”

3. Stephen Covey “The Seven Habits of Highly Effective people”

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
48	5	6	13	35	10.42	12.5	27.08	72.92	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

A: MARKETING
ELECTIVE COURSE – I: CONSUMER BEHAVIOUR

Course Code: 18PMS3EM1

Total Marks: 100

Hours: 5

External Marks: 75

Credit: 4

Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To understand the role of consumer behavior in marketing.
- ◆ To identify qualitative and quantitative methods of measuring consumer behavior and internal & external influences of consumer behaviours.
- ◆ To classify the consumer behavior models.
- ◆ To describe the purchase decision process of consumers.

UNIT I INTRODUCTION

(Credit:1)

Concepts – Significance – Dimensions of Consumer Behavior – factors influencing Consumer buying behaviors

UNIT II - CONSUMER BEHAVIOR MODELS & THEORIES

(Credit:1)

Industrial and individual consumer behaviour models - Howard- Sheth, Engel Kollat, Webster and Wind Consumer Behaviour Models – Implications of the models on marketing decisions - Consumer Behaviour Theories- Cardinal, Ordinal and Revealed preference theory.

UNIT III - INTERNAL INFLUENCES

(Credit:0.5)

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

UNIT IV- EXTERNAL INFLUENCES

(Credit:0.5)

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

UNIT V - PURCHASE DECISION PROCESS

(Credit:1)

High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Consumer Satisfaction and Relationship Marketing– Managing Dissonance - Emerging Issues.

TEXT BOOKS

1. Leon G.Schiffman & Leslie Lasar Kanuk “Consumer Behavior”, New Delhi Pearson Education.
2. Paul Peter “Consumer Behavior and Marketing Strategy”, New Delhi Tata McGraw Hill.

REFERENCE BOOKS

1. Frank R. Kardes “Consumer Behaviour and Managerial Decision Making”, New Delhi-Pearson Education.
2. Assel “Consumer Behavior - A Strategic Approach”, New York-Houghton Mifflin.
3. Sheth Mittal “Consumer Behavior: A Managerial Perspective”, New Delhi Thomson Asia (P) Ltd.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
27	4	6	10	12	14.81	22.22	37.04	44.44	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

A: MARKETING

ELECTIVE COURSE – II: ADVERTISING AND SALES PROMOTION

Course Code: 18PMS3EM2

Hours: 5

Credit: 4

Total Marks : 100

External Marks: 75

Internal Marks: 25

OBJECTIVES: After completion of the course the students will be able

- ◆ To understand the concepts of advertising and sales promotion.
- ◆ To determine the advertisement media and strategy.
- ◆ To describe the design and execution of advertisements.
- ◆ To elucidate the sales promotion campaign techniques and sales promotion strategies.

UNIT I

(Credit:1)

Introduction to Advertisement –Concept and definition of advertisement – Social, Economic and Legal Implications of advertisements – Advertising’s role in marketing process – Advertising Agencies – Selection and remuneration – Advertisement campaigns – case studies.

UNIT II

(Credit:1)

Advertisement Media –Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements, related of sales -importance of selection of advertising media

UNIT III

(Credit:0.5)

Design and Execution of Advertisements – Message development – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio, T.V. and Web advertisements.

UNIT IV

(Credit:0.5)

Introduction to sales promotion – Scope and role of sale promotion – Definition – Objectives of sales promotion – sales promotion techniques -Sales promotion Campaign– Involvement of salesmen and dealers – Out sourcing sales promotion -national and international promotion strategies – Integrated promotion.

UNIT V

(Credit:1)

Advertisement – Good or Bad – Ethical considerations of advertisement – Media – Balancing- Role & Recent development in the field Advertisement Campaign.

TEXT BOOKS

1. Wells, Moriarty & Burnett “Advertising, Principles & Practice”, New Delhi Prentice Hall, Pearson Education.
2. Kenneth Clow. Donald Baack “Integrated Advertisements, Promotion and Marketing communication”, New Delhi, Prentice Hall of India.
3. Sherlekar. S.A., “Marketing Management” Himalayas Publishing House, New Delhi.

REFERENCE BOOKS

1. Kazmi S.H.H & Satish K Batra “Advertising & Sales Promotion”, New Delhi, Excel Books.
2. George E Belch & Michel A Belch “Advertising & Promotion”, McGraw Hill.
3. Julian Cummings “Sales Promotion” London, Kogan Page.
- 4.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
38	2	21	4	14	5.263	55.26	10.53	36.84	Regional

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

A: MARKETING

ELECTIVE COURSE – III: E - MARKETING

Course Code: 18PMS3EM3

Hours: 5

Total Marks : 100

External Marks: 75 Credit: 4

Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To understand the key concepts, issues, parameters and concerns when using e-technologies like the Internet as a marketing tool.
- ◆ To develop e-Customer Relationship Management
- ◆ To identify the steps in dealing the Customers' Motivations and Expectations.
- ◆ To demonstrate the Legal and Ethical Issues in E-Marketing.

UNIT I

(Credit:1)

Introduction - Objectives, Definition, History and, Features of E-Marketing - Scope, Benefits and Problems - E-marketing Techniques - Internet Marketing - Digital Marketing Process of E-Marketing – process of E-Marketing

UNIT II

(Credit:1)

E-Customer Relationship Management – Introduction, Objectives, Concept of E-CRM - Prerequisites for the Implementation of E-CRM - Transition from CRM to E-CRM - E-CRM and Community Building - E-CRM and Customer Lifecycle.

UNIT III

(Credit:0.5)

E-Customers- Definition - Dealing with Customers' Motivations and Expectations - Types of E-Market, E-Marketing Mix Strategy - Introduction, Objectives - the 7Ps in E-Marketing

UNIT IV

(Credit:1) Applications of E-

Marketing - Strategic Advantages of E—Marketing – Creating New Sources of Competitive Advantage - Direct Distribution Model - Re-engineering the Supply Chain - Concept of E-CRM - Affiliate Marketing

UNIT V

(Credit:0.5)

Legal and Ethical Issues in E-Marketing – Introduction, Objectives, Need for E-Business - Legal Protection - Legal and Ethical Issues in E-Marketing

TEXT BOOKS

1. Chaffey D Ellis, Chadwick F, Mayer, R & Johnston K “ Internet marketing: Strategy, Implementation and Practice”, New delhi-Prentice Hall.
2. Hanson W. A & Kalyanam K “Internet marketing & e-commerce”, New delhi, Thomson South-Western.

REFERENCE BOOKS

1. Chaffey D “E- Marketing excellence: Planning and Optimising”, New delhi-Prentice Hall.
2. Harris L “Marketing the e-Business”, New Delhi, Hoboken: Taylor & Francis, [electronic resource via Library].
3. Krishnamurthy S “Contemporary research in e-marketing”, New Delhi Volume 2, Hershey, PA: Idea Group Pub., [electronic resource via Library]

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
31	1	3	7	27	3.226	9.677	22.58	87.1	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

B: FINANCE

ELECTIVE COURSE – I : SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: 18PMS3EF1

Total Marks : 100

Hours: 5

External Marks: 75 Credit:

4

Internal Marks: 25

OBJECTIVES: After completion of the course the students will be able

- ◆ To understand the various concepts of securities and portfolio management.
- ◆ To define the various investment and security market concepts.
- ◆ To describe the fundamental and technical analysis of investment decisions in securities.
- ◆ To elucidate the analysis, selection and evaluation of portfolio.

UNIT I INVESTMENT SETTING

(Credit:1)

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

UNIT II SECURITIES MARKETS

(Credit:0.5)

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

UNIT III FUNDAMENTAL ANALYSIS

(Credit:0.5)

Economic Analysis –Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis - Industry classification- Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodd’s investor ratios.

UNIT IV TECHNICAL ANALYSIS

(Credit:1)

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

UNIT V PORTFOLIO MANAGEMENT

(Credit:1)

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

Problem: 20%; Theory: 80%.

TEXT BOOKS

1. Donald Fischer E & Ronald Jordan J “Security Analysis & Portfolio Management”, New Delhi, Pearson Education India.
2. Prasanna Chandra “Investment analysis and Portfolio Management”, New Delhi, Tata McGraw Hill Publishing Company Limited.

REFERENCE BOOKS

1. Reilly & Brown “Investment Analysis and Portfolio Management”, New Delhi, Cengage Learning India Pvt Ltd.
2. S. Kevin “Securities Analysis and Portfolio Management”, New Delhi, PHI Learning Pvt Ltd.
3. Bodi, Kane, Markus, Mohanty “Investments”, New Delhi, Tata McGraw Hill Publishing Company Limited.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
48	2	2	43	5	4.167	4.167	89.58	10.42	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

B: FINANCE

ELECTIVE COURSE – II: FINANCIAL SERVICES

Course Code: 18PMS3EF2

Total Marks : 100

Hours: 5

External Marks: 75 Credit:

4

Internal Marks:

25OBJECTIVES: After completion of the course the students will be able

- ◆ To understand the following fund-based and fee-based financial services offered by financial intermediaries.
- ◆ To distinguish between leasing and hire purchasing.
- ◆ To differentiate Factoring and Forfeiting.
- ◆ To describe the accessing of capital market and the strategic issues in management of financial intermediaries.

UNIT I

(Credit:1)

Introduction to Financial services - Equipment Leasing -Legal & Tax Aspects - Lease Evaluation - Lease Accounting -Factors to be considered before Leasing - International Leasing.

UNIT II

(Credit:1)

Hire Purchase & Consumer – Overview - Legal & Tax Aspects - Financial Evaluation of Hire Purchase - Accounting for Hire Purchase -Consumer Credit.

UNIT III

(Credit:1)

Bill Discounting & Factoring - Concept & Forms of Bill Discounting - Concept & Types of Factoring - Bill Discounting Vs. Factoring - Financial Evaluation of Factoring -Factoring in the Indian Context - Export Factoring and Forfeiting.

UNIT IV

(Credit:0.5)

Accessing Capital Market - Issue Management - Regulatory & Tax Framework - Issue Pricing Models – Equity and Debt Convertible Instruments - Financial Engineering -Raising funds from the International Capital Markets - Assessing Money Markets.

UNIT V

(Credit:0.5)

Strategic Issues in the Management of Financial Intermediaries- Capital Policy - Liquidity Policy - Credit Policy - Investment Policy.

TEXT BOOKS

1. Gurusamy S “Financial Services”, New Delhi, Tata McGraw Hill Publishing Company Limited.
2. Khan M.Y “Financial services”, Tata McGraw Hill Publishing Company Limited.

REFERENCE BOOKS

1. Sasidharan K and Alex K. Mathews “Financial services and system”, New Delhi, Tata McGraw Hill Publishing Company Limited.
2. Mohan S & Elangovan R “Financial Services”, New Delhi, Regal Publications.
3. Jeff Madura “Financial markets and Institutions”, New Delhi, South Western Cengage Learning.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
33	1	1	25	8	3.03	3.03	75.76	24.24	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

B: FINANCE

ELECTIVE COURSE – III: STRATEGIC COST MANAGEMENT

Course Code: 18PMS3EF3

Total Marks : 100

Hours: 5

External Marks: 75 Credit: 4

Internal Marks: 25

OBJECTIVES: After completion of the course the students will be able

- ◆ To understand the Cost management in organization.
- ◆ To design costing system for job and process oriented manufacturing environment.
- ◆ To justify cost as a source of competitive advantage
- ◆ To find out the various enablers of low cost strategy.

UNIT –I

(Credit:1)

Introduction to Strategic cost management -Designing Costing Systems for Job and Process Oriented manufacturing environments – Cost Estimation and Regression Analysis – Linear programming and cost volume profit analysis.

UNIT – II

(Credit:1)

Cost as a Source of Competitive Advantage – Value Chain Concept – Benefits of value chain concept – Strategic Positioning Concept – Profit Variance Analysis – Target Costing – Life Cycle Costing.

UNIT – III

(Credit:1)

Activity Based Costing – Drawbacks of Conventional Costing Systems – Hidden Factory – Merits and Demerits of ABC –implementation of ABC.

UNIT – IV

(Credit:0.5)

Cost of Quality – Understanding - Analysis and measurement of COQ.

UNIT – V

(Credit:0.5)

Business Process Reengineering - Total Quality Management - Just in Time and Flexible Manufacturing Systems as enablers of low cost strategy – Their implications for Costing Systems.

Problem: 20%; Theory: 80%.

TEXT BOOKS

1. Guan, Hansen And Mowen “Cost Management”, New Delhi, Cengage Learning India Pvt Ltd.
2. Mundal S K “Total Quality Management”, New Delhi, Vikas publishing House PVT Ltd.

REFERENCE BOOKS

1. Jain Sp & Narang KI “Advanced cost Accounting”, New Delhi, Kalyani publishers.
2. Edward Blocher, Nc David Stoot & Off Gary Lokins “Cost Management: A Strategic Emphasis”, Tata Mcgraw Hill.Co.
3. Gupta K.P “CostManagement :Measuring and MotivatingPerformance”, New Delhi, Global India Business Publications.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
23	3	3	3	23	13.04	13.04	13.04	100	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

C: HUMAN RESOURCE

ELECTIVE COURSE – I: ORGANISATIONAL DEVELOPMENT

Code: 18PMS3EH1

Hours: 5

Credit: 4

Total Marks : 100

External Marks: 75

Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To comprehend in-depth understanding of behavioural interventions and enable the students to apply these interventions.
- ◆ To understand the issues in O.D
- ◆ To understand future O.D

(Credit:1)

UNIT I

Introduction to Organization Development - Concept, Nature and Scope of O.D- Historical Perspective of O.D - Underlying Assumptions & Values - Theory and Practice on change and changing - The Nature of Planned Change - The Nature of Client Systems - Group Dynamics - Intergroup Dynamics and Organizations as Systems.

UNIT II

(Credit:1)

Operational Components of O.D - Diagnostic- Action and Process – Maintenance Components Action Research and O.D.

UNIT III

(Credit:1)

O.D. Interventions - Team Interventions- Inter – group Interventions - Personal, Interpersonal and group process interventions - Comprehensive Interventions - Structural Interventions

UNIT IV (Credit:0.5)

Implementation and Assessment of O.D Implementation – conditions for failure and success in O.D. efforts - Assessment of O.D. and change in Organizational performance - The impact of O.D.

UNIT V

(Credit:0`5)

Some key considerations and issues in O.D - Issues in consultant – Client relationships Mechanistic & Organic systems and the contingency approach - The future of O.D - Some Indian experiences in O.D.

TEXT BOOKS

1. Cummings and Worely, “Organization Development and Change” – Cengage learning www.cengage.co.in
2. S.K Bhatia. “ Management of Change and Organisation Development”, , Deep and Deep publishers.

REFERENCE BOOKS

1. Wendell .L French “Organization Development and Transformation”, New Delhi, Tata Mcgraw Hill. Co.
2. Amita B Mehta “Organisation Development Principles, Process and Performance”, New Delhi, Global India Business Publications.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
29	3	3	4	29	10.34	10.34	13.79	96.55	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

C: HUMAN RESOURCE

ELECTIVE COURSE – II: REWARD MANAGEMENT

Code: 18PMS3EH2

Total Marks : 100

Hours: 5

External Marks: 75 Credit:

4

Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To analyse the nature and importance of Reward management and to acquaint them with the major aspects of Marketing Management.
- ◆ To describe the compensation concepts.
- ◆ To define the executive compensation.
- ◆ To categorize collective bargaining and emerging trends.

UNIT I- INTRODUCTION OF COMPENSATION CONCEPTS (Credit:1)

Introduction to compensation and rewards -Conceptual and theoretical understanding of economic theory related to Compensation Management (Wage Concepts and Wage Theories) - Employees satisfaction and Motivation issue in compensation design,

UNIT II - ESTABLISHING PAY VARIABLES AND WAGE BOARDS (Credit:0.5)

Strategic importance of variable day- Determination of Inter and Intra industry compensation differentials -Individual and Group Incentives.

UNIT III ISSUE RELATED TO COMPENSATION (Credit:0.5)

Dearness Allowance Concept- Provident funds - The role of fringe benefits in reward systems - retirement Plans including VRS / Golden Handshake Schemes.

UNIT IV EXECUTIVE COMPENSATION & WASA (Credit:1)

Executive Compensation Systems in Multinational Companies and IT companies including ESOP- WASA – Wage and Salary Administration.

UNIT V COLLECTIVE BARGAINING AND EMERGING TRENDS (Credit:1)

Collective Bargaining Strategies – Long term settlements – Cases of Productivity Settlements – Exercise on drawing up 12(3) and 8(1) settlement - Cases of Productivity Settlement- Emerging Trends in IR due to LPG.

TEXT BOOKS

1. George T. Milovich & Venkatraman C.S “Compensation”, Tata Mcgraw Hill. Co.
2. Gupta C.B “Human Resource Management”, New Delhi, Sultan Chand & sons.

REFERENCE BOOKS

1. Upadhyay D.S “Compensation Management Rewarding Performance”, New Delhi, Global India Business Publications
2. Barry Gerhart “Compensation: Theory, Evidence and Strategic Implications”, New Delhi, Sage Publications.
3. Michael Armstrong, “ Handbook of Reward Management Practices”, Kogan Page Publishers, London

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
18	1	3	12	5	5.556	16.67	66.67	27.78	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

C: HUMAN RESOURCE

ELECTIVE COURSE –III: LEADERSHIP AND CHANGE MANAGEMENT

Course Code: 18PMS3EH3

Total Marks : 100

Hours: 5

External Marks: 75

Credit: 4

Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To understand the concept of organizational change
- ◆ To describe the types of leadership
- ◆ To know the behavioural implications of change

UNIT I (Credit:1)

Nature and Types of Organizational Change- Causes of and rationales for change - environmental and internal organizational determinants of change - rates / levels of change as a function of organizational life cycle positions - The links between nature / type of change and nature / type of leadership required e.g. transactional Vs transformational -The roles of corporate vision and strategy in change.

UNIT II (Credit:1)

Theoretical frameworks - multi-source feedback for organizational change - Models of diagnosing organizational groups and jobs - The organizational change - web Resistance to change -Barriers to organizational change - rethinking resistance to organizational change -strategies to deal with resistance.

UNIT III (Credit:1)

Culture and the change process - The personnel manager as a cultural change agent - handling power and political issues arising from change - The theoretical and practical contexts of cultural maintenance and cultural change strategies - corporate reorganization and sub culture management - Strategies and methods for achieving cultural change.

UNIT IV (Credit:0`5)

Behavioral Implications of change - The manifest - intent and paradoxical consequences of change - the concept of resigned behavioral compliance -The positive and negative functions of resistance - Intended and unintended behavioural reaction to downsizing and delayering - Understanding and managing uncertainty and ambiguity in the change process.

UNIT V (Credit:0`5)

Intervention Strategy – Structural - technological and process factors in intervention strategies - Advantages / limitations of change technologies and associated leadership models - Role of leadership in change process - Leadership and emotional knowledge strategies to achieve congruence of personnel, structure and culture.

TEXT BOOKS

1. V. Nilakani and S. Ramnaryan “Change Management” Sage publications.
2. Tupper cawsly and Gene Deszca “Organizational change” Sage publications.

REFERENCE BOOKS

1. K. Harigopal “Management of Organizational change” Sage publications.
2. Palmer /dunfordlakin “Managing Organizational change” Tata Mcgraw Hill Co.,
3. Radha R. Sharma “Change Management” Tata Mcgraw Hill. Co.,

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
31	4	11	8	20	12.9	35.48	25.81	64.52	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

D: OPERATIONS

ELECTIVE COURSE – I: SUPPLY CHAIN MANAGEMENT

Course Code: 18PMS3EO1

Total Marks : 100

Hours :5 External Marks: 75

Credit : 4 Internal

Marks: 25

OBJECTIVES: After completion of the course the students will be able

- ◆ To understand process and functions of supply chain management.
- ◆ To find out the supply chain basics and supply chain network
- ◆ To determine the role of demand and supply in SCM.
- ◆ To describe transportation networking and sourcing in SCM.

UNIT I INTRODUCTION TO SUPPLY CHAIN MANAGEMENT (Credit:0.5)

Supply chain – objectives – importance – decision phases – process view – competitive and supply chain strategies – achieving strategic fit – supply chain drivers – obstacles – framework – facilities – inventory – transportation – information – Participants in supply chain – Value chain.

UNIT II DESIGNING THE SUPPLY CHAIN NETWORK (Credit:1)

Designing the distribution network – role of distribution – factors influencing distribution – design options – e-business and its impact – distribution networks in practice – network design in the supply chain – role of network – factors affecting the network design decisions – Benchmarking.

UNIT III PLANNING DEMAND AND SUPPLY (Credit:1)

Role of forecasting – demand forecasting – approaches – role of IT. Planning and Managing Inventories- Safety inventory and its appropriate level – impact of supply uncertainty, aggregation and replenishment policies.

UNIT IV TRANSPORTATION NETWORKS AND SOURCING (Credit:1)

Role of transportation – modes and their performance – transportation infrastructure and policies - design options and their trade-offs – Tailored transportation. Sourcing – In-house or Outsource – 3rd and 4th PLs – supplier scoring and assessment.

UNIT V COORDINATION IN A SUPPLY CHAIN (Credit:0.5)

Lack of supply chain coordination and the Bullwhip effect – obstacle to coordination – managerial levels – building partnerships and trust – continuous replenishment and vendor-managed inventories – collaborative planning, forecasting and replenishment.

TEXT BOOKS

1. Sunil Chopra & Peter Meindl “Supply Chain Management – Strategy, Planning and Operation”, New Delhi, PHI.
2. Wisner, Keong Leong & Keah-Choon Tan “Principles of Supply Chain Management a Balanced Approach”, New York, USA, Thomson Press.

REFERENCE BOOKS

1. David Simchi “Designing and Managing the Supply Chain – Concepts, Strategies & Case Studies” New Delhi, McGraw Hill International Edition..
2. Coyle, Bardi, Longley “The Management of Business Logistics – A Supply Chain perspective”, New York USA, Thomson Press.
3. Gattorna J L & Walters D W “Managing the Supply Chain – A Strategic Perspective” UK, Palgrave.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
49	5	15	10	34	10.2	30.61	20.41	69.39	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

D: OPERATIONS

ELECTIVE COURSE – II: TOTAL QUALITY MANAGEMENT

Course Code: 18PMS3EO2

Total Marks : 100

Hours : 5 External Marks: 75

Credit : 4 Internal Marks: 25

OBJECTIVES: After completion of the course the students will be able

- ◆ To understand the total quality management concepts and techniques.
- ◆ To elucidate the principles and philosophies of quality management.
- ◆ To explain the statistical process control in quality management.
- ◆ To classify the various tools and techniques for quality management.

UNIT I INTRODUCTION

(Credit:0.5)

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

UNIT II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT (Credit:1)

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

UNIT III STATISTICAL PROCESS CONTROL

(Credit:1)

Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed Process capability – meaning, significance and measurement – Six sigma concepts of process capability. Reliability concepts – definitions, reliability in series and parallel and product life characteristics curve. Total productive maintenance (TMP), TERO technology. Business process Reengineering (BPR)

UNIT IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT (Credit:1) Quality functions deployment (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven Tools (old & new). Bench marking and(POKA- YOKE).

UNIT V QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION (Credit:0.5)

Introduction to IS/ISO 9000:2000 – 14000:14001 quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward - TQM framework, benefits, awareness and obstacles.

TEXT BOOKS

1. Dale H.Besterfield &Carol Besterfield “Total Quality Management”, UK, Pearson Education..
2. Shridhara Bhat K “Total Quality Management: Text and Cases” New Delhi, Himalaya Publishing House.

REFERENCE BOOKS

1. Douglas C. Montgomery “Introduction to Statistical Quality Control”, New Delhi, Wiley India Pvt Limited.
2. James R. Evans & William M. Lindsay “The Management and Control of Quality”, New York USA, Thomson.

3. Poornima M.Charantimath “Total Quality Management”, New Delhi, Pearson Education.
4. Ramachandran & Pandiyan, “Total Quality Management” Airwalk Publications, Chennai

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
60	4	9	5	54	6.667	15	8.333	90	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

D: OPERATIONS

ELECTIVE COURSE – III: **WORLD CLASS MANUFACTURING**

Course Code: 18PMS3EO3

Total Marks : 100

Hours: 5 External Marks: 75

Credit : 4 Internal Marks: 25

OBJECTIVES: After completion of the course the students will be able

- ◆ To understand concepts of world class manufacturing.
- ◆ To define the strategic decisions in manufacturing management.
- ◆ To elucidate the aggregate planning and master production scheduling.
- ◆ To determine the operations scheduling process.

UNIT I :STRATEGIC DECISIONS IN MANUFACTURING MANAGEMENT (Credit:0.5)

Choice of Technology- Capacity Layout / Automation in Material handling systems -Emerging trends

UNIT II :AGGREGATE PLANNING AND MASTER PRODUCTION SCHEDULING (Credit:1)

Materials Requirement Planning (MRP) - Manufacturing Resources Planning (MRP – II) (MRP III)--
Implementation Problems / Indian experience

UNIT III : REVIEW OF OPERATIONS SCHEDULING PROCESS (Credit:0.5)

Job Shop Scheduling - Batch Production Scheduling - Flow Production Line Balancing - New Manufacturing concept.

UNIT IV : JUST-IN-TIME SYSTEM (Credit:1)

Pull System – Use of Kanban - JIT Purchase – Source Development -Buyer – seller relations Indian Experience - Kaizen, 5 ‘S’.

UNIT V: TOTAL PRODUCTIVE MAINTENANCE (Credit:1)

Objective of TPM – Total System effectiveness Break-down maintenance

Preventive Maintenance

Predictive Maintenance

Condition Monitoring System

Maintenance Prevention

Main facility Improvement Reliability

Improvement

Total Employee Involvement and Small Group Activities.

} Productive Maintenance

TEXT BOOKS

1. Panneerselvam R “Production and operations managements”, New Delhi, PHI learning India Ltd.
2. B.S. Sahay Et Al, “World Class Manufacturing”, Chennai, Macmillan Publishers India Ltd.

REFERENCE BOOKS

1. Khanna OP., “Industrial Engineering and Management”, New Delhi Dhanpatrai publications PVT Ltd.
2. James R. Evans, David A. Collier “Operations Management”, Chennai, India Edition Cengage learning.
3. Scott.T. Young “Essentials of operations management”, USA, Sage South Asia Edition.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
27	0	0	2	25	0	0	7.407	92.59	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

E: SYSTEMS

ELECTIVE COURSE – I: ADVANCED DATABASE MANAGEMENT SYSTEM

Course Code: 18PMS3ES1

Total Marks : 100

Hours : 5 External Marks: 75

Credit : 4 Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To understand the various advanced databases used in the organization
- ◆ To explain the basic DBMS models and implementation of database in an organisation
- ◆ To compare and differentiate Distributed and Object oriented database.
- ◆ To be aware of recent trends in database management

UNIT I INTRODUCTION

(Credit:1)

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

UNIT II DATABASE IMPLEMENTATION

(Credit:1)

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

UNIT III DISTRIBUTED DATABASES

(Credit:1)

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

UNIT IV OBJECT ORIENTED DATABASES

(Credit:0.5)

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

UNIT V EMERGING TRENDS

(Credit:0.5)

Data Mining – Data warehousing – open source database systems -Components of Data warehousing – JDBC - ODBC -Emerging trends in **Database management system**.

TEXT BOOKS

1. Peter Rob, Carlos Coronel “Database System and Design, Implementation and Management”, USA, Cengage Learning.
2. Brein O “Management Information System”, New Delhi, Tata Mcgraw Hill.

REFERENCE BOOKS

1. Jeffrey A Hoffer Et Al “Modern Database Management”, UK, Pearson Education.
2. Abraham Silberchatz, Henry F. Korth & S.Sudarsan “ Database System Concepts”, Database System Concepts, New Delhi, McGraw-Hill,
3. Thomas M. Connolly & Carolyn E. Begg “Database Systems – A Practical Approach to Design, Implementation and Management”, UK, Pearson Education,

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
44	0	0	2	44	0	0	4.545	100	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

E: SYSTEMS

ELECTIVE COURSE – II: DATA MINING FOR BUSINESS INTELLIGENCE

Course Code: 18PMS3ES2

Total Marks : 100

Hours : 5 . External Marks: 75

Credit : 4 Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To know how to derive data from huge volume of data and information.
- ◆ To explain data warehousing concepts, its design and development process.
- ◆ To categorize the various data mining tools, methods and techniques
- ◆ To identify business intelligence process using IT and its application in business decision making

UNIT I INTRODUCTION

(Credit:0.5)

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

UNIT II DATA WAREHOUSING

(Credit:0.5)

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

UNIT III DATA MINING TOOLS, METHODS AND TECHNIQUES

(Credit:1)

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

UNIT IV MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES

(Credit:1)

Business intelligence software - BI on web - Ethical and legal limits -Machine learning - modern Techniques of crypto analysis -managing and organizing for an effective BI Team.

UNIT V BI AND DATA MINING APPLICATIONS

(Credit:1)

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

TEXT BOOKS

1. Jaiwei Ham And Micheline Kamber “Data Mining concepts and techniques”, US, Kaufmann Publishers
2. Efraim Turban, Ramesh Sharda, Jay E. Aronson & David King “Business Intelligence”, New Delhi, Prentice Hall,

REFERENCE BOOKS

1. Inmon W.H “Building the Data Warehouse”, New Delhi, Wiley India pvt. Ltd.
2. Ralph Kimball & Richard Merz “The data warehouse toolkit”, USA, John Wiley
3. Michel Berry & Gordon Linoff “Mastering Data mining”, USA, John Wiley and Sons Inc.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
28	0	0	8	20	0	0	28.57	71.43	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

E: SYSTEMS

ELECTIVE COURSE – III: DECISION SUPPORT SYSTEM AND INTELLIGENT SYSTEMS

Course Code: 18PMS3ES3
Hours : 5
Credit : 4

Total Marks : 100
External Marks: 75

Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To understand the components of DSS and IS and to know the appropriate model to be used for a problem.
- ◆ To introduce the management support system and knowledge management system.
- ◆ To explain the data and model management systems.
- ◆ To define the Artificial Intelligence.

UNIT I - INTRODUCTION

(Credit:0.5)

Concepts of Decision Support System -Management Support systems - Decision making – Models - DSS Overview - Data, Model - Knowledge Management system.

UNIT II- DATA AND MODEL MANAGEMENT SYSTEMS

(Credit:1)

Data Collection -Data Warehousing - Data Mining - Data visualization – Modeling, Static and dynamic – Optimization - Heuristic, Simulation, Multidimensional modeling.

UNIT III- GSS, ENTERPRISE DSS, KMS

(Credit:0.5)

Group support system – Technologies - Enterprise DSS - Knowledge management methods- Technologies - Tools.

UNIT IV KNOWLEDGE BASED DSS

(Credit:1)

Artificial Intelligence - Expert System -Knowledge Acquisition and validation -Knowledge representation - Inference techniques.

UNIT V -ADVANCED INTELLIGENT SYSTEMS

(Credit:1)

Neural Computing - Fuzzy Logic - Intelligent Agents – Implementation – Integration - Intelligent DSS - Applications of Intelligent DSS

TEXT BOOKS

1. Efraim Turban And Jay E. Aronson N “ Decision Support System and Intelligent Systems”, New Delhi, Prentice Hall International.
2. Brein O “Management Information System”, New Delhi, Tata Mcgraw Hill.

REFERENCE BOOKS

1. Janakiraman V. S & Sarukesi K “Decision Support Systems”, New Delhi, Prentice Hall of India.
2. Lofti “Decision Support System and Management”, New Delhi, McGraw Hill Inc, International Edition.

3. Marakas “Decision Support System”, New Delhi, Prentice Hall International.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
31	3	3	3	31	9.677	9.677	9.677	100	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

SEMESTER – IV

CORE COURSE – XVI: STRATEGIC MANAGEMENT

Course Code: 18PMS4CC16

Total Marks : 100

Hours : 5 External Marks: 75

Credit: 5 Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ♦ To understand the organization's mission, vision and objectives, developing policies and plans and also the analysis and implementation of strategic management in strategic business units.
- ♦ To describe the competitive advantage.
- ♦ To define the strategy implementation & estimate its evaluation.
- ♦ To identify the various strategic issues.

UNIT I – CONCEPTUAL FRAMEWORK OF STRATEGIC MANAGEMENT (Credit:1)

Concept of Strategy and Strategy Formation Process – Stakeholders in business – Vision, Mission and Objectives– Business definition and Goals - Corporate Governance and Social responsibility-case study.

UNIT II - COMPETITIVE ADVANTAGE

(Credit:1)

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution- Globalization and Industry Structure - National Context and Competitive advantage Resources – core competencies- Generic Building Blocks of Competitive Advantage- Distinctive Competencies- Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage - case study.

UNIT III - STRATEGIES

(Credit:1)

Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy- Vertical Integration-Diversification and Strategic Alliances-Building and Restructuring the corporation- Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework – BCG Matrix - GE 9 Cell Model.

UNIT IV - STRATEGY IMPLEMENTATION & EVALUATION

(Credit:1)

The Implementation process - Resource allocation- designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-Approaches to strategic implementation case study

UNIT V -OTHER STRATEGIC ISSUES –STRATEGY REFORMULATION (Credit:1)

Managing Technology and Innovation-Strategic issues for Non Profit Organization -New Business Models and strategies for Internet Economy- case study.

TEXTBOOKS

1. Hill “Strategic Management : An Integrated approach”, New Delhi Wiley.
2. Azhar Kazmi “Strategic Management and Business Policy”, New Delhi, Tata McGraw Hill.
3. Philip Sadler, “Strategic Management”, Kogan Page India Private Limited, Delhi.

REFERENCE BOOKS

1. Lawrence G. Hrebiniak “Making strategy work, Pearson”, USA, Pearson.
2. Gupta, Gollakota & Srinivasan “Business Policy and Strategic Management – Concepts and Application”, New Delhi, Prentice Hall of India.
3. Dharma Bir Singh “Strategic Management & Business Policy”, New Delhi, Ko Wiley.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
49	3	7	29	19	6.122	14.29	59.18	38.78	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

CORE COURSE – XVII: INTERNATIONAL BUSINESS MANAGEMENT

Course Code: 18PMS4CC17

Total Marks : 100

Hours : 5 External Marks: 75

Credit : 5 Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To understand the basic concepts of international business management.
- ◆ To describe the international strategic management.
- ◆ To design the production, marketing and financial management of global business.
- ◆ To improve the conflict management and ethics in international business.

UNIT I - INTRODUCTION

(Credit:1)

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

UNIT II - INTERNATIONAL TRADE AND INVESTMENT

(Credit:1)

Promotion of global business – the role of GATT/WTO – VIII & IX, round discussions and agreements – Challenges for global business – global trade and investment – theories of international trade and theories of international investment – Foreign investments

UNIT III INTERNATIONAL STRATEGIC MANAGEMENT

(Credit:1)

Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – strategies to be adopted for international business – advantages - organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system.

UNIT IV PRODUCTION, MARKETING AND FINANCIAL MANAGEMENT OF GLOBAL BUSINESS

(Credit:1)

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

UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS

(Credit:1)

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

TEXTBOOKS

1. Charles W.I. Hill & Arun Kumar Jain, “International Business”, New Delhi, Tata Mc Graw Hill.
2. John D. Daniels & Lee H. Radebaugh, “International Business”, New Delhi, Pearson Education.
3. Subba Rao .P, “International Business Environment”. Himalaya Publishing House, Delhi.

REFERENCE BOOKS

1. K. Aswathappa, “International Business”, New Delhi, Tata Mc Graw Hill.
2. Michael R. Czinkota, Ilkka A. Ronkainen & Michael H. Moffet, “International Business” New

Delhi Cengage Learning.

3. Rakesh Mohan Joshi, “International Business”, New Delhi, Oxford University Press.
4. Francis Cherunilam, “ International Busines Encironment”, Himalaya Publishing House, Delhi.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
55	0	0	0	55	0	0	0	100	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

CORE COURSE – XVIII: **ENTREPRENEURIAL DEVELOPMENT**

Course Code: 18PMS4CC18

Total Marks : 100

Hours: 5 External Marks: 75 Credit: 5 Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To understand entrepreneurial quality and motivation in students.
- ◆ To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively. To create a business plan in an efficient manner.
- ◆ To explain about launching and management of small business.

UNIT I -ENTREPRENEURIAL COMPETENCE **(Credit:1)**

Entrepreneurship concept – Role of Entrepreneurship in national development– Entrepreneurial Personality - Characteristics of Successful Entrepreneur – Knowledge and Skills of Entrepreneur.

UNIT II- ENTREPRENEURIAL ENVIRONMENT **(Credit:1)**

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

UNIT III -BUSINESS PLAN PREPARATION **(Credit:1)**

Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Feasibility analysis - Feasibility Report Preparation and Evaluation Criteria – Matching Entrepreneur with the project

UNIT IV- LAUNCHING OF SMALL BUSINESS **(Credit:1)**

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

UNIT V -MANAGEMENT OF SMALL BUSINESS **(Credit:1)**

Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.

TEXT BOOKS

1. Hisrich “Entrepreneurship”, New Delhi, Tata McGraw Hill.
2. Khanka S.S “Entrepreneurial Development”, New Delhi, Sultan & sons Company Limited.

REFERENCE BOOKS

1. Prasanna Chandra “Projects – Planning, Analysis, Selection, Implementation and Reviews”, Tata McGraw-Hill.
2. P.Saravanavel “Entrepreneurial Development”, Chennai, Ess Pee kay Publishing House.
3. Supriya Singh, Akshara Singh “Entrepreneurial Development”, Lucknow, Thakur Publishers.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
29	14	7	6	2	48.28	24.14	20.69	6.897	Local

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

A: MARKETING
ELECTIVE COURSE – IV: RETAIL MANAGEMENT

Course Code: 18PMS4EM4

Total Marks : 100

Hours: 5 External Marks: 75

Credit: 4 Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To understand the contemporary retail management issues at the strategic level.
- ◆ To describe and analyse the way retailing works, specifically the key activities and relationships.
- ◆ To derive the retailing decisions.
- ◆ To classify the retail shop management & to determine the retail shopper behaviour.

UNIT 1 -INTRODUCTION

(Credit:0.5)

Introduction to retail management– Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Global retailing

UNIT II - RETAIL FORMATS

(Credit:0.5)

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

UNIT III - RETAILING DECISIONS

(Credit:1)

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

UNIT IV - RETAIL SHOP MANAGEMENT

(Credit:1)

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

UNIT V - RETAIL SHOPPER BEHAVIOUR

(Credit:1)

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

TEXT BOOKS

1. Michael Havy ,Baston, Aweitz & Ajay Pandit “Retailing Management”, Michigan, McGraw Hill Education.
2. James R. Ogden “Integrated Retail Management”, New Delhi, Cengage Learning India Pvt. Ltd.

REFERENCE BOOKS

1. Patrick M. Dunne and Robert F Lusch, “Retailing”, USA, Thomson Learning.
2. Chetan Bajaj, Rajnish Tow & Nidhi V. Srivatsava, “Retail Management”, New Delhi, Oxford University Press.
3. Swapna Pradhan, “Retail Management -Text and Cases”, New Delhi, Tata McGraw Hill.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
35	19	1	10	5	54.29	2.857	28.57	14.29	Local

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

A: MARKETING

ELECTIVE COURSE – V: BUSINESS TO BUSINESS MARKETING

Course Code: 18PMS4EM5

Total Marks : 100

Hours: 5 External Marks: 75 Credit: 4

Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To understand the various concepts of Industrial marketing to students who have had a foundation course in marketing.
- ◆ To become familiar with the peculiarities of Industrial marketing.
- ◆ To be able to apply the concepts and practices of Industrial marketing to real life situations.
- ◆ To identify the Marketing strategy for Industrial Firms.

UNIT I

(Credit:0.5)

Introduction to Industrial marketing – Types of Industrial Marketing.

UNIT II

(Credit:1)

Segmentation in Industrial Marketing - Demand concepts for Industrial products - Industrial Marketing Research - Industrial Buyer Behaviour.

UNIT III

(Credit:0.5)

Product Management – Product line planning – New Product development strategy.

UNIT IV

(Credit:1)

Pricing – Distribution - Advertising and Sales Promotion of Industrial Products.

UNIT V

(Credit:1)

Marketing strategy for Industrial Firms – Product Market Management – Developing & Evaluating Strategies – Effective implementation of Strategies.

TEXT BOOKS

1. Govindarajan M. “Industrial Marketing Management “, Noida, Vikas publishing House PVT Ltd.
2. Milind T. Phadtare “Industrial Marketing”, New Delhi, PHI learning Pvt Ltd.

REFERENCE BOOKS

1. Robert & Reeder, Edward G. Brierty & Betty H. Reeder “Industrial Marketing” , New Delhi, Prentice Hall of India Ltd.
2. Robert Dwyer F “Business Marketing”, New Delhi, McGraw Hill.
3. Michael D Hutt and Speech T.V “Industrial Marketing Management”, USA, The Dryden Press,

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
16	0	1	13	2	0	6.25	81.25	12.5	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

A: MARKETING

ELECTIVE COURSE – VI: SALES AND DISTRIBUTION MANAGEMENT

Course Code: 18PMS4EM6

Total Marks : 100

Hours: 5

External Marks: 75 Credit: 4

Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

1. To understand the concepts which are helpful in developing a sound sales and distribution policy.
2. To organise and manage sales force and marketing channels.
3. To describe the supervision of salesmen and define the developing and managing sales evaluation programme.
4. To identify the channel Intermediaries and their management.

UNIT I

(Credit:0.5)

Nature and scope of Sales Management -Setting and Formulating Personnel - Developing and Conducting Sales Training Programmes - Designing and Administering Compensation Plans.

UNIT II

(Credit:1)

Supervision of Salesmen- Motivating Sales Personnel - Sales Meetings and Sales Contests - Designing Territories and Allocating Sales Efforts - Objectives and Quotes for Sales Personnel.

UNIT III

(Credit:1)

Developing and Managing Sales Evaluation Programme - Sales Cost and Cost Analysis -An overview of Marketing Channels - their structure - Functions and Relationships.

UNIT IV

(Credit:1)

Channel Intermediaries – Wholesaling and Retailing -Logistics of Distribution - Channel Planning Organisational Patterns in Marketing Channels - Managing Marketing Channels -Marketing Channel Policies and Legal Issues.

UNIT V

(Credit:0.5)

Information System and Channel Management - Assessing Performance of Marketing Channels including sales force - International Marketing Channels.

TEXT BOOKS

1. Havaladar K& Vasant M Cavale “Sales and Distribution Management”, New Delhi, Tata mcgraw Hill.
2. Kujnish Vashisht “A practical Approach to Sales Management”, New Delhi, Atlantic publishers.

REFERENCE BOOKS

1. Bill Donaldson “Sales Management, principles, process and practice”, UK, Ane book Pvt Ltd.
2. Pingali Venugopal “Sales and Distribution management”, USA, sage publication.
3. Joseph F Hair “Sales Management”, US, Cengage learning.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
22	0	12	4	6	0	54.55	18.18	27.27	Regional

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

B: FINANCE

ELECTIVE COURSE – IV: COMMERCIAL BANKING MANAGEMENT

Course Code: 18PMS4EF4

Total Marks : 100

Hours: 5 External Marks: 75

Credit: 4 Internal Marks: 25

OBJECTIVES: After completion of the course the students will be able

- ◆ To acquire depth knowledge of banking and finance and prepare them for career in banking and other financial institutions.
- ◆ To explain the functions of commercial and merchant banks.
- ◆ To elucidate the bank account and insurance concepts.
- ◆ To explain the concepts of borrowing, lending and negotiable instruments available.

UNIT – I

(Credit:0.5)

Indian Banking System - Banking Regulation Act, 1949 – Role of Banks and Economic Development - Central Banking and Role of RBI and their functions.

UNIT – II

(Credit:0.5)

Commercial Banks - Role of Commercial Banks -Functions - E - Banking – ATM Cards, Debit cards, Personal Identification Number - Online enquiry and update facility - Electronic Fund Transfer- Electronic Clearing System.

UNIT - III

(Credit:1)

Merchant Banking - Functions - Issue Management - Managing of new issues - Underwriting - Mutual Fund - Stock Exchange - Role of SEBI.

UNIT – IV

(Credit:1))

Opening of an Account - Types of Deposit Account - Types of customers - Importance of customer relations - Customer grievances and redressal – Ombudsman -Insurance - Different types - Insurance laws and regulations.

UNIT – V

(Credit:1)

Principles of lending - Types of Borrowings – Precautions to be taken by a banker - Negotiable Instruments - Promissory Note - Bills of Exchange, Cheque, Draft - Crossing - Endorsement - Material Alteration - Paying Banker - Rights and Duties - Statutory Protection - Dishonour of Cheques - Role of collecting banker.

TEXT BOOKS

1. Sundaram & Varshney “Banking Law, Theory and Practice”, New Delhi, Sultan Chand Co.
2. Maheswari S.N “Banking Law, Theory and Practice”, Chennai, Kalyani Publication.

REFERENCE BOOKS

1. Parameswaran “Indian Banking” New Delhi, S. Chand and Co.
2. Peter S Rose&Sylvia Conway Hudgins“Bank Management and Financial service”,New Delhi, McGraw-Hill Companies.
3. Santhanam B “Banking and Financial Systems”, New Delhi, Margham Publishers

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
43	1	2	36	5	2.326	4.651	83.72	11.63	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

B: FINANCE

ELECTIVE COURSE – V: CORPORATE FINANCE

Course Code: 18PMS4EF5

Total Marks : 100

Hours: 5 External Marks: 75

Credit: 4

Internal Marks: 25

OBJECTIVES: After completion of the course the students will

- ◆ Acquire nuances involved in short term corporate financing and good ethical practices.
- ◆ To examine the industrial finance concepts with reference to Indian capital market.
- ◆ To explain advanced financial management techniques and decision making.
- ◆ To elucidate concepts of corporate governance, CSR and ethics in corporate finance.

UNIT I INDUSTRIAL FINANCE

(Credit:1)

Introduction of Corporate finance -Indian Capital Market – Basic problem of Industrial Finance in India - Equity– Debenture financing–advantages and disadvantages and cost of various sources of Finance-Finance from international sources -financing of exports – role of EXIM bank and commercial banks – International corporate finance.

UNIT II SHORT TERM-WORKING CAPITAL FINANCE

(Credit:1)

Financial statement analysis – Approach adopted by Commercial banks -Commercial paper-Public deposits and inter corporate investments.

UNIT III ADVANCED FINANCIAL MANAGEMENT

(Credit:0.5)

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

UNIT IV FINANCING DECISION

(Credit:1)

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

UNIT V CORPORATE GOVERNANCE

(Credit:0.5)

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

TEXTBOOKS

1. Richard A.Brealey, Stewart C.Myers & Mohanthy, “Principles of Corporate Finance”, New Delhi, Tata McGraw Hill.
2. I.M.Pandey, “Financial Management”, New Delhi, Vikas Publishing House Pvt., Ltd.

REFERENCE BOOKS

1. Brigham and Ehrhardt “Corporate Finance - A focused Approach”, New Delhi, Cengage Learning.
2. M.Y Khan “Indian Financial System”, New Delhi, Tata McGraw Hill.
3. Krishnamurthy & Viswanathan "Advanced Corporate Finance" New Delhi, PHI Learning,

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
33	2	5	26	6	6.061	15.15	78.79	18.18	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

B: FINANCE

ELECTIVE COURSE – VI: RISK MANAGEMENT AND INSURANCE

Course Code: 18PMS4EF6 Total Marks : 100

Hours: 5 External Marks: 75

Credit: 4

Internal Marks: 25

OBJECTIVES: After completion of the course the students will be able

- ◆ To understand risk management and the basics of insurance.
- ◆ To define the basic concepts of risks and management.
- ◆ To deduce the risk management techniques.
- ◆ To introduce insurance and justify it as a risk management technique.

UNIT I INTRODUCTION TO RISK MANAGEMENT

(Credit:0.5)

Overview of Risk and risk management - Types of Risk – Objectives of risk management – Sources of risk – Risk Identification – Measurement of risk

UNIT II RISK AVERSION & MANAGEMENT TECHNIQUES

(Credit:1)

Risk Avoidance – Loss Control – Risk retention – risk transfer – Value of risk Management – Pooling and diversification of risk

UNIT III RISK MANAGEMENT TOOLS

(Credit:1)

Options – Forward contracts – Future contracts – SWAPS – Hedging – Optimal hedges for the real world.

UNIT IV INTRODUCTION TO INSURANCE

(Credit:1)

General Insurance

– Principles of general insurance – General Insurance Products (Fire, Motor Health) – Insurance Contracts – Objectives of Insurance Contracts – Elements of a valid contract – Characteristics of Insurance Contracts – Insurance Pricing – Insurance Market & Regulation – Solvency regulation

UNIT V INSURANCE AS A RISK MANAGEMENT TECHNIQUE

(Credit:0.5)

Insurance Principles – IRDA – Insurance Cost & Fair Pricing – Expected claim costs – Contractual provisions that limit Insurance Coverage.

TEXTBOOK

1. Harrington & Niehaus, “Risk management and Insurance”, New Delhi, Tata Mcgraw Hill Publishing.
2. Trieschman, Hoyt, Sommer “Risk management and Insurance”, USA Cengage Learning.

REFERENCE BOOK

1. Mark S. Dorfman “Introduction to Risk management and Insurance”, New Delhi Prentice hall of India.
2. Stulz “Risk management and Derivaties”, US Cengage Learning.
3. Skipper and Kwon “Risk management and Insurance”, USA, Blackwell Publishing.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
33	2	2	30	5	6.061	6.061	90.91	15.15	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

C: HUMAN RESOURCE

ELECTIVE COURSE – IV: PUBLIC RELATION MANAGEMENT

Course Code: 18PMS4EH4 Total Marks : 100

Hours: 5

External Marks: 75

Credit: 4

Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To understand the fundamental tools of public relations practice.
- ◆ To provide a multidisciplinary understanding of the emerging trends in the field of public relation.
- ◆ To describe the importance of employee communications.
- ◆ To detect the emerging challenges of community activism. and estimate the media relations & issues in public relations

UNIT I

(Credit:1)

Public Relation – Concept - Proactive and Reactive Approaches – Public Relations Process – Behavioral Public Relations Model – Role of PR – Emergence of PR.

UNIT II

(Credit:1)

Theoretical basis for Public Relations – Theories of Relationships – Systems Theory – situational Theory – Theories of Persuasion and Social Influence - Public Relations process – Models of Public Relations – Elements of Public Relations.

UNIT III

(Credit:1)

Employee communications – Role – concept – Importance – Special employee Communication Situations – Media of Employee communications – Objectives of Internal media – Starting internal media – controlling internal media - Occasional and Special media.

UNIT IV

(Credit:0.5)

Community Relations – Community Relations Process – Guidelines for Effective Relations Programs - Criteria for Community relations Activities – Corporate Social Responsibility & Philanthropy - Emerging Challenge of Community Activism – NGOs and their role.

UNIT V

(Credit:0.5)

Media Relations & Issues in Public Relations - Media Relations – Role of Media in Public Relations – Role of Technology in Public Relations - Public relations challenges – Types of Issues - Target audiences - Public Service as Preventive Public Relations – Special Interests – Importance of Compromise – Issue Anticipation.

TEXT BOOKS

1. Philip Lesly “Hand Book of Public Relation and Communication” New Delhi, Jaicoo Publication.
2. Shrutika Kasor “Public Relations” New Delhi, Mohit Publications.

REFERENCE BOOKS

1. Iqbal Sachdeva “Public Relations – Principles and Practices”, New Delhi, Oxford University Press.
2. Edward J. Lordan “Essentials of Public Relations Management”, US, Rowman, Littlefield Publications.
3. Erica Weintraub Austin & Bruce E. Pinkleton “Strategic Public Relations Management”, London, Lawrence Erlbaum Publishers.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
43	0	18	8	17	0	41.86	18.6	39.53	Regional

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

C: HUMAN RESOURCE

ELECTIVE COURSE – V: **MANAGING INTERPERSONAL EFFECTIVENESS**

Course Code: 18PMS4EH5

Total Marks : 100

Hours: 5 External Marks: 75

Credit: 4 Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To understand the managerial styles in terms of concern for production and people.
- ◆ To assess different systems of management and relate these systems to organizational characteristics. To explain the communication, language and non-verbal communication.
- ◆ To identify the factors influencing environment.
- ◆ To determine the quality of work life (Qwl)

UNIT I: SELF PERCEPTION AND SELF-PRESENTATION (Credit:1)

Defining & perceiving self - gaining self-knowledge - self-effectiveness - self-presentation - self-presentation motives and strategies - **impression management** - **self-monitoring**.

UNIT II: COMMUNICATION (Credit:1)

Communication & language - Non-verbal communication - proxemics (interpersonal space) paralanguage - kinesics deception - detection deception - non-verbal leakage.

UNIT III: ATTITUDE AND ATTITUDE CHANGE (Credit:0.5)

The nature of attitude - changing attitudes – theoretical perspectives - changing attitudes through persuasion - Avoiding measurement pitfalls - conditions promoting and reducing consistency.

UNIT IV: ENVIRONMENTAL INFLUENCE (Credit:0.5)

Territoriality – crowding - **environmental quality and social behavior** - **the impact of our surroundings**.

UNIT V: QUALITY OF WORK LIFE (QWL) (Credit:1)

Quality of Work Life - Working and well being - The working woman and the stress on working women - Advertising and consumer Behaviour - public health - aging and life quality - using social psychology to improve quality of work life.

TEXT BOOKS

1. Steven L MC Shane “Organisational Behaviour” , Chennai, Tata MCgraw Hill.
2. RISO.R.J & Turner R.N. “Essential social Psychology”, Chennai, Sage publication.

REFERENCE BOOKS

1. John. W. Newstrom “Organisational Behaviour”, New Delhi, Tata Mcgraw Hill.
2. Fayyaz Ahamed S. “Organisational behaviour” , Chennai, Atlantic publishers.
3. Jai B.P Sinha “Culture and Organisational Behavior” Chennai, .Sage publication.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
31	5	15	7	19	16.13	48.39	22.58	61.29	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

C: HUMAN RESOURCE

ELECTIVE COURSE – VI: GROUP DYNAMICS

Course Code: 18PMS4EH6

Total Marks : 100

Hours: 5 External Marks: 75

Credit: 4 Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To comprehend the value, importance and the necessary skills to cope up and survive in a Group.
- ◆ To identify the appropriate training methods for effective group membership.
- ◆ To describe the decision making and application of those decisions in groups.
- ◆ To differentiate the use of groups in organizations Vs individual performance.

UNIT I

(Credit:1)

Meaning of group and group dynamics -reasons for the formation of groups -characteristics of groups - theories of group dynamics -types of groups in organization -group cohesiveness -factors influencing group cohesiveness -group decision making process -small group behavior.

UNIT II

(Credit:1)

Training for effective group membership – T Group training or sensitivity training – Lab exercises and feedback to individuals for improving interpersonal competence goals, approaches and utilization of sensitivity – training in Organizations.

UNIT III

(Credit:0.5)

Process of decisions making in groups – Problems and approaches for ‘consensus’ formation – effective meetings - Theory and model of interpersonal behaviour of C William Shutz – FIRO – B Test – its application – Achieving group compatibility – Problems in Reaching compatibility.

UNIT IV

(Credit:1)

Use of groups in Organizations Vs Individual performance – Inter group Problems in Organizations – Inter group competition – Reducing competition through training – Conflict – Management of conflict – Preventing interpersonal conflict and inter group conflict - Achieving integration in groups.

UNIT V

(Credit:0.5)

Organization Development through better management of group dynamic – Team work development.

TEXT BOOKS

1. Donelson R. Forsyth “Group processes”, USA cengage learning.
2. Fayyaz Ahamed “Organisational Behaviour”, Chennai, Atlantic publishers & Distributors Pvt. Ltd.

REFERENCE BOOKS

1. Sekaran, Uma “Organizational Behavior-text & cases” New Delhi, Tata McGraw Hill Pub Ltd.
2. Robbins, P.Stephen “Organizational Behavior-concepts, controversies & Applications”, New Delhi, Prentice Hall of India Ltd.
3. Luthans Fred “Organizational Behavior” New Delhi, McGraw Hill Publishers Co. Ltd.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
32	1	8	8	18	3.125	25	25	56.25	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

D: OPERATIONS

ELECTIVE COURSE – IV: MATERIAL REQUIREMENT PLANNING

Course Code: 18PMS4EO4

Total Marks : 100

Hours: 5 External Marks: 75

Credit: 4 Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To comprehend the materials, reduction of inventory cost, meeting delivery schedules and improved performance in handling the materials.
- ◆ To explain the Concept of Logistics & Supply chain management.
- ◆ To describe the purchasing management & stores.
- ◆ To define materials handling principles, equipments and safety issues.

UNIT I: INTRODUCTION

(Credit:0.5)

Materials Management – Evolution, Importance, Scope & Objectives – Interface with other functions – Concept of Logistics & Supply chain management.

UNIT II: INVENTORY

(Credit:1)

Need of inventory – Costs associated with inventory – Types of Inventory – Basic EOQ model – Just in Time (JIT) – Classification of material – ABC Analysis. Inventory Control & Cost reduction Techniques.

UNIT III: MATERIAL REQUIREMENT PLANNING

(Credit:1)

Advantages over Conventional Planning (Order Point method) – Input & Output of MRP System - Forecasting – Overview of quantitative & qualitative methods of forecasting – Master Production Schedule – Bill of Materials – Material flow in MRP - MRP II - Concept of ERP.

UNIT IV: PURCHASING MANAGEMENT & STORES

(Credit:1)

Responsibilities of Purchase Department – Purchase Cycle – Negotiation & Bargaining – Vendor Selection - Vendor relations – Purchasing Methods– Stores - Functions, Organization of stores & Stores layout, Stores procedure – Documentation.

UNIT V: MATERIALS HANDLING

(Credit:0.5)

Principles of Materials handling system – Materials handling equipments – Safety Issues Fire & Safety measures – Insurance Coverage.

TEXT BOOKS

1. LC Jhamb, “Materials & Logistics Management”, Everest Publishing House.
2. Arnold. J, Chapman. S, Ramakrishnan. R “Introduction to Materials Management”, New Delhi, Pearson Publications.

REFERENCE BOOKS

1. Kasande S.P “Materials & Logistics Management”, New Delhi, Nirali Publications.
2. Joseph Orlicky, “Materials Requirement Planning” New Delhi, McGraw-Hill.
3. Malakooti, Behnam “Operations and Production Systems with Multiple Objectives”, New Delhi, John Wiley & Sons.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
34	4	11	22	8	11.76	32.35	64.71	23.53	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

D: OPERATIONS

ELECTIVE COURSE – V: **ADVANCED PRODUCTION MANAGEMENT**

Course Code: 18PMS4EO5

Total Marks : 100

Hours: 5 External Marks: 75

Credit: 4 Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To comprehend the advanced nature on the following topics reinforced by Case Analysis, Situation Diagnosis, finding remedial alternatives, mathematical modeling, heuristics, etc. that forms a major component of the teaching methodology.
- ◆ To describe the lean thinking in different era.
- ◆ To classify the location problems and to describe the computerized layout techniques.

UNIT-I

(Credit:0.5)

Introduction of production management – Craftsman era, Mass Production era and Lean Thinking.

UNIT-II

(Credit:1)

Single Facility Location Problem - Multifacility Location Problem – Minimax Location Problem – Computerized Layout Techniques – ALDEP, CRAFT, Group Technology – Factors considered in choosing the location.

UNIT-III

(Credit:0.5)

From thinking to action - Lean Leap Tool – Kit
TQM concepts and Tools – QFD – FMEA - Robust Design concepts – SPC - QC circles

UNIT-IV

(Credit:1)

Creating Lean Enterprise – Organisation and Implementation steps-Cases from Manufacturing Industries - Cases from Service Industries, including Software Industry.

UNIT-V

(Credit:1)

Inventory Models – Quantity Discounts – EOQ model for multi-item joint replenishment (purchase model, manufacturing model, and purchase model with space constraint), -5S and TPM - JIT System and KANBAN Concepts - Cellular Layouts

TEXT BOOKS

1. Panneerselvam R ” Production and Operations Management”, New Delhi, PHI Learning.
2. Donald H Sheldon “Lean Materials Planning and Execution: A Guide to Internal and External Supply Management Excellence “USA, Cengage Learning India.

REFERENCE BOOKS

1. Mandal. SK. ”Total Quality Management”, New Delhi, Vikas Publishing house.
2. Gopala Krishnan. N. “Simplified Lean manufacture”, New Delhi, PHI Learning.
3. Chary S N“Production and Operations Management”, New Delhi, McGraw-Hill.

Total Number	Number of Topics Focus on	% of Topics Focus on	Course Category Based on %
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of Topics	Local	Regional	National	Global	Local	Regional	National	Global	
27	0	8	4	15	0	29.63	14.81	55.56	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

D: OPERATIONS

ELECTIVE COURSE – VI: MANUFACTURING RESOURCE PLANNING

Course Code: 18PMS4EO6

Total Marks : 100

Hours: 5 External Marks: 75

Credit: 4 Internal Marks: 25

OBJECTIVES: After the completion of this course the students will be able

- ◆ To comprehend the manufacturing systems, process and control.
- ◆ To have better knowledge about scheduling.
- ◆ To identify the characteristics and capabilities of manufacturing processes.
- ◆ To classify the various resource planning methods.

UNIT: I

(Credit:0.5)

Introduction to the Manufacturing Systems - Types of Manufacturing Systems -Computer aided Manufacturing and Computer Integrated Manufacturing (CIM).

UNIT: II

(Credit:1)

Characteristics and Capabilities of Manufacturing Processes -Capacity and Productivity -Principles of design for manufacturability -Design Cycles - Conceptual Design, Functional and Aesthetic Design.

UNIT: III

(Credit:1)

Coding of Components - Group Technology in Manufacturing - Process Planning - Variant approach - Generative approach - Computer Aided Process Planning (CAPP) -Application of Production Flow Analysis in Manufacturing.

UNIT: IV

(Credit:0.5)

Inventory Control - Production Planning - Master Production Scheduling - Material Requirement Planning - Resource Planning - Rough Cut Capacity Planning - Capacity Requirement Planning.

UNIT: V

(Credit:1)

Scheduling - Job Shop Scheduling - Set-up dependent scheduling - Flow Shop Scheduling - Special techniques in scheduling -Application of Genetic Algorithm in Scheduling - Introduction to Just-in-Time - Scheduling in JIT.

TEXT BOOKS

1. Khalid Sheikh “Manufacturing Resource planning”, New Delhi, McGraw-Hill Publishing.
2. Oliver W. Wight “Manufacturing Resource planning “, US, Oliver Wight Ltd Publication Inc.

REFERENCE BOOKS

1. Lee J. Krajewski “Operations Management”, New Delhi, Pearson Education India.
2. Wolsey, Laurence “*Production Planning by Mixed Integer Programming Springer*”, New York, Springer-Verlag Publications.
3. Monk, E. & Wagner, B “Concepts in Enterprise Resource Planning “, Canada, Mac Mendelsohn.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
30	2	8	19	10	6.667	26.67	63.33	33.33	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

E: SYSTEMS

ELECTIVE COURSE – IV: E - BUSINESS MANAGEMENT

Course Code: 18PMS4ES4 Total Marks : 100

Hours: 5 External Marks: 75

Credit: 4 Internal Marks: 25

OBJECTIVES: After completion of the course the students will be able

- ◆ To understand the practices and technology to start an online business and manage it.
- ◆ To examine the technology infrastructure available.
- ◆ To explain the concept of E-Business payments and securities.
- ◆ To deuce the legal and privacy issues in business

UNIT I INTRODUCTION TO E-BUSINESS

(Credit:0.5)

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

UNIT II TECHNOLOGY INFRASTRUCTURE

(Credit:1)

Internet and World Wide Web - internet protocols - FTP, intranet and extranet - information publishing technology- basics of web server hardware and software.

UNIT III BUSINESS APPLICATIONS

(Credit:1)

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

UNIT IV E-BUSINESS PAYMENTS AND SECURITY

(Credit:0.5)

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

UNIT V LEGAL AND PRIVACY ISSUES(Credit:1)

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

TEXT BOOKS

1. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, “E-business and e-commerce for managers”, New Delhi, Pearson.
2. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban “Electronic Commerce –A managerial perspective “New Delhi, Pearson Education Asia.

REFERENCE BOOKS

1. Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e business, UK, Oxford University Press.
2. Hentry Chan & el ” E-Commerce – fundamentals and Applications”, New Delhi, Wiley India Pvt Ltd,
3. Gary P. Schneider “Electronic commerce”, Canada, Thomson course technology.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
45	2	2	8	37	4.444	4.444	17.78	82.22	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

E: SYSTEMS

ELECTIVE COURSE – V: KNOWLEDGE MANAGEMENT SYSTEMS

Course Code: 18PMS4ES5

Total Marks : 100

Hours: 5 External Marks: 75

Credit: 4 Internal Marks: 25

OBJECTIVES: After completion of the course the students will be able

- ◆ To know the concept of knowledge management system.
- ◆ To explain various knowledge management models.
- ◆ To describe the KM tools, strategy and metrics.
- ◆ To elucidate the concept of knowledge leadership.

UNIT I INTRODUCTION

(Credit:0.5)

Introduction to Knowledge management -Knowledge management theory and practice - Major approaches to KM cycle - Zack, Bukowitz and Williams, McElroy -Importance of Knowledge Management.

UNIT II KNOWLEDGE MANAGEMENT MODELS

(Credit:1)

Major theoretical KM models, Von Krogh and Ros, Nonaka and Takeuchi, Choo sense-making KM model, Wiig model, Boisot I-space, Complex Adaptive System models - Tacit and Explicit knowledge capture.

UNIT III KM TOOLS STRATEGY AND METRICS

(Credit:1)

Knowledge acquisition and creation tools -Sharing and Dissemination tools - KM strategy - Knowledge audit - Gap analysis - KM metrics -Benchmarking - Balanced scorecard - House of Quality method.

UNIT IV KM IN ORGANISATION

(Credit:1)

Organisational culture - Organisational maturity models - KM team - Ethics of KM - future challenges for KM -Information System and Knowledge management - Knowledge application at individual, group and organisational levels -Knowledge reuse - Knowledge repositories.

UNIT V KNOWLEDGE LEADERSHIP

(Credit:0.5)

Knowledge Leadership styles - Knowledge alignment with business strategies -Pragmatic knowledge development - balancing knowledge and business management systems -constructing knowledge infrastructure.

TEXT BOOKS

1. Kimiz Dalkir, “Knowledge Management in Theory and Practice”,UK, Butterworth –Heinemann Publications.
2. James O' Brein “Management Information System” New Delhi, Tata McGraw Hill.

REFERENCE BOOKS

1. Stuart Barnes, “Knowledge Management Systems – Theory and Practice”, New Delhi, Cengage Learning.
2. Steven Cavaleri & Sharon Seivert with Lee W. Lee, “Knowledge Leadership – The Art and Science of Knowledge based organization”, UK, Butterworth – Heinemann.
3. Shelda Debowski, “Knowledge Management”, New Delhi, Wiley India.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
30	4	12	10	16	13.33	40	33.33	53.33	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

E: SYSTEMS

ELECTIVE COURSE – VI: CLOUD COMPUTING

Course Code: 18PMS4ES6

Total Marks : 100

Hours: 5 . External Marks: 75

Credit: 4 Internal Marks: 25

OBJECTIVES: After completion of the course the students will be able

- ◆ To understand concepts of cloud computing for business management.
- ◆ To define the basics of cloud computing, its implementation and control process.
- ◆ To identify the applications of cloud computing and cloud services for managers.
- ◆ To describe virtual office management.

UNIT I INTRODUCTION (Credit:0.5)

Introduction to Cloud Computing - Evolution - Cloud Computing, Hardware, Internet and Software – Virtualization - Web Services on Cloud - Infrastructure-as-a-Service - Platform-as-a-Service - Software-as-a-Service -Necessity of Cloud Computing

UNIT II IMPLEMENTATION AND CONTROL (Credit:0.5)

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

UNIT III CLOUD COMPUTING FOR MANAGERS (Credit:1)

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

UNIT IV APPLICATIONS OF CLOUD SERVICES (Credit:1)

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

UNIT V VIRTUAL OFFICE MANAGEMENT (Credit:1)

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

TEXT BOOKS

1. John W. Rittinghouse & James F. Ransome, “Cloud Computing Implementation, Management and Security”, New York., CRC Press, Taylor & Francis Group.
2. Round tree “Basics Of Cloud Computing”, New Delhi, Elsevier India.

REFERENCE BOOKS

1. Michael Miller, “Cloud Computing: Web-Based Applications That Change the Way You Workand Collaborate Online”, New Delhi, Que Publishing.
2. Haley Beard, “Cloud Computing Best Practices for Managing and Measuring Processes for On-demand Computing, Applications and Data Centers in the Cloud with SLAs”, Australia, Emereo Pvt Limited.
3. Alfredo Mendoza, “Utility Computing Technologies, Standards, and Strategies”, UK, Artech House INC.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
33	0	0	2	33	0	0	6.061	100	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global



M.Phil Management Studies(FT/PT) Programme



(For the candidates admitted from the academic year 2018-2019 onwards)

Semester	Course	Course Code	Title of the Course	Ins. Hours/ Weeks	Credit	Exam Hours	CIA (Max)	ESE (Max)	Total (Max)	
I	Core Course – I	18MPMS1CC1	Advanced Research Methodology	6	4	3	25	75	100	
	Core Course – II		Advanced Elective Paper	6	4	3	25	75	100	
			Human Resource Management 1.Latest Trends and issues in HRM& HRD. 2.Corporate Governance 3.Strategic Human Resource Management 4 International Human Resources Management							
		18MPMS1CC2M:1 18MPMS1CC2M:2 18MPMS1CC2M:3 18MPMS1CC2M:4	Marketing Management 1.Advanced Marketing Management 2.Digital Marketing 3.Rural Marketing 4.Contemporary issues in Marketing							
		18MPMS1CC2F:1 18MPMS1CC2F:2 18MPMS1CC2F:3 18MPMS1CC2F:4	Financial Management 1.Financial Markets & Institutions, Derivatives and Risk management 2.Analysis of Financial Statement 3.International Financial Management 4.Contemporary issues in Financial Management							
		18MPMS1CC2S:1 18MPMS1CC2S:2 18MPMS1CC2S:3 18MPMS1CC2S:4	Systems Management 1.Business Intelligence Tools 2.Data Communications & Networking 3. Database Management system 4.Software Technology Quality Assurance Management							

		18MPMS1CC2O:1 18MPMS1CC2O:2 18MPMS1CC2O:3 18MPMS1CC2O:4	Operations Management 1.Advanced Operations & Supply Chain Management 2.Quality Management 3.Manufacturing planning and control 4.Purchasing & Procurement Management						
	Core Course – III	18MPMS1CC3	Teaching and Learning Skills	6	4	3	25	75	100
	Core Course – IV	18MPMS1CC4	Paper on Topic of Research (The syllabus will be prepared by the Guide and the examination will be conducted by the COE)	6	4	3	25	75	100
			Total	24	16		100	300	400
II	----	18MPMS2PW	Dissertation and Viva- Voce Viva Voce 50 marks Dissertation 150 marks	-	8		50	150	200
			Total	-	8		50	150	200
			Grand Total	24	24		150	450	600

SEMESTER – I

COURSE – I: **ADVANCED RESEARCH METHODOLOGY**

Course Code: 18MPMS1CC1

Total Marks : 100

Hours: 6 External Marks: 75

Credit: 4 Internal Marks: 25

OBJECTIVES :After the completion of this course the research scholars will be able

- ◆ To develop a research orientation and to acquaint with advanced research methods.
- ◆ To define the basic concepts of research methodology including hypothesis and research design.
- ◆ To classify and categorize the various data analysis tools, hypothesis testing.
- ◆ To prepare research report and conduct analysis using software package.

UNIT I

(Credit – 0.5)

RESEARCH – Definition, Objectives, Scope and Process - Research in Social Sciences – Classification -Need for Research – identification of an issue, formulation of a problem - Hypothesis – Characteristics - Research Design - Review of Literature - Measurement – Function, Characteristic, Construction of Measurement Tool - Research Plan.

UNIT II

(Credit – 1)

SAMPLING – Definition, Objectives, Characteristics - Sample design - Universe, Sample Unit, Sample Size, errors, Sampling Techniques, Tools for Data Collection - Choice on Methods of data collection - Nature of Fieldwork - Sampling Frame and Sample Selection -Schedule & Questionnaire – Construction, types of questions, Measurement Scale and Indices -Pilot Study and Pre-test.

UNIT III

(Credit – 1)

DATA STATISTICS – measures of central tendency, measures of dispersion, Uni-variate, Bi-variate, Multivariate, Contingent Table, Measure of Association / Relationship - Hypothesis – Formulation – Testing - Data Analysis– Percentage, Weighted Average, correlation and regression, T- test, Z – Test, Run Test, F – Test, One Way ANOVA, Two Way ANOVA, Chi Square Test, etc.

UNIT IV

(Credit – 1)

MULTIVARIATE ANALYSIS - Multi Dimensional Scaling, Factor Analysis, Conjoint Analysis, Manova, Cluster analysis, Discriminate analysis -Data Processing –Editing –coding – transcription - Classification and Tabulation of data - Data analysis – meaning, methods, quantitative and qualitative analysis, introduction to parametric and non-parametric tests - graphic presentation.

UNIT V

(Credit – 0.5)

REPORT WRITING – Types, Different stages in research Report - Layout of the research report - Precautions for writing Research Reports - Problems of Inference in Non-experimental Sciences -Uses of footnotes - References and Bibliography - Software Packages for Statistical Tools.

PRACTICUM

1. Using the process of Research methodology, conduct a research on teaching staffs Job satisfaction in an educational institution.
2. Create a research report for Manpower planning in an educational institution.

TEXT BOOKS

1. Kothari. C.R, “Research Methodology, methods and Techniques”, India, New Age International Publishers.
2. William J. Goode & Paul K Hatt, “Methods in Social Research”, US, McGraw-Hill Inc.

REFERENCE BOOKS

1. Paneerselvam. R, “Research Methodology”, New Delhi, PHI Learning Private Limited.
2. Krishnaswami. O.R, “Methodology of Research in social Sciences”, New Delhi Himalaya Pub. House.
3. Richard I. Levin & David S. Rubin, “Statistics for Management”, India, Dorling Kindersley Pvt Ltd; 7th edition.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
43	3	3	17	26	6.977	6.977	39.53	60.47	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

COURSE II - ADVANCED ELECTIVE PAPER
HUMAN RESOURCE MANAGEMENT
ELECTIVE – I: LATEST TRENDS AND ISSUES IN HRM & HRD

Course Code:18MPMS1CC2H:1

Total Marks : 100

Hours: 6 External Marks: 75

Credit: 4 Internal Marks: 25

OBJECTIVES: After the completion of this course the research scholars will be able

- ◆ To have a better understanding about the current trends & issues in the Human Resource Management.
- ◆ To discriminate the basic concepts of HRM and HRD in various industries.
- ◆ To find out the current trends and developments in HRM and a sort out the various issues pertaining to HRM field.
- ◆ To describe learning and development of knowledge approaches and strategies.

UNIT I Human Resource Development

(Credit – 0.5)

HRM and HRD -Emerging trends in HRD -HRD in IT industry - public sector - government organizations, and NGO's.

UNIT II Performance Management

(Credit – 1)

Traditional and modern techniques - Open Appraisal- Identification of Key Performance Areas and Key Result Areas -Managerial appraisal- Ethical issues in performance appraisal - Potential appraisal - Feed back mechanisms - Performance management and career development - Bi directional performance management.

UNIT III Current trends in HRM

(Credit – 1)

Recruitment – lateral and online, Interview techniques – Payment of wages and salary in consolidated form – Importance of Job description and allotment of duties attached to each job - Development of professional approach - Retention - Training and development – absence of innovative practices - VRS policies - Role of call centers, BPOs, KPOs and study of their industrial culture - Balanced score card Rights of Intellectual properties.

UNIT IV Learning and development in knowledge setting

(Credit – 1)

Learning in a knowledge environment - creating a holistic developmental approach - developing social capital - developing knowledge leadership capabilities - project- based learning - working with technology - building a comprehensive knowledge development strategy -planning for individual development.

UNIT V Issues in HRM

(Credit – 0.5)

Diversity in the workplace - age diversity - gender diversity - cultural diversity - Workplace violence - Human Resource Information Systems - Costs & Benefits to employees – Pros & Cons of Alternative work Arrangements.

PRACTICUM

1. Being a HR Manager of an MNC, how do you measure the performance of an employee and give appraisal?

- As a HR Manager of a company, how do you develop the knowledge of the employees, both career wise and personal development?

TEXT BOOKS

- Khanka. S.S, “Human Resource Management”, New Delhi, S. Chand Publishing.
- Alan Price, “Human Resource Management”, New Delhi, Cengage Learning EMEA.

REFERENCE BOOKS

- Mamoria C.B. & Mamoria S “Personnel Management”, New Delhi, Himalaya Publishing House.
- Wayne Cascio, “Managing Human Resources”, New Delhi, McGraw-Hill Education.
- P.C. Tripathi, “Personnel Management and Industrial Relations”, New Delhi Sultan Chand & Sons - Tb.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
43	6	21	24	7	13.95	48.84	55.81	16.28	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

COURSE II - ADVANCED ELECTIVE PAPER
HUMAN RESOURCE MANAGEMENT
ELECTIVE – II: CORPORATE GOVERNANCE

Course Code: 18MPMS1CC2H:2

Total Marks : 100

Hours: 6.

External Marks: 75 Credit: 4

Internal Marks: 25

OBJECTIVES : After the completion of this course the research scholars will be able

- ◆ To understand concepts of Corporate Governance and enable them to think analytically and critically on issues concerning & corporate Governance.
- ◆ To have an in-depth study of the concepts, overview and evolution of Corporate Governance.
- ◆ To identify and describe the management structure for corporate governance.
- ◆ To elucidate the principles of corporate governance and compare it with business ethics.

UNIT I

(Credit – 0.5)

Corporate Governance– Definition, Concept and Basic ingredients - Over view of Corporate Governance - Norms prescribed by SEBI - Role of RBI, FERA, FEMA - Transparency and Disclosure.

UNIT II

(Credit – 0.5)

Corporate Governance Practices - Evolution of Corporate Governance – Ancient and Modern Concept - Concept of Corporate Governance - Generation of Value from Performance

UNIT III

(Credit – 1)

Management Structure for Corporate Governance - Board structure, building responsive boards – issues and challenges - effectiveness of Board, Board committees and their functioning - Legal compliance - committee & stakeholders relationship committee.

UNIT IV

(Credit – 1)

Principles of Corporate Governance - Beneficiaries of Corporate Governance - Shareholder Activism and changing role of Institutional Investors - Business Ethics vis-à-vis Corporate Governance - Ethics and Government – International Business Ethics.

UNIT V

(Credit – 1)

Corporate Social Responsibilities and good corporate citizenship - Information and violating privacy rights - Impact of Information Technology and Non-stop Media Coverage giving unbridled access to company

PRACTICUM

1. How do you face the challenges in building a Management Structure for Corporate Governance?
2. Using the modern concept of Corporate Governance how do you insist the corporate sector to be socially responsible?

TEXT BOOKS

1. Robert A.G. Monks & Nell Minow, “Corporate Governance”, New Jersey, John Wiley & Sons Inc.
2. Mallin, Christine A, “Corporate Governance”, US, Oxford University Press

REFERENCE BOOKS

1. Baxi, C.V. And Prasad Ajit, “Corporate social Responsibility”, New Delhi, Excel Books.
2. MachirajuH R, “Corporate governance”, New Delhi, Himalaya Publishing House.
3. Sharma, J.P, “Corporate Governance, Business Ethics, and CS”R, Mumbai, Ane Books Pvt. Ltd.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
26	0	1	16	9	0	3.846	61.54	34.62	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

COURSE II - ADVANCED ELECTIVE PAPER
HUMAN RESOURCE MANAGEMENT
ELECTIVE – III : STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code: 18MPMS1CC2H:3

Total Marks : 100

Hours: 6 Hrs. External Marks: 75

Credit: 4

InternalMarks:25

OBJECTIVES: After the completion of this course the research scholars will be able

- ◆ To think strategically and integrate the activities of HR with the organizations goals.
- ◆ To develop a conceptual framework and strategies for HRM and competitive advantage.
- ◆ To list out and evaluate the components of strategic human resource management.
- ◆ To describe strategic knowledge management and strategic approach to industrial relations.

UNIT I

(Credit – 1)

Conceptual Framework of strategic HRM - models of strategic HRM - development & delivery of HR strategies - challenges in strategic human resource management - impact of strategic HRM - SHRM for competitive advantage.

UNIT II

(Credit – 0.5)

Components of strategic HRM – Organizational HR strategies - functional HR strategies - strategic HRM in action - improving business performance through strategic HRM - HR analytics.

UNIT III

(Credit – 0.5)

Implementation of strategic HRM – Staffing - training & development - performance management & feedback – compensation - employee separation.

UNIT IV

(Credit – 1)

Strategic Knowledge Management - building knowledge management into strategy framework - knowledge sharing as a core competency - HR dimension to knowledge management - Strategic approach to industrial relations - outsourcing & its HR implications - Human Side of Mergers and Acquisitions - three stage model of M&A.

UNIT V

(Credit – 1)

Global human resource management - Difference between global HRM & domestic HRM - strategic HR issues in global assignments – expatriates selection & repatriation - Building a multicultural organization multinational organization - strategic choice- leadership & strategic issues in international assignment.

TEXT BOOKS

1. Armstrong, Michael & Baron Angela. (2005). Handbook of Strategic HRM (1st ed.). New Delhi: Jaico Publishing House.
2. Mello, Jeffrey A. (2007). Strategic Human Resource Management (2nd ed.). India: Thomson South Western.

REFERENCE BOOKS

1. Regis, Richard. (2008). Strategic Human Resource Management & Development (1st ed.). New Delhi: Excel Books.
2. Agarwala, T. (2007). Strategic Human Resource Management. New Delhi: Oxford University Press.

3. Dhar, Rajib Lochan. (2008). Strategic Human Resource Management (1st ed.). New Delhi: Excel Books.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
33	2	13	11	12	6.061	39.39	33.33	36.36	Regional

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

**COURSE II - ADVANCED ELECTIVE PAPER
HUMAN RESOURCE MANAGEMENT**

ELECTIVE – IV: INTERNATIONAL HUMAN RESOURCE MANAGEMENT (IHRM)

Course Code: 18MPMS1CC2H:4

Total Marks : 100

Hours: 6 External Marks: 75

Credit: 4 Internal Marks: 25

OBJECTIVES: After the completion of this course the research scholars will be able

- ◆ To know the strengths and challenges in International Human Resource Management.
- ◆ To list out concepts, evolution and characteristics of International HRM and differentiate between the domestic and International HRM.
- ◆ To find out recruitment, selection and compensation objectives, techniques and issues.
- ◆ To describe the performance management and employee development in IHRM.

UNIT I

(Credit – 1)

Understanding International Business Operations– Stages of Internationalization and Global Business– Importance of People Management Issues– Evolution, Concept and Characteristics of International Human Resource Management (HRM) – Variables that moderate differences between Domestic & International HRM– **Economic Development and the management of human resources**–Organization of work in International context

UNIT II

(Credit – 1)

International Recruitment - Selection and Compensation - Executive nationality staffing policies– Global pressures on domestic recruitment–Issues in staff selection–Expatriate Selection–Selection Criteria–Use of selection Tests–Selecting TCNs and HCNs— Objectives of International Compensation–Key Components of a Potential Compensation program–Approaches to International Compensation.

UNIT III

(Credit – 0.5)

Performance Management and Employee Development in IHRM–Criterion used for performance appraisal of International employees–appraisal of HCNs – The International HRM perspectives in Training and Development – expatriate training - Important Issues and Concerns.

UNIT IV

(Credit – 1)

Global Employment Relations and Employment Laws– Cross-border Communications and Employment Relations– Comparative patterns of employee relations structures–Best practice in employee relations in cross-country perspective– Labor Union and International Employment Relations—Response of labor unions to multinationals – ILO.

UNIT V

(Credit – 0.5)

Issues and Challenges in HRM - Multinational as a global citizen–International Accord and Corporate Codes of Conduct–Implication for the HR function of the multinational firm– Contemporary issues in managing people in an international context– flexibility–IHRM issues in different strategic options of Organizations–Case studies on International Human Resource Management.

PRACTICUM

1. What steps an MNC has to take to create a good employee relation where the employees are of varied cultures & belongs to different countries?
2. Case studies on International Human Resource Management.

TEXT BOOKS

1. Chris Brewster, Paul Sparrow and Guy Vernon, "International Human Resource Management" Hyderabad, Universities Press (India) Limited.
2. A.V.Phatak, "International Dimensions of Management", Ireland, Dame Publishing.

REFERENCE BOOKS

1. Peter J. Dowling, Marion Festing, Allen D. Engle, "International Human Resource Management", UK, Cengage Learning EMEA.
2. Eileen Crawley, Stephen Swailes, David Walsh (Author), "International Human Resource Management", UK, Oxford University Press.
3. Dennis R. Briscoe, "International Human Resource Management", UK, Routledge.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
40	0	0	1	39	0	0	2.5	97.5	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

COURSE II - ADVANCED ELECTIVE PAPER
MARKETING MANAGEMENT
ELECTIVE – I : ADVANCED MARKETING MANGEMENT

Course Code: 18MPMS1CC2M:1

Total Marks : 100

Hours: 6 External Marks: 75

Credit: 4 Internal Marks: 25

OBJECTIVES: After the completion of this course the research scholars will be able

- ◆ To understand the recent markets, concepts and issues pertaining inside thus helping them to frame appropriate strategies to conquer the market.
- ◆ To define the basic and core concepts of marketing management.
- ◆ To identify and develop non personal communication channels and manage promotional aspects.
- ◆ To sort out and manage current issues in marketing and CRM.

UNIT I INTRODUCTION TO MARKETING MANAGEMENT (Credit – 1)

Introduction - Market and Marketing - the Exchange Process - Core Concepts of Marketing - Functions of Marketing - Importance of Marketing - Marketing Orientations - Marketing Mix-The Traditional 4Ps - The Modern Components of the Mix- The Additional 3Ps -Developing an Effective Marketing Mix - Marketing Planning - Marketing Implementation and Control.

UNIT II CONSUMER BUYING BEHAVIOR (Credit – 0.5)

Introduction –Characteristics - Types of Buying Decision Behaviour - Henry Assael Model - Consumer Buying Decision Process - Buyer Decision Process for New Products -Buying Motives -Buyer Behaviour Models

UNIT III BUSINESS BUYER BEHAVIOUR (Credit – 0.5)

Introduction - Characteristics of Business Markets - Differences between Consumer and Business Buyer Behaviour -Buying Situations in Industrial/Business Market - Buying Roles in Industrial Marketing - Factors that Influence Business Buyers - Steps in Business Buying Process.

UNIT IV PROMOTION MANAGEMENT - MANAGING NON-PERSONAL COMMUNICATION CHANNELS (Credit – 1)

Introduction - Integrated Marketing Communications (IMC) - Communication Development Process - Budget Allocation Decisions in Marketing Communications - Introduction to Advertising - Fundamentals of Sales Promotion -Basics of Public Relations and Publicity.

UNIT V CRM AND OTHER CONTEMPORARY ISSUES (Credit – 1)

Introduction - Relationship Marketing Vs. Relationship Management - Definitions of Customer Relationship Management (CRM) - Forms of Relationship Management -Managing Customer Loyalty and Development - Reasons Behind Losing Customers by Organisations - Significance of Customer Relationship Management - Social Actions Affecting Buyer-Seller Relationships - Rural Marketing - Services Marketing -Digital Marketing.

PRACTICUM

1. Assess the buying behaviour of consumers in a Super Market & prepare a report.
2. Conduct a survey on the benefits of E-Marketing services in your home town.

TEXT BOOKS

1. Philip Kotler & Kevin Lane, "Marketing Management", USA, Prentice-Hall.
2. John Mullins & Orville Walker, "Marketing Management: A Strategic Decision-Making Approach", New Delhi, McGraw-Hill Education

REFERENCE BOOKS

1. Micheal R. Czinkota & Masaaki Kotabe, "Marketing Management", US, Wiley-Blackwell.
2. Douglas, J. Darymple, "Marketing Management", US, John Wiley & Sons.
3. Nag, "Marketing successfully- A Professional Perspective", New Delhi, Mac Millan Publishing.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
47	1	7	15	27	2.128	14.89	31.91	57.45	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

COURSE II - ADVANCED ELECTIVE PAPER
MARKETING MANAGEMENT
ELECTIVE – II : DIGITAL MARKETING

Course Code: 18MPMS1CC2M:2
Hours: 6 External Marks: 75
Credit: 4 Internal Marks: 25

Total Marks : 100

OBJECTIVES: After the completion of this course the research scholars will be able

- ◆ To comprehend and keeping up to date the emerging digital technologies in marketing.
- ◆ To identify the basic concepts of digital marketing and Search Engine Optimization
- ◆ To find out how to master Google and social media and use it in the field of marketing.
- ◆ To develop creative ideas and convincing arguments about how innovations will extend current marketing practices and enable entirely new ways of creating value.

UNIT I INTRODUCTION TO DIGITAL MARKETING (Credit – 1)

Digital Marketing - Introduction to Digital marketing - Overview of Digital Marketing strategy and target markets - Benefits – Platform and Strategies – digital marketing - Comparing digital with traditional marketing – Marketing goals – Basics of websites and media.

UNIT II SEARCH ENGINE OPTIMISATION (Credit – 0.5)

Introduction to Search Engines – Keyword research and Competition – On page and off page optimization – SEO reporting

UNIT III MASTERING GOOGLE (Credit – 1)

Google Ad Words Advertising - Analytics & Applications – Paid Marketing – Display Advertising
Google shopping ads – Introduction to Bing Ads - Mobile Marketing – Video marketing – Google Ad Words advertising Certification

UNIT IV SOCIAL MEDIA MARKETING (Credit – 1)

Introduction to social media marketing – benefits – social media statistics – Tele marketing - Facebook marketing - twitter marketing – You tube– LinkedIn – Instagram – Email marketing – Online reputation management.

UNIT V TRENDS IN DIGITAL MARKETING (Credit – 0.5)

Online Payments - Disability Web Access - Surveys & Forms - Micro Blogging – Social media analytics – Audience reports - factors impacting on digital activity and plans – Recent Trends in Digital Marketing.

PRACTICUM

1. Conduct a research study on “How far the Social Media Marketing has influenced the rural areas?”
2. Suggest some methods for the Small Scale Industries to market their products Digitally.

TEXT BOOKS

1. Charlesworth, Alan, “Digital Marketing – A practical approach”, UK, Taylor & Francis Ltd
2. Render, Angela, “Digital Age Marketing for Small Businesses”, New Delhi, Thunderpaw Publishers.

REFERENCE BOOKS

1. Godfrey Parkin, “Digital Marketing: Strategies for Online Success”, UK, New Holland Publishers.
2. Dave Chaffey, “Digital Marketing”, Canada, Pearson.
3. David J. Bradley, “Getting Digital Marketing Right: A Simplified Process for Business Growth, Goal Attainment, and Powerful Marketing, US Create Space Independent Publishing Platform

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
41	0	0	0	41	0	0	0	100	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

**COURSE II - ADVANCED ELECTIVE PAPER
MARKETING MANAGEMENT
ELECTIVE – III: RURAL MARKETING**

Course Code: 18MPMS1CC2M:3
Hours: 6
Credit: 4

Total Marks : 100
External Marks: 75
Internal Marks: 25

OBJECTIVES: After the completion of this course the research scholars will be able

- ◆ To have conceptual understanding on the rural markets and develop skills required for planning of Rural Products.
- ◆ To explain the basic concepts, evolution, challenges and opportunities in rural marketing.
- ◆ To compare urban with rural marketing and enable rural marketing research for decision making.
- ◆ To identify and elucidate the recent trends in rural marketing.

UNIT I OVERVIEW OF RURAL MARKETING (Credit – 0.5)

Introduction of Rural marketing – Evolution of Rural Marketing in Indian and Global Context- Socio-Cultural-economic & other environmental factors affecting in Rural Marketing- A comparative Analysis of Rural Vs Urban Marketing- Size & Structure of Rural Marketing – Emerging challenges & Opportunities in Rural Marketing.

UNIT II RURAL MARKETS & DECISION (Credit – 1)

Profile of Rural Marketing Dimensions & Consumer Profile- Rural Market Equilibrium- Classification of Rural Marketing – Regulated- Non Regulated- Marketing Mix- Segmentation- Targeting- Position- Rural Marketing Strategies

UNIT III PRODUCT & DISTRIBUTION (Credit – 1)

Product / Service Classification in Rural Marketing - New Product Development in Rural Marketing- Brand Management in Rural Marketing - Rural Distribution in channel management- Managing Physical distribution in Rural Marketing

UNIT IV RURAL CONSUMER BEHAVIOUR IN MARKETING RESEARCH (Credit – 1)

Consumer Buyer Behavior Model in Rural Marketing- Rural Marketing Research- Source of Financing and credit agencies- Consumer Education & Consumer Methods in Promotion of Rural Marketing- Advertisement & Media Role in Rural Marketing Promotion Methods.

UNIT V TRENDS IN RURAL MARKETING (Credit – 0.5)

e- Rural Marketing-CRM & e-CRM in Rural Marketing- Advanced Practices in Rural Marketing- Social Marketing-Network Marketing-Green Marketing in Indian and Global Context-Co-operative Marketing-Micro Credit Marketing- Role of Central, State Government and other Institutions

PRACTICUM

1. Find out the challenges faced by a company in Rural marketing and suggest appropriate methods to overcome those challenges.
2. Suggest some Steps to create a demand for a new product in a rural area.

TEXT BOOKS

1. Badi & Badi, “Rural Marketing”, New Delhi, Himalaya Publishing House.
2. Amoria, C.B. & Badri Vishal, “Agriculture problems in India”, Allahabad, Kitab Mahal Distributors.

REFERENCE BOOKS

1. Pradeep Kashyap, “Rural Marketing”, US, Pearson Education.
2. Krishnamacharyulu, C.S.G, “Rural Marketing”, US, Pearson Education
3. Gopaldaswamy, T.P, “Rural Marketing”, New Delhi, Vikas Publishing House.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
36	13	15	2	6	36.11	41.67	5.556	16.67	Regional

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

COURSE II - ADVANCED ELECTIVE PAPER
MARKETING MANAGEMENT
ELECTIVE – IV: CONTEMPORARY ISSUES IN MARKETING

Course Code: 18MPMS1CC2M:4

Total Marks : 100

Hours: 6

External Marks: 75

Credit: 4

Internal Marks: 25

OBJECTIVES: After the completion of this course the research scholars will be able

- ◆ To define recent concepts in marketing and conducting research in the field of marketing.
- ◆ To develop contemporary market analysis and strategies to deal with competition.
- ◆ To classify the integrated marketing communication, socially responsible marketing and applications of information economy.
- ◆ To identify the new trends and issues in marketing.

UNIT I

(Credit – 0.5)

Defining Marketing for the New Age - Marketing Theory - need, sources and status - Gathering Information and Scanning the Environment - Conducting Marketing Research and Forecasting Demand - Analysing and Selecting Markets.

UNIT II

(Credit – 1)

Value Concept and Transaction of Value Products in Contemporary Marketing - Market Analysis - The Marketing Mix - Developing Marketing Strategies and Plans - Dealing with Competition Global Markets and Marketing – EPRG - influence of environment, - entry method.

UNIT III

(Credit – 1)

The Role of Brands - Branding Concepts - Developing Brand Equity - Nostalgic Brands - Brand Equity - understanding, building, measuring and managing - Marketing Implementation - Evaluation and Control.

UNIT IV

(Credit – 1)

Integrated Marketing Communications - Managing a Holistic Marketing Organization - Socially Responsible Marketing - Marketing and the Information Economy - Applications of Marketing - service sector - retail and rural sector

UNIT V

(Credit – 0.5)

New Trends in Marketing- Guerilla Marketing - Buzz Marketing - Experiential Marketing - Formulating a Marketing Campaign for IEU - Global Marketing - Some Insights for Going International - Marketing as an Academic Career Path - Marketing as a Professional Career Path

PRACTICUM

1. Compare and contrast any five similar well known branded products.
2. Which of the new marketing trends would you suggest for developing a new product in the market?

TEXT BOOKS

1. Baker, Michael J, “Marketing: Theory and Practice”, UK, Palgrave Macmillan.
2. Philip Kotler & Kevin Lane, “Marketing Management”, USA, Prentice-Hall.

REFERENCE BOOKS

1. Etzel, Michael J., Bruce J Walker, William J Stanton & Ajay Pandit, “Marketing Concept and Cases”, New Delhi, Tata McGraw - Hill Education.
2. Lancaster, Geoff And Lasteer Massingham, “Essentials of Marketing”, New Delhi, Tata McGraw - Hill Education.
3. William M And O C Ferral, “Marketing Pride”, USA Cengage Learning.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
38	2	24	6	12	5.263	63.16	15.79	31.58	Regional

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

FINANCIAL MANAGEMENT
ELECTIVE – I : FINANCIAL MARKET & INSTITUTIONS, DERIVATIVES AND RISK MANAGEMENT

Course Code: 18MPMS1CC2F:1

Total Marks : 100

Hours: 6 External Marks: 75

Credit: 4

Internal Marks: 25

OBJECTIVES: After the completion of this course the research scholars will be able

- ◆ To know the importance of risk culture, various kinds of risks, various approaches for managing and features of a best practices enterprise risk management system.
- ◆ To list out the various financial markets and financial instruments.
- ◆ To sort out the importance of risk culture in investment and describe its types.
- ◆ To define the features enterprise risk management system and evaluate the process.

UNIT I

(Credit – 0.5)

Financial Markets - Primary and Secondary Market - OTC and Exchange markets- Financial Securities - Market Operations - Financial market activities - Speculation, Hedging and Arbitrage

UNIT II

(Credit – 1)

Financial Institutions - Stock and Other Exchanges - Clearing House Mechanisms and Clearing Corporations - Commercial Banks and Investment Banks - Broking Houses - PMS, Hedge Funds Mutual Funds and Insurance Firms - Other types of Financial Institutions

UNIT III

(Credit – 1)

Financial Instruments - Equity Debt Derivatives - Forwards, Futures and Options- Equity and Equity Index derivatives - Fixed-Income and Interest Rate Derivatives - Currency Derivatives - Commodity Derivatives - Swaps and Swap options - Mortgages and MBS

UNIT IV

(Credit – 1)

Importance of risk - culture in an investment firm - identify and describe the various kinds of risks - including market, credit, operational, etc - Identify and describe various approaches for managing risks including risk budgeting - position limits

UNIT V

(Credit– 0.5)

Features of a best practices - enterprise risk management system - Evaluate a company's risk management process - Examine examples of risk management failure.

TEXT BOOKS

1. Anthony Saunders, "Financial Markets and Institutions", New Delhi, McGraw Hill Education.
2. Bihari S.C, "Indian Financial System", Mumbai, International Book House.
3. Paul Sweeting Financial Enterprise Risk Management, UK, Cambridge University Press.

REFERENCE BOOKS

1. Meir Kohn, "Financial Institutions & Markets", New Delhi, Oxford University Press.
2. Fredric S Mishkin, Stanley G, "Financial Markets & Institutions", US, Benjamin-Cummings Publishing Company.
3. Maginn & Tuttle, "Managing Investment Portfolios", US, John Wiley & Sons Inc.

Total Number	Number of Topics Focus on	% of Topics Focus on	Course Category Based on %
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of Topics	Local	Regional	National	Global	Local	Regional	National	Global	
34	0	2	28	4	0	5.882	82.35	11.76	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

COURSE II - ADVANCED ELECTIVE PAPER

FINANCIAL MANAGEMENT
ELECTIVE – II: ANALYSIS OF FINANCIAL STATEMENT

Course Code: 18MPMS1CC2F:2

Total Marks : 100

Hours: 6

External Marks: 75

Credit: 4

Internal Marks: 25

OBJECTIVES: After the completion of this course the research scholars will be able

- ◆ To analyze the nature and scope of financial statement analysis and gain knowledge in the preparation of financial statement analysis.
- ◆ To categorize the various financial statements.
- ◆ To assess the performance of business using various analysis
- ◆ To explain free cash flows, adjustments in capitalization and corporate investments.

Unit I

(Credit – 0.5)

Financial statement analysis – nature – scope - Revision of Balance Sheet and P&L statement fundamentals - Indian Accounting Standards.

Unit II

(Credit – 0.5)

Common size statement - comparative statement - Trend analysis - Capitalization ratios- Debt Equity - Debt to Assets - Du-pont Analysis -Coverage ratios and credit analysis and ratings.

Unit III

(Credit – 1)

Cash Flow Analysis - Measuring operating / financing and investing Cash flows - Cash flows and life cycle - state of a company Cash flows and financial flexibility - Fund Flow Statement – Uses of Fund Flow Analysis – Construction of Fund Flow Statement.

Unit IV

(Credit – 1)

Assessing Business Performance - Operational efficiency ratios (Gross profit, net profit margins and various turnover ratios) - Liquidity ratios – Current Ratio / Acid test -Profitability ratios - Valuation Ratios - EPS/ ROE/ ROCE/ Total Shareholder returns - Linkages between ROE & ROCE & optimal capital structure and determinants of PE multiple - Price to book value, EV/EBDITA .

Unit V

(Credit – 1)

Free Cash flows to Equity / Firm - From earnings to free cash flows - Adjustment from standard accounting to correctly measure free cash flow- Capitalization leasing expense and R&D expenditure - correct treatment for amortization -expense and deferred taxes -Measuring correct ROE & ROC after adjusting for inter- corporate investments - Implication of the above mentioned adjustments on fundamental valuations / company and PE or Price / Book Value or EBDITA.

TEXT BOOKS

1. Prasanna Chandra, “Financial Management”, New Delhi, Tata McGraw - Hill Education.
2. Brealey Myers, “Corporate Finance”, New Delhi Tata McGraw - Hill Education.

REFERENCE BOOKS

1. Maheswari S.N., “Management Accounting”, New Delhi, Sultan Chand & Sons.
2. Pillai R.S.N. & Bhagavathi, “Management Accounting”, New Delhi, Sultan Chand & Sons.
3. Manmohan & S.N. Goyal, “Principles of Management Accounting”, Agra, Sahitya Bhavan.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
38	1	6	30	4	2.632	15.79	78.95	10.53	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

COURSE II - ADVANCED ELECTIVE PAPER
FINANCIAL MANAGEMENT
ELECTIVE – III : INTERNATIONAL FINANCIAL MANAGEMENT

Course Code: 18MPMS1CC2F:3

Hours: 6

Credit: 4

Internal Marks: 25

Total Marks : 100

External Marks: 75

OBJECTIVES: After the completion of this course the research scholars will be able

- ◆ To know about the managing International Finance.
- ◆ To state the overview concepts and evolution of multinational financial management.
- ◆ To manage short term assets and liabilities and gain knowledge in foreign investment decision making.
- ◆ To design multinational capital budgeting, cost of capital structure and taxation for multinational firm.

UNIT I

(Credit – 1)

Multinational Financial Management – An overview - Evolution of the International Monetary and Financial System- IMF – IBRD – FOREX – Determinants – EXIM policy.

UNIT II

(Credit – 1)

Managing Short-term assets and liabilities - Long-run Investment Decisions – The Foreign Investment Decision - International/ Foreign Investment theories – Turnkey project – FDI – Venture capital

UNIT III

(Credit – 0.5)

Political Risk Management - Multinational Capital Budgeting- Evaluation of Project, Cash flow determination – Application and Interpretation.

UNIT IV

(Credit – 1)

Cost of Capital – General Principles - Determination of Cost of Capital – K_e , K_d , K_p and K_r - Capital Structure of the Multinational Firm - Dividend Policy of the Multinational Firm.

UNIT V

(Credit – 0.5)

Project financing – concept - different types of project financing - risk associated with international projects- Taxation of the Multinational Firm - Country Risk Analysis - Long-term Financing.

TEXT BOOKS

1. Apte, “International Financial Management”, New Delhi, Tata Mc Graw Hill Edition.
2. Bhalla V.K., International Financial Management, New Delhi Anmol Books.

REFERENCE BOOKS

1. Machiraju H.R., “International Financial Management”, New Delhi, Himalaya Publication House.
2. Avadhani V.A., “International Financial Management”, New Delhi, Himalaya Publication House.
3. Cheol, Ebn, “International Financial Management”, New Delhi, Tata McGraw Hill.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
33	0	0	0	33	0	0	0	100	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

**COURSE II - ADVANCED ELECTIVE PAPER
FINANCIAL MANAGEMENT**

ELECTIVE – IV: CONTEMPORARY ISSUES IN FINANCIAL MANAGEMENT

Code: 18MPMS1CC2F:4

Total Marks : 100

Hours: 6 Hrs.

External Marks: 75

Credit: 4

Internal Marks: 25

OBJECTIVES: After the completion of this course the research scholars will be able

- ◆ To understand various issues involved in financial management of a firm and equip them with advanced analytical tools and techniques used for making sound financial decisions and policies
- ◆ To define the basic concepts of financial management.
- ◆ To explain working capital management in recent trend.
- ◆ To evaluate and elucidate the various aspects involved making investment, financing and dividend decisions.

UNIT I INTRODUCTION

(Credit – 0.5)

Introduction - Meaning, scope and development of financial management - finance function - Indian financial System - Risk and Return - Valuation of securities - legal, regulatory and tax framework related to financial management - Time value of money and its relevance.

UNIT II WORKING CAPITAL MANAGEMENT

(Credit – 0.5)

Working Capital Management - overall considerations in WCM - determinants and determination of W.C. requirements - management of cash - management of receivables - management of inventories.

UNIT III INVESTMENT DECISIONS

(Credit – 1)

Management Long-term Capital - Tax considerations in investment appraisal - methods of project appraisal - payback period method - average rate of return method - accounting rate of return method - net present value method - internal rate of return method - capital rationing.

UNIT IV FINANCING DECISIONS

(Credit – 1)

Cost of Capital and Capital Structure - Cost of debt and preferred stock - cost of equity - retained earning and overall cost of capital - financial and optimum capital structure - theories of capital structure - M.M hypothesis on capital structure.

UNIT V DIVIDEND DECISIONS

(Credit – 1)

Issues in Financial Management - Overview of dividend policy - dividend policy and share valuation - practical considerations and legal requirements on dividend - lease financing in India - contemporary issues in financial management - Recent changes in GST (VAT)

TEXT BOOKS

1. Van Horne, James C., "Financial Management and Policy", New Delhi, Prentice Hall of India
2. Pandey, I. M., "Financial Management", New Delhi, Vikas Publishing.
3. Ross S.A., R.W. Westerfield & J. Jaffe, "Corporate Finance", New Delhi, McGraw Hill.

REFERENCE BOOKS

1. Damodaran, A., "Corporate Finance: Theory and Practice", USA, John Wiley & Sons.
2. Chandra, P. "Financial Management", New Delhi, Tata McGraw Hill.
3. Khan, M.Y & Jain, P.K, "Financial Management: Text, Problems and Cases", New Delhi, Tata McGraw Hill

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
37	0	0	10	27	0	0	27.03	72.97	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

**COURSE II - ADVANCED ELECTIVE PAPER
SYSTEMS MANAGEMENT**

ELECTIVE – I : BUSINESS INTELLIGENCE TOOLS

Course Code: 18MPMS1CC2S:1

Total Marks : 100

Hours: 6

External Marks: 75

Credit: 4

Internal Marks: 25

OBJECTIVES: After the completion of this course the research scholars will be able

- ◆ To achieve a profound understanding of Business Intelligence (BI) systems in terms of its tools, current practices and impacts.
- ◆ To identify the business intelligence essentials and the types of BI.
- ◆ To develop the skill of architecting data and data mining and financial instruments.
- ◆ To identify various issues and challenges existing in the Business Intelligence.

UNIT I

(Credit – 0.5)

Business Intelligence an Introduction -- Introduction, Definition, History and Evolution -Business Intelligence Development Stages and Steps - Difference between Information and Intelligence - Factors of Business Intelligence System - Real time Business Intelligence - Business Intelligence Applications - Business Intelligence Life Cycle

UNIT II

(Credit – 1)

Business Intelligence Essentials -Creating Business Intelligence Environment -Types of Business Intelligence -Business Intelligence Platform- Dynamic roles in Business Intelligence - Roles of Business Intelligence in Modern Business- Challenges of BI

UNIT III

(Credit – 1)

Architecting the Data: Introduction - Types of Data -Data Reporting and Query Tools - Data Partitioning – Metadata - Total Data Quality Management (TDQM) -Data Mining - Introduction, Definition of Data Mining,Data mining Techniques - Data Warehousing – Introduction - Data Warehousing, Advantages and Disadvantages of Data Warehousing - Online Analytical Processing

UNIT IV

(Credit – 1)

Knowledge Management - Introduction, Characteristics of Knowledge Management - Knowledge assets - Generic Knowledge Management Process -Knowledge Management Technologies - Essentials of Knowledge Management Process

UNIT V

(Credit – 0.5)

Enterprise Performance Life Cycle (EPLC) - Transformation Roadmap - Building a transformation roadmap - Business Intelligence Issues and Challenges - Introduction, Critical Challenges for Business Intelligence success

TEXT BOOKS

1. Philipp K. Janert, "Data Analysis with Open Source Tools", USA, O'Reilly.
2. Michael Minelli, Michelle Chambers & Ambiga Dhiraj, "Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses", USA, Wiley.

REFERENCE BOOKS

1. Mike Biere, "Business intelligence for the enterprise", UK, Pearson.
2. Larissa Terpeluk Moss, Shaku Atre, "Business intelligence roadmap", UK, Random House.
3. Cindi Howson, "Successful Business Intelligence: Secrets to making Killer BI Applications", New Delhi, Tata McGraw Hill.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
40	0	0	0	40	0	0	0	100	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

**COURSE II - ADVANCED ELECTIVE PAPER
SYSTEMS MANAGEMENT**

ELECTIVE – II : DATA COMMUNICATION AND NETWORKING

Course Code: 18MPMS1CC2S:2

Total Marks : 100

Hours: 6 External Marks: 75

Credit: 4 Internal Marks: 25

OBJECTIVES: After the completion of this course the research scholars will be able

- ◆ To comprehend the details regarding data communication, networks and its functions
- ◆ To define the basics of networks and its categories and error detection and correction.
- ◆ To explain concepts of switching information and its devices
- ◆ To elucidate the different layers of TCP/IP.

UNIT I

(Credit – 1)

Introduction: Networks – Protocols and standards – Standards organizations – Line configurations – Topology – Transmission mode – Categories of networks – Inter networks - Conversion - Digital-to-digital, Analog-to-digital, Digital-to-analog, Analog-to-analog.

UNIT II

(Credit – 1)

Error detection and correction - Types of errors – Detection – Vertical Redundancy Check (VRC) – Longitudinal Redundancy Check (LRC) – Cyclic Redundancy Check (CRC) – Check sum – Error correction Asynchronous protocols – Synchronous protocols – Character oriented protocols – BIT oriented protocols – Link access procedures.

UNIT III

(Credit – 0.5)

Project 802 – Ethernet – Token bus – Token ring – FDDI - IEEE 802.6 (DQDB) – SMDS - Circuit switching – Packet switching – Message switching

UNIT IV

(Credit – 0.5)

Frame relay- Introduction – Frame relay operation – Frame relay layers – Congestion control – Leaky bucket algorithm – Traffic control ATM - Design goals – ATM architecture, layers and applications - Synchronous transport signals – Physical configuration – SONET layers and Applications.

UNIT V

(Credit – 1)

Networking and internetworking devices - Repeaters – Bridges – Gateways – TCP / IP protocol suite:- Application layer - Domain Name System (DNS) – Telnet – File Transfer Protocol (FTP) – Trivial File Transfer Protocol (TFTP) – Simple Mail Transfer Protocol (SMTP) – Simple Network Management Protocol (SNMP).

TEXT BOOKS

1. Behrouz A.Forouzan, “Data Communication and Networking”, New Delhi Tata McGraw Hill.
2. William Stallings, “Data and Computer Communication”, UK, Pearson Education, PHI.
3. Eric Maiwald, “ Network Security A beginner’s Guide”, New Delhi, Tata Mc Graw-Hill

REFERENCE BOOKS

1. W.Tomasi, “Introduction to Data communications and Networking”, UK, Pearson education.
2. Hura G.S And Singhal M. “Data and Computer Communications”, USA, CRC Press, Taylor and Francis Group.
3. Andrew Tannenbaum.S. “Computer Networks”, UK, Pearson Education, PHI.

Total Number	Number of Topics Focus on	% of Topics Focus on	Course Category Based on %
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of Topics	Local	Regional	National	Global	Local	Regional	National	Global	
56	0	0	0	56	0	0	0	100	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

**COURSE II - ADVANCED ELECTIVE PAPER
SYSTEMS MANAGEMENT**

ELECTIVE – III: DATABASE MANAGEMENT SYSTEM

Course Code: 18MPMS1CC2S:3

Total Marks : 100

Hours: 6 External Marks: 75

Credit: 4 Internal Marks: 25

OBJECTIVES: After the completion of this course the research scholars will be able

- ◆ To understand database management system for an organization.
- ◆ To define the basic concepts of databases and transactions.
- ◆ To elucidate the data models and its importance
- ◆ To develop knowledge in database design, its features, constraints and SQL concepts.

UNIT I

(Credit – 0.5)

Introduction to Databases and Transactions - What is database system - purpose of database system - view of data - relational databases - database architecture - transaction management

UNIT II

(Credit – 0.5)

Data Models - The importance of data models - Basic building blocks - Business rules - The evolution of data models - Degrees of data abstraction.

UNIT III

(Credit – 1)

Database Design - ER-Diagram and Unified Modeling Language- Database design and ER Model – overview- ER-Model, Constraints, ER-Diagrams, ERD Issues, weak entity sets - Codd's rules - Relational Schemas - Introduction to UML - Relational database model - Logical view of data, keys, integrity rules- Relational Database design - features of good relational database design - atomic domain and Normalization (1NF, 2NF, 3NF, BCNF).

UNIT IV

(Credit – 1)

Constraints, Views and SQL - what is constraints - types of constraints - Integrity constraints - Views- Introduction to views - data independence, security, updates on views - comparison between tables and views - SQL- data definition, aggregate function, Null Values, nested sub queries - Joined relations - Triggers.

UNIT V

(Credit – 1)

Transaction management and Concurrency Control - Transaction management - ACID properties - serializability and concurrency control - Lock based concurrency control (2PL, Deadlocks) - Time stamping methods - optimistic methods - database recovery management.

TEXT BOOKS

1. Alexis Leon & Mathews Leon, “Essentials of Data Base Management System”, Chennai, Vikas Publishing Limited.
2. Ramon A.Mato-Toledo, Pauline K.Cushman Schaums, “Database Management Systems”, New Delhi, Tata Mc Graw Hill.
3. R.Pannerselvam, “Database Management Systems”, New Delhi, PHI Learning Pvt Ltd

REFERENCE BOOKS

1. A Silberschatz, H Korth, S Sudarshan, “Database System and Concepts”, New Delhi, McGraw Hill.
2. Raghu Ramakrishnan, “Database Management Systems”, New Delhi, Tata Mc Graw Hill.
3. Ivan Bayross, “Mastering Database Technologies”, New Delhi, BPB Publications.

Total Number	Number of Topics Focus on	% of Topics Focus on	Course Category Based on %
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of Topics	Local	Regional	National	Global	Local	Regional	National	Global	
45	0	0	0	45	0	0	0	100	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

SYSTEMS MANAGEMENT

ELECTIVE– IV: SOFTWARE TECHNOLOGY QUALITY ASSURANCE MANAGEMENT

Code: 18MPMS1CC2S:4

Total Marks : 100

Hours: 6

External Marks: 75

Credit: 4

Internal Marks: 25

OBJECTIVES:After the completion of this course the research scholars will be able

- ♦ To understand quality management processes in software technology.
- ♦ To develop knowledge in defect prevention and managing the software quality.
- ♦ To distinguish between the various metrics of software quality assurance.
- ♦ To elucidate the importance of standards in the quality management process and also their impact on the final product

UNIT I FUNDAMENTALS OF SOFTWARE QUALITY ASSURANCE (Credit – 0.5)

SQA- Meaning, concept, objective, importance - The Role of SQA – SQA Plan – SQA considerations – SQA people – Quality Management – Software

UNIT II MANAGING SOFTWARE QUALITY (Credit – 0.5)

Managing Software Organizations – Purpose- Managing Software Quality – Defect Prevention – Software.

UNIT III SOFTWARE QUALITY ASSURANCE METRICS (Credit – 1)

Software Quality – Total Quality Management (TQM) – Quality Metrics – Software Quality Metrics.

UNIT IV SOFTWARE QUALITY PROGRAM (Credit – 1)

Software Quality Program Concepts – Establishment of a Software Quality Program – Software Quality Assurance Planning – An Overview – Purpose & Scope.

UNIT V SOFTWARE QUALITY ASSURANCE STANDARDIZATION (Credit – 1)

Software Standards–ISO 9000 Quality System Standards - Capability Maturity Model and the Role of SQA in Software Development Maturity – SEI CMM Level 5 – Comparison of ISO 9000 Model – ISO 14000 Model.

TEXT BOOKS

- 1 Mordechai Ben Menachem & Garry S Marliss, “Software Quality”, Chennai, Vikas Publishing House, Pvt
2. Watts S Humphrey, “Managing the Software Process”, UK, Pearson Education Inc

REFERENCE BOOKS

1. Gordon G Schulmeyer , “Handbook of Software Quality Assurance”,USA,Artech House Publishers
2. Boriz Beizer, & Quot “Software Testing Techniques & quot”, New Delhi, DreamTech.
3. Aditya P. Mathur, & Quot, “Foundations of Software Testing & quote”, UK, Pearson Education Inc.

Total Number	Number of Topics Focus on	% of Topics Focus on	Course Category Based on %
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of Topics	Local	Regional	National	Global	Local	Regional	National	Global	
28	0	0	0	28	0	0	0	100	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

OPERATIONS MANAGEMENT

ELECTIVE – I : **ADVANCED OPERATIONS AND SUPPLY CHAIN MANAGEMENT**

Course Code: 18MPMS1CC20:1

Total Marks : 100

Hours: 6 External Marks: 75

Credit: 4 Internal Marks: 25

OBJECTIVES: After the completion of this course the research scholars will be able

- ◆ To apply the concepts of operations research and supply chain management, its importance and its application in major decisions for gaining competitive advantage.
- ◆ To acquaint the student with the basic concepts of operations and LPP.
- ◆ To solve transportation, transshipment, assignment and travelling salesman problems.
- ◆ To solve integer programming and game theory problems.

UNIT I - INTRODUCTION TO LINEAR PROGRAMMING (LP) (Credit – 0.5)

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

UNIT II - LINEAR PROGRAMMING EXTENSIONS (Credit – 0.5)

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

UNIT III - INTEGER PROGRAMMING AND GAME THEORY (Credit – 1)

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

UNIT IV – INTRODUCTION TO SUPPLY CHAIN MANAGEMENT (Credit – 1)

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

UNIT V STRATEGIC SOURCING&OUTSOURCING (Credit – 1)

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

TEXT BOOKS

1. Paneerselvam R., Operations Research, New Delhi, Prentice Hall of India
2. Janat Shah, Supply Chain Management – Text and Cases, New Delhi, Pearson Education.

REFERENCE BOOKS

1. N. D Vohra, "Quantitative Techniques in Management", New Delhi, Tata Mcgraw Hill.
2. Pradeep Prabakar Pai, "Operations Research - Principles and Practice", New Delhi, Oxford Higher Education.
3. Sunil Chopra And Peter Meindl, Supply Chain Management-Strategy Planning and Operation, UK, New Delhi, PHI Learning.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
46	0	0	0	46	0	0	0	100	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

COURSE II - ADVANCED ELECTIVE PAPER

OPERATIONS MANAGEMENT
ELECTIVE – II: QUALITY MANAGEMENT

Course Code: 18MPMS1CC2O:2

Total Marks : 100

Hours: 6 External Marks: 75

Credit: 4 Internal Marks: 25

OBJECTIVES: After the completion of this course the research scholars will be able

- ◆ To understand the concepts and importance of quality management
- ◆ To define quality, its evolution and the quality management concepts
- ◆ To develop strategic thinking and planning for managing quality.
- ◆ To enable quality education and the role of auditing in quality management.

UNIT I

(Credit – 0.5)

Total quality Management – Definition – Quality Management in retrospect – Total Quality Value & differential advantage - Evolution of quality approaches.

UNIT II

(Credit – 0.5)

Strategic thinking and planning - The starting point for Total Quality - Total quality policy.

UNIT III

(Credit – 1)

Total quality model – Enables for total quality – quality responsibilities – Archiving total commitment to quality supportive Leadership.

UNIT IV

(Credit – 1)

Quality Education – process - quality system – quality Objectives and quality policy – quality planning – quality information feedback.

UNIT V

(Credit – 1)

Strategic choice of markets and customers maintaining competitive advantage – Designing process and products for quality -The Role of ISO 9000 series of quality system standards -Pitfalls in operationalising total quality – Auditing for TQM.

TEXT BOOKS

1. Pn. Mukherjee, “Total Quality Management”, New Delhi, PHI learning PVT Ltd.
2. B. Janakiraman & Rk. Gopal “Total Quality Management”, Text and cases, New Delhi, PHI learning PVT Ltd.

REFERENCE BOOKS

1. L. Suganthi & Anand, A. Samvel, “Total Quality Management”, New Delhi, PHI learning PVT Ltd.
2. Frank M Gryna Juran’s “Quality Planning and Analysis for Enterprise Quality”, New Delhi, Tata Mcgraw Hill Co.
3. Evans & Lindsay, “Quality Control and Management”, New Delhi, Cengage learning.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
23	0	0	14	9	0	0	60.87	39.13	National

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

COURSE II - ADVANCED ELECTIVE PAPER
OPERATIONS MANAGEMENT
ELECTIVE – III : MANUFACTURING PLANNING AND CONTROL

Code: 18MPMS1CC2O:3

Total Marks : 100

Hours: 6 External Marks: 75

Credit: 4 Internal Marks: 25

OBJECTIVES: After the completion of this course the research scholars will be able.

- ◆ To understanding the various components and functions of production planning and control
- ◆ To evaluate the work study for manufacturing planning and control.
- ◆ To discriminate the product planning and process planning.
- ◆ To identify and describe the production scheduling, inventory control and recent trends in PPC.

UNIT I INTRODUCTION

(Credit – 1)

Objectives and benefits of planning and control-Functions of production control-Types of production-job-batch and continuous-Product development and design-Marketing aspect - Functional aspects-Operational aspect-Durability and dependability aspect- aesthetic aspect.

UNIT II WORK STUDY

(Credit – 0.5)

Method study - basic procedure-Selection-Recording of process - Critical analysis - Development - Implementation - Micro motion and memo motion study - work measurement - Techniques of work measurement - Time study - Production study .

UNIT III PRODUCT PLANNING AND PROCESS PLANNING

(Credit – 1)

Product planning-Extending the original product information-Value analysis-Problems in lack of product planning-Process planning and routing-Pre requisite information needed for process planning-Steps in process planning-Quantity determination in batch production.

UNIT IV PRODUCTION SCHEDULING

(Credit – 1)

Production Control Systems-Loading and scheduling-Master Scheduling-Scheduling rules-Gantt charts-Perpetual loading-Basic scheduling problems - Line of balance - Flow production scheduling-Batch production scheduling-Product sequencing - Production Control systems.

UNIT V INVENTORY CONTROL AND RECENT TRENDS IN PPC (Credit – 0.5)

Inventory control-Purpose of holding stock-Effect of demand on Inventories Ordering procedures. Two bin system -Ordering cycle system-Determination of Economic order quantity and economic lot size-ABC analysis.

TEXT BOOKS

1. Mart & Telsang, “Industrial Engineering and Production Management”, Mumbai, S. Chand and Company.
2. James.B.Dilworth, “Operations management – Design, Planning and Control for manufacturing and services” New Delhi, Tata Mcgraw Hill.

REFERENCE BOOKS

1. Samson Eilon, “Elements of production planning and control”, Mumbai, Universal Book Corpn.
2. Elwood S. Buffa, & Rakesh K. Sarin, “Modern Production / Operations Management”, USA, John Wiley and Sons.
3. Kanishka Bedi, “ Production and Operations management”, New Delhi, Oxford university press.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
50	0	0	0	50	0	0	0	100	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

**COURSE II - ADVANCED ELECTIVE PAPER
OPERATIONS MANAGEMENT**

ELECTIVE – IV : PURCHASING AND PROCUREMENT MANAGEMENT

Course Code: 18MPMS1CC2O:4

Total Marks : 100

Hours: 6 External Marks: 75

Credit: 4

Internal Marks: 25

OBJECTIVES: After the completion of this course the research scholars will be able

- ◆ To understand about the changing world of purchasing and its relationship to supply chains.
- ◆ To determine purchasing operations and structures in the supply chain and challenges and opportunities in purchasing.
- ◆ To explain the strategic sourcing processes and the critical supply chain elements of managing supply chain inventory.
- ◆ To develop knowledge regarding contract negotiation, contract administration and cost/price analysis.

UNIT I PURCHASING IN SUPPLY CHAIN MANAGEMENT (Credit – 1)

Steps of the procurement process within the supply chain -strategic role of purchasing in the organization. - Identify customers and their expectations regarding procurement -Assess the impact of an organizations expectations on procurement.

UNIT II DOMESTIC AND GLOBAL SOURCING/SUPPLIER SELECTION (Credit – 0.5)

Examining the steps of the sourcing process -Determining motives for insourcing and outsourcing - Pros and cons of global sourcing.

UNIT III CONTRACT NEGOTIATIONS AND COST/PRICE ANALYSIS (Credit – 1)

Analyze the elements of negotiations -Assessing the impact of cost and price on procurement - Examining the impact of cultural and ethnic differences on negotiations -Compare and contrast negotiation strategies.

UNIT IV CONTRACT ADMINISTRATION AND SUPPLIER MANAGEMENT (Credit – 1)

Analyze the elements of contract administration -Use performance criteria for measuring supplier management -Comparing factors used to determine appropriate transportation methods - Summarize the strategic requirements of global logistics.

UNIT VE-BUSINESS FUTURE OPPORTUNITIES & CHALLENGES IN PURCHASING(Credit – 0.5)

Analyze the benefits and risks of e-business - future trends – opportunities and challenges in purchasing- Logistics.

TEXT BOOKS

1. David Simchi Levi, Philip Kamiusky, “Designing & Managing the supply chain”, New Delhi, Tata Mc Graw Hill.
2. Mohanty R.P. & Deshmukh S.G. “Essentials of Supply Chain management”, Mumbai, Jaico Publishing House.

REFERENCE BOOKS

1. Adam & Ebert, “Production & Operations Management”, New Delhi, PHI Learning.
2. Jhamb L.C., “Manufacturing & Operations Management”, Pune, Everest Publishing House.
3. Lee K Rajewski, “Operations Management”, USA, Pearson Education.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
19	1	7	2	12	5.263	36.84	10.53	63.16	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

COURSE – IV: TEACHING AND LEARNING SKILLS

Course Code: 18MPMS1CC3

Hours: 6

Credit: 4

Total Marks : 100

External Marks: 75

Internal Marks: 25

Objectives:

- ♦ To acquire the knowledge of how to use ICT in teaching effectively.
- ♦ To make the student to become an inspiring teacher

Course Outcomes:

Upon completing this course, each student will be able to:

1. Able to utilize ICT for their professional development
2. Understand the communication process through the web
3. Learn how to use instructional technology effectively in classroom
4. Have the ability to use academic resources in India
5. Have the ability to use technology for assessment in a classroom

UNIT I Computer Applications Skills

Information and Communication Technology (ICT)- Definition, Meaning, Features, Trends – Integration of ICT in teaching and learning – ICT applications- Using word processors, Spread sheets, Power point slides in the classroom – ICT for Research- On-line journals, e- books, Courseware, Tutorials, Technical reports, Theses and Dissertations-- ICT for Professional Development: Concept of professional development- institutional efforts for competency building- individual learning for professional development using professional networks- OERs, technology for action research, etc.

UNIT II Communication Skills

Communication Definitions –Elements of Communication- Sender, Message, Channel, Receiver, Feedback and Noise –Types of Communication-poken and Written- Non- verbal Communication – Intrapersonal, Interpersonal, Group and Mass communication – Barriers to communication- Mechanical, Physical, Linguistic & Cultural –Skills of Communication- Listening, Speaking, Reading and writing –Methods of developing fluency in oral and written communication –Style, Diction and Vocabulary –Classroom communication and dynamics.

UNIT III Pedagogy

Instructional Technology- Definition, Objectives and Types – Difference between Teaching and Instruction – Lecture Technique- Steps, Planning of a Lecture- Delivery of a Lecture – Narration in tune with the nature of different disciplines – Lecture with power point presentation - Versatility of Lecture technique – Demonstration: Characteristics, Principles, planning Implementation and Evaluation – Teaching-learning Techniques- Team Teaching- Group discussion- Seminar-Workshop- Symposium and Panel Discussion.

UNIT IV E- Learning, Technology Integration and Academic Resources in India

Concept and types of e-learning (synchronous and asynchronous instructional delivery and

means)- m- learning (mobile apps)- blended learning- flipped learning- E-learning tools (like LMS- software's for word processing- making presentations, online editing, etc.)- subject specific tools for e-learning- awareness of e- learning standards- Concept of technology integration in teaching- learning processes- frameworks guiding technology integration (like TPACK; SAMR)- Technology Integration Matrix- Academic Resources in India- MOOC, NMEICT- NPTEL; e- pathshala- SWAYAM, SWAYAM Prabha- National academic depository- National Digital Library- e-Sodh Sindhu- virtual labs- eYantra- Talk to a teacher- MOODLE- mobile apps- etc.

UNIT V Skills of Teaching and Technology based assessment

Teaching skills- Definition, Meaning and Nature- Types of Teaching Skills- Skill of Set Induction- Skill of Stimulus Variation- Skill of Explaining- Skill of Probing Questions- Skill of Black Board Writing and Skill of Closure – Integration of Teaching Skills – Evaluation of Teaching Skills - Technology for Assessment- Concept of assessment and paradigm shift in assessment- role of technology in assessment 'for' learning- tools for self & peer assessment (recording devices; e- rubrics, etc.)- online assessment (open source software's; e-portfolio- quiz makers; e- rubrics- survey tools)- technology for assessment of collaborative learning like blogs, discussion forums- learning analytics

Text Book(s):

1. Bela Rani Sharma (2007), Curriculum Reforms and Teaching Methods, Sarup and sons, New Delhi
2. Brandon Hall, E-learning, A research note by Namahn, found in: [www.namahn.com/resources/ .../note-e-learning.pdf](http://www.namahn.com/resources/.../note-e-learning.pdf), Retrieved on 05/08/2011
3. Don Skinner (2005), Teacher Training, Edinburgh University Press Ltd., Edinburgh
4. Information and Communication Technology in Education: A Curriculum for schools and programmed of Teacher Development, Jonathan Anderson and Tom Van Weert, UNESCO, 2002.
5. Jereb, E., & Šmitek, B. (2006). Applying multimedia instruction in elearning. *Innovations in Education & Teaching International*, 43(1), 15-27.
6. Kumar, K.L. (2008) Educational Technology, New Age International Publishers, New Delhi.
7. Learning Management system : https://en.wikipedia.org/wiki/Learning_management_system , Retrieved on 05/01/2016
8. Mangal, S.K (2002) Essential of Teaching – Learning and Information Technology, Tandon Publications, Ludhiana.
9. Michael, D and William (2000), Integrating Technology into Teaching and Learning: Concepts and Applications, Prentice Hall, New York.
10. Pandey, S.K (2005) Teaching communication, Commonwealth Publishers, New Delhi.
11. Ram Babu, A and Dandapani, S (2006), Microteaching (Vol.1 & 2), Neelkamal Publications, Hyderabad.
12. Singh, V.K and Sudarshan K.N. (1996), Computer Education, Discovery Publishing Company, New York.
13. Sharma, R.A., (2006) Fundamentals of Educational Technology, Surya Publications, Meerut.
14. Vanaja, M and Rajasekar, S (2006), Computer Education, Neelkamal Publications, Hyderabad.

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
V	18MPMS1CC3	Teaching and Learning Skills					6	4			
Course Outcomes (COs)	Programme Outcomes(POs)					Programme Specific Outcomes(PSOs)					
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	✓		✓	✓		✓	✓	✓	✓	✓	
CO2	✓		✓			✓	✓		✓	✓	
CO3	✓		✓	✓	✓	✓	✓	✓	✓		
CO4	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
CO5	✓		✓	✓	✓	✓	✓	✓	✓	✓	
Number of Matches() = 41 Relationship: High											

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very Poor	Poor	Moderate	High	VeryHigh

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
88	40	3	18	30	53.41	3.409	20.45	26.14	Local

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global

COURSE III – PAPER ON TOPIC OF RESEARCH
HUMAN RESOURCE MANAGEMENT
PERFORMANCE APPRAISAL

Code:18MPMS1CC4:8

Hours Allotted: 6 Hrs.

Credit Allotted: 4

Max. Marks: 75

Unit-1

Performance Appraisal Meaning – Definition – Objective – Scope - Relationship of performance appraisal and job analysis.

Unit-2

Motivation - Meaning – Definition - Framework of Motivation - Maslow Theories - Importance.

Unit-3

Compensation: Meaning – Definition - Factor affecting the Compensation - Wage and salary administration - Methods of wage payment and incentives plans.

Unit-4

Employee development – Meaning – Definition – Training - Career Development - Evaluation - Employee Development Plan - Feed back

Unit-5

Employee ability: Meaning – Definition - Types of ability - Job analysis - Measuring Employee ability - Employee ability Skills.

TEXT BOOKS:

1. K.Aswhappa “Human Resource Management”, 9th Edition, McGraw Hill.
2. T.N.Chhabra “Human Resource Management”, 5th Edition, SunIndia publications.

REFERENCE BOOK:

1. Heneman, Schwab, fossum & dyer “Personnel Human Resource Management”, 4th Edition, Richard d Irwin.
2. Mathis Jackson Valentine “Human Resource Management”, 15th Edition, Cengage Learning publications.
3. Malcolm Martin, Finna Whiting “Human Resource Practice”, 7th Edition, CIPD- Koganpage.

Total Number of Topics	Number of Topics Focus on				% of Topics Focus on				Course Category Based on %
	Local	Regional	National	Global	Local	Regional	National	Global	
30	0	0	9	21	0	0	30	70	Global

Colour Code: Green – Local, Pink – Regional, Blue – National, Brown - Global