

**ANNA UNIVERSITY, CHENNAI**  
**AFFILIATED INSTITUTIONS**  
**REGULATIONS – 2017**  
**MASTER OF BUSINESS ADMINISTRATION (GENERAL)**

**BA5101**

**ECONOMIC ANALYSIS FOR BUSINESS**

**L T P C4**  
**0 0 4**

**OBJECTIVES:**

- ☐ To introduce the concepts of scarcity and efficiency; to explain principles of micro economics relevant to managing an organization; to describe principles of macro economics to have the understanding of economic environment of business.

**UNIT I INTRODUCTION**

**8**

The themes of economics – scarcity and efficiency – three fundamental economic problems – society's capability – Production possibility frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Micro economies and Macro economies – the role of markets and government – Positive Vs negative externalities.

**UNIT II CONSUMER AND PRODUCER BEHAVIOUR**

**13**

Market – Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply – consumer behaviour – consumer equilibrium – Approaches to consumer behaviour – Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function.

**UNIT III PRODUCT AND FACTOR MARKET**

**13**

Product market – perfect and imperfect market – different market structures – Firm's equilibrium and supply – Market efficiency – Economic costs of imperfect competition – factor market – Land, Labour and capital – Demand and supply – determination of factor price – Interaction of product and factor market – General equilibrium and efficiency of competitive markets.

**UNIT IV PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS**

**13**

Macro-economic aggregates – circular flow of macroeconomic activity – National income determination – Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income – multiplier effect – Demand side management – Fiscal policy in theory.

**UNIT V AGGREGATE SUPPLY AND THE ROLE OF MONEY**

**13**

Short-run and Long-run supply curve – Unemployment and its impact – Okun's law – Inflation and the impact – reasons for inflation – Demand Vs Supply factors – Inflation Vs Unemployment tradeoff – Phillips curve – short-run and long-run – Supply side Policy and management – Money market – Demand and supply of money – money-market equilibrium and national income – the role of monetary policy.

**TOTAL: 60 PERIODS**

**OUTCOMES:**

- ☐ Students are expected to become familiar with both principles of micro and macro economics. They would also become familiar with application of these principles to appreciate the functioning of both product and input markets as well as the economy.

**REFERENCES :**

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19<sup>th</sup> edition, Tata McGraw Hill, New Delhi, 2010.
2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 9<sup>th</sup> Edition, 2012.
3. N. Gregory Mankiw, Principles of Economics, 7<sup>th</sup> edition, Cengage, New Delhi, 2014
4. Richard Lipsey and Alec Charystal, Economics, 12<sup>th</sup> edition, Oxford, University Press, New Delhi, 2011.
5. Karl E. Case and Ray C. Fair, Principles of Economics, 12<sup>th</sup> edition, Pearson, Education Asia, New Delhi, 2014.

**OBJECTIVES:**

- To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.

**UNIT I INTRODUCTION TO MANAGEMENT****9**

Organization- Management- Role of managers- Evolution of management thought- Organization and the environmental factors- Managing globally- Strategies for International business.

**UNIT II PLANNING****9**

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

**UNIT III ORGANISING****9**

Nature and purpose of organizing- Organization structure- Line and staff authority- Departmentation- Span of control- Centralization and decentralization- Delegation of authority- Staffing- Selection and Recruitment- Career development- Career stages- Training- Performance appraisal

**UNIT IV DIRECTING****9**

Managing people- Communication- Hurdles to effective communication- Organization culture-Elements and types of culture- Managing cultural diversity.

**UNIT V CONTROLLING****9**

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

**TOTAL: 45 PERIODS****OUTCOMES:**

- i) The students should be able to describe and discuss the elements of effective management,
- ii) discuss and apply the planning, organizing and control processes, iii) describe various theories related to the development of leadership skills, motivation techniques, team work and effective communication, iv) communicate effectively through both oral and written presentation.

**REFERENCES:**

1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9<sup>th</sup> edition, 2012.
2. Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 12<sup>th</sup> edition, 2012.
3. Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 9<sup>th</sup> edition, Tata McGraw-Hill Education, 2012.
4. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competency-based approach, Thompson South Western, 11<sup>th</sup> edition, 2008.
5. Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 13<sup>th</sup> edition, 2010.
6. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of Management, Prentice Hall of India, 2012.

**OBJECTIVES :**

- Acquire a reasonable knowledge in accounts
- Analysis and evaluate financial statements

**UNIT I FINANCIAL ACCOUNTING****12**

Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts-Balance sheet and related concepts- Profit and Loss account and related concepts - Introduction to inflation accounting- Introduction to human resources accounting.

**UNIT II COMPANY ACCOUNTS****12**

Meaning of Company -Maintenance of Books of Account-Statutory Books- Profit or Loss Prior to incorporation- Final Accounts of Company- Alteration of share capital- Preferential allotment, Employees stock option- Buyback of securities.

**UNIT III ANALYSIS OF FINANCIAL STATEMENTS****12**

Analysis of financial statements – Financial ratio analysis, cash flow (as per Accounting Standard 3) and funds flow statement analysis.

**UNIT IV COST ACCOUNTING****12**

Cost Accounts - Classification of manufacturing costs - Accounting for manufacturing costs. Cost Accounting Systems: Job order costing - Process costing- Activity Based Costing- Costing and the value chain- Target costing- Marginal costing including decision making- Budgetary Control & Variance Analysis - Standard cost system.

**UNIT V ACCOUNTING IN COMPUTERISED ENVIRONMENT****12**

Significance of Computerised Accounting System- Codification and Grouping of Accounts- Maintaining the hierarchy of ledgers- Prepackaged Accounting software.

**TOTAL: 45+15 = 60 PERIODS****OUTCOME**

- Possess a managerial outlook at accounts.

**REFERENCES :**

1. M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill, 2011.
2. R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, NewDelhi, 2011.
3. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions,15<sup>th</sup>edition, Tata McGraw Hill Publishers, 2010.
4. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to ManagementAccounting, PHI Learning, 2011.
5. Stice & Stice, Financial Accounting Reporting and Analysis, 8<sup>th</sup> edition, Cengage, 2010.
6. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2009.
7. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2009.
8. Sawyers, Jackson, Jenkins, Arora, Managerial Accounting, 2<sup>nd</sup> edition, Cengage, 2011
9. Godwin, Alderman, Sanyal , Financial Accounting, 2<sup>nd</sup> edition, Cengage, 2011
10. Narashiman.M.S, Financial statement analysis, Cengage, 2016.

**OBJECTIVE:**

- ☐ To create the knowledge of Legal perspective and its practices to improvise the business.

## UNIT I      COMMERCIAL LAW

9

## THE INDIAN CONTRACT ACT 1872

Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.

## THE SALE OF GOODS ACT 1930

9

Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller - Negotiable Instruments Act 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments-GST

## UNIT II COMPANY LAW 2013

9

Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

## UNIT III INDUSTRIAL LAW

9

An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act.

## UNIT IV INCOME TAX ACT AND SALES TAX ACT

9

Corporate Tax Planning, Overview of central Sales Tax Act 1956 – Definitions, Scope, Incidence of CST, Practical issues of CST, Value Added Tax – Concepts, Scope, Methods of VAT Calculation, Practical Implications of VAT.

## UNIT V CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS

9

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machinaries and Forums- Competition Act 2002 - Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.

**TOTAL: 45 PERIODS**

**OUTCOME:**

- ☐ Legal insight will be established in the business practices according to the situation of changing environment.

## REFERENCES :

1. Kapoor, N. D.; Elements of Mercantile Law, 30th edition, Sultan Chand & Sons, New Delhi, 2015
2. P. K. Goel, Business Law for Managers, Biztattatara Publishers, India, 2008.
3. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2009.
4. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, 11th Edition, 2015
5. Maheshwari, S.N. and S.K. Maheshwari; A Manual of Business Law, 6th Edition, Himalaya Publishing House, 2015.

**OBJECTIVE:**

- ☐ To provide an overview of theories and practices in organizational behavior in individual, group and organizational level.

**UNIT I FOCUS AND PURPOSE****5**

Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models.

**UNIT II INDIVIDUAL BEHAVIOUR****12**

Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behaviour modification.

Misbehaviour – Types – Management Intervention. Emotions - Emotional Labour – Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation – Measurement- Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception- Impression Management. Motivation – Importance – Types – Effects on work behavior.

**UNIT III GROUP BEHAVIOUR****10**

Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – **Team building** - Interpersonal relations – Communication – Control.

**UNIT IV LEADERSHIP AND POWER****8**

Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics.

**UNIT V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR****10**

Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational development – Characteristics – objectives –. Organizational effectiveness Developing Gender sensitive workplace

**TOTAL: 45 PERIODS****OUTCOME:**

- ☐ Students will have a better understanding of human behavior in organization. They will know the framework for managing individual and group performance.

**REFERENCES :**

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, Edition 17, 2016 (Global edition)
2. Fred Luthans, Organisational Behavior, McGraw Hill, 12<sup>th</sup> Edition,
3. Mc Shane & Von Glinov, Organisational Behaviour, 4<sup>th</sup> Edition, Tata Mc Graw Hill, 2007.
4. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage, 2<sup>nd</sup> edition. 2012
5. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 7<sup>th</sup> edition, Tata McGraw Hill, 2008.
6. Udai Pareek, Understanding Organisational Behaviour, 3<sup>rd</sup> Edition, Oxford Higher Education, 2011.
7. Jerald Greenberg, Behaviour in Organization, PHI Learning. 10<sup>th</sup> edition. 2011

**OBJECTIVE:**

- To learn the applications of statistics in business decision making.

**UNIT I INTRODUCTION****9**

Basic definitions and rules for probability, conditional probability independence of events, Baye's theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

**UNIT II SAMPLING DISTRIBUTION AND ESTIMATION****9**

Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

**UNIT III TESTING OF HYPOTHESIS - PARAMETRIC TESTS****9**

Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way.

**UNIT IV NON-PARAMETRIC TESTS****9**

Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test.

**UNIT V CORRELATION AND REGRESSION****9**

Correlation – Coefficient of Determination – Rank Correlation – Regression – Estimation of Regression line – Method of Least Squares – Standard Error of estimate.

**TOTAL: 45 PERIODS****OUTCOME:**

To facilitate objective solutions in business decision making under subjective conditions.

**REFERENCES:**

1. Richard I. Levin, David S. Rubin, Sanjay Rastogi Masood Husain Siddiqui, Statistics for Management, Pearson Education, 7th Edition, 2016.
2. Prem.S.Mann, Introductory Statistics, 7th Edition, Wiley India, 2016.
3. Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, An Introduction to Statistical Learning with Applications in R, Springer, 2016.
4. Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 6th edition, Tata McGrawHill Publishing Company Ltd., New Delhi, 2012.
5. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012.
6. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.
7. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.

**OBJECTIVE:**

- ☐ To learn the quality philosophies and tools in the managerial perspective.

**UNIT I INTRODUCTION****9**

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

**UNIT II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT****9**

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.

**UNIT III STATISTICAL PROCESS CONTROL****9**

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, product life characteristics curve. Total productive maintenance (TMP), Terotechnology. Business process Improvement (BPI) – principles, applications, reengineering process, benefits and limitations.

**UNIT IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT****9**

Quality functions development (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****9**

Introduction to IS/ISO 9004:2000 – 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.

**TOTAL: 45 PERIODS****OUTCOME:**

- ☐ To apply quality philosophies and tools to facilitate continuous improvement and ensure customer delight.

**REFERENCES :**

1. Dale H. Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwarsh, Rashmi Urdhwarsh, Total Quality Management, Revised Third edition, Pearson Education, 2011
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, II Edition 2010
3. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4<sup>th</sup> Edition, Wiley India Pvt Limited, 2008.
4. James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005.
5. Poornima M. Charantimath, Total Quality Management, Pearson Education, Second Edition, 2011
6. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.

**OBJECTIVES :**

- ☐ To familiarize learners with the mechanics of writing
- ☐ To enable learners to write in English precisely and effectively.
- ☐ To enable learners to speak fluently and flawlessly in all kinds of communicative contexts with all nationalities.

**UNIT I PERSONAL COMMUNICATION****12**

Day-to-day conversation with family members, neighbours, relatives, friends on various topics, context specific - Journal writing, mails/emails, SMS, greeting cards, situation based – accepting/declining invitations, congratulating, consoling, conveying information, oral reports, extempore.

**UNIT II EMPLOYABILITY SKILLS****12**

Interview skills – HR and technical – Types of interview, preparation for interview, mock interview, Group Discussion – Communication skills in Group Discussion, Structure of GD, GD process, successful GD techniques. Time management and effective planning – identifying barriers to effective time management, time management techniques, relationship between time management and stress management.

**UNIT III WORK PLACE COMMUNICATION****12**

e-mails, minutes, reports of different kinds – annual report, status report, survey report, proposals, memorandums, presentations, interviews, profile of institutions, speeches, responding to enquiries, complaints, resumes, applications, summarizing, strategies for writing.

**UNIT IV RESEARCH WRITING****12**

Articles for publication (Journals), developing questionnaire, writing abstract, dissertation, qualities of research writing, data (charts, tables) analysis, documentation.

**UNIT V WRITING FOR MEDIA AND CREATIVE WRITING****12**

Features for publication (Newspapers, magazines, newsletters, notice-board), case studies, short stories, travelogues, writing for children, translation, techniques of writing.

**TOTAL: 60 PERIODS**

Note: It is an activity based course. Student individually or as a group can organize event(s), present term papers etc. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark.

No end semester examination is required for this course.

**OUTCOMES :****Learners should be able to**

- Get into the habit of writing regularly.
- Express themselves in different genres of writing from creative to critical to factual writing.
- Take part in print and online media communication
- Read quite widely to acquire a style of writing and
- Identify their area of strengths and weaknesses in writing.
- Speak confidently with any speakers of English, including native speakers.
- Speak effortlessly in different contexts – informal and formal.

**REFERENCES :**

1. Raymond V Lesikar, John D Pettit, and Mary E Flatly, 2009. Lesikar's Basic Business Communication, 11<sup>th</sup> ed. Tata McGraw-Hill, New Delhi.
2. E.H. McGrath, S.J. 2012, Basic Managerial Skills for All. 9<sup>th</sup> ed. Prentice-Hall of India, New Delhi.



**OBJECTIVE:**

- ☐ To learn the concepts of operations research applied in business decision making.

**UNIT I INTRODUCTION TO LINEAR PROGRAMMING (LP)****9**

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****9**

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****9**

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 INVENTORY MODELS, SIMULATION AND DECISION THEORY****9**

Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Decision making under risk – Decision trees – Decision making under uncertainty. Monte-carlo simulation.

**UNIT V QUEUING THEORY AND REPLACEMENT MODELS****9**

Queuing Theory - single and Multi-channel models – infinite number of customers and infinite calling source. Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

**TOTAL: 45 PERIODS****OUTCOME:**

- ☐ To facilitate quantitative solutions in business decision making under conditions of certainty, risk and uncertainty.

**REFERENCES :**

1. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
2. N. D Vohra, Quantitative Techniques in Management, Tata Mcgraw Hill, 2010.
3. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Ninth Edition, 2010.
4. Anderson , Sweeney Williams Solutions Manual to Accompany An Introduction to Management Science Quantitative Approaches To Decision, Cengage , 12<sup>th</sup> edition , 2012
5. G. Srinivasan, Operations Research – Principles and Applications, II edition , PHI, 2010.
6. Bernard W.Taylor ,Introduction to Management Science , 12 th edition, 2012

**OBJECTIVE:**

- To familiarise the students to the principles of scientific methodology in business enquiry; to develop analytical skills of business research; to develop the skills for scientific communications.

**UNIT I INTRODUCTION****9**

Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.

**UNIT II RESEARCH DESIGN AND MEASUREMENT****9**

Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.

**UNIT III DATA COLLECTION****9**

Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Validation of questionnaire – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non-probability sampling methods.

**UNIT IV DATA PREPARATION AND ANALYSIS****9**

Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Bivariate and Multivariate statistical techniques – Factor analysis – Discriminant analysis – cluster analysis – multiple regression and correlation – multidimensional scaling – Conjoint Analysis - Application of statistical software for data analysis.

**UNIT V REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH****9**

Research report – Different types – Contents of report – need of executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – ethicalbehaviour of research – subjectivity and objectivity in research.

**TOTAL: 45 PERIODS****OUTCOME:**

- Students would become acquainted with the scientific methodology in business domain. They would also become analytically skillful. They would become familiar with the nuances ofscientific communications.

**REFERENCES :**

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11<sup>th</sup> Edition, Tata Mc Graw Hill, New Delhi, 2012.
2. Alan Bryman and Emma Bell, Business Research methods, 3<sup>rd</sup> Edition, Oxford University Press, New Delhi, 2011.
3. Uma Sekaran and Roger Bougie, Research methods for Business, 5<sup>th</sup> Edition, Wiley India, New Delhi, 2012.
4. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8<sup>th</sup> Edition, Cengage Learning, New Delhi, 2012.

**OBJECTIVES:**

Facilitate student to

- Understand the operational nuances of a Finance Manager
- Comprehend the technique of making decisions related to finance function

**UNIT I FOUNDATIONS OF FINANCE:****9**

Introduction to finance- Financial Management – Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions – Time value of money – features and valuation of shares and bonds – Concept of risk and return – single asset and of a portfolio.

**UNIT II INVESTMENT DECISIONS:****9**

Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques Concept and measurement of cost of capital - Specific cost and overall cost of capital.

**UNIT III FINANCING AND DIVIDEND DECISION:****9**

Leverages - Operating and Financial leverage – measurement of leverages – degree of Operating & Financial leverage – Combined leverage, EBIT – EPS Analysis- Indifference point.

Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure.

Dividend decision- Issues in dividend decisions, Importance, Relevance & Irrelevance theories – Walter's – Model, Gordon's model and MM model. – Factors determining dividend policy – Types of dividend policies – forms of dividend

**UNIT IV WORKING CAPITAL MANAGEMENT:****9**

Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Accounts Receivables Management and factoring - Inventory management - Cash management - Working capital finance : Trade credit, Bank finance and Commercial paper.

**UNIT V LONG TERM SOURCES OF FINANCE:****9**

Indian capital and stock market, New issues market Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.

**TOTAL: 45 PERIODS****OUTCOME:**

- Possess the techniques of managing finance in an organization

**REFERENCES :**

1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6<sup>th</sup> edition, 2011.
2. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10<sup>th</sup> edition, 2012.
3. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
4. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11<sup>th</sup> Edition, 2012.
5. Prasanna Chandra, Financial Management, 9<sup>th</sup> edition, Tata McGraw Hill, 2012.
6. G.Sudersena Reddy, Financial Management- Principles & Practices, Himalaya PublishingHouse, 2nd Edition, 2010
7. Srivatsava, Mishra, Financial Management, Oxford University Press, 2011
8. Parasuraman.N.R, Financial Management, Cengage, 2014.
9. William R.Lasher, Financial Management, 7<sup>th</sup> Edition, Cengage, 2014 .
10. Brigham and Ehrhardt, Financial Management, 14<sup>th</sup> edition, Cengage, 2015.

**OBJECTIVE:**

- ☐ To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.

**UNIT I                      PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT                      5**

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                      8**

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                      10**

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

**UNIT IV                      SUSTAINING EMPLOYEE INTEREST                      12**

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

**UNIT V                      PERFORMANCE EVALUATION AND CONTROL PROCESS                      10**

Method of performance evaluation – 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.

**TOTAL: 45 PERIODS****OUTCOME:**

- ☐ Students will gain knowledge and skills needed for success as a human resources professional

**REFERENCES :**

1. Dessler Human Resource Management, Pearson Education Limited, 14th Edition, 2015.
2. Decenzo and Robbins, Fundamentals of Human Resource Management, Wiley, 11<sup>th</sup> Edition, 2013.
3. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHILearning. 2012
4. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8<sup>th</sup> edition 2012.
5. Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
6. Ivancevich, Human Resource Management, McGraw Hill 2012.
7. Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2012

**OBJECTIVES :**

- To understand the importance of information in business
- To know the technologies and methods used for effective decision making in an organization.

**UNIT I INTRODUCTION****10**

Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System development methodologies, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.

**UNIT II SYSTEM ANALYSIS AND DESIGN****10**

Case tools - System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER), Object Oriented Analysis and Design (OOAD), UML diagram.

**UNIT III DATABASE MANAGEMENT SYSTEMS****9**

DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart

**UNIT IV SECURITY, CONTROL AND REPORTING****8**

Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.

**UNIT V NEW IT INITIATIVES****8**

Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

**TOTAL: 45 PERIODS****OUTCOME**

- Gains knowledge on effective applications of information systems in business

**REFERENCES :**

1. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.
2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012.
3. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012
4. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21<sup>st</sup> Reprint 2008.
5. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9<sup>th</sup> edition, 2013.
6. Turban, McLean and Wetherbe, Information Technology for Management – Transforming Organisations in the Digital Economy, John Wiley, 6<sup>th</sup> Edition, 2008.
7. Raymond McLeod and Jr. George P. Schell, Management Information Systems, Pearson Education, 2007.
8. James O'Brien, Management Information Systems – Managing Information Technology in the E-business enterprise, Tata McGraw Hill, 2004.
9. Ralph Stair and George Reynolds, Information Systems, Cengage Learning, 10<sup>th</sup> Edition, 2012
10. Corey Schou and Dan Shoemaker, Information Assurance for the Enterprise – A Roadmap to Information Security, Tata McGraw Hill, 2007.
11. Frederick Gallegor, Sandra Senft, Daniel P. Manson and Carol Gonzales, Information Technology Control and Audit, Auerbach Publications, 4<sup>th</sup> Edition, 2013.

**OBJECTIVE:**

- To provide a broad introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.

**UNIT I INTRODUCTION TO OPERATIONS MANAGEMENT****9**

Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends; Operations Strategy – Strategic fit, framework; Supply Chain Management

**UNIT II FORECASTING, CAPACITY AND FACILITY DESIGN****9**

Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Developing capacity alternatives. Overview of sales and operations planning. Overview of MRP, MRP II and ERP.

Facility Location – Theories, Steps in Selection, Location Models. Facility Layout – Principles, Types, Planning tools and techniques.

**UNIT III DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS****9**

Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions. Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity – Measuring Productivity and Methods to improve productivity.

**UNIT IV MATERIALS MANAGEMENT****9**

Materials Management – Objectives, Planning, Budgeting and Control. Purchasing – Objectives, Functions, Policies, Vendor rating and Value Analysis. Stores Management – Nature, Layout, Classification and Coding. Inventory – Objectives, Costs and control techniques. Overview of JIT.

**UNIT V SCHEDULING AND PROJECT MANAGEMENT****9**

Project Management – Scheduling Techniques, PERT, CPM; Scheduling - work centers – nature, importance; Priority rules and techniques, shop floor control; Flow shop scheduling – Johnson's Algorithm – Gantt charts; personnel scheduling in services.

**TOTAL: 45 PERIODS****OUTCOME:**

- Understanding of the strategic and operational decisions in managing manufacturing and service organizations and appreciation of the role of operations management function in an organization.

**REFERENCES :**

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12<sup>th</sup> Edition, 2010.
2. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage, 2002.
3. William J Stevenson, Operations Management, Tata McGraw Hill, 11<sup>th</sup> Edition, 2015.
4. Russel and Taylor, Operations Management, Wiley, 8<sup>th</sup> Edition, 2015.
5. Kanishka Bedi, Production and Operations Management, Oxford University, 3<sup>rd</sup> Edition, 2013.
6. Chary S. N, Production and Operations Management, Tata McGraw Hill, 5<sup>th</sup> Edition, 2013.
7. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
8. Mahadevan B, Operations Management Theory and practice, Pearson Education, 3<sup>rd</sup> Edition, 2015
9. Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.

**OBJECTIVES:**

- Developing an understanding of ideas and nuances of modern marketing
- Describe the process to formulate and manage the B2B marketing strategy including all key components.
- Explain the techniques to conduct market analysis practices including market segmentation and targeting.
- Compare and contrast different perspectives that characterize the study of consumer behavior.
- Explain the role of IMC in the overall marketing program.

**UNIT I INTRODUCTION 12**  
Marketing – Definitions - Conceptual frame work – Marketing environment : Internal and External - Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System. Marketing in global environment – Prospects and Challenges.

**UNIT II MARKETING STRATEGY 12**  
Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing — Services marketing – Competitor analysis - Analysis of consumer and industrial markets – Strategic Marketing Mix components.

**UNIT III MARKETING MIX DECISIONS 12**  
Product planning and development – Product life cycle – New product Development and Management – Market Segmentation – Targeting and Positioning – Channel Management – Advertising and sales promotions – Pricing Objectives, Policies and methods.

**UNIT IV BUYER BEHAVIOUR 12**  
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 & TRENDS IN MARKETING 12**  
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.

**TOTAL: 60 PERIODS**

**OUTCOMES:**

- knowledge of analytical skills in solving marketing related problems
- awareness of marketing management process

**REFERENCES :**

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14<sup>th</sup> Edition, 2012
2. KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGraw Hill, First edition, 2010
3. Lamb, Hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching-A south Asian perspective, Cengage Learning — 2012
4. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2<sup>nd</sup> Edition, 2011.
5. Micheal R. Czinkota & Masaaki Kotabe, Marketing Management, Cengage, 2000.

**OBJECTIVE :**

- to have hands-on experience on decision modeling.

[Business models studied in theory to be practiced using Spreadsheet / Analysis Software]

S.No.	Exp. No.	Details of experiments	Duration
		Name	
1	1	Descriptive Statistics	4
2	2	Hypothesis - Parametric	4
3	3	Hypothesis – Non-parametric	4
4	4	Correlation & Regression	4
5	5	Forecasting	4
6	-	Extended experiment – 1	4
7	6	Portfolio Selection	4
8	7	Risk Analysis & Sensitivity Analysis	4
9	8	Revenue Management	4
10	-	Extended experiment – 2	4
11	9	Transportation & Assignment	4
12	10	Networking Models	4
13	11	Queuing Theory	4
14	12	Inventory Models	4
15	-	Extended experiments – 3	4

- ☐ Spreadsheet Software and
- ☐ Data Analysis Tools

**TOTAL: 60 PERIODS**

**OUTCOME**

- Knowledge of spreadsheets and data analysis software for business modeling.

**TEXTBOOKS**

1. David M. Levine et al, “Statistics for Managers using MS Excel’ (6<sup>th</sup> Edition) Pearson, 2010
2. David R. Anderson, et al, ‘An Introduction to Management Sciences: Quantitative approach to Decision Making, (13<sup>th</sup> edition) South-Western College Pub, 2011.
3. Hansa Lysander Manohar , “ Data Analysis and Business Modelling using MS Excel “,PHILearning private Ltd, 2017.
4. William J. Stevenson, Ceyhun Ozgur, ‘Introduction to Management Science with Spreadsheet’, Tata McGraw Hill, 2009.
5. Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3<sup>rd</sup> edition, Microsoft Press, 2011.
6. Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 CourseKit, Wiley India, 2012
7. Kiran Pandya and Smriti Bulsari, SPSS in simple steps, Dreamtech, 2011.



**OBJECTIVE:**

- To familiarize the students to the basic concepts of international business management.

**UNIT I INTRODUCTION****6**

International Business –Definition – Internationalizing 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****11**

Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business – global trade and investment – theories of international trade and theories of international investment – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history.

**UNIT III INTERNATIONAL STRATEGIC MANAGEMENT****11**

Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – different forms of 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, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS****11**

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 – strategic orientation – selection of expatriate managers- Training and development – compensation.

**UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT****6**

Disadvantages 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.

**TOTAL: 45 PERIODS****OUTCOME:**

- Students would be familiar with global business environment, global strategic management practices and get acquainted with functional domain practices. They would be familiar with conflicts situations and ethical issues in global business.

**REFERENCES :**

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6<sup>th</sup> edition, Tata McGraw Hill, New Delhi, 2010.
2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, 12<sup>th</sup> Edition, New Delhi, 2010
3. K. Aswathappa, International Business, 6<sup>th</sup> Edition, Tata Mc Graw Hill, New Delhi, 2015.
4. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7<sup>th</sup> Edition, Cengage Learning, New Delhi, 2010.
5. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.
6. Vyuptakesh Sharan, International Business, 3<sup>rd</sup> Edition, Pearson Education in South Asia, New Delhi, 2011.

**OBJECTIVE:**

- To learn the major initiatives taken by a company's top management on behalf of corporates, involving [resources](#) and performance in external environments. It entails specifying the [organization's mission](#), vision and objectives, developing policies and plan to understand the analysis and implementation of strategic management in strategic business units.

**UNIT I STRATEGY AND PROCESS****9**

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.

**UNIT II COMPETITIVE ADVANTAGE****9**

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalisation and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation 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****10**

The generic strategic alternatives – 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- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP)

- Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card-case study.

**UNIT IV STRATEGY IMPLEMENTATION & EVALUATION****9**

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-case study.

**UNIT V OTHER STRATEGIC ISSUES****8**

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

**TOTAL: 45 PERIODS****OUTCOME :**

- This Course will create knowledge and understanding of management concepts principles and skills from a people, finance, marketing and organisational perspectives the development of appropriate organisational policies and strategies within a changing context to meet stakeholder interests information systems to learn from failure key tools and techniques for the analysis and design of information systems, including their human and organisational as well as technical aspects.

**REFERENCES :**

1. Hill. Strategic Management : An Integrated approach, 2009 Edition Wiley (2012).
2. John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
3. Azhar Kazmi, Strategic Management and Business Policy, 3<sup>rd</sup> Edition, Tata McGraw Hill, 2008
4. Adriaan H.Aberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
5. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.
6. Dr.Dharma Bir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.
7. John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, McGraw Hill, 12<sup>th</sup> Edition, 2012

**OBJECTIVES :**

- To understand the basic Principles of branding.
- To understand the key issues in crafting and evaluating brand strategies
- To improve the skills in delivering persuasive brand presentations.
- To evaluate brand extension and its contribution to parent brand
- To develop an understanding of brand equity and a range of performance related outcomes.

**UNIT I INTRODUCTION****8**

Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands.

**UNIT II BRAND STRATEGIES****10**

Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands.

**UNIT III BRAND COMMUNICATIONS****8**

Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions.

**UNIT IV BRAND EXTENSION****9**

Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

**UNIT V BRAND PERFORMANCE****10**

Measuring Brand Performance – Brand Equity Management - Global Branding strategies - Brand Audit – Brand Equity Measurement – Brand Leverage -Role of Brand Managers– Branding challenges & opportunities.

**TOTAL: 45 PERIODS****OUTCOMES :**

- Have a solid understanding of the key ‘branding’ concepts, methods and tools used by marketing practitioners.
- Be able to more confidently engage in and contribute to ‘brand building’ projects, developments, and discussions.

**REFERENCES :**

1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Pearson, 4th Edition, 2013.
2. Aker, David, Building Strong Brands, Simon and Schuster, 1995
3. Kapferer J.N, Strategic Brand Management, 4th edition, Kogan Press, 2008
4. Moorthi YLR, Brand Management – I edition, Vikas Publishing House 2001.

**OBJECTIVE:**

- ☐ To understand the concepts of effective retailing

**UNIT I INTRODUCTION****9**

An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.

**UNIT II RETAIL FORMATS****9**

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****9**

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. Mercandising and category management – buying.

**UNIT IV RETAIL SHOP MANAGEMENT****9**

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****9**

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

**TOTAL: 45 PERIODS****OUTCOME:**

- ☐ To manage the retail chains and understand the retail customer's behavior

**REFERENCES :**

1. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, SixthEdition, 2007
2. J K Nayak, Prakash C.Dash, Retail Management, Cengage, 2017
3. Dr.Harjit Singh, Retail Management A Global Perspective, S.Chand Publishing, 3rdEdition,2014
4. Patrick M. Dunne and Robert F Lusch, Retailing, Cengage, 8th edition, 2013.
5. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford UniversityPress, 3rd Edition 2016.
6. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 4th Edition, 2012.
7. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press,2008

**OBJECTIVE:**

- ☐ To understand the meaning of services and the significance of marketing the services.

**UNIT I INTRODUCTION****9**

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.

**UNIT II SERVICE MARKETING OPPORTUNITIES****9**

Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

**UNIT III SERVICE DESIGN AND DEVELOPMENT****9**

Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.

**UNIT IV SERVICE DELIVERY AND PROMOTION****9**

Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication.

**UNIT V SERVICE STRATEGIES****9**

Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services

**TOTAL: 45 PERIODS****OUTCOME:**

- ☐ Will be able to apply the concepts of services marketing in promoting services.

**REFERENCES :**

1. Christopher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, NewDelhi, 7<sup>th</sup> edition, 2011.
2. Hoffman, Marketing of Services, Cengage, 4<sup>th</sup> Edition, 2010.
3. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2<sup>nd</sup> Edition, New Delhi, 2004.
4. Valarie Zeithaml et al, Services Marketing, 5<sup>th</sup> International Edition, Tata McGraw Hill, 2007.
5. Gronroos, Service Management and Marketing –Wiley India, 3<sup>rd</sup> Edition, 2009.

**OBJECTIVES :**

To enable student

- Understand the modes of issuing securities
- Acquire financial evaluation technique of leasing and hire purchase

**UNIT I MERCHANT BANKING****5**

Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – merchant banking services offered by banks – NBFC'S offering merchant banking – Banking system – types of banks – payment banking -Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI.

**UNIT II ISSUE MANAGEMENT****12**

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer forSale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.

**UNIT III OTHER FEE BASED SERVICES****10**

Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating –Mutual Funds - Business Valuation.

**UNIT IV FUND BASED FINANCIAL SERVICES****10**

Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

**UNIT V OTHER FUND BASED FINANCIAL SERVICES****8**

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – Venture Capital - venture debt funds – start up financing.

**TOTAL: 45 PERIODS****OUTCOME**

- Good knowledge on merchant banking activities

**REFERENCES :**

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 12<sup>th</sup> Edition, 2012
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.
3. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.
4. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
5. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
6. Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 2nd Edition, 2011.
7. Website of SEBI
8. Madura, Financial Institutions & Markets, 10<sup>th</sup> edition, Cengage, 2016.

**OBJECTIVES :**

Enables student to

- Understand the nuances of stock market operations.
- Understand the techniques involved in deciding upon purchase or sale of securities.

**UNIT I INVESTMENT SETTING****8**

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****10**

Financial Market - Segments – 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 – Trading system in stock exchanges –SEBI.

**UNIT III FUNDAMENTAL ANALYSIS****9**

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 Doddsinvestor ratios.

**UNIT IV TECHNICAL ANALYSIS****9**

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****9**

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

**TOTAL: 45 PERIODS****OUTCOME**

- Become a good investment analyst

**REFERENCES :**

1. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHILearning., New Delhi, 8<sup>th</sup> edition, 2011.
2. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.
3. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage, 10<sup>th</sup> edition, 2016.
4. S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2012.

**OBJECTIVES :**

To enable student

- Understand export import finance and forex management
- Understand the documentation involved in international trade

**UNIT I INTERNATIONAL TRADE****9**

International Trade – Meaning and Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy.

**UNIT II EXPORT AND IMPORT FINANCE****9**

Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.,) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfaiting – Deferred Payment Terms – EXIM Bank – ECCG and its schemes – Import Licensing – Financing methods for import of Capital goods.

**UNIT III FOREX MANAGEMENT****9**

Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.

**UNIT IV DOCUMENTATION IN INTERNATIONAL TRADE****9**

Export Trade Documents: Financial Documents – Bill of Exchange- Type- Commercial Documents - Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin, Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.

**UNIT V EXPORT PROMOTION SCHEMES****9**

Government Organizations Promoting Exports – Export Incentives : Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts in Export Promotion – EPZ – EQU – SEZ and Export House.

**TOTAL: 45 PERIODS****OUTCOME**

- Possess good knowledge on international trade and the documentation involved in it.

**TEXT BOOKS**

1. Apte P.G., International Financial Management, Tata McGraw Hill, 2011.
2. Jeff Madura, International Corporate Finance, Cengage Learning, 9<sup>th</sup> Edition, 2011.

**REFERENCES**

1. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5<sup>th</sup> Edition, 2010.
2. Eun and Resnik, International Financial Management, Tata McGraw Hill, 5<sup>th</sup> Edition, 2011.
3. Website of Indian Government on EXIM policy



**OBJECTIVE:**

- To explore contemporary knowledge and gain a conceptual understanding of industrial relations.

**UNIT I INDUSTRIAL RELATIONS****7**

Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.

**UNIT II INDUSTRIAL CONFLICTS****12**

Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.

**UNIT III LABOUR WELFARE****8**

Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.

**UNIT IV INDUSTRIAL SAFETY****9**

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

**UNIT V WELFARE OF SPECIAL CATEGORIES OF LABOUR****9**

Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour – BPO & KPO Labour – Social Assistance – Social Security – Implications.

**TOTAL: 45 PERIODS****OUTCOME:**

- Students will know how to resolve industrial relations and human relations problems and promote welfare of industrial labour.

**REFERENCES :**

1. Mamoria C.B., Sathish Mamoria, Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2012.
2. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012.
3. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
4. C.S. Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007.
5. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
6. P.N. Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.
7. P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2004

**OBJECTIVE:**

- To examine managerial styles in terms of concern for production and concern for people. To assess different systems of management and relate these systems to organisational characteristics.

**UNIT I                    DEFINING THE MANAGERIAL JOB****8**

Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job behaviour – Functional and level differences in Managerial Jobbehaviour.

**UNIT II                    DESIGNING THE MANAGERIAL JOB****12**

Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balanced Scorecard - Feedback – Career Management – Current Practices.

**UNIT III                    THE CONCEPT OF MANAGERIAL EFFECTIVENESS****7**

Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

**UNIT IV                    ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS****8**

Organisational Processes – Organisational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.

**UNIT V                    DEVELOPING THE WINNING EDGE****10**

Organisational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation.

**TOTAL:    45   PERIODS****OUTCOME:**

- Students will gain knowledge about appropriate style of managerial behaviour.

**REFERENCES:**

1. Peter Drucker, Management, Harper Row, 2006.
2. Milkovich and Newman, Compensation, McGraw-Hill International, 2013.
3. Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2012.
4. Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, 2015.
5. Joe Tidd , John Bessant, Keith Pavitt , Managing Innovation ,Wiley 3<sup>rd</sup> edition,2006.
6. T.V.Rao,Appraising and Developing Managerial Performance, Excel Books,2002.
7. R.M.Omkar, Personality Development and Career Management, S.Chand 1<sup>st</sup>edition,2008.
8. Richard L.Daft, Leadership, Cengage, 1 st Indian Reprint 2008.

**OBJECTIVE:**

- ☐ To help students understand the transformation in the role of HR functions from being a support function to strategic function.

**UNIT I HUMAN RESOURCE DEVELOPMENT****10**

Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability, Bench Marking and HRD Audit.

**UNIT II E-HRM****6**

e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – e- Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee survey online.

**UNIT III CROSS CULTURAL HRM****7**

Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, Cross border Mergers and Acquisitions - Repatriation etc - Building Multicultural Organisation - International Compensation.

**UNIT IV CAREER & COMPETENCY DEVELOPMENT****10**

Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.

**UNIT V EMPLOYEE COACHING & COUNSELING****12**

Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs – Work Stress – Sources - Consequences – Stress Management Techniques.- Eastern and Western Practices - Self Management and Emotional Intelligence.

**TOTAL: 45 PERIODS****OUTCOME:**

- ☐ Students will have a better understanding of the tools and techniques used by organizations to meet current challenges.

**REFERENCES :**

1. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, Edition 6, 2012.
2. Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2012.
3. Jeffrey A Mello, Strategic Human Resource Management, Cengage, Southwestern 2007.
4. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage, 2007.
5. Monir Tayeb. International Human Resource Management. Oxford. 2007
6. Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley India. 2<sup>nd</sup> edition
7. McLeod. The Counsellor's workbook. Tata McGraw Hill. 2011

**COURSE OBJECTIVE :**

- Understand the scope and practice of business logistics and supply chain management

**UNIT I INTRODUCTION****9**

Business logistics and supply chain – importance, objectives and drivers. Strategy – planning, selecting proper channel, performance measurement. Outsourcing- Make vs buy approach – sourcing strategy.

**UNIT II MANAGING FLOWS****9**

Planning Networks – Decision making under risk – Decision trees – Decision making under uncertainty. Distribution Network Design – Role - Factors Influencing Options, Value Addition.. Supply Chain Network optimization models. Logistics information system - Role of IT – Framework for IT adoption.

**UNIT III INVENTORY AND WAREHOUSING****9**

Inventory–objectives, bullwhip effect, control - Probabilistic inventory models, Risk pooling, Vendor managed inventory, Multi-echelon inventory.

Warehousing Functions – Types – Site Selection – Decision Model – Layout Design – Costing – Virtual Warehouse.

**UNIT IV TRANSPORTATION AND PACKAGING****9**

Transportation – Drivers, Modes, Measures - Strategies for Transportation, 3PL and 4PL, Vehicle Routing and Scheduling.

Packaging- Design considerations, Material and Cost. Packaging as Unitisation. Consumer and Industrial Packaging.

**UNIT V ORGANISATION AND CONTROL****9**

Organisation Structure – need and development. Organizational – Choices, Orientation and positioning. Interfunctional and interorganisational management – alliances and partnerships. Control – Process framework, system details, information, measurement and interpretation.

**TOTAL: 45 PERIODS****COURSE OUTCOME :**

Student gains knowledge on effective management of the logistics and supply chain

**TEXT BOOKS:**

1. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition
2. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, 2007.

**REFERENCES:**

1. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 2010
2. Vinod V. Sople, Logistics Management-The Supply Chain Imperative, Pearson. 2012.
3. Coyle et al., The Management of Business Logistics, Thomson Learning, 7<sup>th</sup> Edition, 2004.
4. Mohanty R.P and Deshmukh S.G, Supply chain theories and practices, Biztantra publications, 2007.
5. Leenders, Johnson, Flynn, Fearon, Purchasing and supply management, Tata McGraw Hill, 2010.

**COURSE OBJECTIVE:**

To learn the concepts of managing projects.

**UNIT I INTRODUCTION TO PROJECT MANAGEMENT 9**

Project Management – Definition –Goal - Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. Project Manager – Roles- Responsibilities and Selection – Project Teams.

**UNIT II PLANNING AND BUDGETING 9**

The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.

**UNIT III SCHEDULING & RESOURCE ALLOCATION 9**

PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources –Goldratt's Critical Chain.

**UNIT IV CONTROL AND COMPLETION 9**

The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Project Evaluation, Auditing and Termination.

**UNIT V PROJECT ORGANISATION & CONFLICT MANAGEMENT 9**

Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict.

**TOTAL: 45 PERIODS**

**COURSE OUTCOME:**

To apply project management principles in business situations to optimize resource utilization and time optimisation.

**TEXT BOOKS**

1. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.
2. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.

**REFERENCES**

1. Gido and Clements, Successful Project Management, Second Edition, Thomson Learning, 2003.
2. Harvey Maylor, Project Management, Third Edition, Pearson Education, 2006.

**COURSE OBJECTIVE:**

To gain insights about the importance of lean manufacturing and six sigma practices.

- UNIT I                      LEAN & SIX SIGMA BACKGROUND AND FUNDAMENTALS                      9**  
 Historical Overview – Definition of quality – What is six sigma -TQM and Six sigma - lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes – six sigma capability – six sigma need assessments - implications of quality levels, Cost of Poor Quality (COPQ), Cost of Doing Nothing – assessment questions
- UNIT II                      THE SCOPE OF TOOLS AND TECHNIQUES                      9**  
 Tools for definition – IPO diagram, SIPOC diagram, Flow diagram, CTQ Tree, Project Charter – Tools for measurement – Check sheets, Histograms, Run Charts, Scatter Diagrams, Cause and effect diagram, Pareto charts, Control charts, Flow process charts, Process Capability Measurement, Tools for analysis – Process Mapping, Regression analysis, RU/CS analysis, SWOT, PESTLE, Five Whys, interrelationship diagram, overall equipment effectiveness, TRIZ innovative problem solving – Tools for improvement – Affinity diagram, Normal group technique, SMED, 5S, mistake proofing, Value stream Mapping, forced field analysis – Tools for control – Gantt chart, Activity network diagram, Radar chart, PDCA cycle, Milestone tracker diagram, Earnedvalue management.
- UNIT III                      SIX SIGMA METHODOLOGIES                      9**  
 Design For Six Sigma (DFSS), Design For Six Sigma Method - Failure Mode Effect Analysis (FMEA), FMEA process - Risk Priority Number (RPN)- Six Sigma and Leadership, committed leadership – Change Acceleration Process (CAP)- Developing communication plan – Stakeholder
- UNIT IV                      SIX SIGMA IMPLEMENTATION AND CHALLENGES                      9**  
 Tools for implementation – Supplier Input Process Output Customer (SIPOC) – Quality Function Deployment or House of Quality (QFD) – alternative approach –implementation – leadership training, close communication system, project selection – project management and team – champion training – customer quality index – challenges – program failure, CPQ vs six sigma, structure the deployment of six sigma – cultural challenge – customer/internal metrics
- UNIT V                      EVALUATION AND CONTINUOUS IMPROVEMENT METHODS                      9**  
 Evaluation strategy – the economics of six sigma quality, Return on six Sigma (ROSS), ROI, poor project estimates – continuous improvement – lean manufacturing – value, customer focus, Perfection, focus on waste, overproduction – waiting, inventory in process (IIP), processing waste, transportation, motion, making defective products, underutilizing people – Kaizen – 5S

**TOTAL: 45 PERIODS**

**COURSE OUTCOME:**

The student would be able to relate the tools and techniques of lean sigma to increase productivity

**REFERENCES:**

1. Michael L. George, David Rownalds, Bill Kastle, What is Lean Six Sigma, McGraw – Hill 2003
2. Thomas Pyzdek, The Six Sigma Handbook, McGraw-Hill, 2000.
3. Fred Soleimannejed , Six Sigma, Basic Steps and Implementation, AuthorHouse, 2004
4. Forrest W. Breyfogle, III, James M. Cupello, Becki Meadows, Managing Six Sigma: A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success, John Wiley & Sons, 2000
5. James P. Womack, Daniel T. Jones, Lean Thinking, Free Press Business, 2003

**COURSE OBJECTIVE:**

- To enlighten the students about the major functions in export and import processes.
- To provide the expertise for solving issues related to requirements in exim management.

**UNIT - I FUNDAMENTALS OF IMPORT AND EXPORT****8**

Role of Import and Export Trade in an Economy - Institutional Framework for Foreign Trade in India -Role of Director General of Foreign Trade and Commerce - Objectives of EXIM Policy - Global trade flows - Contract of International Sale of Goods - INCOTERMS 2010

**UNIT - II OVERVIEW OF EXPORT AND IMPORT****10**

Marketing for Exports - Negotiation and finalization of Export contract - Export Documentation Procedures - Cargo Insurance - Export Promotion Councils and incentive schemes- Role of Logistics in Exports- Export Houses / Trading Houses

**UNIT - III DOCUMENTATION FRAMEWORK****7**

Import for industrial use / trading - Import Documentation and Customs clearance procedures - Types of Imports - Import Licenses - Cargo Insurance - Role of Logistics in Import

**UNIT - IV CREDIT AND PAYMENTS****8**

Payment methods in Foreign Trade - Documentary Credit / Letter of Credit–UCP 600 with respect to Shipping Documents and L/C Negotiation – Export / import financing strategies - Managing payment risks.

**UNIT - V CUSTOMS CLEARANCE AND AGENCIES****12**

Roles of Service providers in EXIM transactions – Global Traders – Commodity Brokers - Custom House Agents – Transport Operators – Freight Forwarders – Warehousing and 3PL service providers – Liners /Ship Agencies – Container Freight Stations - Port – Inspection Agencies/ surveyors – Quarantine Agencies – Pest Control Agencies – Chamber of Commerce.

**TOTAL: 45 PERIODS****COURSE OUTCOME:**

- The students would be aware about the formalities of export and import industry
- The students will be able to comprehend the importance of exim management.

**REFERENCES:**

1. Justin Pauland Rajiv Aserkar, Export Import Management, Second Edition, Oxford University Press, 2013.
2. Usha Kiran Rai, Export - Import and Logistics Management, Second Edition, PHI Learning, 2010.
3. Director General of Foreign Trade, Foreign Trade Policy and Handbook of Procedures, 2015

**COURSE OBJECTIVE:**

- To provide the knowledge about fundamentals of shipping management
- to equip the students with the knowledge of shipping, ship building and repair

**UNIT - I INTERDICTION OF SHIPPING****8**

Role of Shipping in International trade-Types of ships and cargoes carried by them - International Organizations serving the shipping industry (IMO, BIMCO, ICS, IACS, IAPH)- Ship Registration and Classification.

**UNIT - II LINER SHIPPING OPERATIONS****8**

Liner shipping business - Types of Liner services - Container shipping lines and their services - Break bulk, Ro-Ro and project cargo services - Liner freight rates - Liner cargo documentation - Liner agency functions

**UNIT - III DRY BULK BUSINESS****8**

Dry Bulk shipping business- World's leading dry bulk ports and cargoes handled by them - Types of Dry bulk ships and the Dry Bulk industry structure - Dry bulk market indices - Types of Chartering - Port agency functions.

**UNIT - IV TANKER OPERATIONS AND BUSINESS****12**

Liquid Bulk shipping business - World's leading wet bulk ports and cargoes handled by them- Types of tankers and gas carriers - Tanker freighting system (worldscale) -Factors affecting Tanker markets-Marine pollution conventions.

**UNIT - V SHIP BUILDING AND REPAIR****9**

Service providers to shipping industry -Ship management companies -Ports, inland terminals and Container Freight Stations- Ship building and repair yards -Financing the Shipping industry -Marine insurance providers.

**TOTAL: 45 PERIODS****COURSE OUTCOME:**

- The students would be acquainted with the basics of shipping management
- The students will learn the skills needed for shipping industry

**REFERENCES:**

1. Michael Robarts, Branch's Elements of Shipping, Ninth Edition, Routledge, 2014.
2. Peter Brodie, Commercial Shipping Handbook, Third Edition, Informa Law from Routledge, 2014.
3. Review of Maritime Transport, UNCTAD, 2014.



**COURSE OBJECTIVE:**

- To enlighten the students about the major functions in the port and terminal management
- To expose the students on the trends in port and terminal management

**UNIT - I INTRODUCTION TO PORT AND TERMINAL****8**

Role of ports in international trade and transport - Economic impact of ports on the regional economy - Multiplier effect - Location characteristics of ports - Different types of ports (natural, manmade, river, estuary).

**UNIT - II PORT OPERATIONS****12**

Design features of facilities in ports for handling various cargoes - Organization structure in Ports - Delivery of port services and the relationship between various departments - Marine Department – Traffic Department – other departments.

**UNIT - III PORT MARKETING AND SERVICES****8**

Marketing of Port services - Pricing of Port services - Components of port tariff - Concept of hinterland – Identifying the needs of ship owners and operators, ship agents, forwarders, truckers, rail and barge operators - Concept of Total Logistics cost.

**UNIT - IV PORT PERFORMANCE****10**

Measurement of port performance - vessel turn round time, cargo volume, speed of cargo handling - Information flow requirements of the port, statutory bodies and port users - Port community computer systems and EDI applications.

**UNIT - V PORT SECURITY AND ISSUES****7**

Environmental issues connected with Ports & Terminals - Health and safety issues - Port security issues - International Ships and Port facility security (ISPS) code - Role of national, regional and local governments in owning / operating / managing ports.

**TOTAL: 45 PERIODS****COURSE OUTCOME:**

- The students would be aware about skills pertaining to port and terminal management
- The students should be able to understand the principles and applications for port and terminal management

