

**BHARATHIAR UNIVERSITY: COIMBATORE-641 046**  
**MBA (GLOBAL)**  
 (For the CPOP students admitted during the academic year 2011-2012 & onwards)  
**SCHEME OF EXAMINATIONS – CBCS Pattern**

Course Title	Ins Hrs/Week	Examination				Credits
		Dur. Hours	CIA	Marks	Total	
<b>SEMESTER –I</b>						
1.1. Management Principles and Practice	5	3	25	75	100	4
1.2. Organizational Behaviors	5	3	25	75	100	4
1.3. Managerial Economics	4	3	25	75	100	4
1.4. Financial and Management Accounting	5	3	25	75	100	4
1.5. Quantitative Methods for Management	5	3	25	75	100	4
1.6. Corporate Communication	4	3	25	75	100	4
1.7. Computer Applications in Management using SAP*	2	-	-	-	-	
<b>SEMESTER -II</b>						
2.1. Operations Management	5	3	25	75	100	4
2.2. Marketing Management	4	3	25	75	100	4
2.3. Financial Management	5	3	25	75	100	4
2.4. Human Resource Management	4	3	25	75	100	4
2.5. Quantitative Techniques	5	3	25	75	100	4
2.6. Research Methods for Management	5	3	25	75	100	4
2.7. Computer Applications in Management using SAP* (Practical)	2	3	40	60	100	4
<b>SMESTER – III</b>						
3.1. Business Ethics and Global Business Environment	5	3	25	75	100	4
3.2. Management Information System	5	3	25	75	100	4
3.3. International Marketing Management	5	3	25	75	100	4
3.4. Electronic Commerce (E-Commerce)	5	3	25	75	100	4
3.5. Introduction to Cyber Law	5	3	25	75	100	4
3.6. Digital Marketing Strategy & Implementation	5	3	25	75	100	4
3.7. Summer Placement Project Report & Viva-Voce	-	-	20	80	100	4
<b>SEMESTER – IV</b>						
4.1. Strategic Management : Indian Global Context	6	3	25	75	100	4
4.2. Brand Management	6	3	25	75	100	4
4.3. Digital Marketing Tools and Applications	6	3	25	75	100	4
4.4. Software Project Management	6	3	25	75	100	4
4.5. Marketing Research	6	3	25	75	100	4
<b>TOTAL</b>	-				<b>2500</b>	<b>100</b>

\*The Course will be taught during I & II Semesters.

## 1.1. MANAGEMENT PRINCIPLES AND PRACTICE

### Unit I

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : The External Environment, Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management.

### Unit II

The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

### Unit III

The Nature of Organizing and Entrepreneuring - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture Global Organizing.

### Unit IV

Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

### Unit V

The System and Process of Controlling - Control Techniques and Information Technology - Productivity and Operations Management - Overall Control and toward the Future through Preventive Control - Global Controlling and Global Challenges.

### References :

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill.
2. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004
3. Stoner & Wankai, Management, PHI.
4. Robert Krcitner, Management, ATTBS.
5. Weirich & Koontz, Management - A Global perspective, McGraw Hill.
6. Helliregarl, Management, Thomson Learning, 2002.
7. Robbins.S.P., Fundamentals of Management, Pearson, 2003.

## **1.2. ORGANISATIONAL BEHAVIOUR**

### **Unit I**

Organisational Behaviour : History - evaluation, Challenges & opportunities, contributing disciplines, management functions and relevance to Organisation Behaviour. Personality - Determinants, structure, behaviour, assessment, psycho-analytical social learning, job-fit, trait theories.

### **Unit II**

Emotions and Emotional Intelligence as a managerial tool. Implications of EI on managers and their performance. Attitudes - relationship with behaviour, sources, types, consistency, work attitudes, values - importance, sources, types, ethics and types of management ethics. Perception - Process, Selection, Organisation Errors, Managerial implications of perception. Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.

### **Unit III**

Stress - Nature, sources, Effects, influence of personality, managing stress. Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation. Foundations of group behaviour : linking teams and groups, Stages of development Influences on team effectiveness, team decision making. Issues in Managing teams.

### **Unit IV**

Organisational change - Managing planned change. Resistance to change - Approaches to managing organisational change - Organisational Development - values - interventions, change management. Organisational politics - Political behaviour in organisation, Impression management, Self monitoring. Organisational culture - Dynamics, role and types of culture and corporate culture, ethical issues in organisational culture, creating and sustaining culture.

### **Unit V**

Organisational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries, The Challenges of work force diversity and managing diversity Cases.

### **References :**

1. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.
2. Hellinegal Slocum, Woodman, Organisational Behaviour, IX edn., Thomson learning.
3. Umasekaran, Organisational Behaviour, Tata McGraw Hill.
4. Robbins S.P., Concepts contrivances and applications, Prentice Hall.
5. Umasekaran, Organisational Behaviour.
6. Helliregal.et.al, Organisational Behaviour, Thomson Learning.
7. McShane & Glinow, Organisational Behaviour, Tata McGraw Hill.
8. Harris & Hartman, Organisational Behaviour, Jaico, 2003.

### **1.3. MANAGERIAL ECONOMICS**

#### **UNIT I**

Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics. Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

#### **UNIT II**

Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function, Cost concepts - cost - output relationship - Economies and diseconomies of scale – cost functions.

#### **UNIT III**

Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.

#### **UNIT IV**

Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

#### **UNIT V**

National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

#### **References :**

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
3. Atmanand, Managerial Economics, Excel, 2001.
4. Athmanand.R., Managerial Economics, Excel, 2002, New Delhi.
5. Mankar.V.G., Business Economics, Macmillan, Business Book, 1999.

## **1.4. FINANCIAL AND MANAGEMENT ACCOUNTING**

### **UNIT I**

Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Trial Balance – Final Accounts (Problems) - Depreciation Methods-Straight line method, Written down value method, Sinking fund method.

### **UNIT II**

Financial Statement Analysis - Objectives - Reorganizing the Financial Statement Information - Techniques of Financial Statement Analysis: Comparative Statements, Common - Size statement, Trend Percentage - Accounting Ratios: construction of balance sheet using ratios (problems)- Dupont analysis.

### **UNIT III**

Fund Flow Statement - Statement of Changes in Working Capital - Computation of Fund from Operations - Workings for Computation of various sources and uses - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Computation of Cash from Operations Problems - Distinction between Fund Flow and Cash Flow Statement. Problems

### **UNIT IV**

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems. Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting.

### **UNIT V**

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

### **References:**

1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Brown and Howard
3. Management Accounting - Khan and Jain
4. Management Accounting - S.N.Maheswari
5. Management Accounting - Antony and Recece
6. Management Accounting - J.Batty

Questions : 80% of the questions shall be problems  
20% of the questions shall be theory based.

## **1.5. QUANTITATIVE METHODS FOR MANAGEMENT**

### **UNIT I**

Linear, Non-Linear functions – graphical representation of functions, Constants, Variables – notion of Mathematical models – concept of trade off – notion of constants – concept of Interest. Basic Concept of differentiation – integration – Optimization concepts – use of differentiation for optimization of business problem- Optimization

### **UNIT II**

Data Analysis – Uni-Variate – ungrouped and grouped data measures of central Tendencies, measures of dispersion – C V percentages (problem related to business applications). Bivariate – correlation and regression – problems related to business applications

### **UNIT III**

Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poison and Normal – Simple problems applied to business.

### **UNIT IV**

Basic concept of index numbers – simple and weighted index numbers – concept of weights - types of index numbers – Business index number – CPT, WPI, Sensex, Nifty, Production Index, Time series – variations in Time Series for business forecasting.

### **UNIT V**

Hypothesis testing of Proportion and Mean – single and two tailed tests – errors in Hypothesis Testing – Measuring the power of Hypothesis test. Chi-Square Tests

### **References :**

1. Statistics for Management – Richard L Levin & Daid S Rubin
2. Statistical Methods – S P Gupta
3. Statistics for Business and Economics – R P Hoods – MacMillan India Limited
4. David M.Levine, Timothy C.Krehbiel and Mark L.Berenson  
“Business Statistics: A First Course” , Pearson Education Asia
5. Amir D. Aczel, Complete Business Statistics, 5th edition, Irwin McGraw-Hill.

Questions : 80% of the questions shall be problems  
20% of the questions shall be theory based.

## **1.6 CORPORATE COMMUNICATION**

### **Unit 1:**

Communication basics – Business Communication – components – Types – formal communication network – Work team communication – variables – goal – conflict resolution – non – verbal communication – Cross cultural communication – Business meetings – Business Etiquette.

### **Unit 2:**

Understanding Corporate Communication – Employee Communication – Managing Government Relations – Writing for Media and Media Relations

### **Unit 3:**

Corporate Communication in Brand Promotion – Financial Communication – Crises Communication.

### **Unit 4:**

Report writing: Characterizing & business reports – Types and forms & reports – Project proposals – collection of data – tables constitution – charts – writing the report – documenting the sources – proof reading.

### **Unit 5:**

Business Presentation: Written and oral presentation – work – team presentation – Delivering the business presentation visual aids – slides – electronic presentation – hand-outs – delivering the presentation – career planning – preparing Resume – job applications – preparation for a job interview – employment interviews – follow-up.

### References:

- Scot Ober, Contemporary business communication, fifth edition, biztantra.
- Lesiler & Flat lay, Basic Business communication. Tata Mc Graw Hill.

## 1.7. COMPUTER APPLICATIONS IN MANAGEMENT USING SAP - PRACTICAL

**Aim:** To introduce the concepts of information technology and their application in management decision making.

Components of a Computer - Hardware and Software – Operations Systems – Directories and File properties. MS OFFICE – Introduction to WORD, EXCEL and POWERPOINT WORD – Creating a new document with templates & Wizard – Creating own document – Opening/modifying a saved document – converting files to and from other document formats – Using keyboard short-cuts & mouse – Adding symbols & pictures to documents – header and footers – Finding and replacing text – spell check and Grammar check – Formatting text - paragraph formats - adjusting margins, line space – character space – Changing font type, size – Bullets and numbering – Tables – Adding, editing, deleting tables – Working within tables – Adding, deleting, modifying rows and columns – merging & splitting cells.

EXCEL – Working with worksheets – cells – Entering, editing, moving, copying, cutting, pasting, transforming data – Inserting and deleting of cells, rows & columns – Working with multiple worksheets – switching between worksheets – moving, copying, inserting & deleting worksheets – Using formulas for quick Calculations – Working & entering a Formula – Formatting a worksheet – Creating and editing charts – elements of an Excel Chart – Selecting data to a chart – Types of chart – chart wizard – Formatting chart elements – Editing a chart – Printing charts.

POWERPOINT – Creating new presentations – Auto content wizard – Using template – Blank presentation – Opening existing presentations – Adding, editing, deleting, copying, hiding slides – Presentations – Applying new design – Adding graphics – Using headers and footers – Animations text – Special effects to create transition slides – Controlling the transition speed – Adding sounds to slides – Using action buttons.

TALLY – Introduction and Installation, Required Hardware, Preparation for installation of Tally software, installation, Working in Tally: Opening new company, Safety of Accounts or Password, Characteristics, Making Ledger Accounts, Writing voucher, voucher entry, Making different types of vouchers, Correcting sundry debtors and sundry creditors accounts, Preparation of Trial Balance, Books of Accounts, Cash Book, Bank Books, Ledger Accounts, Group summary, Sales Register and Purchase Register, Journal Register, Statement of Accounts & Balance Sheet.

ERP & SAP : Introduction – Need for ERP – Advantages – Major ERP Packages – SAP: Features – ABAP: Logon to SAP Environment – ABAP Dictionary – Functions – Objects – Managing SAP Application

Practicals: Simple problems to be done in WORD, EXCEL and POWERPOINT using all the above mentioned topics.

### References:

- OFFICE 2000 Complete – BPB
- Windows 98 Complete – BPB
- Windows 98 6 in one by Jane Calabria and Dorothy Burke – PHI Using Microsoft Office 2000 by Ed, Bott – PHI
- Enterprise Resource planning (ERP): Text and case studies by Murthy, C S V, HPH
- Teach yourself SAP in 24 hours by George Anderson; Danielle Larocca - Pearson Education



## 2.1 OPERATIONS MANAGEMENT

### UNIT I

Operations Management – Meaning – Importance – historical contributions – System view of OM - Operation strategy and competitiveness - Functions of OM – types of production systems

### UNIT II

Product design and process selection – Evaluation and Selection of appropriate Production and Operations technology. Product Design and process selection. Types of layout – analysis and selection of layout – Product and / or Process layout, Cellular, Lean and Agile manufacturing systems – Computer Integrated Manufacturing Systems - Assembly line balancing.

### UNIT III

Production planning and control – meaning – functions – aggregate planning – master production schedule (MPS) – Material requirement planning (MRP) – BOM – Capacity requirement planning (CRP) – Techniques – problems in MRP and CRP – an introduction to MRP II and ERP – Business Process Re-engineering - Total Productive Maintenance (TPM)

### UNIT IV

Materials management – functions – material planning and budgeting – Value Analysis - purchase functions and procedure - inventory control – types of inventory – safety stock – order point – service level – inventory control systems – perpetual – periodic – JIT – KANBAN.

### UNIT V

Total Quality Management Concept - Statistical Quality Control for Acceptance Sampling and Process Control – Concepts of O.C.C. Curve – Use of the O.C. Curve – Concept of Type I and Type II error – Quality movement – Quality circles — ISO Quality Certifications and types – Quality assurance – Six Sigma concept.

### References :

- Production and Operations Management – Everest E Adam & Ebert – PHI – publication forth edition.
- Operations Management (Theory and Problems ) – Joseph G Monks – McGraw Hill Intl.
- Production and Operations Management – S N Chary – TMH Publications
- Production and Operations Management – Pannervelam, PHI
- Lee J. Krajewski and Larry P. Ritzman, “Operations Management: Process and value Chains”, 7th Edition, PHI, 2007
- Hunawalla and Patil – production and Operations Management, Himalaya.
- Modern Production and operations management – E.S Buffa.
- Lee J. Krajewski and Larry P. Ritzman, “ Operations Management: Strategy and Analysis”, Addison Wesley.
- Chase, Aquilano & Jacobs “Production and Operations Management”,Tata McGraw Hill.

Questions : 40% of the questions shall be problems  
60% of the questions shall be theory based.

## **2.2 MARKETING MANAGEMENT**

### **Unit I**

Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices, e-business – setting up websites; Marketing Information System, Strategic marketing planning and organization.

### **Unit II**

Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes.

### **Unit III**

Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.

### **Unit IV**

Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce objectives, structure, size and compensation.

### **Unit V**

Identifying and analysing competitors, Designing competitive strategies for leaders, challengers, followers and nichers : Customer Relationship marketing - Customer database, Data warehousing and mining. Attracting and retaining customers, Customerism in India, Controlling of marketing efforts. Global Target market selection, standardization Vs adaptation, Product, Pricing, Distribution and Promotional Policy.

### **References :**

- Marketing Management - Philip Kotler - Pearson Education/PHI 12th Edition, 2006.
- Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
- Marketing Management: Planning, Implementation and Control: Global Perspective Indian
- Context – VS Ramasamy & S. Namakumari - Macmillan India, 2007.
- Marketing Management: A South Asian Perspective – Philip Kotler and Kevin Lane Kotler, Pearson Education, 11th Edition, 2007.
- Basic Marketing - Perreault and McGarthy - Tata McGraw Hill, 2002.
- Case and Simulations in Marketing - Ramphal and Gupta - Goltatia, Delhi.
- Case Studies in Marketing - R.Srinivasan - PHI.
- Marketing concepts and cases – Michael J Etzel, Bruce J Walker, William J Stanton and
- Ajay Pandit, TMH 13th Edition, New Delhi, 2007.
- Marketing Management – S.Jayachandran - TMH, 2003.

## 2.3 FINANCIAL MANAGEMENT

### Subject Description :

Financial Management emphasizes the functions of financial management explaining the investment, finance, dividend and working capital function along with the practical management problems.

### Goals:

To enable the students to learn the basic functions, principles and concepts of finance in management.

### Objectives:

On successful completion of the course the students should have: To learn the various functions of financial management along with the application. To learn capital budgeting and cost of capital. To understand capital structure, dividend policy and working capital management.

### UNIT I

Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts - Indian Financial system - Legal, Regulatory and tax framework. Sources of Long term finance - Features of Capital market development in India - Role of SEBI in Capital Issues.

### UNIT II

Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

### UNIT III

Cost of Capital - Computation for each source of finance and weighted average cost of capital - EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems.

### UNIT IV

Capital Structure Theory - Net Income Approach - Net Operating Income Approach – MM Approach - Dividend Policy - Types of Divided Policy - Dividend Policy and share valuation - CAPM.

### UNIT V

Working Capital Management - Definition and Objectives - Working Capital Policies – Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

### References :

- Richard A.Brealey, Stevart C.Myers, “Principles of Corporate Finance” McGraw Hill, New York.
- James C.Van Horns, “Financial Management & Policy” Prentice Hall of India (P) Ltd., New Delhi.
- John J.Hampton, “Financial Decision Making – Concepts, Problems and Cases” Prentice Hall of India (P) Ltd., New Delhi (1994).
- Prasanna Chandra, “Financial Management–Theory&Practice”, Tata McGraw Hill, NewDelhi(1994).
- B J Camsey, Engene F.Brigham, “Introduction to Financial Management”, The Gryden Press.
- I.M.Pandey, “Financial Management”, Vikash Publishing, New Delhi.

## 2.4 HUMAN RESOURCE MANAGEMENT

### Unit I : Human Resource Function

Human Resource Philosophy - Changing environments of HRM - Strategic human resource management - Using HRM to attain competitive advantage - Trends in HRM - Organisation of HR departments - Line and staff functions - Role of HR Managers.

### Unit II : Recruitment & Placement

Job analysis : Methods - IT and computerised skill inventory - Writing job specification – HR and the responsive organisation. Recruitment and selection process : Employment planning and forecasting - Building employee commitment : Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet. Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

### Unit III : Training & Development

Orientation & Training : Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet. Developing Managers : Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organisation. Management Developments and CD-Roms - Key factor for success. Performance appraisal : Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice. Managing careers : Career planning and development - Managing promotions and transfers.

### Unit IV : Compensation & Managing Quality

Establishing Pay plans : Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerised job evaluation. Pay for performance and Financial incentives : Money and motivation - incentives for operations employees and executives - Organisation wide incentive plans - Practices in Indian organisations. Benefits and services : Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment. Unit V : Labour relations and employee security Industrial relation and collective bargaining : Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation.

Labour Welfare : Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

#### References:

- Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
- H.John Bernardin & Joyee E.A.Russel, Human Resource Management - An experiential approach, 4th Edition, McGraw-Hill International Edition., 2007
- David A. DeCenzo & Stephen P.Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.
- VSP Roa, Human Resource Management : Text and cases, First edition, Excel Books, New Delhi - 2000.
- Dr. R.Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
- Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

## 2.5 QUANTITATIVE TECHNIQUES

### AIM

To enable the students to learn the techniques of operation Research and resources Management and their application in business management.

### UNIT I

Mathematical Models – deterministic and probabilistic – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution – Dual of linear programming problem – Economic interpretation

### UNIT II

Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy model – Trans-shipment Model – Assignment Model

### UNIT III

Network Model – networking – CPM – critical path – Time estimates – critical path – crashing, Resource levelling, Resources planning. Waiting Line Model – Structure of model – M/M/1 for infinite population.

### UNIT IV

Inventory Models – Deterministic – EOQ – EOQ with Price Breaks – Probabilistic Inventory Models - Probabilistic EOQ model

### UNIT V

Simulation – types of simulation – Monte Carlo simulation – simulation problems. Decision Theory – Pay off tables – decision criteria – decision trees.

### References :

- Operations Research – An Introduction – Hamdy A Tata
- Operations Research – Kanti Swarup, Gupta And Man Mohan
- Operations Research – Dr. J.K. Sharma Macmillan Indian Ltd.
- Operations Research – R. Panneerselvam, 2nd Edition, PHI, 2007
- Operations Research, Concepts and cases – Fredrick S Hillier and Herald J Lieberman, 8<sup>th</sup> Edition, TMH, 2003
- Hamdy A Taha, “An Introduction to Operations Research, Prentice Hall, Sixth edition, 2000
- Ronald L. Rardin, “Optimization in Operations Research”, Pearson Education
- J. K. Sharma, “Operations Research: Theory and Applications”, Macmillan , 1997
- U.K. Srivastava, G.V. Shenoy, S. C. Sharma, “ Quantitative Techniques for Managerial Decision”, Second Edition, Prentice Hall of India

Questions : 80% of the questions shall be problems  
20% of the questions shall be theory based.

## 2.6 .RESEARCH METHODS FOR MANAGEMENT

### **Subject Description :**

Research Methods of Management is emphasizing on the methodology of research and its application in managerial decision making, explaining hypothesis, meaning and types, sampling design along with the various parametric and non-parametric test.

### **Goals:**

To familiarize the students with methodology of research and its application in managerial decision making situations.

### **Objectives:**

On successful completion of the course the students should have: Understood the scope and significance of research in business decisions. Studied and understood sampling techniques along with hypothesis testing. Understood various scaling techniques and measurement scales .

### **UNIT I**

Research - meaning - scope and significance - Types of research - Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying research problem – concepts, constructs and theoretical framework.

### **UNIT II**

Hypothesis:- meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement - meaning - need Errors in measurement - Tests of sound measurement Techniques of measurement - scaling Techniques - meaning - Types of scales - scale construction techniques.

### **UNIT III**

Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples. Data collection:- Types of data - sources - Tools for data collection methods of data collection - constructing questionnaire - Pilot study - case study - Data processing:- coding - editing - and tabulation of data - Data analysis.

### **UNIT IV**

Test of Significance:- Assumptions about parametric and non-parametric tests. Parametric Test - T test, F Test and Z test - Non Parametric Test - U Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis. (NO Problems). SPSS and its applications.

### **UNIT V**

Interpretation - meaning - Techniques of interpretation - Report writing:- Significance – Report writing:- Steps in report writing - Layout of report - Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using Tables, charts and diagrams - Appendix:- norms for using Index and Bibliography.

### **References:**

- Rao K.V.Research methods for management and commerce - sterling
- Zigmund, Business Research Methods
- Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill, 2007

- Naresh K Malhotra – Marketing Research: An Applied Orientation, Pearson Education, 4<sup>th</sup> Edition, 2004
- Wilkinson Bhadarkar - Methodology and Techniques of Social Research - Himalaya.
- Anderson et al - Assignment and Thesis writing.
- Uma Sekaran, Research Methods for Business, Wiley Publications.

Note : 20% of the questions shall be problems  
80% of the questions shall be theory based.

### **3.1 BUSINESS ETHICS AND GLOBAL BUSINESS ENVIRONMENT**

#### **UNIT I**

Business and society - Social responsibility - Environmental Pollution and control. Business and culture - Business and Government - Political system and its influence on business - Business environment - The concept and significance - constituents of business environment

#### **UNIT II**

Managing Ethics - Frame work of organizational ethic theories and sources, ethics across cultures, factors influencing business ethics, ethical decision making, ethical values and stakeholders, ethics and profit, Corporate governance Structure of boards, reforms in boards, compensation issues, ethical leadership for improved Corporate governance and better business education.

#### **UNIT III**

Introduction - The Globalization of the World Economy – The Changing Nature of Indian and International Business - National differences in political, legal and culture- The Global Trade and Investment Environment- International trade Theory : Introduction - An Overview of Trade Theory - Mercantilism -Absolute Advantage - Comparative Advantage - Heckscher-Ohlin Theory The New Trade Theory - National Competitive Advantage - Porter's Diamond. The Revised Case for Free Trade - Development of the World - Trading System - WTO & development of World trade - Regional grouping of countries and its impact..

#### **UNIT IV**

Foreign Direct Investment : Introduction - Foreign Direct Investment in the World Economy - Horizontal Foreign Direct Investment - Vertical Foreign Direct Investment. Benefits and advantages to host and home countries.The Global Monetary System ,The Foreign Exchange Market : Introduction - The Functions of the Foreign Exchange Market. The Strategy and Structure of International Business. The Strategy of International Business : Introduction - Strategy and the Firm - Profiting from Global Expansion - Pressures for Cost Reductions and Local Responsiveness - Strategic Choice. Mode of Entry and Strategic Alliances : Introduction Entry Modes - Selecting and Entry Mode L Strategic Alliances - Making Alliances Work, Exporting, Importing and Counter trade : Introduction - The Promise and Pitfalls of Exporting Improving Export Performance - Export and Import Financing - Export Assistance – Counter trade.

#### **References :**

- Kitson.A and Campbell.R - The Ethical Organisation, Palgrave, 2001
- Davis & Keith William C. Frederik - Business and society

- Francis Cherunilam - Business Environment
- Pruti S. - Economic & Managerial Environment in India
- Shaikh Saleem – Business Environment, Pearson Education, 2006
- Hill.C.W., International Business : Competing in the Global market place, Irwin-McGrawHill, 1999.
- Philip R.Cateora, International Marketing, Irwin McGraw Hill, 9th edn.
- Shivaramu, International Business, Macmillan India.
- Francis Cherunilam, International Business, Wheeler Publications.
- Charles W.L., Hill, International Business, Irwin-McGraw Hill, 1998.

### **3.2. MANAGEMENT INFORMATION SYSTEM**

#### **Unit I**

Foundations of Information Systems: A framework for business users - Roles of Information systems - System concepts - Organisation as a system - Components of Information Systems - IS Activities - Types of IS.

#### **Unit II**

IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS - Transaction Processing Systems- Information Reporting System - Information for Strategic Advantage.

#### **Unit III**

DSS and AI: DSS models and software: The decision making process - Structured, Semi Structured and Unstructured problems; What if analysis, Sensitivity analysis, Goal-seeking Analysis and Optimizing Analysis. Overview of AI, Neural Networks, Fuzzy Logic Systems, Genetic Algorithms - Expert Systems.

#### **Unit IV**

Managing Information Technology: Managing Information Resources and technologies - IS architecture and management - Centralised, Decentralised and Distributed - EDI, Supply chain management & Global Information technology Management.

#### **Unit V**

Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Denial of service, spoofing - Ethics for IS professional - Societal challenges of Information technology.

#### **References:**

- James A O'Brien, "Management Information Systems", Tata McGraw Hill, 4th Edition, 1999.
- Effy Oz, "Management Information Systems", Vikas Publishing House, Third Edition, 2002.
- Kenneth C Laudon and Jane P Laudon, "Management Information System", 9th Edition, PHI, New Delhi, 2006.
- Waman S Jawadekar , "Management Information System Text and cases", Third Editions, Tata McGraw-Hill ,2007.
- R.Srinivasan, "Strategic Management", IInd edition, Prentice Hall of India, New Delhi.
- M.Senthil, "Management Information System", 2003.



### **3.3 INTERNATIONAL MARKETING MANAGEMENT**

#### **OBJECTIVE**

To give students knowledge of International markets and marketing.

#### **UNIT 1:**

International marketing management – National & International marketing – Barriers in International Marketing Management - 5 P's in International Marketing.

#### **UNIT 2:**

Managing Marketing-Defining Customer Value and Satisfaction-Retaining customer value and Satisfaction - Implementing Total quality marketing-Competitive Marketing strategies.

#### **UNIT 3:**

Marketing Mix - Product Mix - Product strategies and product planning-Branding and Packaging Decisions-Pricing strategies-Promotional Strategies. Distribution – Distribution strategies.

#### **UNIT 4:**

Globalization and Global Competitiveness: Meaning – stages – Foreign market entry strategies – Pros and Cons of Globalization – Social Issues - Indicators of competitiveness – Competitive Advantage of Nations – Technology and Global competitiveness.

#### **UNIT 5 :**

Information Technology: New Information Technologies – Business Process Re-engineering (BPR) – E-Business; Future of International Business.

#### **References:**

- International Marketing, Analysis & Strategy : Sak On visit & John J Shaw
- Global Marketing Management: Keegan
- Marketing Analysis, Planning & Control
- International Marketing: Philip Kotler, Philip R.Catero
- Marketing an Environmental Approach: Kerr, John.R. & others.
- Marketing in the International Environment: Edward Cundiff & M.T.Hilger
- International Business Environment : Francis Cherunilam

### **3.4 ELECTRONIC COMMERCE (E-COMMERCE)**

#### **Objectives:**

On successful completion of the course the students should have:

1. Learnt to analyze the business model of a firm, and determine the role that the Internet (and related technologies) can play to support or even enable this model
2. Understand the key issues involved in managing electronic commerce initiatives
3. Utilize the Internet to collect information and to conduct research.

#### **Unit I**

Telecommunication Networks : Introduction - LAN - WAN- Internet - What is Electronic Commerce - Brief history of Electronic Commerce - Advantages and Limitations of Electronic Commerce - Types of Electronic commerce - Integrating Electronic Commerce- Key questions for Management

#### **Unit II**

The Internet and the World Wide Web: The Internet Today - History of the Web - Unique benefits of the Internet - Internet Architecture - World Wide Web - Concepts and Technology - Creating Web pages - Launching a Business on the Internet.

#### **Unit III**

Electronic Payment Systems: Overview of the Electronic payment Technology - Requirements for Internet Based payments - Electronic payment Medias - Electronic commerce and banking.

#### **Unit IV**

E-security: Security in the cyberspace - Designing for security - Virus - Security Protection and Recovery - Encryption - The Basic Algorithm System - Authentication and Trust - Key management - Internet Security Protocols and Standards - Other Encryption issues.

#### **Unit V**

Web based Business: Business-to-Business Electronic Commerce-Intranets and Extranets - Intranets and Supply Chain Management - Legal and Ethical issues - Case studies.

#### **References:**

- Elias. M. Awad, " Electronic Commerce", Prentice - Hall of India Pvt Ltd, 2002.
- Ravi Kalakota, Andrew B. Whinston, "Electronic Commerce - A Manager's guide", Addison Wesley, 2000.
- Efraim Turban, Jae Lee, David King, H.Michael Chung, "Electronic Commerce – A Managerial Perspective", Addison - Wesley, 2001.
- Elias M Award, "Electronic Commerce from Vision to Fulfilment", 3rd Edition, PHI, 2006
- Judy Strauss, Adel El-Ansary, Raymond Frost, "E-Marketing", 3RD Edition, Pearson Education, 2003
- Ravi Kalakota, Andrew B. Whinston, "Frontiers of Electronic Commerce", Addition Wesley, 2000.

### **3.5. INTRODUCTION TO THE CYBER LAW**

#### **Unit - 1**

Overview to cyber world; The internet and online resources, Security of information Digital signature. An Overview Cyber Law, Regulation of cyber space, Scope of Cyber laws, e-commerce; online contracts; IPRs (copyright, trademarks and software patenting); e-taxation; e-governance and cyber crimes, Cyber law in India with special reference to Information Technology Act, 2000

#### **Unit 2**

Regulatory Framework, International Legal Regime, European Convention on Cyber Crime Hague Convention on Jurisdiction and Foreign Judgments: Jurisdiction Agreement, International legal regime relating to E-Commerce UNCITRAL Model Law on Electronics Commerce 1996

#### **Unit 3**

International legal regime relating to Intellectual Property Rights – (i) Berne Convention; (ii) Rome Convention; (iii) WIPO Copyright Treaty; (iv) WIPO Performance and Phonograms Treaty; (v) UDRP; (vi) OECD convention on Database protection

#### **Unit – 4**

Domestic Legal Regime – Cyber Law in India, Information Technology Act, 2000 – Digital Signature; E-Governance; Regulation of Certifying Authorities; Duties of Subscribers; Penalties and Adjudications; Offences under the Act; Making of Rules and Regulations etc.

#### **Unit 5**

Cyber Crimes, Introduction – computer crime and cyber crimes; Classification of cyber crimes. Cyber crime and Related Concepts Distinction between cyber crime and conventional crimes Reasons for commission of cyber crime, Cyber forensic, Cyber criminals and their objectives Kinds of cyber crimes – cyber stalking; cyber pornography; forgery and fraud; crime related to IPRs; Cyber terrorism; computer vandalism etc.

#### **Text Book**

- Cyber Laws 4<sup>th</sup> Edition, 2010, Justice Yatindra Singh, Universal law Publishing Company

#### **References**

- Law of Cyber Crimes S.V. Jogarao Wadhawa Publishing Nagapur
- Cyber and E-Commerce laws P.N.Baxi and R.K.SuriBharat Publishing House New Delhi.
- Computer Forensic : Computer Crime Scene Investigation, John Vacca; Charles River
- Legal dimensions of Cyber Space, Verma S.K, Mittal,Raman; Indian Law Institute

### **3.6. DIGITAL MARKETING STRATEGY AND IMPLEMENTATION**

#### **Unit- 1**

All current innovation in marketing is through digital channels. This first unit demonstrates the power of applying digital concepts across the marketing function in any business. Strategies in digital marketing, Aligning internet with business objectives, Examples of great case studies User behavior & navigation, Branding and user experience, developing a digital plan.

#### **Unit -2**

SEO is about attracting the right customers at the right time. This unit will equip you with the core understanding, technical knowhow and insight to build an SEO strategy that will work in today's fiercely competitive online marketplace. Topics includes Keyword research, How Google works, Search engine factors, Onpage & offpage optimization, Metatags, images, content, video, Links and how to get them.

#### **Unit -3**

Your digital marketing is only as effective as the analytical insights derived from online activities. This module guides you through web analytics and other data sources to better understand site visitor characteristics and behavior. You will understand the most important and appropriate metrics and how to use them to improve your digital activities. Topics include, website analytics, Google Analytics, Understanding your KPI's, Increasing traffic to your website, measuring website traffic.

#### **Unit – 4**

This unit will cover the complexities of planning, buying and executing a marketing campaign that integrates traditional marketing with all digital activities including display, search, affiliate, email, mobile & social. Examples of integrated marketing plans, Using the best digital marketing channels for maximum impact, Creating an integrated digital marketing plan, Costing and resourcing your internet plans. Aligning business objectives, strategy and tactical solutions

#### **Unit 5**

The new Web interfaces, Search Marketing, Affiliation Comparators, Successful retention strategy on the Internet, e-CRM: customer relationship, Internet optimization, Online survey Writing for the Web: basic rules and exercises, Successful redesign of a website, Portals and Content Management, Writing for the Web: Special B to B

#### **Text Book**

- Digital Marketing: Strategy, Implementation and Practice(2012), Dave Chaffey, Fiona Ellis-Chadwick, Kevin Johnston, Richard Mayer, Prentice Hall, ISBN 0273746103

#### **References**

- Digital Marketing Strategy: Text and Cases (2004), Glen L. Urban, Pearson, ISBN 0131831771

- Digital Marketing: Strategies for Online Success(2009), Godfrey Parkin, New Holland Publishers, ISBN 1847734871
- Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation (2012), Damian Ryan, Calvin Jones, Kogan Page Publishers, ISBN 0749464275

### **3.7 SUMMER PLACEMENT PROJECT REPORT & VIVA VOCE**

#### **4.1. STRATEGIC MANAGEMENT: INDIAN AND GLOBAL CONTEXT**

**Objectives :** Students are expected to integrate their knowledge gained in various functional areas to make business decisions, from the general manager's point of view in the global and Indian context.

**Teaching and Examination:** Students are expected to keep abreast of the contemporary business practices by reading the business practices by reading the business magazines and management journals. Case studies, application project Seminars and group exercises will supplement the class lectures.

##### **Unit I**

Corporate Strategic Planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchical levels of planning - Strategic planning process. Strategic management Practice in India. Competitive advantage of Nations and its implication on Indian Business.

##### **Unit II**

Environment Analysis & Internal Analysis of Firm: General environment scanning, competitive & environment analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit - core competence - Stockholders' expectations, Scenario-planning - industry analysis.

##### **Unit III**

Strategy Formulation: Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification - limits - means and forms. Strategic management for small organisations, non-profit organisations and large multi product and multiple market organisations.

##### **Unit IV**

Tools of Strategy : Planning and evaluation : Competitive cost dynamics - experience curve - BCG approach - cash flow implication -IA-BS matrix - A.D.Littles Life-cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.

##### **Unit V**

Strategy implication & Control : Various approaches to implementation of strategy - Matching organisation structure with strategy - 7S model - Strategic control process - Du Pont's

control model and other Quantitative and Qualitative tools - Balanced score card - M.Porter's approach for Globalisation - Future of Strategic Management.

**References :**

- Pearce & Robinson, Strategic Management, All Indian Travellers N D.
- A.C.Hax and NS, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall.
- Michael Porter, Competitive strategies.
- John A Pearce II and Richard B Robinson, “Strategic Management: Formulation, Implementation and Control”, 9th Edition, TMH, 2007
- Michael Porter, Competitive Advantage of Nations.
- Samul C. Certo and J.Paul Peter, Strategic Management, Second Edn. Concepts & Application, McGraw Hill.
- Gregory G.Dess and Alex Miller, Strategic Management, McGraw Hill.
- Gerry Johnson & Kevan scholes, Exploring Corporate Strategy: Text & Cases, Prentice Hall India.
- Jauch.L., Rajive Gupta & William.F.Glueck, Business Policy and Strategic Management, Frank Bros&Co., 2003.
- Fred R.David, Strategic Management Concepts & Cases, Pearson, 2003.
- R.Srinivasan, Strategic Management, II edition, Prentice Hall of India, New Delhi.

**4.2. BRAND MANAGEMENT**

**UNIT – I**

Concept of a brand – Evolution, perspectives, anatomy, types of brand names, brand name associations, Brands Vs Products, Advantages of Brands to consumers & firms. Brand elements: Components & choosing brand elements, Branding challenges & opportunities.

**UNIT – II**

Brand positioning – Basic concepts – alternatives – risks – Brands & consumers – Strategies for positioning the brand for competitive advantage – Points of parity – Points of difference - Buying decision perspectives on consumer behaviour, Building a strong brand – Method & implications.

**UNIT – III**

Brand Image, image dimensions, brand associations & image, Brand identity – perspectives, levels, and prisms. Managing Brand image – stages – functional, symbolic & experiential brands. Brand Equity – Sources of Equity. Brand Equity models, Brand audits. Brand Loyalty & cult brands.

**UNIT – IV**

Leveraging Brands – Brand extensions, extendibility, merits & demerits, Line extensions, line trap – Co-branding & Licensing Brands. Reinforcing and Revitalisation of Brands – need, methods, Brand Architecture – product, line, range, umbrella & source endorsed brands. Brand Portfolio Management.

**UNIT – V**

Brand valuation – Methods of valuation, implications for buying & selling brands. Applications – Branding industrial products, services and Retailers – Building Brands online. Indianisation of Foreign brands & taking Indian brands global – issues & challenges.

**Reference:**

- Kevin Lane Keller, Strategic Brand Management, PHI/Pearson, New Delhi.
- Kapferer, Strategic Brand Management, Kogan Page, New Delhi.
- Harsh Varma, Brand Management, Excell Books, New Delhi.
- Majumdar, Product Management in India, PHI.
- Sengupta, Brand Positioning, Tata McGraw Hill.
- Rameshkumar, Managing Indian Brands, Vikas.
- Chandrasekar, Product Management, Himalaya.

**4.3 DIGITAL MARKETING TOOLS AND APPLICATIONS****Unit -1**

Creation, deployment and management of digital display advertising including display, search, affiliate, email, mobile & social, to give delegates the broadest view of digital advertising opportunities. This unit includes: What is display advertising? How are banners bought and sold? Banner formats and when to use them, Creating and implementing a banner campaign

**Unit- 2**

Email Marketing, when carried out properly is still one of the most effective forms of digital marketing. This module will teach you about Data Protection, Opt-In Subscriber Management, Email Design and Content, Email Delivery and Reporting. This unit include Email marketing explained, Creating optimised campaigns, How to measure success, Managing your database, Best practice case studies, Choosing 3rd party email providers

**Unit- 3**

Pay per click (PPC) advertising campaigns allow you to maximize your company's visibility on key search engines such as Google, Yahoo, & Bing. You will learn how to develop an effective PPC strategy and achieve demonstrable return-on-investment (ROI). This module takes you through the essentials of planning, managing PPC campaign. Topics include: How to create a PPC campaign, implementing your PPC budget, targeting your advertising, Measuring and managing your campaigns

**Unit- 4**

This module will provide you with the knowhow to plan and manage your communications and marketing through the rapidly emerging and influential social networks. It will provide you with techniques and tools to understand and harness the opportunities provided by best practice social media marketing and online PR. Topics include: What is social media marketing?, Overview of Facebook, Twitter, LinkedIn, Blogging, YouTube and Flickr, Increasing website

traffic using, Facebook, Twitter, video etc..., Building brand awareness using social media, Best practice examples and case studies

### **Unit- 5**

This unit will provide you with the knowhow to plan and manage mobile marketing. Topics include: What is mobile marketing?, Popularity & proliferation of smart phones, Understanding how people use the mobile web, Learning how to plan, create and manage mobile campaigns. Integrating mobile marketing with the wider digital mix

#### **Text Book**

- The Ultimate Web Marketing Guide (2010); Michael Miller: Pearson, ISBN 0789741008

#### **References:**

- Social Media Marketing- Strategies for Engaging in Facebook, Twitter & Other Social Media (2010) Liana Evans, Que, ISBN 9780789742841
- Secrets of Social Media Marketing (2008), Paul Gillin, Linden Publishing, ISBN 1610350995
- The New Influencers: A Marketer's Guide to the New Social Media (2009), Paul Gillin, Geoffrey a Moore, Linden Publishing ISBN 1884956947

## **4.4. SOFTWARE PROJECT MANAGEMENT**

### **Objectives:**

On successful completion of the course the students should have:

1. Learnt to acquire a set of skills for planning and implementing a software projects
2. Learnt to acquire a set of skills for managing Cost and Time
3. Learnt javascript:void(0) access the control risk in project management

### **UNIT I**

What is a Project - Traditional Project Management - Scoping the Project - Identifying Project Activities

### **UNIT II**

Estimating Duration, Resource Requirements and Cost - Constructing and Analyzing the Project Network Diagram - Finalizing the Schedule and Cost Based on Resource Availability - Organizing and Conducting the Joint Project Planning Session

### **UNIT III**

Recruiting Organizing and Managing the Project Team - Monitoring and Controlling Progress - Closing out the Projects - Critical Chain Project Management

### **UNIT IV**

Introduction to the Adaptive Project Framework - Version Scope - Cycle Plan - Cycle Build - Client Checkpoint - Post-Version Review - Variations to APF

### **UNIT V**

Organizational Considerations - Project Portfolio Management - Project Support Office

#### **Text Book:**

Robert K. Wyzocki, Rudd McGary, Effective Project Management, WILEY-Dreamtech India Pvt. Ltd., 2003.



**Reference**

- Roger S Pressman, “Software Engineering A Practitioner’s approach” , Fourth Edition, McGraw Hill International, 2000.
- Lan Somerville, “Software Engineering”, Fifth Edition, Addison Wesley publications, 1996.
- Bob Hughes, Mike Cotterell, Software and Project Management, Tata McGraw-Hill Publishing Company Limited, Third Edition, 2004. ISBN: 0-07-709834-X.
- Walker Royce, Software Project Management, Addison-Wesley, 1998. ISBN: 0-201309580.

**4.5. MARKETING RESEARCH****Unit – I**

Introduction and Basic Concepts of Marketing Research: Nature and Scope of Marketing Research-Limitations-marketing information system-Marketing Decision support system-Typical Applications of marketing Research-Concept research-Product Research pricing research and Advertising Research-Ethical Considerations in marketing research Emerging issues-Marketing Research in Internet Era.

**Unit – II**

The Marketing Research process an overview: Information need-Defining the objectives Research Design- Exploratory, Descriptive and casual Designing. Research Methodology, Techniques-Specialized techniques-plan for sampling-field work analysis and presentation.

**Unit – III**

Research methods and design: Sources of secondary data-Disadvantages of secondary data-Exploratory and conclusive Research- major qualitative techniques-Depth interview-Focus group-projective techniques-validity of research – Experiment and test marketing.

**Unit – IV**

Designing questionnaires for market Research-Types of Questionnaires -purpose and sequencing of questionnaires. Based and leading questionnaires –scales of measurement Consumer Research : Nature and importance of consumer attitudes – motivation Research and measuring consumer satisfaction.

**Unit – V**

Analysis and presentation of data- Data processing-Analysis and Estimation-Editing-Coding-Tabulation-Computer processing-Data-Measurement of central tendency measurement of dispersion-Univariate analysis-Testing Hypothesis -Bivariate analysis-Multivariate analysis-Interpretation and Report Writing.

**Reference Book : -**

- Marketing Research Text and Cases Rajendra Nargurdkar, The McGraw Hill Company.
- Marketing Research G.C. Beri The McGraw Companies.
- Market Research Concept and Cases Danold R. Cooper . Schinder