

**BHARATHIAR UNIVERSITY; COIMBATORE 641 046**  
**UNIVERSITY DEPARTMENT**  
**M.B.A. REGULATIONS (FULL-TIME)**

**The Programme:** M.B.A. Programme will consist of 15 Core subjects, 8 Elective subjects, 1 Practical, 1 Project work and 1 Swayam course. Minimum strength for each elective course will be 20% of the total strength of the students and their performance in the relevant core subject.

**Duration:** Full Time MBA Programme consists of 4 semesters in 2 Academic years.

**Eligibility for admission:** A Pass in any degree and rank position in TANCET.

**Attendance:** Course (Subject) wise attendance will be insisted. Minimum 75% of attendance in each course is made compulsory. Shortage of attendance up to 10% may be condoned by the competent authority.

**Course Continuation:** Students who have secured the required attendance as stated in para 4, will be permitted to proceed to the succeeding semester. Those who fail to secure the required attendance shall seek readmission into the same semester during the following year.

**Course completion:** Full Time students shall complete the programme within a period not exceeding 5 years from the date of admission.

**Continuous Internal Assessment:** The performance of students in each subject will be continuously assessed by the respective teachers as per the guidelines. The consolidated internal mark list would be sent to the University by the Director.

**University Examination:** University Examination will be held at the end of the each semester for a duration of 3 hours for each subject.

**Passing minimum:** There is no passing minimum for Internal Assessment component. The passing minimum for the University Examination is 50% (i.e. 38 out of 75 marks). The overall passing minimum should be 50% (i.e. 50 out of 100 marks) including the Internal Assessment.

**Improvement of Internal Assessment performance:** The student may be permitted to improve the internal assessment performance in any subject by getting “readmission” into the course after completing the programme in such subject(s).

**Classification:** Classification of marks will be as follows:

75% of marks and above - I<sup>st</sup> class with “DISTINCTION” provided the student passes all the papers in First attempt.

60% & above but below 75% - I<sup>st</sup> class

50% & above but below 60% - II<sup>nd</sup> class

**Award of Degree:** Students who successfully complete the programme within the stipulated period will be awarded the Degree of Master of Business Administration.

**Rank Certificate:** Students who come within the first 10 rank in the university examination will be issued rank certificate on application and payment of fees. Rank Certificates will be issued to the students who pass all subjects in one attempt.

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**Summer Project:** Full time students will do a Project work for not less than 8 weeks at the end of the II semester. Thereafter, the students will appear for a viva-voce examination conducted by the faculty guides and an External Examiner. Those who are unsuccessful need to redo the project after completing IV semester.

## **PRACTICAL COMPONENTS**

The MBA Core Practical Examination has the following Marks:

### **Internal Marks : 40 Marks**

Record	-	10 Marks
Mid Term Assessment	-	15 Marks
End Term Assessment	-	15 Marks
<b>TOTAL</b>	<b>-</b>	<b>40 Marks</b>

### **External Marks : 60 Marks**

Record	-	25 marks
External Assessment	-	35 marks
<b>TOTAL</b>	<b>-</b>	<b>60 Marks</b>

## **SUMMER PROJECT COMPONENTS**

The MBA Summer placement Project and viva voce has the following marks.

**Internal Marks : 20 Marks**

**External Marks : 80 Marks**

## **THEORY COMPONENTS**

The MBA Core and Elective theory examination has the following marks

**CORE AND ELECTIVE PAPERS : MAXIMUM MARKS – 100**

### **INTERNAL MARKS : 25**

Test	-	15 Marks
Assignment	-	5 Marks
Seminar	-	5 Marks
<b>TOTAL</b>	<b>-</b>	<b>25 Marks</b>

### **EXTERNAL MARKS : 75**

**SECTION– A: 5x6=30 Marks (Question No. 1 to 5 – either or pattern)**

Answer all questions. All questions carry equal marks.

**SECTION– B: 3x10=30 Marks (Answer any three questions) – Question No. 6 to 10)**

All question carry equal marks.

**SECTION– C: 1x15=15 Marks (Compulsory– Question No. 11 )**

## SUPPORTIVE COMPONENTS

### INTERNAL MARKS: 12

Test– 6 Marks  
Assignment – 3 Marks  
Seminar – 3Marks

### EXTERNAL MARKS: 38

#### SECTION– A: 5x1=5 Marks (Question No. 1 to 5)

Choose the best Answer type. Answer all questions. All questions carry equal marks.

#### SECTION– B: 3x3=9 Marks (Either or type– Question No. 6 to 8)

Answer all questions. All Question carry equal marks. Each answer should not exceed 1 page.

#### SECTION– C: 4x6=24 Marks (Either or type– Question No. 9 to 12)

Answer all questions. All Question carry equal marks. Each answer should not exceed 2 pages.

**Pattern of question paper:** The pattern will be as follows:

	<b>QUESTION PAPER PATTERN</b>
Time: 3 Hours	Maximum: 75 Marks
	Part – A (5 * 6 = 30 Marks)
	Answer all Questions
(a)	
(b)	(or)
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5. (a)	
(b)	(or)
	Part –B (3 * 10 = 30 Marks)
	Answer any Three Questions
6.	
7.	
8.	
9.	
10.	
	Part - C (1 * 15 = 15 Marks)
	(Compulsory)

CASE:

**M.B.A. (Master of Business Administration)**  
(For University Department during the academic year 2018-19 & onwards)

**SCHEME OF EXAMINATIONS : CBCS Pattern**

Course Title	Ins.hrs/ week	Examinations				Credits
		Dur.Hrs	CIA	Marks	Total	
<b>SEMESTER – I</b>						
1.1 Management Principles and Practice	3	3	25	75	100	4
1.2 Organizational Behaviour	3	3	25	75	100	4
1.3 Managerial Economics	3	3	25	75	100	4
1.4 Financial Statement Analysis	3	3	25	75	100	4
1.5 Quantitative Methods for Management	3	3	25	75	100	4
1.6 Corporate Communication	3	3	25	75	100	4
1.7. Computer Applications in Management - Practical*	-	-	-	-	-	-
<b>SEMESTER –II</b>						
2.1. Operations Management	3	3	25	75	100	4
2.2. Marketing Management	3	3	25	75	100	4
2.3. Financial Management	3	3	25	75	100	4
2.4. Human Resource Management	3	3	25	75	100	4
2.5. Quantitative Techniques	3	3	25	75	100	4
2.6. Research Methods for Management	3	3	25	75	100	4
2.7. Computer Applications in Management * - Practical	3	3	40	60	100	4
<b>SEMESTER – III</b>						
3.1. Business Ethics and Global business Environment	3	3	25	75	100	4
3.2 Management Information System	3	3	25	75	100	4
3.3. Elective	3	3	25	75	100	4
3.4. Elective	3	3	25	75	100	4
3.5. Elective	3	3	25	75	100	4
3.6. Elective	3	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	3	3	25	75	100	4
4.2. Elective	3	3	25	75	100	4
4.3. Elective	3	3	25	75	100	4
4.4. Elective	3	3	25	75	100	4
4.5. Elective	3	3	25	75	100	4
** 4 weeks SWAYAM Course						2
<b>TOTAL</b>	-	-	-	-	<b>2500</b>	<b>102</b>

\* The course will be taught during I and II semester.

\*\* It is mandatory for a student to qualify in at least one 4 weeks **SWAYAM** course, during the course period, to gain 2 credits in the final semester. The 2 credits, thus earned on production of course completion certificate ( to be submitted by the end of III semester), will be added to the final semester marks, failing which the course is not deemed to be completed.

**ELECTIVES FOR III SEMESTER:**  
(Students can choose any four of the following):

**A. MARKETING**

1. Integrated Marketing Communication
2. Consumer Behaviour
3. Retail Management
4. Customer Relationship Management
5. Social Marketing

**B. HUMAN RESOURCE**

6. Performance Management System
7. Managing Interpersonal Effectiveness
8. Stress Management and Emotional Intelligence

**C. FINANCE**

9. Financial Services
10. Equity Research & Portfolio Management
11. Insurance Management

**D. SYSTEM**

12. Business Analytics
13. Information Security

**E. PRODUCTION**

14. Advanced Production Management
15. Integrated Materials Management

**F. GENERAL**

16. Cross Cultural Management
  17. Innovation Management
  18. Intellectual Property Rights
  19. Business Plan and Entrepreneurial Ventures
  20. Legal Aspects of Business
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**ELECTIVES FOR IV SEMESTER:**  
(Students can choose any four of the following):

**A. MARKETING**

1. Services Marketing
2. Brand Management
3. Social Media Marketing
4. Customer Experience Management

**B. HUMAN RESOURCE**

5. Organizational Development
6. Industrial Relations and Labour Laws (Legislations)
7. Talent Management

**C. FINANCE**

8. International Financial Management
9. Cost Management
10. Derivatives Management

**D. SYSTEM**

11. E- Marketing

**E. PRODUCTION**

12. Total Quality Management
13. Supply Chain Management
14. Business Process Reengineering

**F. GENERAL**

15. Disaster Management
  16. Entrepreneur Development
  17. Training and Development
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Title of the Subject : **Management Principles and Practice** No. of Credits : 4  
Code No. : 13A No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

This course will help the student to understand how:

- 1 Managers manage business in global context with different strategies
2. Organisations develop and maintain competitive advantage
3. Different functional areas of business support the vision and vision of the organisation.

### **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

### **REFERENCE BOOKS**

1. Koontz, Weirich&Aryasri, PRINCIPLES OF MANAGEMENT, Tata McGraw-Hill, New Delhi, 2004
2. V.S.P. Rao and V Hari Krishna, “Strategic Management –Text and Cases”, Excelbooks, 2003
3. Tripathi& Reddy, PRINCIPLES OF MANAGEMENT, Tata McGraw-Hill, New Delhi,2008
4. Heinz Weirich, Harold Koontz, “Management: A Global Perspective”, Tata McGraw-Hill,11thEdition, New Delhi, 2004
5. Robbins. S.P, Coutler, De Cenzo, Fundamentals of Management, Pearson, 10<sup>th</sup>edition 2017.

### **COURSE OUTCOME**

On completion of the course, the student will be able to :

1. Integrate Management principles into Management Practices
2. Evaluate the global context for undertaking managerial planning, organizing and controlling.
3. Determine the most effective ways to take decisions based on circumstances.
4. Assess organization based on its environment and handle diversity.

**Course prepared by : Dr. G. Barani**

**Course verified by : Dr. K. VIVEKANANDAN**

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Title of the Subject : **Organizational Behaviour** No. of Credits : 4  
Code No. : 13B No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

The major objective of this course is to provide students with a better understanding of behavioral processes and thereby enable them to function more effectively in their present or future roles as managers of human resources. Specific learning objectives for this course are as follows:

1. To provide a basic knowledge of main ideas and key theories relating to individual, group and organizational behavior;
2. To develop an understanding on the key concepts and theories in all dimensions of organizational behavior;
3. To develop skills in diagnosis and problem solving by applying the learned material to given situations;

### **Unit I**

Organizations as Work Settings, Organizational Behavior and Management' Learning About Organizational Behavior Current Issues in Organizational Behavior: High Performance Organizations, Multiculturalism and Diversity, Ethics and Social Responsibility, Issues and Transitions in the New Workplace Organizational Behavior across Cultures Global Context of Organizational Behavior Cultures and Cross-Cultural Understanding Cultural Diversity and People at Work A Global View of Organizational Learning

### **Unit II**

Individual Behavior and Performance: Personality and Individual Differences Personality, Personality Differences, Values and Attitudes Individual Differences and Diversity. Cognitive abilities: Intelligence Creativity and Problem solving The Perception Process, Common Perceptual Distortions, Managing Perceptions Attribution Theory. Motivation: Content and Process Theories of work motivation, Reinforcement: Classical Operant and Social learning theories

### **Unit III**

Group Dynamics and Teamwork: How Groups Work, Groups in Organizations, Stages of Group, Foundations of Group Performance, Decision Making in Groups. Teams and Teamwork. Team Building, Improving Team Processes, Teams in the High Performance Workplace Leadership: Theories and Emerging Leadership Perspectives Power and Politics: Power and Influence, Power. Formal Authority and Obedience Empowerment, Organizational Politics

### **Unit IV**

Conflict and Negotiation Conflict in Organizations, Conflict Management, Negotiation: Negotiation Strategies, How to be an effective negotiator, Manager as a negotiator Change in Organizations Planned Change Strategies Resistance to Change Over coming resistance to change Innovation in Organizations Dynamics of Stress and managing Job stress.

### **Unit V**

Organizational Structure and Design: Strategy and Goals of Organizations Basic Attributes of Organizations, Organizing and Coordinating Work, Bureaucracy and Beyond, Strategy and Organizational Design, Information Technology and Organizational Design, Environment and Organizational Design Organizational Culture Understanding Organizational Cultures, Managing Organizational Culture, Organizational Development: Nature scope objectives and intervention strategies

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### **REFERENCE BOOKS**

1. John R. Schermerhorn, Jr., Richard N. Osborn, Mary Uhl-Bien, James G. Hunt, “Organizational Behavior” John Wiley & Sons Inc (12<sup>th</sup> Edition), 2012
2. John W. Newstrom, “Organizational Behaviour: Human Behavior at Work” Tata McGraw Hill (14<sup>th</sup> Edition)
3. Stephen P. Robbins, Timothy A. Judge, “Organizational Behaviour” Pearson (17<sup>th</sup> Edition), 2017
4. Fred Luthans, “Organizational Behavior: An Evidence-Based Approach” Tata McGraw Hill (12<sup>th</sup> Edition)
5. Hellriegel & Slocum, “Organizational Behavior” South-Western Cengage Learning (12<sup>th</sup> Edition), 2009
6. Udai Pareek, “Understanding Organizational Behavior”, Tata McGraw Hill (3<sup>rd</sup> Edition), 2011
7. Umasekaran, “Organizational Behaviour”, Tata McGraw Hill, 2008
8. McShane, Von Glinow, “Organisational Behaviour: Emerging knowledge, Global reality”, McGraw Hill (7<sup>th</sup> Edition), 2010

### **COURSE OUTCOME**

At the end of the students would have learnt to,

1. Identify the theories and principles, examine challenges of organizational behavior, and determine when and where the theories and skills are applied.
2. Analyze management issues as related to organizational behavior and responsible for ensuring your employees are motivated and productive, thus shaping the employees behavior to get the results.
3. Deal with ethical Issues Evaluate ethical issues as related to organizational behavior
4. Examine perception and can drive your decision making, influences on decision making, and the ethical issues in decision making from an individual and organization perspective, examine challenges of effective organizational communication, presented with the basics of communication, methods and tools used in organizational communication, barriers to communication, implications for managers, and scenarios to identify each.
5. Examine the differences and similarities between leadership, power, and management. We all have opportunities to lead, use power, and use politics, and distinguish the differences and similarities between leadership, power, and management also you analyze the foundations and designs of organizational structures and assess the impact it may have on organizational behaviors.

**Course prepared by : Dr. Rupa Gunaseelan**  
**Course verified by : Dr. K. VIVEKANANDAN**

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Title of the Subject : **Managerial Economics** No. of Credits : 4  
Code No. : 13C No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

On successful completion of the course the students should have:

Understood the economic principles and policies on managerial decision making.

Learn demand, supply, cost and profit concepts and functions along with its applications.

To learn profit policies, planning and problem solving techniques.

To learn inflation, deflation and balance of payment on national income.

#### **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

### **REFERENCE BOOKS**

1. Vengedasalam, Deviga, and KarunagaranMadhavan. *Principles of economics*. Oxford Fajar, 2013.
2. Joel Dean - *Managerial Economics*, Prentice Hall/Pearson.
3. L.Rangarajan and B.H.Dholakia - *Principles of Macro Economics*, Tata McGraw Hill.
4. Atmanand, *Managerial Economics*, Excel books, New Delhi, 2<sup>nd</sup> edition, 2009.
5. Athmanand.R., *Managerial Economics*, Excel books, New Delhi 2002.
6. Mankar.V.G., *Business Economics*, Macmillan, Business Book, 1999.

### **COURSE OUTCOME**

After the completion of the course, students will be able to –

- 1) Understand the roles of managers in firms
- 2) Understand the internal and external decisions to be made by managers
- 3) Analyze the demand and supply conditions and assess the position of a company
- 4) Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets
- 5) Analyze real-world business problems with a systematic theoretical framework

**Course prepared by : Dr. Ajoy Mathew Course verified by : Dr. K. VIVEKANANDAN**

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Title of the Subject : **Financial Statement Analysis**

No. of Credits : 4

Code No. : 13D No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

This course has many objectives. A few key objectives are as follows:

1. Encourage you to think in a new and more creative way when analyzing or forecasting financial information.
2. Introduce new tools common to financial statement analysis and how to use them in practical applications.
3. Understand how financial statement information can help solve business problems.
4. Increase your ability to read and understand financial statements and related information.
5. Practice communicating decisions/ideas both through oral and written communication.

### **UNIT I**

Financial Accounting: Definition-Concept and conventions- Contents of profit and loss account and Balance Sheet of companies – Depreciation: Concept and methods (theory) – Preparation of final accounts (simple problems)

### **UNIT II**

Financial Statement Analysis- Meaning – Objectives- Rearranging Financial Statements for Analysis – Techniques of Financial Statement Analysis : Comparative Statement Analysis, Common Size Statements, Trend Analysis – Ratio Analysis – Classification of Ratio – Problems on computation and interpretation of Accounting Ratios – Du Pont Analysis – Advantages – Disadvantages of Ratio Analysis .

### **UNIT III**

Fund Flow Statement Analysis – Preparation of Statement of change in working capital – Computation of fund from operation and preparation of fund flow statement – Cash flow statement: computation of cash from operations – Preparation of cash flow statement- Distinction between Fund flow statements and cash flow statement- Advantages of Fund flow statement and Cash flow statement

### **UNIT IV**

Cost Accounting – Distinction of Financial Accounting and Cost Accounting – Cost Terminology: Cost, Cost centre, Cost unit – Elements of cost – Preparation of Cost Sheet – Marginal Costing: Concepts – Break Even Point Analysis, Contribution, PV Ratio, Margin of Safety – Problems on Applications of Break Even concept.

### **UNIT V**

Budget – Budgeting and budget control – Types of Budgets – Preparation of Flexible and fixed budgets, Master budget and Cash budget.

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

### **REFERENCE BOOKS**

1. N. Ramachandran, Ram Kumar Kakan, “Financial Accounting for Management”, Tata McGraw Hill Publishing Company Ltd, 2011
  2. Marc Wouters, Ronald W. Hilton, Frank H. Selto, Michael W. Maher, “Cost Management: Strategies for Business Decisions” McGraw-Hill Higher Education, 2012
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3. S.N. Maheshwari, Suneel K Maheshwari, Sharad K Maheshwari, “A Textbook for Accounting for Management” Vikas Publishing House Pvt Ltd (3<sup>rd</sup> Edition), 2012
4. Gerald I . White, Ashwinpaul C . Sondhi, Dov, “The Analysis and Use of Financial Statements” Wiley (3<sup>rd</sup> Edition), 2003

### **COURSE OUTCOME**

On successful completion of the course you should be able to:

1. Describe and apply the basic techniques of financial statement analysis;
2. Explain the relationship between strategic business analysis, accounting analysis and financial analysis;
3. Identify and utilize value-relevant information contained within financial statements;
4. Recognize and explain the fundamental role of accounting numbers in the valuation of entities and the key financial claims on these entities assets (equity and debt securities);
5. Understand the impact of financial reporting choices on the usefulness of reported earnings to predict future performance;
6. Conduct applied business research (including locating, critically interpreting and evaluating firm-specific financial information);

**Course prepared by : Dr. V.Ramanujam Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Quantitative Methods for Management** No. of Credits : 4  
Code No. : 13E No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

1. To inculcate and enhance the numerical aptitude among the students.
2. To nurture the data analytic and decision making skills in students.
3. To train the students to apply the mathematical and statistical tools and techniques in their respective field of career.

### **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 – optimisation concepts – use of differentiation for optimization of business problem

### **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**

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

### **REFERENCE BOOKS**

1. Richard L Levin & Daid S Rubin - Statistics for Management, Pearson, 7<sup>th</sup> Edition, 2008.
2. S P Gupta - Statistical Methods, Sultan Chand & Sons, 2012.
3. Statistics for Business and Economics – R P Hoods – MacMillan India Limited, 2010.
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, 5<sup>th</sup> edition, Irwin McGraw-Hill.

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

### **COURSE OUTCOME**

1. The students are able to comprehend, analyse, compare and handle quantitative data and draw interpretation and conclusion about the data.
2. The students will apply various statistical techniques such as correlation, regression, measures of dispersion, trend analysis in their respective field of operation.
3. The students will be able to take right decision applying scientific methods rather than heuristic or thumb rule.
4. The students become employable in statistical and survey related jobs.

**Course prepared by : Dr. N. Uma Devi      Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Corporate Communication**                      No. of Credits : 4  
Code No. : 13F      No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

1. To enable the students to acquire written and spoken Communication skills.
2. To make the students to learn the various communication methods followed in corporate and Business world.
3. To train the students in the preparation of various reports, business presentations and resume and job applications and attending employment interviews.

### **UNIT I**

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 II**

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

### **UNIT III**

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

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#### **UNIT IV**

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 V**

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.

#### **REFERENCE BOOKS**

1. Scot Ober, “Contemporary Business Communication”, Cengage Learning (5<sup>th</sup> Edition), 2007
2. Lesikar&Flatley, “Basic Business Communication: Skills for empowering the internet generation”, Tata McGraw Hill, 2005
3. JaishriJethwaney, “Corporate Communication: Principles and Practice”, Oxford University Press, 2010

#### **COURSE OUTCOME**

- 1.The students to acquire written and spoken Communication skill and are able to write and speak efficiently.
- 2.The students will possess knowledge about various methods of communication adopted in companies.
- 3.The students will be able to write business reports, presentation and prepare their own resume and able to effectively perform in their job interviews.

**Course prepared by : Dr. N.Uma Devi      Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject :**Computer Applications in Management** No. of Credits : 4  
Code No. : 23PNo. of Teaching hours (week) : 3 Hrs.

#### **COURSE OBJECTIVE**

To enable the students to acquire basic knowledge in the various computer applications tools and its applications in the various areas of business.

#### **Unit: I - : WORD AND POWER POINT:**

**Introduction to Word Processing** - features, creating, saving and opening documents in Word. Overview of word menu options - word basic tool bar. **Editing and Formatting:** Paragraph formats, aligning text and paragraph, borders and shading- headers and footers. **Tables** - creating table - graphics – importing graphics – clipart - insert picture. **Macros:** macro - record in macros - editing macros - running a macro. **Mail Merge:** mail merge concept - merging data source and main document.

**Introduction to Power Point basics** – terminology - getting started with ms power point window – menus and tool bars- creating presentations - using auto content wizard - using blank presentation option - using design template option.**Working with slides** -make new slide, move, copy, delete, duplicate, lay outing of slide- applying transition and animation effects. **Editing and formatting text:** alignment, editing, inserting, deleting, selecting, formatting of text, bullets, footer, paragraph formatting.

#### **Unit : II - EXCEL**

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**Worksheet basics- Features of MS Excel** – spread sheet / worksheet, workbook creating worksheet, entering data into worksheet- parts of ms excel window - toolbars and menus, keyboard shortcuts - Entering and editing data in worksheet – cell range – formatting – auto fill –formulas and its advantages. **References:** relative, absolute and mixed – **Functions:** meaning and advantages of functions, different types of functions available in excel –charts – graphs – Hands on experience in various fields like finance, marketing etc for decision making.

### **Unit: III –ACCESS**

**Introduction to Databases-** Why use a Relational Database, concept of primary key relationship- Creating and Working with a Database -Creating a New Database-Creating a Table-Modifying a Table-Creating a Query-Sorting a Query-Creating a Form with the Form Wizard-Creating a Report with the Report Wizard-Creating Mailing Labels with the Label Wizard-Converting an Access Database.

### **Unit: IV TALLY**

**Fundamentals of Tally** - Introduction - Getting Functional with Tally- Creation / Setting up of Company in Tally- Company Features - Configurations **Creating Accounting Masters in Tally-** Chart of Accounts - Groups - Ledgers - Walkthrough for creating Chart of Accounts - day book summaries – Trial Balance – Final Accounts – processing of year ending and closing the books, adjusting and closing entries and balance sheet using computers. **Creating Inventory Masters in Tally-** Stock Group - Stock Categories - Units of Measure.

### **Unit : V SPSS**

**Introduction** - Introduction to SPSS - Data analysis with SPSS: general aspects, workflow, critical issues. **Input and data cleaning** - Defining variables - Manual input of data - Automated input of data and file import. **Data manipulation** - Data Transformation - Syntax files and scripts - Output management.

Descriptive and Inferential Statistics- **Descriptive analysis of data** – Mean-Mode-Median-Variation-Range-Variance.Standard Deviation - Crosstabs – Charts- Normality tests.**Inferential Statistics** – Test of Hypotheses - T-test -One-way ANOVA -Correlation and regression.

*Practical: Simple problems to be done in WORD, EXCEL, POWERPOINT, TALLY and SPSS using all the above mentioned topics.*

### **REFERENCE BOOKS**

1. Shelley Gaskin, Alicia Vargas, Carolyn McLellan ; GO! with Office 2013 Volume 1 1st Edition; ISBN-13: 978-0133142662 ; ISBN-10: 0133142663
2. Microsoft Word 2013: Comprehensive, Enhanced Edition, Vermaat, Cengage Learning, 2016,ISBN: 9781305507210
3. David Beskeen: Microsoft® Office 2013: Illustrated Introductory, First Course, 1st Edition; ISBN-10: 128508845X | ISBN-13: 9781285088457
4. Misty E. Vermaat Purdue University Calumet; Microsoft® Office 2013: Introductory, 1st Edition ; ISBN-10: 1285166027 | ISBN-13: 9781285166025
5. Comdex Tally 9 Course Kit (English) 1st Edition; NamrataAgrawal
6. Tally – ERP 9.0 in Simple Steps, Kogent Learning Solutions Inc., Dreamtech Press.
7. Accounting with Tally : K.K. Nadhani, BPB Publication
8. Account made simple with Tally 9.0 ERP, Akshar Publication
9. KiranPandya and SmritiBulsari, SPSS in simple steps, Dreamtech, 2011.
10. SPSS for Windows Step by Step – George &Mallery – Pearson

12. David R. Anderson, et al, 'An Introduction to Management Sciences: Quantitative approaches to Decision Making, (13th edition) South -Western College Pub, 2011.

### **COURSE OUTCOME**

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

- Creating the letter and reports in proper formatting
- Knowledge in the various computer applications tools and its applications in the various areas of business.

**Course prepared by : Dr. K. Vivekanandan**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Operations Management** No. of Credits : 4  
Code No. : 23A No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

- To provide a broad introduction to the field of operations management.
- Explain the concepts, tools and techniques for managing the transformation process.
- Explain the areas of decision making with respect to operations.
- Explain the importance of understanding the quality and its customer focused approach.

### **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.

### **REFERENCE BOOKS**

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1. Adam, Everette and Ronald J. Ebert, “Production and Operations Management: Concepts, Model and Behavior, PHI (5<sup>th</sup> edition).
2. Joseph G Monks, “Operations Management: Theory and Problems”, McGraw Hill Intl (3<sup>rd</sup> edition), 1987
3. S N Chary, “Production and Operation Management”, McGraw Hill Education Private Limited ( 4<sup>th</sup> Fourth), 2009
4. R. Panneerselvam, “Production and Operations Management”, PHI Learning Private Limited (3<sup>rd</sup> edition), 2012
5. Frederic S. Mishkin, Lee J. Krajewski, Manoj K. Malhotra, Larry P. Ritzman, “Operations Management: Processes and Supply Chains”, Pearson Education, 2015
6. Elwood S Buffa, Rakesh K Sarin, “Modern Production/ Operations Management”, Wiley India (8<sup>th</sup> edition), 1987
7. Lee J. Krajewski, Larry P. Ritzman, “Operations Management: Strategy and Analysis”, Prentice Hall, 2001
8. Richard B. Chase, Nicholas J. Aquilano, F. Robert Jacobs, “Production and Operations Management: Manufacturing and Services”, Tata McGraw Hill, 1997

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

### **COURSE OUTCOME**

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

- Develop strategic and operational decisions towards managing the manufacturing organization.
- Understand the relationship of operations management with other functional areas of management.
- Understand the implementation of various analytical tools pertaining to different functional areas.
- Implement the concept of lean and JIT concepts.

**Course prepared by : Dr. K. Malarmathi**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Marketing Management**

No. of Credits : 4

Code No. : 23B No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

This course aims to impart understanding of the:

1. Conceptual framework and elements of marketing mix
2. Marketing environment in the context of globalisation
3. Importance of Marketing Information and Customer Relationship Management in improving market competitiveness.

**UNIT I:** Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Strategic marketing planning and organization, Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies.

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**UNIT II** 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, Adapting marketing to new liberalised economy - Digitalisation, Changing marketing practices, e-business - setting up websites; Marketing Information System.

### **REFERENCE BOOKS**

1. Philip Kotler, Kevin Lane Keller, “Marketing Management”, Pearson (15th edition), 2015
2. Rajan Saxena, “Marketing Management”, McGraw Hill (5th edition), 2017
3. V S Ramasamy & S. Namakumari, “Marketing Management: Global Perspective, Indian Context”, McGraw Hill Education (India) P. Ltd. (Fifth Edition), 2013
4. Michael J. Etzel, Bruce J. Walker, William J. Stanton, “Marketing Concepts and Cases”, McGraw-Hill, 2010
5. Paul Baines, Chris Fill, Sara Rosengren, “Marketing Management”, Oxford (4th edition), 2017 2.3.

### **COURSE OUTCOME**

On completion of the course, the student will be able to :

1. Develop an ability to understand and develop marketing mix for an organisation.
2. Exhibit decision making and problem solving skills in all aspects of marketing components.
3. Identify marketing related problems and opportunities with social responsiveness,
4. Understand the markets and consumers in creating and delivering values, beyond national boundaries

**Course prepared by : Dr. G. Barani**

**Course verified by : Dr. K. VIVEKANANDAN**

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Title of the Subject : **Financial Management** No. of Credits : 4  
Code No. : 23C No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

1. To appraise the students about the various functions of finance such as Investment, Financing and Dividend decisions.
2. To make them to know about the various types of dividend theories and models.
3. To make them to know about the appraisal of capital budgeting decisions and the role of cost of capital in it.
4. To make them to forecast the requirements of working capital in an organization

### **UNIT I**

Objectives and Functions of Financial Management – Role of Financial Management in the organization – Risk-return relationship – Time value of money concepts – Capital market instruments – Role of capital market in the economy

### **UNIT II**

Basic of capital budgeting: capital budgeting process – methods of capital expenditure appraisal: Payback period, Accounting rate of return, Net present value, Internal rate of return, Profitability Index – Risk Analysis in Capital Budgeting

### **UNIT III**

Cost of Capital – Factors affecting cost of capital – computation of cost of debt, cost of preference shares, cost of equity, weighted average cost of capital

### **UNIT IV**

Capital Structure Planning – EBIT-EPS analysis – MM Theory of Capital structure – Dividend policy – types of dividend policy – Dividend policy and share valuation

### **UNIT V**

Working Capital Management – Definition and objectives – working capital policies – factors affecting working capital requirements – forecasting working capital requirements (problems) – working capital financing approach

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

### **REFERENCE BOOKS**

1. Eugene F. Bridgham, Micheal C. Ehrhardt, “Financial Management: Theory and Practise” South Western Cengage Learning (13<sup>th</sup> Edition), 2011
  2. M Y Khan, P K Jain, “Fianacial Management” Tata McGraw Hill Publishing Company Limited, New Delhi (5<sup>th</sup> Edition), 2007
  3. Lawrence J. Gitman, Roger Juchau, Jack Flanagan, “Principles of Managerial Finance” Pearson Australia (6<sup>th</sup> Edition), 2011
  4. James C. Van Horne, John Martin Wachowicz, “Fundamentals of Financial Management” Prentice Hall (12<sup>th</sup> Edition), 2005
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### **COURSE OUTCOME**

Upon completion of the course on Financial Management students should be able to

- 1.Understand the functions of finance
- 2.Become familiar in capital budgeting techniques and cost of capital.
- 3.Demonstrate and apply various dividend model and plan capital structure
- 4.Appreciate the importance of working capital management and forecast the requirement of working capital.

**Course prepared by : Dr. G. Sridharan    Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Human Resource Management**                      No. of Credits    : 4  
Code No.            : 23D    No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

The objective of this course is to give students:

1. The knowledge, understanding and key skills that are required by today's HR professionals and to enable students to effectively contribute to dynamic organizations.
2. Understanding of key terms, theories/concepts and practices within the field of human resource management.
3. to Identify and analyze the problems in the field of HRM and be able to provide innovative solutions and the ability to identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace.

#### **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.

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**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.

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

#### **REFERENCE BOOKS**

1. David A. DeCenzo & Stephen P. Robbins, Personnel/Human Resource Management, 10<sup>th</sup> edition, Wiley India, 2010.
2. Gary Dessler, "Human Resource Management", 15th edition, Pearson 2017..
3. H. John Bernardin & Joyee E. A. Russel, Human Resource Management - An experiential approach, 4<sup>th</sup> Edition, McGraw-Hill International Edition., 2007
4. VSP Roa, Human Resource Management : Text and cases, 3rd edition, Excel Books, New Delhi - 2010.
5. Dr. R. Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
6. Robert L. Gibson and Marianne H. Mitchell, Introduction to Counseling and Guidance, VII edition, PHI, 2008.
7. K. Prasad, Strategic Human Resource Management Text & Cases, Macmillan Publishers India Ltd., 2008.

#### **COURSE OUTCOME**

During the study of this course, student would come to know about the theory and application of human resource management, the broad range of influences acting on human resource management, about the human resources planning and policies through its information system, training and development of human capital of the organization. This course emphasis on the knowledge and application of performance assessment methods, improvements and resultant in terms of employee service condition reviews. Also, it provides practical understanding in compensation and workers participation in management including the discipline matters and strategic human resources management.

**Course prepared by : Dr. Rupa Gunaseelan**

**Course verified by : Dr. K. VIVEKANANDAN**

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Title of the Subject : **Quantitative Techniques**

No. of Credits : 4

Code No. : 23E No. of Teaching hours (week) : 3 Hrs.

**COURSE OBJECTIVE**

1. To make the students to comprehend and apply various operations research techniques and models such as linear programming, Assignment, Transportation, Decision tree.
2. To develop and enhance the skills of making optimum allocation of scarce resources to various alternative uses.
3. To train the students to apply the decision making tools and techniques in their respective field of career.

**UNIT I**

Management & Decision Mathematical Models – Making Types of 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 – Critical Path Method (CPM) – Time estimates – PERT – crashing, Resource leveling, Resources planning. Waiting Line Model (Queuing Theory) – Structure of model – M/M/1 for infinite population.

**UNIT IV**

Inventory Models – Deterministic Models – 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.

**REFERENCE BOOKS**

1. Taha, Hamdy A. Operations Research: An Introduction. Pearson Education India, 2004.
  2. KantiSwarup, Gupta And Man Mohan Edition - Operations Research. S Chand & Sons, New Delhi
  3. J.K. Sharma. Operations Research – Problems and Solutions, Macmillan Indian Ltd, 3<sup>rd</sup> edition, 2008.
  4. Quantitative Techniques in Management – ND Vohra.
  5. Operations Research – R. Panneerselvam, 2<sup>nd</sup> Edition, PHI, 2007
  6. Operations Research, Concepts and cases – Fredrick S Hillier and Herald J Lieberman, 8<sup>th</sup> Edition, TMH, 2003
  7. Hamdy A Taha, “An Introduction to Operations Research, Prentice Hall, Sixth edition, 2007
  8. Ronald L. Rardin, “Optimization in Operations Research”, Pearson Education
  9. J. K. Sharma, “ Operations Research: Theory and Applications”, Macmillan , 4<sup>th</sup> edition, 2009.
  10. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, “ Quantitative Techniques for Managerial Decision”, Second Edition, Prentice Hall of India
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**Questions :** 80% of the questions shall be problems  
20% of the questions shall be theory based.

### **COURSE OUTCOME**

1. The students are able to make right decision by applying operation research techniques.
2. The students will make optimum allocation of resources assignments of jobs and transportation of materials.
3. The students become more employable in any functional area of management such as production, marketing, finance, human resource or Information technology.

**Course prepared by : Dr. N. Uma Devi**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Research Methods for Management** No. of Credits : 4

Code No. : 23F No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

The primary objective of this course is to develop a research orientation among the scholars and to acquaint them with fundamentals of research methods. Specifically, the course aims at introducing them to the basic concepts used in research and to scientific social research methods and their approach. It includes discussions on sampling techniques, research designs and techniques of analysis. Some other objectives of the course are:

1. To develop understanding of the basic framework of research process.
2. To develop an understanding of various research designs and techniques.
3. To identify various sources of information for literature review and data collection.
4. understand some basic concepts of research and its methodologies
5. organize and conduct research in a more appropriate manner
6. write a research report and thesis
7. write a research proposal

### **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.

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#### **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.

#### **REFERENCE BOOKS**

1. Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). Business research methods.Cengage Learning.
2. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill,11<sup>th</sup> edition, 2012.
3. Naresh K Malhotra – Marketing Research: An Applied Orientation, Pearson Education, 7<sup>th</sup> Edition, 2015.
4. Wilkinson Bhadarkar - Methodology and Techniques of Social Research - Himalaya.

**Note :** 20% of the questions shall be problems

80% of the questions shall be theory based.

#### **COURSE OUTCOME**

1. Apply a range of quantitative and / or qualitative research techniques to business and management problems / issues
2. Understand and apply research approaches, techniques and strategies in the appropriate manner for managerial decision making
3. Demonstrate knowledge and understanding of data analysis and interpretation in relation to the research process
4. Conceptualize the research process
5. Develop necessary critical thinking skills in order to evaluate different research approaches utilized in the service industries
6. Students should be able to identify the overall process of designing a research study from its inception to its report.
7. Students should be able to define the meaning of a variable, and to be able to identify independent, dependent, and mediating variables.
8. Students should be familiar with good practices in conducting a qualitative interview and observation

**Course prepared by : Dr. V. Ramanujam**

**Course verified by : Dr. K. VIVEKANANDAN**

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Title of the Subject : **Business Ethics and Global business Environment**

No. of Credits : 4

Code No. : 33A No. of Teaching hours (week) : 3 Hrs.

**COURSE OBJECTIVE**

- To understand ethical issues in workplace and conflicts that arises in the business environment. To understand the relationship between business and society.
- The role and responsibilities of corporate governance.
- Theory and strategies related international business.

**UNIT I**

Business and society, Business & ethics - 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**

Globalization: Emergence of global institutions, drivers of globalization. National differences in Political economy- Political system, economic system and legal system. Differences in culture: values and norms, social structure, religious and ethical system, language, education, culture, implications for managers.

**UNIT IV**

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 V**

The Strategy of International Business: 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 - 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.

**REFERENCE BOOKS**

1. Charles W.L., Hill, Arun K Jain, International Business : Competing in the Global market place, Irwin-McGrawHill, 2009.
  2. Rakesh Mohan Joshi., Internatioanl Business, Oxford Universtiy Press, 2014
  3. Ronald D Francis & Mukthi Mishra ., Business Ehtics: An Indian Perspective, The Mc- Graw Hill companies, 2009.
  4. A.C Fernando, Business Ethics: An Indian Perspective, Pearson 2011.
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### **COURSE OUTCOME**

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

- Understand the importance of ethical decisions and the consequences of unethical decisions.
- Understand the conflicting situations in the business and find solution for ‘most good’.
- Understand that the business has a social responsibility towards the society.
- Design and implement corporate social responsibility activities

Develop and devise ways of doing business globally

**Course prepared by : Dr. K. Malarmathi**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Management Information System**      No. of Credits      : 4  
Code No.      : 33B      No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

**Course Objective:** The course will aid the students to get a comprehensive knowledge and understanding on why information systems are so important today for business and management, evaluate the role of the major types of information systems in a business environment and their relationship to each other.

#### **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; Overview of AI, Neural Networks, Fuzzy Logic Systems - 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 - Ethics for IS professional - Societal challenges of Information technology.

### **REFERENCE BOOKS**

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1. James A O'Brien, "Introduction to Information Systems", Tata McGraw Hill, 14th Edition, 2008.
2. O'Brien, J.A., and Marakas, G.M. Management Information Systems. (7th edn.), Tata McGraw Hill: India
3. Oz, E. (2008). Management Information Systems. (2nd edn.), India: Cengage Learning
4. Laudon, J.P and Laudon, K.C. (2007). Management Information System. (10th edn.), Pearson Education: India
5. Haag, S., Cummings, M., and Phillips, A. (2008). Management Information Systems. (6th edn.), Tata McGraw Hill: India

### **COURSE OUTCOME**

On completion of the course, the students will be able to understand the basic concepts and technologies used in the field of management information system and understand the role of information system in organizations, the strategic management processes and the implications for the management.

**Course prepared by : Dr. K. Vivekanandan**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Integrated Marketing Communication** No. of Credits : 4

Code No. : 3EN No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

This course aims to impart understanding of the:

1. process, theory and social impact of Integrated Marketing Communication
2. Role of the elements of Marketing communication.
3. Concepts and issues associated with Integrated Marketing Communication

### **Unit I**

Role of IMC in marketing process, IMC planning, Participants in IMC process – Clients, Advertising and Specialised Services agencies. Perspectives on Consumer Behaviour – Learning and Decision making process. Basics of communication – Source, Message and channel factors. Objectives and Budgeting for IMC programmes.

### **Unit II**

Creative process, Planning and Development of Creative strategy, Appeals and Execution styles, creative tactics, creative brief and approval; Copy writing for Print, Broadcast and Web media; Design and Production for Print, Broadcast and Web media.

### **Unit III**

Media Profile – Print, Radio, Television, Film and Video, Internet and Supportive Media – Audience, Types, Advantages and Limitations, Trends; Media Plan – objectives, strategies, buying and scheduling, use of computers; Evaluating the effectiveness of advertising.

### **Unit IV**

Direct Marketing and IMC – Objectives, Tools and strategies, Internet and IMC – Web participants, objectives, developing and maintaining a website; Sales Promotion – Growth, Types, objectives, integration and effectiveness.

### **Unit V**

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Public Relations – Planning process, tools and effectiveness, Personal selling and IMC – Scope, Role, and Evaluation, Social, Ethical and Economic effects of advertising and promotion; Regulation of advertising and promotion.

### **REFERENCE BOOKS**

1. George E. Belch Michael A. Belch and KeyoorPoorani– Advertising and Promotion – IMC perspective – Tata McGraw Hill 2008.
2. Wells, Moriarty and Burnett – Advertising Principles and Practice, Pearson Education, 2006.
3. Clow and Baack, - Integrated Advertising, Promotion and Marketing Communications, PHI/Pearson 2007.
4. Shimp – Advertising and Promotion – IMC approach – Cengage Learning, 2007.
5. Jefkins and Yadin – Advertising – Pearson Education, 2003.
6. Kazmi and Batra – Advertising and Sales Promotion – Excel Books, 2007.
7. Chunnawalla – Advertising, Sales and Promotion Management – Himalaya Publishing, 2007.
8. Advertising & Promotion – IMC Perspective Kruti shah & Alan D’souza – TMH 2009
9. Principles of Advertising & IMC – Tom Duncan – TMH II Edition, 2007.

### **COURSE OUTCOME**

On completion of the course, the student will be able to :

1. IMC theories and practices and develop abilities of creative thinking for marketing communication.
2. evaluate a range of media and methods available for marketers
3. Analyse and respond appropriately to key issues in marketing communication
4. determine and evaluate marketing information required to plan and manage IMC campaigns.

**Course prepared by : Dr. G. Barani**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Consumer Behaviour**

No. of Credits : 4

Code No. : 3ECNo. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

1. To highlight the importance of understanding consumer behavior in marketing>
2. To study the environmental and individual influence on consumers.
3. To understand consumer behavior in Indian context.

### **UNIT – I**

Consumer Behaviour and Marketing Strategy, nature and scope of Consumer Behaviour. Market segmentation and Consumer Behaviour. Learning - nature, conditions relevant to high and low involvement strategies, characteristics and types of learning, Brand loyalty, Brand equity & leverage. Perception - Process, interpretation, Perception and marketing strategy. Perceptual process and buying behaviour. Perception - Elements, Just notice able difference - its application to Consumer Behaviour, Perceptual organization and defense, consumer imagery.

### **UNIT - II**

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Motivation - Nature, motivational strategies, theories and their relevance, marketing strategies based on motivational conflict. Personality - Psycho-analytical neo-Freudian and social approaches to personality understanding consumer diversity, Brand personality, Self and self image.

### **UNIT - III**

Attitude formation & change - Tricomponent and structural models of attitudes, sources of attitude formation, strategies of attitude change, cognitive dissonance, attribution, self perception theories, Foot in the door phenomenon. Groups - types, Celebrities, Family, Socialization of family members, Function of family, Family decision-making and consumption - related roles, Family life cycle.

### **UNIT - IV**

Culture- Nature - Characteristics - Measurement, Sub-cultures – Nationality, age, geographic, Regional and Sex, Subcultural interaction. Cross culture: International perspective cross cultural consumer analysis, Multinational strategies, Cross – cultural psychographic segmentation marketing mistakes – undertaking differences.

### **UNIT - V**

Opinion leadership & process, Dynamics, motivation and opinion leadership, Measurement and corporate strategy of opinion leadership. Innovation, Characteristics, Types, Profile of consumer innovator, Diffusion of innovation, Adoption process.

### **REFERENCE BOOKS**

1. Kurder, Consumer Behaviour, PHI/Pearson, 2002.
2. Schiffman.L. G. &Kanak.L.L., Consumer Behaviour, PHI/Pearson.11<sup>th</sup> edition, 2014.
3. Loudon.D, Consumer Behaviour, Concepts & Applications, Albert Biutta, Mc.Graw Hill, 2004.
4. Ingel, Roger & Blackwell, Consumer Behaviour,Thomson/ South western, 10<sup>th</sup> edition, 2006.

### **COURSE OUTCOME**

1. To give the students an understanding of consumer behavior.
2. To provide inputs with reference 120 consumer based decision making>
3. To develop the knowledge of the concept of consumer Attitude, motivation and personality and its applicability in decision making.

**Course prepared by : Dr. S. Mahalingam**

**Course verified by : Dr. K. VIVEKANANDAN**

Code No. : 3EPNo. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

1. To familiarize students with the decisions involved in running a retail firm
2. To introduce the concepts and principles for making those decisions.
3. To understand the impact of retailing on the economy and its society.
4. To understand the policies, methods, and procedures used by successful retailers.

### **Unit I**

Retailing - Introduction: Definition, Functions, Importance, Types of retailing - Store and Non Store; Retailing in India - Current Scenario, Retailing from International perspectives; Consumer buying decision process - influencing factors, Consumer shopping behavior.

### **Unit II**

Retail planning - Purpose, method, structure and monitoring the plan; Retail brand management - positioning, personality, Types of brand, Brand and life cycle; Merchandise management - Meaning, Methods, Assortment and Inventory; Purchase negotiation, Supply channel and relationship, SCM principles, and retail logistics.

### **Unit III**

Retail location decision - Trading area analysis, Types of location Site evaluation; Store design - layout and space management, Visual merchandising and displays; Retail pricing - approaches, influencing factors, Price sensitivity, and mark down policy.

### **Unit IV**

Retail promotion - setting objectives, Role of advertising, sales promotion, personal selling public relations and relationship marketing in retailing; Human resource issues and considerations: Customer service management.

### **Unit V**

Impact of information technology in retailing - Integrated systems and Networking, EDI, Bar Coding, Customer database management. Electronic retailing - Role of web, Factors to be considered in having a Web site, limitations of web and future trends; Consumerism and Ethics in retailing - Social and Green issues; Retail audit.

### **REFERENCE BOOKS**

1. Berman and Evens, Retail Management, Pearson 2011.
2. David Gilbert, Retail Management, Pearson 2006.
3. Levy & Weitz and Pandit, Retail Management, Tata McGraw Hill 2013.
4. Swapna Pradham - Retail Management, Tata McGraw Hill 2009.

### **COURSE OUTCOME**

Upon successful completion of this course, the student will have the ability to:

1. Identify the factors and Management tools that retailers adopt when developing their merchandise mix.
2. Understand the integration of merchandise management and supply chain strategies
3. Understand how to create a shopping experience that builds customer loyalty.
4. Learn how to identify, hire and retain retail talent and how the role of the manager impacts the success of a retail business

**Course prepared by :**

**Course verified by : Dr. K. VIVEKANANDAN**

### **COURSE OBJECTIVE**

1. To introduce core concepts of CRM Paradigm.
2. To focus CRM as a business strategy.
3. To highlight the role of appropriate business process and technology management capabilities in managing customer relationships.
4. To help the students understand the organizational context of CRM.

#### **Unit 1 :Conceptual Foundation**

Emergence of CRM practice, CRM Cycle, Framework, Stakeholders, Significance of CRM, Attributes of CRM, Behavioural dimensions, Strategic issues, Components of CRM Programme, CRM process, Market share Vs Mind Share, Life time value of customer.

#### **Unit 2 :Planning Implementing and Measuring of CRM project**

CRM strategy, Organising CRM, Implementation Road Map, Issues in implementation, Areas of measurement, Service quality, Customer satisfaction, Customer acquisition, Customer retention and loyalty, Customer experience, Customer cycle measures, 3E measures – company efficiency, effectiveness and employee behavior, customer value, customer equity, CRM scorecard.

#### **Unit 3 :Dynamics of Information Technology in CRM**

e-CRM in Business, Features and Advantages of e-CRM, Technologies and CRM softwares, Application of e-CRM, Customer Database development and management – Database construction, Data Warehousing, Data mining tools and techniques, Privacy and ethical considerations.

#### **Unit 4 :Customer care management**

Customer care softwares, customer service applications, facilities, customer care technologies, Multimedia call centre, Electronic point of sale, Help desk, ATM, Sales force automation, Leveraging internet and mobile, Marketing automation, Service automation.

#### **Unit 5 :Application of CRM in different markets**

CRM in service markets – Banking and Financial sector, Hospitality, Aviation, Retail, Telecom services, CRM in Rural markets, CRM in Business market.

### **REFERENCE BOOKS**

1. Alok Kumar Rai – Customer Relationship Management – Concepts and Cases PHI Learning Pvt. Ltd., 2013.
2. EktaRastogi – Customer Relationship Management – Text and Cases, Excel Books, 2011.
3. Roger. J. Baron et al. – Customer Relationship Management – South Western Cengage Learning, 2008.
4. Shainesh and Jegadish N. Seth – Customer Relationship Management- Strategic perspectives – Mac millan, 2010.
5. Francis Buttle – Customer Relationship Management Concepts and Technologies, Butterworth – Heinmann (An imprint of Elsevier) 2009.
6. Kumar and Reinatz I. Werner, Customer Relationship Management – Databased approach, Wiley India, 2010.
7. GovindBhat – Customer Relationship Management - Himalaya Publication House, 2011.

### **COURSE OUTCOME**

1. The student will get familiarize the terms, concepts and nature of CRM.
  2. To expose the students application of CRM in Quitrent markets.
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3. Understanding the basic concepts of CRM in the dynamics of International Technology

**Course prepared by : Dr. S. Mahalingam**  
**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Social Marketing** No. of Credits : 4  
Code No. : No. of Teaching hours (week) : 3 Hrs.

**COURSE OBJECTIVE**

To enhance Competitiveness in Social Marketing by ethical values and social media in Marketing.

**UNIT I : INTRODUCTION**

Social marketing -Definition -Scope and concept -Evolution of Social marketing Need for Social marketing, A comparative study between Commercial and Social marketing, Use of market research, social change tools ,Factors influencing Social marketing -Challenges and opportunities.

**UNIT II : SOCIAL MARKETING PROCESS AND PLANNING**

Environment Monitoring -Social Class and self-efficacy -social capital -Social ecology – Advocacy, Social marketing Process Stages.Planning Formative Research in Social marketing. Segmentation -Motives and benefits -Sheth’s and Frazier’s attitude -behavior segmentation - Stage approach to segmentation -Selecting target audiences -Cross cultural targeting -cultural and individual tailoring.

**UNIT III : SOCIAL MARKETING MIX**

Social marketing mix -policy -product -place -price -promotion -people -partnership. Rating & Reviews -Virtual world -Using media in social marketing -Importance -effectiveness of mass media in social marketing -Practical model for media use in social marketing -Advertisement - Publicity -Edutainment -Civic or Public -Choosing media & methods. Conceptual model Lawrence Green’s RECEDE-PROCEED model.

**UNIT IV : ETHICAL ISSUES AND CHALLENGES**

Ethical principles -Codes of behavior -Critics of social marketing -Critic of power imbalance in social marketing -Criticism of unintended consequences -Competition in social marketing- Definition -monitoring -countering competition -competition and principle of differential advantage -Internal competition.

**UNIT V : TRENDS IN SOCIAL MARKETING**

Future of Social marketing -setting priorities in social marketing -Repositioning strategies- Future of Public sector –NGO –Private sector social marketing. Social Media marketing - Importance -Big Brands & Small business -E mail marketing -Social Media Tools –Marketing with Social network sites, blogging, micro blogging, podcasting with Podomatic

**REFERENCE BOOKS**

1. Rob Donovan & Nadine Henley.(2011). Principles and Practice of Social Marketing an international perspective.Cambridge University Press.

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2. Kotler, P., Roberto, N., & Lee, N. (2008). Social Marketing –Influencing Behaviors for Good. (3rd ed.). Thousand Oaks, CA: Sage Publications, Inc. ISBN: 978
3. French, J., Blair-Stevens, C., McVey, D., & Merritt, R. Social Marketing and Public Health. Oxford, UK: University Press 2010
4. Hastings, G. Social Marketing: Why should the Devil Have All the Best Tunes? Oxford 2007
5. Social marketing in the 21st Century-Alan R. Andreasen-sage Publication, 2011

### **COURSE OUTCOME**

Students will understand the concepts and technologies related to social marketing.

**Course prepared by : Dr. S. Mahalingam**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Performance Management System** No. of Credits : 4

Code No. : 3EANo. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

**By the end of the course, students will be able to:**

1. Define performance management, its objectives and various responsibilities
2. List the main phases in a performance management cycle and how to manage each for optimum results
3. Develop tangible and intangible measures of performance
4. Create business based objectives, including SMART targets, measures and Key Performance Indicators (KPIs), also to develop strategic choices of the performances
5. Conduct effective team performance appraisal assessments
6. Identify ways of rewarding and recognizing employees

### **UNIT I**

Introduction to performance management:-Definition, Aims and overview, philosophy. Role of performance management system-characteristics of an ideal performance management system-History objectives and standards, some examples-standards of performance.

### **UNIT-II**

Performance management process:- prerequisites-performance Domains-performance dimensions-planning, performance development plan. Performance Execution, performance review – Definition, scope, types, steps, structured performance review process and benefits. Performance counselling – Different phases, process and counselling interview

### **UNIT –III**

Performance management system and strategies:- (PMS) importance of performance management systems (PMS) its features, process, dimensions and, conceptual framework, Performance Management Theatre process of linking performance management to the strategic plan

Evolution of strategic performance management (SPM)-characteristics, purpose, the process and components, advantages and disadvantages of SPM.

### **UNIT-IV**

Competency-based performance management system: Introduction, management skills and competencies, types of competencies, steps of a competency identification process, Competency

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mapping in performance management, developing competency models, and Performance based compensation performance – Based career planning.

### **UNIT-V**

Team performance management: introduction, definition and concepts, work wheel and team performance, measuring and managing team performance, stages of team work and team performance. Performance measurements through balance and HR score cards.

Performance management and mentoring, performance measurement – statistical methods- Control charts for measuring performance variation, attributes. Ranking and rating- Management by objectives, Behaviourally anchored rating scale, The mixed standard scale, Behaviourial observation scale , performance matrix and models- shingo prize model, EFQM, Malcolm Baldrige criteria for world class performance.

### **REFERENCE BOOKS**

1. Bhattacharyya, “Performance Management Systems and Strategies”, 1e, Pearson Education India, 2011.
2. Aguinis, “Performance Management”, 3e, Pearson Education India, 2013.
3. SoumendraNarainBagchi, “Performance Management”, 2e, Cengage, 2013.
4. G.K. Suri, VenkataRatnam, N. K. Gupta, "Performance Measurement and Management", Excel Books, 2005.
5. T. V. Rao, “Performance Management and Appraisal Systems: HR Tools for Global Competitiveness”, SAGE Publications, 2004.

### **COURSE OUTCOME**

On completion of this course, the student will be able to:

1. To explain the concept of performance management and different advantages of implementing well-designed performance management systems.
2. To explain and understand that performance management is an on-going process composed of several sub-processes, such as performance planning, execution, assessment, and review.
3. To understand different approaches to performance measurement.
4. To design a performance management system.
5. To understand and develop key skills involved in effective performance management.

**Course prepared by : Dr. Rupa Gunaseelan**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Managing Interpersonal Effectiveness** No. of Credits : 4

Code No. : 3E No. of Teaching hours (week) : 3 Hrs.

### **COURSE 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**

Self Definition and Perception. Self Schemes, Gaining Self Knowledge, Self Knowledge, Self awareness, Self effectiveness, Self presentation motives and Strategies, Self monitoring, Impression Management.

#### **UNIT II:**

##### **Communication**

Communication and language, models of - oral - Qualities and profile of a good speaker, written - clarity, responsibility, simplicity, style, brevity Interpersonal Communication - Barriers - ways of over coming - Nonverbal Communication - Paralanguage, Eye Contact, Facial expression, Kinesthetics, Body language, Deception, and Detecting deception.

#### **UNIT III:**

##### **Assertive Training**

Nature, importance & relevance to organizational life - Assertion and aggression , Assertive writing, preparing for assertive business writing - tools, tips, pitfalls, persuasion. When to say Yes/No. Being assertive with oneself - cutting, rewriting, editing and How to enhance individual assertiveness?

#### **UNIT IV:**

##### **Transactional Analysis**

Introduction, Ego States, exclusion contamination, strokes, Life positions, Types of Transactions, Time Structures - Withdrawal, Rituals, Pastimes, activities, games - types, Stamps, Rackets and sweat shirts, scripts. Advantages and disadvantages of TA, TA tips for performance interviews, Development Planning with subordinates, TA tips for selection.

#### **UNIT V :**

##### **Counseling**

Introduction - other interventions - steps Elements of Counseling - Counseling as a helping strategy and Significance Predicting People's Problems Journey into life space. Anxiety and stress Counseling to develop organisations, Check list for Counselors, Training for Counseling.

### **REFERENCE BOOKS**

1. Venkatapathy R, Jackson.P.T., "Managing Interpersonal Effectiveness", Adhithya Publishers, 2003.
  2. Thomas A. Harris MD, "I'm okay, you're okay", Arrow, 2012.
  3. Roger Fisher and William Ury, "Getting to Yes negotiating an agreement without giving in", RHUK, 2012.
  4. Robert L Gibson, Marianne H. Mitchell, "Introduction to Counseling and Guidance", 7e, Pearson Education India, 2015.
  5. Robert L. Gibson and Marianne H. Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.
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**COURSE OUTCOME**

Students will gain knowledge about appropriate style of managerial behaviour

**Course prepared by : Dr. S. Krishnaraj**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Stress Management and Emotional Intelligence**

No. of Credits : 4

Code No. :

No. of Teaching hours (week) : 3 Hrs.

**COURSE OBJECTIVE**

Course aims at providing the knowledge about the organizational stress and how to cope with the use of emotional intelligence.

**Unit-I: - Understanding Stress**

What is Stress, Stressors Personal causes of stress - Organizational causes of stress - The General Adaptation Syndrome - Fight or flight response

**Unit-II: -Symptoms of stress**

Symptoms of stress, The three Ps - Consequences of Stress -Cultural difference causing stress, constructive versus Destructive stress - Episodic versus chronic stress

**Unit-III: -General Stress Intervention**

Types of intervention - General coping strategies - Stress problem solving Sequence - ABCDE problem solving Model

**Unit-IV: - Stress In individuals**

Types of personalities - Sanguine -Choleric Melancholic - Phlegmatic -Transactional Analysis - Locus of Control - Work life Balance

**Unit-V: Emotional Intelligence**

Definition History and the measurement of emotional Intelligence - Impact of emotional Intelligence on business environment - Emotional intelligence skills - Business Solution and emotional intelligence

**REFERENCE BOOKS**

1. Stress Management & Emotional Intelligence- Daniel Goleman, Edition: 1995
2. Emotional Intelligence and Your Success- Steven Stein and Howard, Edition, 2013

**COURSE OUTCOME**

Students will be able to understand the management of work related stress at an individual and organizational level and will help them to develop and implement effective strategies to prevent and manage stress at work.

**Course prepared by : Dr.S.Krishnaraj**

**Course verified by : Dr. K. VIVEKANANDAN**

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Title of the Subject : **Financial Services**

No. of Credits : 4

Code No. : 3EENo. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

4. To provide the basic understanding in various forms of Financial Services.
5. To appraise the students with the functions of Banks and NBFC's and its regulations.
6. To make them aware of the developments in financial markets.
7. To make the students familiar with the payments and settlement system in India.
8. To update the students with the latest changes which affect the Financial Services industry in India.

### **UNIT I**

Overview of Financial services sector – Characteristics of Financial services – role of financial sector in the Economy – Institutional Framework of Indian financial system- merchant banking – functions of merchant bankers – pre issue activities and post issue activities in issue management- SEBI guidelines on merchant bankers

### **UNIT II**

Financial markets: Classification of financial markets – primary and secondary market – stock exchanges – Capital market instruments- performance of Indian capital market – money market: instruments and participants- Depositories – mechanism and functions

### **UNIT III**

Factoring: concept, mechanism, types of factoring, benefits and functions of factoring – factoring Vs Forfaiting, Factoring Vs Bills Discounting – Factoring; International and Indian scenario.

Asset securitisation: mechanism, participants and benefits – prospects and problems

### **UNIT IV**

Mutual funds: concept – functions – types of funds – constitution of mutual funds – SEBI regulation of AMCs – Evaluating mutual fund performance.

NBFCs– Classification of NBFCs- Prudential Norms for NBFCs-Role of NBFCs in asset financing –Asset Reconstruction Companies- Implications of SARFAESI Act.

### **UNIT V**

Credit rating: definition – features and advantages – credit rating symbols – credit rating process – rating methodology – equity grading.

Venture capital: meaning – origin and growth of venture capital – stages of venture capital financing – venture capital industry in India- Private Equity Funding.

Payment and settlement system in India – National payment corporation - functions

### **REFERENCE BOOKS**

1. Shanmugham R, “Financial Services”, Wiley, 2009.
  2. Khan M.Y, “Financial Services”, 8e, McGraw Hill Education, 2015.
  3. Jeff Madura, “Financial Markets and Institutions”, 12e, Cengage Learning, 2016.
  4. Sasidharan K, Alex. K Mathews, "Financial Services and System", McGraw Hill Education, 2008.
  5. Bhole L.M, JitendraMahakund, "Financial Institution and Markets", 5e, McGraw Hill Education, 2009.
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### **COURSE OUTCOME**

Upon completion of this course on Financial Services, the students should be able to

4. Understand the features and significance of various types of Financial Services.
5. Become familiar with the mechanism of financial services.
6. Demonstrate of apply the various concepts and regulations of financial services.
7. Appreciate the functioning of the financial services organization in India.
5. Relate the implications of Financial Services on the Indian Financial System

**Course prepared by : Dr. G.Sridharan**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Equity Research and Portfolio Management** No. of Credits : 4  
Code No. : 3EF No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

1. To appraise the students about Financial Investment, Risks and Return factors and its implication on investment
2. To make them to know the various types of Investment Analysis (Fundamental, Technical and Efficient Market Hypothesis) for effective decision making.
3. To make them students familiar to asses risks and return of the Portfolio of investments.
4. To expose the students with various Investment theories and investment models.
5. To make the students to evaluate the performance of the various Investment Portfolios.

#### **Unit I**

Investment – investment Vs speculation – characteristics of investments – investment opportunities – investment process – risk and return – measures of return – sources of risk – measuring risk – risk premium

#### **Unit II**

portfolio return and risk – diversification – modern portfolio theory – efficient portfolios – portfolio selection- capital market theory – capital market line – market portfolio – CAPM and Security market line – Arbitrage pricing theory – single index model.

#### **Unit III**

Fundamental Analysis – factors consider in Economic Analysis – Industrial Analysis: Industrial classification according to business cycle – Industry life cycle analysis – key characteristics in an industry analysis – qualitative aspects of industrial analysis – company analysis fundamentals

#### **Unit IV**

Common stock valuation – Dividend discount model – PIE model – relative valuation ratios. Efficient market theory – Forms of market efficiency – Evidence on market efficiency – implications of efficient market hypothesis.

#### **Unit V**

Technical Analysis Vs Fundamental Analysis – underlying assumption of technical analysis – advantages – technical trading rules and indicators – momentum indicators – stock price and volume techniques Portfolio performance evaluation – risk adjusted measures of performance: style analysis.

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### **REFERENCE BOOKS**

1. Donald E Fischer and Ronlad J Jorden, “Security Analysis and Portfolio Management” Prentice Hall India Limited, 6<sup>th</sup> Edition, New Delhi
2. Charles P Jones, “Investment Analysis and Portfolio Management” Wiley Student edition, Wiley India Limited, 9<sup>th</sup> Edition, New Delhi.2008
3. Reily and Brown, “Investment Analysis and Portfolio Management” South Western Cengage Learning, New Delhi
4. Ranaganatham.M., and Madhumathi.R., “Investment Analysis and Portfolio Management” Pearson Education India Limited, 2008

### **COURSE OUTCOME**

Upon completion of this course on ERPM, the students should be able to

1. Understand the Features of various Investment Avenues.
2. Become familiar in measuring risk and returns of Investment.
3. Demonstrate and apply various theories and models.
4. Appreciate the importance of Fundamental Analysis and Technical Analysis in arriving Investment Decision.
5. Relate the implications of Investment Decisions on the selection of Securities and formation of Portfolio.

**Course prepared by : Dr. G. Sridharan**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Insurance Management**

No. of Credits : 4

Code No. :

No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

On successful completion of the course the student should be able to

1. Calculate the risk and manages it
2. Understand the Property and Liability Risk Management techniques
3. Understand the risk management techniques of Life, Health and Income exposures.
4. Understand the functioning of Insurance Industry in India.

### **UNIT I**

Risk – Risk identification evaluation, Property and liability Loss exposures, Life, Health, and Loss of Income exposures and non insurance risk management techniques. Selecting and Implementing Risk management techniques.

### **UNIT II**

Property and liability risk Management- Risk Management of commercial property, Business liability and risk management insurance - Workers’ compensation and alternative risk managing.

### **UNIT III**

Risk Management of Auto owners - Insurance Claims – the need for insurance-personal automobile policy-personal automobile rating- premium and death rates-cost containment-advances in driver and auto safety. Risk management of home owners policy coverage-perils covered by the policy-flood Insurance-personal articles floater-personal risk management

#### **UNIT IV**

Loss of life –types of life insurance- tax incentives for life insurance- Life insurance contract provisions.Loss of Health- Health insurance providers- mechanics of cost sharing- health expense insurance- disability income insurance - health insurance policy provisions - health care reforms.Annuities- structures of annuities- annuity characteristics- annuity taxation.Employees benefits- health and retirement benefits.

#### **Unit V**

Life and General insurance industry in India – IRDA Act- Investment norms – Protection of policy holders Interest.

#### **REFERENCE BOOKS**

1. Jave S. Trieschimam, Sandra G. Gustarson, Robert E Houyt, Risk Management and Insurance Thomson Sowlla Western Singapore 2003.
2. Scoh E Herrington Risk Management and Insurance McGraw Hill New Delhi 2003.
3. Dorfman Mark S Introduction to Risk Management and Insurance 8<sup>th</sup> Edition. Prentice Hill India New Delhi 2007.
4. Harold D Stephen and W Jean Kwon Risk Management and Insurance Blackwell Publicing co., New York 2007.
5. Misra M.N. and Misra S.R Insurance Principles and Practice S .Chand and Co. New Delhi 2007.
6. Gupta P.K. Insurance and Risk Management Himalayan. Publishing House New Delhi 2008.

#### **COURSE OUTCOME**

Students will be able to analyse the risk factor.

Students will be able to evaluate the features of various types of insurance policies

Students will be able to apply the provisions of IRDAI Act.

**Course prepared by : Dr. G. Sridharan**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject :**Business Analytics** No. of Credits : 4

Code No. : 3ETNo. of Teaching hours (week) : 3 Hrs.

#### **COURSE OBJECTIVE**

To gain an understanding of analytical competition and managers' practice of business analytics to formulate and solve business problems and to support managerial decision making.

To become familiar with the processes needed to build and develop analytical capabilities.

#### **Unit- I**

Putting Analytics to Work – The Analytical DELTA: Data – Prerequisite for Everything Analytical – Enterprise – Integrating across Organization – Leadership – The Deciding Delta Factor – Targets – Picking the Spots for Analytics – Analysts – Managing Scarce and Valuable Talent

#### **Unit - II**

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Staying Analytical – Embed Analytics in Business Processes – IT’s Role in Embedding Analytics into Business Processes – Build an Analytical Culture - Review your Business Comprehensively: Constant, Strategy and Business Models, Analytical Targets, Competitors, Customers and Partners, Technology, Data and Information – Meeting Challenges along the Way – Analytical Decisions and Better Results

### **Unit- III**

The Nature of Analytical Competition - Meaning of Analytics – Competition on Analytics – Origins of Analytical Competition – Analytical Decision Making – Analytics in Professional Sports –Analytical Competitor – Key Attributes of Analytical Competitors –Assessing the Degree of Analytical Competition – Analytics and Business Performance –Assessing the Evidence – Competitive Advantage – Analytics in Government – Serving the Market for Analytical Product and Services

### **Unit - IV**

Competing on Analytics with Internal Processes – Financial Analytics– Merger and Acquisition Analytics –Manufacturing, Operations and Quality Analytics – Research and Development Analytics – Human Resource Analytics – Competing on Analytics with External Processes – Customer-Based Processes – Supplier-Facing Processes – Building an Analytical Capability – Road Map to Becoming an Analytical Competitor – Five Stages of Development

### **Unit- V**

Managing Analytical People – Analytical Urban Legends – Senior Executives – Analytical Professionals – Analytical Amateurs – Analytics and the Architecture of Business Intelligence – The Future of Analytical Competition – Technology-Driven Changes – Human-Driven Changes –Strategy-Driven Changes

### **REFERENCE BOOKS**

1. “Analytics at Work: Smarter Decisions, Better Results”, Thomas H. Davenport (Author), Jeanne G. Harris, Robert Morison, Harvard Business School Publishing Corporation, 2007.
2. “Competing on Analytics: The New Science of Winning”, Thomas H. Davenport, Jeanne G. Harris, Harvard Business School Press, 2007.

### **COURSE OUTCOME**

This course work enables the students/budding managers to understand analytics and business intelligence systems. The focus is on the application of management science and artificial intelligence techniques for prescriptive and predictive analytics. After completing this course work it foster an ability to critically analyze, synthesize and solve complex unstructured business problems. Encourage an aptitude for business improvement, innovation and entrepreneurial action. This course instills a sense of ethical decision making to understand how business analytics can be used in business development and in emerging industrial processes.

**Course prepared by : Dr. K. Vivekanandan**

**Course verified by : Dr. K. VIVEKANANDAN**

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Title of the Subject : **Information Security**

No. of Credits : 4

Code No. :

No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

The course introduces the information security threats to the business management in current scenario.

Equip students with the knowledge on various information security threats; recognize privacy issues and ethical considerations involved in information security.

**Unit: 1 - Introduction to computer security:** Basic concepts, threat models common security goals. Introduction to Information security – Introduction, Need for Security – Business Needs, Threats, Attacks.

**Unit: 2 - Cryptography** and cryptographic protocols, including encryption, authentication, message authentication codes, hash functions, one-way functions, public key cryptography, secure channels, zero knowledge in practice.

**Unit: 3 - Operating system security:** memory protection, access control, authorization, authenticating users, enforcement of security, security evaluation, trusted devices, digital rights management.

**Unit: 4 - Network security:** Introducing to Firewalls, intrusion detection systems, viruses and worms, web security. Case studies: DNS, IPSec. **Security Management Tools-** Physical, Environmental, Network, Security Considerations in Mobile and Wireless communications

**Unit: 5 - Language-based security :** Security errors, safe languages, and sandboxing techniques. Case studies: privacy, mobile code, digital rights management and copy protection, trusted devices, denial of service and availability, network based attacks, security and the law, electronic voting.

### **REFERENCE BOOKS**

1. Charles P Pfleeger and Shai Lawrence pfleeger, "Security in Computing", Fourth Edition, prentice Hatt, 2007.
2. Ross J. Anderson and Ross Anderson, "securityEngineering: A Guide to Building DependabteDistibutedSystems", Wley, 2001 .
3. Text Book Whitman, Michael E., and Herbert J. Mattord (2015). Principles of Information Security, 5/e; New Delhi: Cengage Learning Reference Books
4. Rhodes-Ousley, Mark (2013). Information Security: The Complete Reference, 2/e; New Delhi: McGraw-Hill

### **COURSE OUTCOME**

This course provides you with an overview of data and computer security and concentrates on technical and continuity management issues. The basic information security objectives such as data integrity, identification, message authentication, authorization, validation and access control are examined. After studying this course, you will be able to:

1. Understand factors driving for information and network security
  2. Appreciate the value of information to the modern organization.
  3. Identify and classify particular examples of attacks (information)
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4. Realize the physical points of vulnerability in simple networks.  
This course will enable you to apply the knowledge and skills obtained to study further concepts in information security and communicate ideas related to the principles of information security.

**Course prepared by : Dr. K. Vivekanandan**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Advanced Production Management** No. of Credits : 4

Code No. : 3ES No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

- To enable students in learning production management techniques and process at advanced level.
- To enable the students in designing production, planning and control system.
- The existing technology and the ways of implementing the same will be exhibited to the students.

### **UNIT I**

Impact of Technology on Production; Economics and Social Issues – Automation – Operation strategy and competitiveness – economy studies for Investment and replacement in Production Management.

### **UNIT II**

Design of the systems and procedures: Product Decision and Process Selection – Design of facilities.

### **UNIT III**

Design of Production, planning and control system – design on scheduling system – design of inventory system – design of maintenance system.

### **UNIT IV**

Productivity Techniques – Application of quantitative models for production planning and control – process charts, network analysis.

### **UNIT V**

Human aspects of production management – Methods of improving business process re-engineering – synchronous manufacturing – production planning and financial planning.

### **REFERENCE BOOKS**

1. Chase, Richard B., Nicholas J. Aquilano, and F. Robert Jacobs. Production and operations management. Irwin/McGraw-Hill, 2001.
  2. J.D. Radford and D.B. Richardson Oriver W. Wight – The Management of Production and Inventory Management in Computer area
  3. Powell Niland – Production Planning, Scheduling and Inventory control, Macmillan, 1970.
-

### **COURSE OUTCOME**

On completion of the course, the student will be able to :

- Device strategic and operational plans to increase the productivity of the plant.
- Develop expert abilities in the design, implementation and operation of modern manufacturing system.
- Develop management skills necessary to keep organization ahead of competi

**Course prepared by : Dr.K. Malarmathi**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Integrated Materials Management** No. of Credits : 4

Code No. : 3EG No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

1. To make the students to understand the importance of material management and the various techniques of materials management.
2. To train the students in various inventory cost control methods such as make or buy, Lead time analysis, Q-System, P-System and S-System safety stock analysis.
3. To make to students to understand and warehouse and stores layout planning and management.

### **UNIT I**

Concept and significance of Integrated Materials Management Materials codification and computerization

### **UNIT II**

Inventory Planning and Control Models – Theory and Practice ABC, VED and other classifications EOQ – Reorder point – Lead Time Analysis – Safety – Stocks – Q System – P System – S System. Materials Requirement Planning (MRP) Materials Problems in Indian Conditions and Inventory Audit and Inventory Audit and Information Systems.

### **UNIT III**

Purchasing Fundamentals – Make or Buy – Source Selection – Vendor Rating – Value Analysis. Purchase Negotiations – Purchase Timing – Purchase Contracts – Purchase Insurance Purchasing Capital Goods, Seasonal Goods, Imported Goods Deferred Payment Schemes – Lending Institutions – Leasing Trends. Governmental buying – D.G.S.&D – Evaluation of Purchase Performance.

### **UNIT IV**

Location and Layout of Warehouses and stores – Different typical models.Stores Procedures and Records for Receipt, Inspection, Issue, Reorder checking – Kardex Sores Accounting.

### **UNIT V**

Practical problems in Management of Dead Stocks, Surplus stocks and scraps – Evaluation of Stores Performance.

Materials Handling and Transportation Management

### **CASE STUDIES**

### **REFERENCE BOOKS**

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1. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill Publishing Company Ltd, 20<sup>th</sup> edition, 2006.
2. A.K. Datta – Integrated Materials Management A Functional Approach – Prentice Hall of India P. Ltd.
3. M.S. Sandilya and P. Gopalakrishnan – Inventory Management: Text and Cases – Macmillan Indian Ltd, 2008.
4. M.D. Patel, A. Chunawalla and D.R. Patel – Integrated Materials Management (Concepts & Cases) – Himalaya Publishing House, 1980.

### **COURSE OUTCOME**

1. The students are able to make cost benefit analysis in materials management.
2. The students will make right decisions regarding materials by applying material related cost controlling techniques.
3. The students are trained in warehouse and stores management and materials handling techniques.
4. The students become more employable in production warehouse and stores as they acquire respective knowledge and skills.

**Course prepared by : Dr. N. Uma Devi**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Cross Cultural Management**

No. of Credits : 4

Code No. :

No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

1. To enable the students to learn the cultural differences in communication style.
2. To make the students to learn the various approaches of cross cultural management.
3. To train the students on solving cross cultural issues and enhancing intercultural communication

### **UNIT I**

Introduction A multi-layered subject area Non - cultural explanations the centrality of ethics Changing nature of the world Defining culture Levels of analysis Dealing with the ecological fallacy

Culture change convergence and divergence Interpreting culture profiles Changing natures of National culture Organisational culture National and organisational culture – similarities Non - cultural explanations

Understanding models of culture - A twenty – first – century view Contributions of Geert Hofstede The Chinese Value Survey Criticisms of Hofstede's work Issues in cross – cultural studies: Evaluation of various models Cultural differences in communication style

### **Unit II**

Conceptualising culture – the way forward Approaches existing and new methods to study culture Emerging theoretical approaches of culture Convergence, divergence, globalization and cross – cultural management Localizing cross – cultural issues

cross – cultural social relations in the workplace

Culture and organisation structure various models of organizational structure Contingent factors

Culture and the contingency approach Impact of culture on structure

Contemporary and emerging structures Culture and structure – a complex area

### **Unit III**

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Intercultural communication The need for awareness Stereotyping in communication Barriers to intercultural communication Mixed messages and non – verbal communication Enhancing intercultural communication Cross – cultural theory and communication Chinese culture Levels of communication Leadership and cross cultural issues – Approaches to leadership Project GLOBE Evaluation of Project GLOBE The institutional level Emerging twenty – first century approaches to leadership

#### **Unit IV**

Motivation and cross cultural issues exchange Are the needs universal contextual or local Self – actualization and cross cultural perspectives. content approach Job characteristics Needs and job characteristics models Orientations to work across cultures Other ‘process’ models of motivation

Globalised motivational strategies

Intercultural competencies, training and ethics Overcoming culture shock Intercultural competencies cultural awareness Cross – cultural training – other considerations The effectiveness of cross – cultural training The ethical dimension Ethics and the cross – cultural manager Gender issues and ethics Dealing with ethical dilemmas Non – negotiable moral issues

#### **Unit V**

Culture and human resource management International HRM in context Culture and human resource management Culture and the functional areas of HRM home country host country third country employment and the issues based on culture The effect of culture

Comparing cultures Cultural values Cross – cultural management in ‘new’ forms of organization Diversity and synergy – the future of cross – cultural management Non – managerial approaches Universalism or relativism? Continuous change Strategies to manage work force across culture and the implications

#### **REFERENCE BOOKS**

1. Ray French Cross cultural Management in work organizations Universities press (India) Private Limited 2008. (Recommended)
2. Denny, S. (2003) ‘Culture and its influence on management: a critique and an empirical test’, in M. Tayeb (ed.) International Management: Theories and practices. Harlow: FT/Prentice Hall
3. Dowling, P.J. and Welth, D.E. (2004) International Human Resource Management. Managing people in a multinational context. London: Thomson
4. Gooderham, P.N. and Nordhaug, O. (2003) International Management: Cross-boundary challenges. Oxford: Blackwell
5. Guirdham, M. (2005) Communicating Across Cultures at Work, 2<sup>nd</sup> edition. Basingstoke: Palgrave Macmillan
6. Holden, N. J. (2002) Cross-Cultural Management: A knowledge management perspective. Harlow: FT/Prentice Hall
7. Schneider, S. C. and Barsoux, J.-L. (1997) Managing Across Cultures, 2<sup>nd</sup> edition. Harlow: FT/Prentice Hall
8. Warner, M. and Joynt, P. (eds) (2002) Managing Across Cultures: Issues and perspectives, 2<sup>nd</sup> edition. London: Thomson

#### **COURSE OUTCOME**

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On completion of the course, the student will be able to :

- Develop an ability to understand Cross culture impact on globalization.
- Design difference communication methodology as per the culture of the particular country.
- Design a more focused and customer centric business process.
- Understand the importance of the role of human resource management in cultural management

**Course prepared by : Dr. K. Malarmathi**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Innovation Management**

No. of Credits : 4

Code No. :

No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

At the end of this course students will be able to demonstrate understanding, and make critical assessments of the following:

1. Definitions and concepts of invention, design, research, technological development and innovation
2. Main models of innovation
3. Managerial strategies to shape innovative performance
4. Tools of innovation management to map and measure innovative activities
5. Diagnosis and effective solutions of innovation challenges

#### **Unit I:**

##### **INNOVATION:**

Meaning, definition, theories, types and characteristics of innovation- differences between invention and innovation – managing innovation – sources and ideas of innovation – risks and failures associated with innovation – economics of innovation – exploring, executing, renewing and measuring innovation – innovation as a tool for profit impact of technology for innovation.

#### **Unit II:**

##### **INNOVATION STRATEGY:**

why, what and how to innovate - innovation as a strategic process – strategies for promoting, sustaining and diffusing innovation – innovation strategies based on firm size – cooperation with innovation institutions – role of innovation in corporate governance – globalization of innovation - key issues in strategic innovation management.

#### **Unit III:**

##### **INNOVATION PROCESS AND IMPLEMENTATION:**

innovation as a core business process – evolving models of the process – consequence of partial understanding of the innovation process – successful innovation and successful innovators – roadmap for success - Implementation of innovation: managing the internal process: enabling effective search, strategy-making, effective knowledge acquisition and implementation – creativity and innovation.

#### **Unit IV:**

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### **BUILDING AND CREATING INNOVATIVE ORGANISATION:**

Building the innovative organisation: appropriate organisation structure, training and development, shared vision, leadership and the will to innovate – effective team working – creative climate – external focus – Creating innovative new firms – boundary spanning: growth and performance of innovative small firms.

#### **Unit V:**

### **ASSESSING AND IMPROVING INNOVATION MANAGEMENT PERFORMANCE**

Learning to manage innovation – auditing innovation management - the context of innovating and futures: public policy – globalizing change – managing future technologies – capturing value from innovation - competing by collaborating (with competitors – industry – customers – colleagues) – related case studies in innovations.

### **REFERENCE BOOKS**

1. JOE TIDD, JOHN BESSANT, KEITH PAVITT, ‘Managing Innovation: Integrating Technological, Market and Organisational Change, third edition, Wiley India private limited, New Delhi, 2011
2. ShlomoMaital&D.V.R.Seshadri, Innovation management: strategies, concepts and tools for growth and profit, Response books, division of sage publications, new Delhi, First Edition, 2007
3. John E.Ettlie, ‘Managing innovation: new technology, new products and new services in a global economy’, first edition, Elsevier India private limited, 2010
4. Vijay kumarkhurana, ‘management of technology and innovation, Ane books private limited, New Delhi, first edition, 2009.
5. Paul Trott, ‘Innovation Management and New Product Development’, fourth edition, Pearson Publishers, New Delhi, 2008.

### **COURSE OUTCOME**

1. Students will develop an ability to design innovation strategies that will successfully take advantage of innovation opportunities.
2. They will also learn how to evaluate the different options formulate and develop strategies and assess and also resolve managerial challenges.
3. The strategies will demonstrate understanding and make critical assessment of managerial strategies to shape innovative performance, tools of innovation management to map and measure innovative activities, diagnose effective solutions of innovation challenges.

**Course prepared by : Dr. V. Ramanujam**

**Course verified by : Dr. K. VIVEKANANDAN**

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Title of the Subject : **Intellectual Property Rights**  
Code No. :

No. of Credits : 4  
No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

The course is designed to introduce fundamental aspects of Intellectual property Rights to students who are going to play a major role in development and management of innovative projects in industries. The course introduces all aspects of the IPR Acts. It also includes case studies to demonstrate the application of the legal concepts in Science, Engineering, Technology and Creative Design. The course is designed for raising awareness of a multidisciplinary audience.

#### **UNIT I : Introduction**

Invention and Creativity, Intellectual Property (IP) – Importance –Protection of IPR. Basic types of property (i). Movable Property - Immovable Property and - Intellectual Property. History of IPRs-the way from WTO to WIPO.

#### **UNIT II**

IP – Patents – Granting of patent, Rights of a patent, patent protection, Searching a patent, Drafting of a patent, Filing of a patent. The different layers of the international patent system (national, regional and international options)

#### **Unit III**

Copyrights and related rights – Trade Marks and rights arising from Trademark registration – Definitions – Industrial Designs and Integrated circuits – Protection of Geographical Indications at national and International levels – Application Procedures. Case Studies on – Patents (Basmati rice, turmeric, Neem, etc.)

#### **Unit IV**

New Developments in IPR, Procedure for grant of Patents, TM, GIs, Trade Secrets, Patenting under PCT, Administration of Patent system in India, Patenting in foreign countries. International Treaties and conventions on IPRs, The TRIPs Agreement, PCT Agreement, The Patent Act of India, Patent Amendment Act (2005), Design Act, Trademark Act, Geographical Indication Act, Bayh-Dole Act and Issues of Academic Entrepreneurship.

**Unit V** Indian Position Vs WTO and Strategies – Indian IPR legislations – commitments to WTO-Patent Ordinance and the Bill – Draft of a national Intellectual Property Policy –Unfair competition.

### **REFERENCE BOOKS**

1. V. Sople Vinod, Managing Intellectual Property by (Prentice hall of India Pvt.Ltd), 2006.
  2. Ajit Parulekar and Sarita D' Souza, Indian Patents Law – Legal & Business Implications; Macmillan India Ltd , 2006.
  3. A. Primer, R. Anita Rao and Bhanoji Rao, Intellectual Property Rights, Lastain Book company. Edited by Derek Bosworth and Elizabeth Webster, The Management of Intellectual Property, Edward Elgar Publishing Ltd., 2006.
  4. WIPO Intellectual Property Hand book
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### **COURSE OUTCOME**

On completion of the course, the student will be able to :

- Develop an ability to understand the issues related to Intellectual property
- Understand the role of WTO in regulating the Bill related to IPR
- Develop and ability to understand different legislation and ordinance

**Course prepared by : Dr. K. MALARMATHI**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Business Plan and Entrepreneurial Ventures**

No. of Credits : 4

Code No. : No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

**On successful completion of the course the students will be able to understand**

1. the importance of business plan
2. the various components of business plan
3. to prepare the business plan for starting a business

#### **UNIT I:**

Business Plan: The Meaning - The 'Why' of Business Plan - Basic Parameters - Basic parameters: Timing of Decisions Undertaken - Project Parameters: The Common Considerations – Factor of successful business – capital management – eligibility to attract motivates- financial control – Anticipating change and adaptability.

#### **UNIT II:**

Business Plan process – Sources of Information – Internet , government sources and statistics – offline research resources- Library –SBDC's – Trade and industries association – sources of market research – evaluating data - Benefits of Market Study - Coverage of Market Study - Information Sources - Market Demand : A Five Dimensional Concept

#### **UNIT III:**

Business Plan Components – The Executive Summary – Company Description – Industry Analysis & Trends – Target Market – Competition – Strategic Position & Risk Assessment – Marketing Plan & Sales Strategy – operations – Technology Plan – management & Organization – Community Involvement & Social Responsibility – Development, Milestones & Exit Plan – The Financials.

#### **UNIT IV:**

Exploratory –cum-Desk Research (EDR) – Field Interviews : An Essential Skill – Field Interviews : useful Tips - Product / Service and EDR /DMR – Detailed Market Research (DMR) – Other Methods – Analysis of Information - Need for Judgments – Soft Drink Illustration – Errors and Precautions – Manufacturing Process – Sources of Technical Know-how - Reassurance on Manufacturing Process – Plant and Machinery – Supplier Identification – Interaction with Suppliers –Supplier Selection-Tips on Supplier– transaction.

#### **UNIT V:**

The Lay – out – Built-up Area–Raw materials–Packing–Land Requirement–Utilities–Manpower–Search for Location : Reasons–Selection Criteria–Information Sources–Location /

Site Selection-Purpose of Financial viability–Financial viability: Meaning–Project Cost–Avoid Differences with Loaning Agency–Working Capital and Working Capital Margin-Assessment of Working Capital Requirement–Working Capital Assistance.  
Capacity Utilization and Income, Expenditure, Profit Estimate – Viability Test – profitability – Cash Flow Estimate – Risk Analysis – Financial Viability : A Recapitulation – Implementation schedule.

### **REFERENCE BOOKS**

1. Rhonda Abrams “The Successful business Plan Secrets & Strategies” Prentice, 4<sup>th</sup> edition 2006.
2. Abrams, Rhonda. Business Plan in a Day: Prepare a Polished Professional Business Plan in Just 24 Hours!.Planning Shop, 2013.
3. Business plan Preparation –Entrepreneurship Development Institute of India
4. Arthur R. DeThomas Ph.D. and Lin Gensing-Pophal, Writing a Convincing Business Plan
5. Mike P. McKeever, How to Write a Business Plan 11<sup>th</sup> edition 2012.

### **COURSE OUTCOME**

1. Students acquire the knowledge and, more importantly, develop the skills and competencies necessary to engage in entrepreneurship throughout their lives.
2. They learn the procedures and requisites of starting new ventures or managing in existing firms, entrepreneurship students learn to solve problems through innovations.

**Course prepared by : Dr. Rupa Gunaseelan**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject :**Legal Aspects of Business**

No. of Credits : 4

Code No. :

n No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

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

### **UNIT I -COMMERCIAL LAW - THE INDIAN CONTRACT ACT 1872**

Definition, 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: Creation and types of agents, Authority, liability, Rights and duties of principal and agents, termination of agency.

### **UNIT II -THE SALE OF GOODS ACT 1930**

Nature- 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:Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

### **UNIT III –COMPANY AND INDUSTRIAL LAW**

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

#### **UNIT IV -GOODS AND SERVICE TAX(GST)**

The Central GST Act 2017-Background- Introduction, Overview and Evolution of GST-Registration under GST-Supply under GST and Valuation of Supply-Input Tax Credit under GST & Returns-Custom Duty and Indirect Taxation:

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

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

#### **REFERENCE BOOKS**

1. N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India, 2014.
2. P. K. Goel, Business Law for Managers, Biztantatara 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, Eleventh Edition, 2015.
5. Dr. Vinod, K. Singhanian, Direct Taxes Planning and Management, 2013.
6. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008.
7. ICSI Educational Series available at <https://www.icsi.edu/GSTEducationalSeries.aspx>

#### **COURSE OUTCOME**

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

**Course prepared by : Dr. S. KRISHNARAJ**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject :**Strategic Management : Indian & Global Context**

No. of Credits : 4

Code No. : 43A No. of Teaching hours (week) : 3 Hrs.

#### **COURSE OBJECTIVE**

- Understand the basic knowledge and concepts of strategic management and applications in global context;
- Understand how external environmental issues can have an influence on firm businesses;
- Apply and integrate various strategic management concepts and analytical methods to real-life management situations in a corporation;
- Develop critical and integrative thinking abilities; Develop problem-solving and decision-making skills for strategic evaluation and control;
- Develop global and ethical perspectives in international business.

#### **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.

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## **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 organizations, non-profit organizations and large multi product and multiple market organizations.

## **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.

## **REFERENCE BOOKS**

1. Pearce & Robinson, "Strategic Management", Tata McGraw Hill 2011.
2. A.C.Hax and NS, Strategic Management: An Integrative Perspective, Prentice Hall.
3. Michael Porter, Competitive strategies.
4. John A Pearce II and Richard B Robinson, "Strategic Management: Formulation, Implementation and Control", 9<sup>th</sup> Edition, TMH, 2007
5. Michael Porter, Competitive Advantage of Nations.
6. Samul C. Certo and J.Paul Peter, Strategic Management, Second Edn. Concepts & Application, McGraw Hill.
7. Gregory G.Dess and Alex Miller, Strategic Management, McGraw Hill.
8. Gerry Johnson &Kevanscholes, Exploring Corporate Strategy: Text & Cases, Prentice Hall India.
9. Jauch.L., Rajive Gupta &William.F.Glueck, Business Policy and Strategic Management, Frank Bros&Co., 2003.
10. Fred R.David, Strategic Management Concepts & Cases, Pearson, 2003.
11. R.Srinivasan, Strategic Management, II edition, Prentice Hall of India, New Delhi.

## **COURSE OUTCOME**

1. Upon successfully completing this course, learners will be able to understand
  2. The nature of the sustainability problems faced by businesses
  3. The business case for sustainability: Links between sustainability strategy and corporate performance
  4. How can firms integrate sustainability concerns into their business strategy? Which tools and techniques may be employed for this?
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5. Applied understanding of stakeholder management, non-market environment and issues/crisis management

**Course prepared by : Dr. Ajoy Mathew**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Services Marketing** No. of Credits : 4

Code No. : 3EB No. of Teaching hours (week) : 3 Hrs.

**COURSE OBJECTIVE**

1. To familiarize students with current thoughts of service marketing
2. To sensitize them to service operations and service quality , in consideration of customer experience
3. To help in understanding of issues faced by service firms in customer attraction and retention.

**UNIT 1**

Introduction to Services – Characteristics of Service Marketing – Difference between Goods and Services Marketing – Concept of Service Marketing Triangle - Service Marketing Planning – Globalisation of service

**UNIT 2**

Marketing Mix in Service Marketing – Service Product Design – Service Offer - Service Differentiation – Service Demand and Capacity Management – Strategy for Managing Demand – Service Pricing – Service Distribution Channel and Delivery – Service Promotion – External Communication

**UNIT 3**

Physical Evidence – Servicescape – People in Service Delivery – Internal Marketing and Employee Empowerment – Service Process – Service Design and Positioning – New Service Development Types, Stages – Targeting and Segmenting – Position Strategy in Service – Consumer Behaviour in Services - Customer Relationship Management - Technology and its impact on Services

**UNIT 4**

Delivery of Quality Services – GAP models of Service Quality – key factors and strategies for closing the gap – SERQUAL – SERVQUAL – SERVPERF – Service Failure – Service Recovery – Service Guarantee – Complaint Management

**UNIT 5**

Marketing of Banking, Insurance, I.T enabled Services, Health Services, Educational Services and Hospitality Services including Hotel, Travel, Tourism, Transport and Social Marketing.

**REFERENCE BOOKS**

1. RajendraNargunkar, service marketing, The McGraw-Hill Company.
2. Zeithamal V and Bitner M.J 1996, Service Marketing, The McGraw-Hill Company
3. S.M.Jha, Service Marketing, Himalaya Publishing House – Revised Edition 2000
4. Woodruffe H. 1997, Service Marketing, MacMillan India Ltd., New Delhi
5. Christopher Lovelock, Service Marketing, Pearson, 2010
6. Adrine Payne, Prentice Hall, Essence of Service Marketing.
7. Ravi Shankar, Excel Book (2004), Service Marketing.
8. Bhattacharjee, Jaico Books (2006), Service Marketing.

**COURSE OUTCOME**

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On completion of the course, the student will be able to :

1. Understand the challenges in Services marketing and the additional marketing mix elements.
2. Develop strategies to build customer loyalty.
3. Integrating concepts into service practices for providing better customer practices.
4. Design and evaluate service offerings based on servicescape.

**Course prepared by : Dr.G. Barani**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Brand Management**

No. of Credits : 4

Code No. : 3EC No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

1. To introduce different approaches to measuring brand equity.
2. To provide conceptual frame work for managing brands strategically.
3. To emphasis the role of brands the concepts of brand equity and the advantages creating among brands.
4. To provide insights into how to create profitable brand strategies by building, measuring and managing brand equity

### **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 BOOKS**

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1. Keller, Parameswaran, Jacob, "Strategic Brand Management: Building, Measuring, and Managing Brand Equity", 4e, Pearson Education India, 2015.
2. Jean-Noël Kapferer, "The New Strategic Brand Management: Advanced Insights and Strategic Thinking", 5e, Kogan Page, 2012.
3. Harsh V. Verma, "Brand Management Text and Cases", Pillappa, 2012.
4. RamanujMajumdar, "Product Management in India", PHI Learning Private Limited, 2009.
5. SubrotoSengupta, "Brand Positioning: Strategies for Competitive Advantage", 2e, McGraw Hill Education, 2005.
6. S. Ramesh Kumar, "Managing Indian Brands", 2e, Vikas Publishing House, 2002.
7. K. S. Chandrasekar, "Product Management Text, Applications and Cases", 2011.

### **COURSE OUTCOME**

1. To make understand the students appreciate the various facets of the job of product manager.
2. Students will know the strategic role of brand manager in organizational and functional context.

**Course prepared by : Dr. S. Mahalingam**  
**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Social Media Marketing**  
Code No. :

No. of Credits : 4  
No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

1. To identify the best practices in social media marketing.
2. Connect business objectives to appropriate Social Media tactics.
3. Create strong content that engages their target audience with their marketing message

**UNIT I: Foundations of social media marketing:** Introduction to social behavior and participation- Zones of social media- characteristics of social media- Infrastructure of social media- Business Models and Monetization- The 5<sup>th</sup> P of Marketing- Careers in social media- Social media marketing strategy- Strategic planning and Social media marketing- Phases of social Media Marketing Maturity- Social media campaigns- Strategic planning process- Social Media policy.

**UNIT II : Social media consumer behavior** - Social consumers- Segmenting and Targeting for Social media consumers- Social identity- Social Touch points- Social media usage- Motives and Attitudes influencing social media activities- Privacy salience- Social media segments- Micro blog user types- Community structure in Social media-Group influence in Social media.

**UNIT III: Zones of Social media:** Social community zone- Participation in social networks- Marketing applications in social community zone- Social Engagement and relationship- Social publishing zone- Publishing content- developing and organising content- Social publishing strategies- Social entertainment zone- Social games- Categorising social games- Alternate Reality Games- Social music, Social TV and Social celebrity.



**UNIT IV: Social media Commerce and Data Management:** The Zone of Social Commerce- Social Commerce strategies- Strategies and benefits of social commerce - Research errors and biases- Social Data Management- Ideas in online community-influence network- Social capital.

**UNIT V: Social media metrics-** - Role of social media in research- Social media listening Primary Social media research- Social Media Measurement- The process of evaluation and measurement- Social media marketing metrics matrix- Digital shopping.

### **REFERENCE BOOKS**

1. Van Dijck, J. (2013). *The Culture of Connectivity*, Oxford University Press. NY
2. Tuten, T. & Solomon, M. (2013). *Social Media Marketing*. Boston, MA: Pearson.
3. Guy Kawasaki and Peg Fitzpatrick , *The Art of Social Media: Power Tips for Power Users* Portfolio/Penguin- 2015
4. Randy Hlavac, *Social IMC: Social Strategies with Bottom-Line*, 2014.
5. Leslie Poston , *Social Media Metrics for Dummies*, John Wiley and Sons, 2012.

### **COURSE OUTCOME**

On completion of the course, the student will be able to :

1. Understand the channels and role of social media in devising marketing strategy.
2. Use principles of consumer behaviour to develop media content and launch campaign.
3. Understand the contemporary evolution of word of mouth marketing .
4. Develop approaches to evaluate the impact of social media campaign in the digital market space.

**Course prepared by : Dr.G. Barani**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Customer Experience Management**      No. of Credits : 4  
Code No.      :      No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

- This module will explore the concept of customer experience management by critically exploring conceptual frameworks for understanding, measuring and managing it.
- Existing theories will be integrated to develop a holistic and managerially useful understanding of customer experience management.

#### **Unit I : Introduction**

CEM- Definition, benefits, Customer- Definition, lifecycle, Overview, Types of customer, customer experience-Theories and development, Managing Customer experience- customer experience manager, customer loyalty, Customer Effort Score (CES)- calculation, of CES, advantages of CES. Key drivers- definition and analysis. CEM Model- consumer psychology model, Stimulus- output- response model (S-O-R), Technology adoption model (TAM).

#### **Unit II : Marketing in CEM**

Customer Profile, Audience profile, Consideration set and awareness set in marketing, Brand Marketing-definition and strategies, Product centric marketing, psychographic in marketing, Usefulness and creating customer persona, mapping the customer journey, sales funnel stages. path to purchase model- touch points and overview.

### **Unit III : Customer Engagement Marketing**

Client centric experience, customer-centric companies- culture ,customer centric sales, customer service culture, client engagement- model and strategies, customer engagement metrics and strategies, social media engagement. Functions of customer engagement manager.

### **Unit IV : Customer Loyalty & Retention**

Customer Loyalty- types, analytics and solutions, customer loyalty loop-definition and model, Marketing funnel vs. Loyalty loop, measuring customer retention for a business, calculating net promoter score benchmarks.

### **Unit V : Internal Auditing**

Internal auditing standards, internal auditor-Evaluating compliance, preparing reports, Making suggestions. Internal auditing software- audit management software and data analytic software.

### **REFERENCE BOOKS**

1. Ben Reason, LavransLøvlie, Melvin Brand Flu(2016).Service Design for Business: A Practical Guide to Optimizing the Customer Experience.Wiley
2. P. Klaus, (2014). Measuring Customer Experience: How to Develop and Execute the Most Profitable Customer Experience StrategiesHardcover– 2014.Palgrave Macmillan

### **COURSE OUTCOME**

On completion of the course, the student will be able to :

- Develop an ability to understand customer experience with respect to the process.
- Design individual customer profile as per their experience.
- Design a more focused and customer centric business process.
- Understand the importance of internal auditing and how to evaluate the reports.

**Course prepared by : Dr. K. Malarmathi**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject :**Organizational Development** No. of Credits : 4

Code No. : 4EHN. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

At the conclusion of the course the student will be able to:

1. Define various terms relating to organizational development & change
2. Apply theories and current research concerning individuals, groups, and organizations to the process of change, Discuss the process of change as applied to organizational culture and human behavior
3. Identify organizational situations that would benefit from OD interventions
4. Explain and act upon the differences between insider and outsider approaches to consulting and OD interventions Analyze/diagnose ongoing activities within an organization and design and plan the implementation of selected OD interventions. Understand how organizational development differs from other change methods, Understand OD diagnostic models, Understand multiple methods for collecting diagnostic data in organizations, and the benefits
5. Understand the dynamics and appreciate the difficulties of change as applied to organizational culture and human behavior, Design and plan the implementation of multiple OD interventions

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

## **UNIT II**

Operational Components of O.D - Diagnostic, Action and Process - Maintenance components.

## **UNIT III**

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

## **UNIT IV**

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

## **UNIT V**

Some key considerations and Issues in O.D - Issues in consultant - Client relationship - Mechanistic & Organic systems and contingency approach - The future of O.D. - Some Indian experience in O.D

## **REFERENCE BOOKS**

1. L Wendell, A Robert French, "Organizational, Development and Transformation", 2011.
2. Wendell L. French, Cecil H. Bell, "Organization Development: Behavioral Science Interventions for Organization Improvement", 6e, Pearson Education India, 1999.
3. Rosabeth Moss Kanter, "Change Masters", Free Press, 1985.

## **COURSE OUTCOME**

- Reflect on the need for change in the current business circumstances
- Gain a general understanding of organizational change and development concepts
- Develop an understanding of possible change and organizational development instruments/interventions and their field of use
- Reflect on different leadership styles and their importance in a change process
- Apply change concepts to a real case example and transfer this knowledge to their own working environment

**Course prepared by : Dr. Rupa Gunaseelan**

**Course verified by : Dr. K. VIVEKANANDAN**

No. of Credits : 4

Code No. : 3EJNo. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

1. Understand the meaning of industrial relations, industrialization and organization structures.
2. Provide students with knowledge of labour laws, especially the nature and scope of labor law, the rationale of labor laws in organizations, the international labor organization, the labor laws in India, occupational hazards and risk, and managing employee relations at work.
3. To examine the theoretical aspects, problems and issues in arbitration and bargaining and models of bargaining and arbitration.

### **UNIT - 1**

Industrial Relations - Definition - Participants in Industrial Relations - The evolution of Industrial relations in India - Growth of Industrial Relations - Objectives of Industrial Relation - Approaches to Industrial Relations - Importance of Industrial Relations - Causes for Poor Industrial Relation-Effects of Poor Industrial Relations - Industrial Relations in India - Measures to improve industrial Relations

Trade Union movement – Definition - Meaning - Characteristics of Trade Union - Need for Trade Union - Nature and Scope of a Trade Union - Purpose of Trade Union – Objectives - Historical Evolution and Growth of Trade Unions in India - Functions of Trade Unions in the India - strength and weakness of Trade Unions - Essentials for success of a Trade Union.

### **UNIT 2**

Industrial Conflict - Definition of a Dispute-Meaning - Nature of Conflict and its Manifestations - Causes of Industrial Conflicts-Form of Industrial Dispute-Strike-Types of Strike-Form of Disputes from the Employer-Industrial Dispute's Preventive Machineries - Collective Bargaining – work committee – conciliation officer – board of conciliation – court of inquiry -- Settlement of Industrial Disputes - Tripartite Bodies- labour court – industrial tribunal – national industrial tribunal.

Employees Grievances – Definitions - Importance of grievance system - Nature of Grievances - Need for a Grievance Procedure - The Causes of Grievances - Steps in Grievance redressal - Basic Elements of a Grievance Procedure - Pre-requisites of a Grievance Procedure - Model Grievance Procedure.

### **Unit 3**

Collective Bargaining – Definition - Meaning and Concept - Nature of Collective Bargaining- Characteristics of Collective Bargaining - Types of Collective Agreement-Forms of Collective Bargaining - Type of Bargaining-Advantages of Collective Bargaining-Collective Bargaining at Different Levels - Collective Bargaining Process – Negotiations - Contract Administration-Pre-requisites for collective bargaining - Collective Bargaining in India.

Workers Participation in Management – Definition – Objectives of WPM-Actors of Wpm - Factors influencing WPM - Forms of workers' participation in management - Workers' Participation in Share Capital-Workers participation scheme-1983- Quality Circles-Self-Managing Work Teams-Essential Conditions for Successful Working of WPM.

### **UNIT 4**

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Social Security: Factories Act - Trade Union Act - Industrial Disputes Act - Workmen's Compensation Act - Employees State Insurance Act (ESI Act) - Employees Provident Funds Act and Miscellaneous Provisions Act - Payment of Gratuity Act - Industrial Employment (Standing Orders) Act.

### **UNIT 5**

Compensation: Minimum Wages Act - Payment of Wages Act - Payment of Bonus Act - Payment of Gratuity Act - Maternity Benefit Act - Labour and Employment Laws in India

### **REFERENCE BOOKS**

1. Tripathi P.C, "Personnel Management and Industrial Relations", 22e, Sultan Chand & Sons, 2013.
2. SubbaRao P, "Essentials of Human Resource Management and Industrial Relations", Himalayan Books, 2011.
3. Kodeeswari K, Kubendran V, "Industrial Relations And Labour Laws" 1e, Himalaya Publishing House, New Delhi, 2015.
4. Kapoor N.D., "Elements of MERCANTILE LAW", 37 Revised Edition, Sultan Chand & Sons, 2017.
5. Venkataphy R., Assisi Manacheri, "Industrial relations and labour legislation", Adhithya Publishers, 2002.

### **COURSE OUTCOME**

By the end of this course, students should be able to understand

- a) The nature and scope of labor laws
- b) The rationale of labor laws in organizations
- c) The international labor organization visa-viz the labor laws in India and
- d) Managing employee relations at work.

**Course prepared by : Dr. Rupa Gunaseelan**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Talent Management** No. of Credits : 4

Code No. : No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

- To make the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization.
- To develop a conceptual understanding of the management of talents in the competitive environment.
- To understand how important is to develop and retain the best talents in the industry.
- To understand the concepts of competency and its usage in evaluating a person's work

#### **Unit:1 - Recruitment and promotions**

Basics of Talent Management: Talent- talent management process, Talent Management System - Components and benefits of Talent Management System; creating TMS, challenges of TMS, Building blocks of talents management: competencies - performance management, conducting performance reviews, Talent pool strategy- Competency based hiring, values and cultural fit, integrated talent management system

#### **Unit: 2 - Talent Planning**

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Concepts, succession management process, Integrating succession planning and career planning, designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management, CEO Succession planning

### **Unit: 3 - Developing and Retaining Talent**

Potential identification and development, coaching for sustained & desired change, integrating coaching, training and development with talent management, employee retention- motivation and engagement, Return on talent; talent management information system

### **Unit: 4 - Competency mapping**

Concepts and definition of competency; types of competencies, competency based HR systems, competency and performance, 5 level competency model, various competency models, how competencies relate to career development and organizational goals.

### **Unit: 5 - Assessment and Development Centre**

concepts, importance and uses of assessments centre in selecting employees, difference between assessment and development centre, assessment centre approach to competence building, steps in assessment centre, designing the assessment centre. Assessment techniques at a glance: Management games, in basket exercises, role plays, written exercises, job simulations, individual presentations, psychometric tests, interviews; documentation in atypical assessment centre; preparation of assessment centre report.

- Students are expected to conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.
- Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.
- Presentation by students about the competency directory profiling of various positions.
- Presentation by students about the competency directory profiling of various positions.

### **REFERENCE BOOKS**

1. Lance Berger, Dorothy Berger “The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People”, McGraw Hill Education, 2017.
2. Lyle M. Spencer, Signe M. Spencer, “Competence at Work: Models for Superior Performance”, Wiley India Pvt Ltd, 2008.
3. Seema Sanghi, “The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations”, Sage Publications, 2016

### **COURSE OUTCOME**

1. Understand what is required to align human resource strategy with strategic objectives of your business
2. Identify the steps required to conduct an effective talent review of performance and potential
3. Examine strategies to fill critical needs identified through a gap analysis
4. Identify key requirements to attract and acquire skilled talent
5. Explore best practices for developing talent
6. Understand the key elements to engage and retain skilled resources
7. Acquire the skills and knowledge to build an effective talent management strategy for your own organization

**Course prepared by : Dr. Rupa Gunaseelan**

**Course verified by : Dr. K. VIVEKANANDAN**

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Title of the Subject : **International Financial Management** No. of Credits : 4  
Code No. : 3EENo. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

1. To appraise the students about international financial environment and foreign exchange market.
2. To make them to know about various types of foreign exchange risk and derivatives.
3. To make the students analyse the foreign investment proposals.
4. To make the students to manage the working capital of MNCs.

### **UNIT I:**

#### **IFM Environment**

MNC and Multinational Financial Management – The determination of Exchange rates- the international monetary system- parity conditions in international finance and currency forecasting – The balance of payments and international economic linkage.

### **UNIT II:**

Derivative Management and Foreign exchange Risk Management

The foreign exchange market – currency futures and options market- swaps interest rate futures. Managing Transaction and translation exposure- Measuring and managing economic exposure.

### **UNIT III:**

#### **Financing MNCs**

International financing and capital markets-Euromarkets, – the cost of capital and foreign investments.

### **UNIT IV:**

#### **Foreign Investment Analysis**

International portfolio investment-corporate strategy and Foreign Direct investment- Capital budgeting for MNCs

### **UNIT V:**

#### **Multinational Working Capital Management**

Financing foreign trade - Current Asset management and short term financing – managing multinational financial system-Foreign Exchange Management Act.

### **REFERENCE BOOKS**

1. Alan C. Shapiro, “Multinational Financial Management”, Wiley, 2012
2. CheolEun, Bruce G. Resnick, “International Financial Management”, McGraw-Hill Higher Education, 2009.
3. Maurice D. Levi, “International Finance”, Routledge, 2009.
4. M.Y. Khan, P. K Jain, “Financial Management”, McGraw Hill Education, 2017.

### **COURSE OUTCOME**

Upon completion of the course on IFM, the students should be able to

1. Understand financial environment
2. Understand the operations of forex derivatives.
3. Manage the foreign exchange risk.
4. Analyse the foreign investment proposals.
5. Manage the working capital of MNCs.

**Course prepared by : Dr. G. Sridharan**

**Course verified by : Dr. K. VIVEKANANDAN**

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Title of the Subject : **Cost Management** No. of Credits : 4  
Code No. : 3E No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

- Explain the concept and role of cost accounting in the business management of manufacturing and non-manufacturing companies.
- Define the costs and their impact on value creation in the manufacturing and non-manufacturing companies.
- Use accounting methods of cost calculation.

### **UNIT I**

Introduction to cost management and basic cost management concepts. A Systems framework; factors affecting cost management; cost assignment: Direct tracing and allocation - Functional-based and Activity-based cost management systems.

### **UNIT II**

Cost Behaviour-Basics- Resources. Activities and Cost Behaviour- Methods for separating mixed costs into Fixed and Variable components- Reliability of Cost Formula Cost Estimation using Multiple Regression- The Learning Curve and Non-linear cost Behaviour.

### **UNIT III**

Activity Based Costing- Functional based product costing- ABC costing system-Product and service costing - Job order system - Characteristics of the production process - single and multiple overhead rates- An overview of cost allocation-Allocating one department's costs to another department.

### **UNIT IV**

Decentralisation and Responsibility Accounting Performance Evaluation-Investment Centers - Transfer pricing - Setting transfer prices.

### **UNIT V**

Strategic Cost Management Basic Concepts - Value Chain Analysis- Life Cycle Cost Management - JIT and its effect on cost management system.- Activity Based Management - The Balanced Scorecard- strategic based control.

### **REFERENCE BOOKS**

1. Guan . I lansen and Mower, Cost Management, Southern Cengage learning
2. Srikant M. DatarMadhav V. Rajan, Horngrens Cost Management. A global Emphasis, Pearson; 16 edition (29 May 2017)
3. Atkinson and Robert Haplan, Advanced management Accounting, Pearson India (2015)
4. Jawaharlal, Cost Management, Tata McGraw Hill 2008.
5. Hongren , Sundem, Introduction to management accounting, Prentice Hall of India

### **COURSE OUTCOME**

1. Express the place and role of cost accounting in the modern economic environment,
2. Select the costs according to their impact on business,
3. Differentiate methods of schedule costs per unit of production,
4. Differentiate methods of calculating stock consumption,
5. Interpret the impact of the selected costs method, 6. Identify the specifics of different costing methods,

**Course prepared by : Dr. V. Ramanujam**

**Course verified by : Dr. K. VIVEKANANDAN**

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Title of the Subject : **Derivatives Management** No. of Credits : 4  
Code No. : 4EX No. of Teaching hours (week) : 3 Hrs.

**COURSE OBJECTIVE**

1. To appraise the students about various types of financial derivatives.
2. To make them to know about the operations of various forms of derivatives i.e. stock futures, Options etc.,
3. To make them to know about how to use derivatives to hedge the risk.
4. To make the students to know about commodity derivatives in India.

**UNIT -1:**

An Introduction to Future and Options as Derivatives Instruments

Types of derivative instruments -Forward Contracts – Future contracts – Futures in india – Options – Options in India – Option on Futures – Forward rate – Agreements – Swaps – Factors Contributing to the growth of derivatives- Participants in the futures and options market – Social economic benefits of futures and options – Requirements of a successful derivatives market.

**UNIT -2:**

Introduction – what drives the stock market – Translating market signals into timing signals – Regulatory framework – Trading members, Clearing members and clearing house – Trading systems- Standardisation of derivatives contracts and other basic concepts.

**UNIT -3:**

**Stock futures & Stock index futures**

Introduction – Advantages of stock futures – Pricing stock futures and arbitrage- Basic trading strategies using stock futures- Introduction- Stock indices in the stock market- Index futures contracts in India – hedging price risk with stock index futures – Convergence of cash and futures prices.

**UNIT – 4:**

Option – Stock Option, Currency option – Call Option and Put Option – Option Trading Strategies – Option Valuation.

**UNIT – 5:**

Recent Developments in Derivatives Management in India – Regulation of Derivatives – Commodity Derivatives.

**REFERENCE BOOKS**

1. John .C. Hull, Options, Futures, and Other derivatives, Pearson Education India; Ninth edition (25 May 2016)
2. Robert A. Strong, Derivates, Cengage learning.
3. S.L. Gupta, Financial Derivates, Prentice Hall of India.
4. D.C. Patwani and AnshalBhangava, Options and futures, Jai co
5. N.D. Vora and Baghri, Options and Future, Tata McGraw Hill.

**COURSE OUTCOME**

Upon completion of this course on derivatives management the students should be able to

1. Understand the features of derivatives.
2. Become familiar in managing risk using options and futures.
3. Demonstrate and apply various types of options and future trading strategies.
4. Appreciate the importance of risk management strategies.

**Course prepared by : Dr. G. Sridharan Course verified by : Dr. K. VIVEKANANDAN**

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Title of the Subject : **E- Marketing**

No. of Credits : 4

Code No. : 4ER No. of Teaching hours (week) : 3 Hrs.

**COURSE OBJECTIVE**

1. To Understand facts of E-Marketing as a field of Study
2. To develop in depth understanding of E-Marketing Practices.
3. To appreciate E-Marketing applications in the Modern era.

**UNIT I**

e-Marketing challenges and opportunities; e-business models; Customers in the 21<sup>st</sup> Century; Market Segmentation; Consumer Navigation behaviour.

**UNIT II**

e-Marketing Plan; Environmental Scan; market opportunity analysis; design marketing-mix; database marketing.

**UNIT III**

e-Marketing information system; Marketing knowledge; marketing data collection [intelligence]; internet based research approaches; marketing databases and data ware houses; data analysis.

**UNIT IV**

Product adoption and Product life cycle; Customer value online : Branding, Labeling, Online benefits; new Product strategies; new product trends; Pricing; intermediaries; distribution channels; direct selling.

**UNIT V**

Integrated marketing Communication; Communication strategies; net as a medium; building customer relationship; CRM.

**REFERENCE BOOKS**

1. Judy stratus , Raymond frost, E- Marketing, T&F/Routledge; Latest Edition edition (2016).
2. Rafi Mohamaed, Robert j. Fisher , Bernad J, jacowiski, Internet Marketing, Tata McGraw Hill , New Delhi.
3. Ravi Kalakota , Andrew B. EWhitson, Electronic commerce, Pearson Publication.
4. Schinderand Perry, Electronic commerce, Thomson learning.
5. Albert Napier, Creating and Willing E – business, Vikas publication.

**COURSE OUTCOME**

1. To understand the theoretical concepts of E-Marketing
2. Students will get awareness about e- Business as significant business segment of the future.

**Course prepared by : Dr. S. Mahalingam**

**Course verified by : Dr. K. VIVEKANANDAN**

### **COURSE OBJECTIVE**

- To introduce the concept of quality in production including total quality in business Management.
- To give the students an overview of quality and TQM and explaining the salient contributions of Quality Gurus like Deming, Juran and Crosby. General barriers in implementing TQM.
- The students will understand the TQM concepts like customer Focus, Employee Focus and their involvement, continuous process improvement and Supplier Management.
- Exposure to students on the basic and new seven management tools, Quality concepts like Six sigma, Failure mode effect analysis.
- Detailed exposure to students on various quality systems like ISO and its standards.

### **UNIT I**

Total quality management – concepts – quality management in retrospect – evaluation of quality approaches – Basic elements of TQM. Accelerating use of TQM – The continuous improvement process – International trend in continuous improvement process – Service quality Vs Product Quality.

Total Quality :- Value & Differential advantage

### **UNIT II**

Pillars of Total quality management – Strategic thinking and planning, the starting point for total quality – Total quality policy and deployment guidelines – Total quality approaches – Leadership for TQM. Attitude & involvement of top management. Organizational implications.

### **UNIT III**

Total quality models – Enablers for total quality – quality responsibilities – achieving total commitment to quality – Information & customer – Strategic information system – Strategic quality management.

### **UNIT IV**

Quality education and training quality process, Quality system – Quality measurement system including the tools of TQM – Quality cost – Quality planning – Quality information feedback – Internal customer conflict – customer retention and problems.

### **UNIT V**

Strategic choice of markets and customers maintaining competitive advantage – Designing process and products for Quality – TQM and ISO 9000 – Auditing for TQM – TQM in services – TQM in education – The leverage of productivity and Quality – Pitfalls in operationalising Total Quality.

### **REFERENCE BOOKS**

1. Bharat Wakhlu, Total Quality Management.
2. Bester Field, Total Quality Management, Pearson Education India; 4 edition (2015).
3. Bill Creech, Five Pillars of Total Quality Management, Plume; Reprint edition (1 December 1995).
4. Joseph and berk, Total quality Management, Butterworth-Heinemann (30 June 2000).
5. Stephen George, TQM strategies and Techniques, John Wiley & Sons; 2nd Revised edition edition (11 March 1998).
6. R.P Mohanty and R.r .Lakhe, TQM in service sector, jaico Publishing House; First edition (28 August 2001).

### **COURSE OUTCOME**

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On completion of the course, the student will be able to :

- Develop an understanding on quality management philosophies and frameworks.
- Learn the applications of quality tools and techniques in both manufacturing and service industry.
- Develop analytical skills for investigating and analyzing quality management issues in the industry and suggest implement able solutions to those.
- Whether he/she can able to design Quality frameworks.
- Whether he/she can able to map the Quality designs to implementation.

**Course prepared by : Dr. K.Malarmathi**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Supply Chain Management** No. of Credits : 4  
Code No. : 4EA No. of Teaching hours (week) : 3 Hrs.

**COURSE OBJECTIVE**

1. To make the students to get through knowledge about supply chain and logistics management.
2. To train the students in materials handling, purchase and production planning and storage and space management.
3. To make to students to understand the application of Information Technology in supply chain and logistics management.

**UNIT I**

Introduction to Supply Chain Management (SCM) – Concept of SCM – Components of SCM, an overview – Features of SCM – Strategic issues in SCM. SCM current scenario – Value chain management and customer relations management.

**UNIT II**

Customer focus in SCM – Demand planning, Purchase planning – Make or Buy decision – Indigenous and global sourcing Development and Management of suppliers – Legal aspects of Buying – Cost management – Negotiating for purchasing / sub contracting – Purchase insurance – Evaluation of Purchase performance (performance indices). Inventory management – Financial impact of inventory.

**UNIT III**

Manufacturing Scheduling – Manufacturing flow system – Work flow automation – Flexibility in manufacturing to achieve dynamic optimization – Material handling system design and decision. Ware housing and store keeping – Strategies of ware housing and store keeping – Space management.

**UNIT IV**

Logistics management – Role of logistics in SCM – Integrated Logistics Management – Transportation Design and decision – Multi modalism – Third party logistics services and providers – Facilities management (Port/Airport/ICDs) Channels of distribution – Logistics and customer service.

**UNIT V**

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Information technology and SCM: EDI, ERP, Internet and Intranet, E-Commerce, Advanced Planning System, Bar Coding, Tele communication network, Video Conferencing and Artificial Intelligence. Best practices in Supply Chain Management – Organizational issues to implement SCM.

### **REFERENCE BOOKS**

1. B.S. Sahay, Supply Chain Management for global competitiveness, Macmillan India Limited 2004
2. Sunil chopra and Peter Meindal, Supply chain management strategy planning and operations, Prentice Hall of India , 3<sup>rd</sup> edition , 2007.
3. SimchiLevi ,Kaminsky and Simchilevi, Designing and managing the supply chain : concepts , strategies, and case studies, Tata McGraw Hill 2<sup>nd</sup> edition , New Delhi 2007.
4. Robert B. Handfield and Ernest L. Nichos .J.R, Introduction to supply chain management, Prentice Hall of India, New Delhi.

### **COURSE OUTCOME**

1. The students are able to make supply chain and logistics related decisions.
2. The students are trained in materials handling, production and stores systems and procedures.
3. The students become more employable in supply chain and logistics and IT related Service organisation.

**Course prepared by : Dr. N. Uma Devi**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Business Process Reengineering** No. of Credits : 4  
Code No. : No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

- Understand what and how business processes can be radically improved.
- Understand on how to reduce process cycle time and cost.
- To improve the quality of the process products or outcomes.

#### **UNIT I : Introduction**

Definition, Basic Keywords, The need for BPR, Advantages, Constraining Factors, Challenges. BPR Life Cycle Methodology, The BPR Lifecycle Methodology, Guidelines for BPR steps, Extensive Case Studies

#### **UNIT II : BPR and KPIs**

KPIs Definition, Measuring KPIs, Methodologies -Common Assessment Framework (CAF), Balanced Scorecards, Introduction to Lean & Scrum methodologies, Basic principles, Relation to BPR.

#### **UNIT III : Role of IT in BPR**

IT and BPR, Enterprise Architectures, BPM and BPR supportive Systems, Case Studies BPR, Model and Simulation – Theory and Practice, Process Modeling, Notations, Case Studies, BP Modeling and Simulation of Processes, Case Studies and Toolkits

#### **UNIT IV : Business Models & Innovation**

Business Models, Web 2.0, Innovation Management, How specific methods are applied in BPR, Change Management & BPR, The Power of Habit in organizations. The role of eLearning environments. How gaming applications can facilitate BPR.

#### **UNIT V : Research & Practice Perspectives in BPR**

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Discussion on research challenges, and practice challenges for industry and governments, BPR Demonstrations, Discussions on case studies from COCKPIT, Service, Cost-GIC Demo, Governments and Industry cases

### **REFERENCE BOOKS**

1. Davenport (1993), Reengineering work through information technology, Harvard Business School press.
2. Hammer and Champy 1993, Reengineering the cooperation : A manifesto for business revolution, Harper Business books.
3. Hammer and Stanton, The Reengineering Revolution, HarperCollins. London.
4. Hansen, Automating Business process Reengineering, Prentice Hall.
5. Johansson, McHugh, Pendlebury & Wheeler, Business Process Reengineering Break point strategies for Market Dominance, Wiley Publications.

### **COURSE OUTCOME**

On completion of the course, the student will be able to :

- Develop an ability to identify the key performance areas for an organization.
- Exhibit decision making and problem solving skills..
- Identify business process related problems and ways to solve them.
- Understand the intervention of IT in the whole process.

**Course prepared by : Dr. K. Malarmathi**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Disaster Management**

No. of Credits : 4

Code No. :

No. of Teaching hours (week) : 3 Hrs.

### **COURSE OBJECTIVE**

1. To provide basic conceptual understanding of disasters and its relationships with development.
2. To gain understand approaches of Disaster prevention and control and the relationship between vulnerability, disasters, disaster prevention and risk reduction.
3. To understand Medical and Psycho-Social Response to Disasters.
4. To prevent and control Public Health consequences of Disasters
5. To enhance awareness of Disaster Risk Management institutional processes in India
6. To build skills to respond to disasters and to be resilient towards various disasters

#### **UNIT – 1**

Disaster and Development: Nature, Humanity and Development – Hazards and Disasters – Dimensions and Typology of Disasters – Public Health and Disasters.

#### **UNIT – 2**

Disaster Prevention and control : The Role of the UN in Complex Emergencies – The Coordination and Leadership Context of the UNDMT – International Agencies for Disaster Response – National Disaster Management : India.

#### **UNIT – 3**

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Disaster Risk Analysis and Management : Disaster Mitigation – Coordination – Disaster Preparedness and Planning – Disaster Risk Assessment – Information Management and Dissemination – Disaster Rehabilitation – Futuristic Sustainable Measures in Disaster Management.

#### **UNIT – 4**

Strategies to cope with Natural disasters : Floods – Earth quakes and Landslides – Cyclones and Thunderstorms – Tsunami – Drought – Heat wave and Sandstorms – Cold wave and extreme cold.

#### **UNIT – 5**

Strategies to counter manmade disasters : War and Terrorism – Stampede, Riots and Demonstrations – Residential and Industrial Fires – Transportation Accidents – Nuclear Power Accidents – Hazardous Materials and Toxic Emission – Utility failure.

#### **REFERENCE BOOKS**

1. SathishModhn, Introduction to Disaster management, Laxmi Publications (2009).
2. SathishModhn, Citizen guide to disaster management, Laxmi Publications; First edition (2006).

#### **COURSE OUTCOME**

1. Develop an understanding of the key concepts, definitions key perspectives of All Hazards Emergency Management
2. Understand the Emergency/Disaster Management Cycle Revised
3. Have a basic understanding for the history of Emergency Management
4. Develop a basic under understanding of Prevention, Mitigation, Preparedness, Response and Recovery

**Course prepared by : Dr. Rupa Gunaseelan**

**Course verified by : Dr. K. VIVEKANANDAN**

Title of the Subject : **Entrepreneur Development**  
Code No. :

No. of Credits : 4  
No. of Teaching hours (week) : 3 Hrs.

#### **COURSE OBJECTIVE**

Upon completion of the Entrepreneurship major, graduates will have the abilities and confidence to first, start and grow new business ventures, and/or second, to become a force for innovation and growth within existing companies.

#### **UNIT I:**

Entrepreneur - meaning - importance - Qualities, nature types, traits, culture, Similarities and differences between entrepreneur and intrapreneur. Entrepreneurship and economic development - its importance - Role of entrepreneurship - entrepreneurial – environment, Evolution of entrepreneurs - entrepreneurial promotion: Training and developing motivation: factors - mobility of entrepreneurs - entrepreneurial change - occupational mobility - factors in mobility - Role of consultancy organizations is promoting entrepreneurs - Forms of business for - entrepreneurs.

#### **UNIT II:**

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Project management: Sources of business idea - Project classifications - identifications - formulation and design - feasibility analysis - Preparation of Project Report and presentation. Financial analysis - concept and scope - project cost estimate - operating revenue estimate - Ratio analysis - investment Process - B E analysis - Profit analysis - Social cost benefit analysis - Project Appraisal methods - Project Report preparation.

### **UNIT III:**

Project finance: Sources of finance - Institutional finance - Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT, Commercial Bank - Appraisal of bank for loans.

Institutional aids for entrepreneurship development - Role of DICS, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau - Approaching Institutions for assistance

### **UNIT IV:**

Innovation in business – the big picture – the IQ-Innovation Quotient-stepping off the cliff-establishing environments for creativity-cycling worlds-creating the climate-taking risks, failing and being OK. Innovation and the Market- Assessing the risk- The Innovation Process-Where are we now?-The Diagnosis-The Consultation of Group-Selecting a strategy-preparing the organization-setting up the Investment.

**UNIT V** - Setting small scale industries - location of enterprise - steps in setting SSI unit - Problems of entrepreneurs - Sickness in small industries - reasons and remedies - Incentives and subsidies - Evaluating entrepreneurial performance - Rural entrepreneurship - Women entrepreneurship.

### **REFERENCE BOOKS**

1. Robert D. Hisrich, Mathew J Manimala, Michael P Peters, Dean A Shepherd, "Entrepreneurship", 9e, McGraw Hill Education, 2014.
2. Peter F. Drucker, "Innovation and Entrepreneurship", Harper Collins, 2009.
3. Robin Lowe, Sue Marriott, "Enterprise: Entrepreneurship and Innovation: Concepts, Contexts and Commercialization" 1e, Routledge, 2012.
4. John Bessant, Joe Tidd, "Innovation and Entrepreneurship", 2e, Wiley India Private Limited, 2012.

### **COURSE OUTCOME**

The learning outcomes, or skill-based objectives, that support the two broader objectives are to provide students with the ability to:

1. Students should be able to choose the best financial project and to find the financial institution with minimum interest rate.
2. Students will be able to define, identify and/or apply the principles of entrepreneurial and family business;
3. To identify and/or apply the principles of viability of businesses, new business proposals, and opportunities within existing businesses;
4. To identify and/or apply the principles of entrepreneurial management and growth through strategic plans, consulting projects and/or implementing their own businesses;
5. To identify and/or apply the principles of preparing a startup business plan emphasizing financing, marketing, and organizing;
6. To identify and/or apply the principles of creating and defending an entrepreneurial marketing plan;
7. To identify and/or apply the principles of developing proforma financial statements;

**Course prepared by : Dr. V. Ramanujam Course verified by : Dr. K. VIVEKANANDAN**

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### **COURSE OBJECTIVE**

- Learn the basic concepts of Training and Development
- Define the concepts and process of Training , development and Education
- Learn the practical applications and implications of Training on other HR Practices like Recruitment and Selection, Human Resource Planning, Performance Appraisal etc.
- To learn to identify the Training Needs in an Organization

#### **UNIT-I:**

Introduction- Overview and Concepts of Training and Development - Fundamentals of HRM - Role of Training and Development -Difference between Training and Development and education/ - Aims /objectives / - Importance/Scope/Limitations/advantages/disadvantages- Process of Training-Types of Methods of Training

#### **UNIT- II:**

Human Resource Planning: Meaning and its Concepts - Need /Scope/ Limitation/Importance - Process of Human resource Planning • Role of Human resource Planning in Training and Development- **Recruitment, Selection & Placement** - Basic Concepts/Need/scope/Process/Sources/Types of Recruitment - Basic Concepts/Need/scope/Process/Sources /Methods of Selection process.

#### **UNIT- III:**

Steps to Training and Development -Step: 1: Identification of Training and Development Needs/Concepts/Objectives/Process/Tools or methods/Importance/- Step:2 Designing and Conducting Training and Development Programme - Concept/Process - Step:3 Evaluation of Training and Development Programme

#### **UNIT- IV:**

Needs, Objectives of Principles of Training - Learning Principles of Training- Needs Training and Development Programme- Various approaches of Training-Reactive Approach-Proactive Approach-Systematic Approach

#### **UNIT- V:**

Nature and Purpose of management development techniques - Information Technology & HR: Training & Development Via Internet & CD Rooms - Performance Appraisal – Purpose , Factors affecting criteria , methods , Performance Appraisal of managers, Post – Appraisal interview, Frequency of Performance Appraisal , Ethics

### **REFERENCE BOOKS**

1. Human Resource Management and Practices: S.S.Khanka ,Reprint-2013
2. Human Resource Management and Practices: K.Ashwathapa,7<sup>th</sup> Edition, 2013
3. Training and Development: Tapomay Deb,2017
4. Training and Development: R.K. Sahu,2009 5. Training for Development: Rolf p. Lynton. UdaiPareek,2011

### **COURSE OUTCOME**

Upon successful completion of this course, the student will have reliably demonstrated the ability to explain the role of training and development in human resources management and describe the psychology of the learning process on which training is based.

**Course prepared by : Dr. S. Krishnaraj**

**Course verified by : Dr. K. VIVEKANANDAN**

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