

2nd Year MBA (Effective from 2016-17)
(Applicable for 15-16 admission batch students)

3rd Semester

Code No.	Subjects	Credit	University Marks	Internal	Total Marks
MNG 301	Cost and Management Accounting	3	100	50	150
MNG 302	Business Law	3	100	50	150
MNG 303	Entrepreneurship & Business Incubation	3	100	50	150
MNG 304	Elective-I (Major)	4	100	50	150
MNG 305	Elective-II (Major)	4	100	50	150
MNG 306	Elective-III (Major)	4	100	50	150
MNG 307	Elective-IV (Minor)	4	100	50	150
MNG 308	Summer Internship	3	100	-	100
	Total	28	800	350	1150

4th Semester

Code No.	Subjects	Credit	University Marks	Internal	Total Marks
MNG 401	Strategic Management	3	100	50	150
MNG 402	Elective-V (Major)	4	100	50	150
MNG 403	Elective-VI (Minor)	4	100	50	150
MNG 404	Open Elective (Choose one paper)	3	100	50	150
MNG 405	Project Work on Business Management	4	-	100	100
	Total	18	400	300	700

Each student shall undergo a project work in a business enterprise for 2 months during 4th Semester.

MATRIX

		Marketing	Finance	HR	IT	OM	AGM
3rd Semester	Code	A	B	C	D	E	F
Elective– I (Major)	MNG 304	SDM	SAPM	EL	DBM	IM	AFP
Elective– II (Major)	MNG 305	SM	FD	CM	SPM	TQM	RD
Elective– III (Major)	MNG 306	CB	FMS	IR	CNS	SCM	RBM
Elective– IV (Minor)	MNG 307	RM	SFM	PM	DBI	MSO	COM
4th Semester							
Elective– V (Major)	MNG 402	RM	SFM	PM	DBI	MSO	COM
Elective– VI (Minor)	MNG 403	CB	FMS	IR	CNS	SCM	RBM

NB : Students are required to exercise their choices for selecting the major and minor area of specializations at the outset of 3rd Semester.

MARKETING :

- MNG 304 A : Sales & Distribution Management (SDM)
- MNG 305 A : Services Marketing (SM)
- MNG 306 A : Consumer Behaviour (CB)
- MNG 307 A : Retail Marketing (RM)

FINANCE :

- MNG 304 B : Security Analysis & Portfolio Management (SAPM)
- MNG 305 B : Financial Derivatives (FD)
- MNG 306 B : Financial Markets and Services (FMS)
- MNG 307 B : Strategic Financial Management (SFM)

HR:

- MNG 304 C : Employment Legislations (EL)
- MNG 305 C : Compensation Management (CM)
- MNG 306 C : Industrial Relations (IR)
- MNG 307 C : Performance Management (PM)

SYSTEMS

- MNG 304 D : Data Base Management (DBM)
- MNG 305 D : Software Project Management (SPM)
- MNG 306 D : Computer Networks & Security (CNS)
- MNG 307 D : Datamining for Business Intelligence (DBI)

OPERATIONS MANAGEMENT

- MNG 304 E : Inventory Management (IM)
- MNG 305 E : Total Quality Management (TQM)
- MNG 306 E : Supply Chain Management (SCM)
- MNG 307 E : Management of Service Operations (MSO)

AGRI-BUSINESS :

- MNG 304 F : Agriculture & Food Processing (AFP)
- MNG 305 F : Rural Development (RD)
- MNG 306 F : Rural Banking and Micro-Finance (RBM)
- MNG 307 F : Cooperative Management (CoM)

Open Electives: (One paper to be chosen)

- MNG 404 A Leadership & Team Building (LTB)
- MNG 404 B Human Resource Development (HRD)
- MNG 404 C Customer Relationship Management (CRM)
- MNG 404 D B2B Marketing (BBM)
- MNG 404 E Big Data Analytics (BDA)
- MNG 404 F Enterprise Resource Planning (ERP)
- MNG 404 G Business Taxation (BT)
- MNG 404 H Project Appraisal (PA)

DETAILED SYLLABUS OF 3RD SEMESTER

MNG-301 COST AND MANAGEMENT ACCOUNTING CREDIT-3 , Class Hours:35

Module-I. Introduction to Cost Management: Basic concepts: Scope of Cost Management. Types of Cost, Cost Accounting and Financial Accounting, Methods of Costing, Techniques of Costing, Classification of Costs, Cost Centre, Cost Unit, Profit Centre, Investment Centre, Preparation of Cost Sheet, Total Costs and Unit Costs.

Module-II. Cost Accounting Systems: Material Cost Management: Material Costs, Valuing material issues and stock. **Overheads:** Measuring and importance, production overheads, Primary Distribution and Secondary distribution, allocation and apportionment of cost, absorption by production units, Methods, over and under absorption of overhead.

Module-III. Methods and Techniques: Job Costing: Batch costing method and contract costing. **Process Costing:** Process losses and inter-process profits, Simple Equivalent Production, Joint Product and By Products. **Service Costing:** Transport, Hospital, Canteen **Marginal Costing:** Nature and scope, marginal cost equation. Profit volume ratio, Break-even chart, Impact on profits due to changes in various factors, use of probabilities and application of marginal costing for management decisions.

Module-IV. Cost Management Tools: Budgetary Control: Functional budgets, Cost budget, Master Budget, Performance budgeting and Zero based budgeting. Flexible budgets. **Standard Costing:** Standard cost and standard costing, standard costing and budgetary control. Analysis of

variances (Material, Labour, Overhead and Sales), Disposal of variances. **Cost Reduction and Productivity (only concepts):** Cost reduction, value analysis, productivity, value added and Learning curves, Activity Based Costing.

MNG-302

BUSINESS LAW (BL)

Credit 3, Class Hours: 35

Module – I Law of Contract : Contract Act: Indian Contract Act, 1872, Agreement, Contract, Essentials of Contract (Offer & Acceptance, Consideration, Capacity of Parties, Free Consent, and Legality of Object), Performance and Discharge of Contract, Remedies for breach of contract, Quasi-Contract and Contingent Contract.

Module – II Special Contract: Contract of Agency: Mode of creating & revocation of Agency, Rights and Duties of Agents and Principals. Contract of Bailment (Rights and duties of Bailer and Bailee). Contract of Sales of Goods: Sale and agreement to sell, Condition and Warranty, Transfer of properties, Finder of Goods, Performance of Contract of sale, Unpaid seller and his rights.

Module – III Economic Laws Consumer Protection Act, 1986: Consumers, Rights of Consumers, Redressal Machinery under the Act, Procedure of Complaint, Relief available to the consumers, Procedure of filing appeal, Powers of Redressal agencies

Module – IV Company Laws: Indian Companies Act 1956, Salient features and Classes of Company. Lifting of corporate veil, Procedure of Incorporation and Certificate of commencement of business, Memorandum and Articles of Association, Doctrine of ultra vires and Indoor Management, Management of Company: Qualification, Appointment, Legal position, Company Meetings, Resolutions, Winding-up of Companies and their modes.

MNG 303

ENTREPRENEURSHIP AND BUSINESS INCUBATION

Credit : 3, Class Hours: 35

Module-I: Entrepreneurship: Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur.

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

Module-II: Start up; Definition, Startups ecosystem: support organizations, big companies, universities, funding organisations, service providers, research organisations, Startup development phases: Ideating, concepting, committing, validating, scaling, establishing, Startup business partnering, Startup culture, Co-founders, Preparing to Launch: Essential Components, Intellectual Property, Branding, Strategy, Making the Entrepreneurial System Work for you, Financing startups: Different stages of financing; Co-founders, FFF, Angels; Venture Capitals, Acquisition/ mergers, Strategic alliances; IPO, Factors of success and failures, Restarters, Trends and obstacles,

Module-III: Business Incubation: Business Incubation Definition and Principles, Incubator Models and Success Factors, Incubator Operation, Planning an Incubator, Business Incubation Marketing and Stakeholder Management, Financing a Business Incubator, Managing the Business Incubator, Monitoring, Evaluation and Benchmarking, Implementing a Mentoring Program, Deals and Financing for Incubator Clients, Technology Commercialization, Virtual Business Incubation.

Module-IV: Startup India, Make in India, Case study on Startup village, Kochi; 10000 Start-ups of NASSCOM and Silicon Valley, USA, Startup policies of Central Government and some leading State Governments Technology Business Incubator (TBI), Role of National Science and Technology Entrepreneurship Development Board (NSTEDB), DST guidelines for Seed Support System (SSS) for Startups in Incubators.

ELECTIVE: MARKETING

- MNG 304 A : Sales & Distribution Management (SDM)**
MNG 305 A : Services Marketing (SM)
MNG 306 A : Consumer Behaviour (CB)
MNG 307 A : Retail Marketing (RM)

MNG 304 A

SALES AND DISTRIBUTION MANAGEMENT

Credit: 4, Class Hours: 45

Module-I : Sales Management; Objectives and Functions, Setting up a sales organization, Selling process, Management of Sales force, Recruitment & Selection, Training, sales force motivation, Compensating Sales Force, Sale forecasting, Territory Management, Evaluation of sales force ,Sales Budget, Sales Quota.

Module - II : Distribution Management, Designing customer oriented marketing channel, Managing channel member behavior, Channel Conflict, Co-operation & competition.

Module –III: Vertical marketing system, Horizontal Marketing system, Logistics management – Objectives of logistics, Logistics planning, Inventory management decisions, Transportation decisions, Supply chain Management

Module - IV : Managing the international channels of Distribution- Differences in customer expectation across countries, International orientation of companies, the mode of entry decisions, Implications of entry mode.

MNG 305 A
SERVICES MARKETING
Credit: 4, Class Hours: 45

COURSE OBJECTIVE: To understand the meaning of services and the significance of marketing the services.

COURSE OUTCOME: Will be able to apply the concepts of services marketing in promoting services.

Module-I: Introduction to services marketing, Characteristics of services compared to goods, Emergence of Service Economy, Services marketing Challenges, Service Encounter, Service Blueprint, Service triangle, Service scape , Service marketing mix,

Module-II: Quality Issues and Models, Gap Analysis, SERVQUAL, Application of SERVQUAL, Demand-Supply Management, Service product, New service development, Branding, Packaging, Pricing, Promotion, Service Research and innovations, Service delivery channels: direct channels, franchising, agents, brokers, internet channels, channel conflicts and resolution.

Module –III: Building customer relationships- Relationship marketing, Relationship value of customers, customer profitability segment, customer life time value, Relationship development strategies, Relationship challenges, e-CRM, Service Consumer Behaviour, Service failure & Recovery,

Module-IV: Marketing of service Sector-Financial Services, Tourism Services, Education Services, ITES, Telecom services, Health Services.

MNG 306 A
CONSUMER BEHAVIOUR
Credit:4, Class Hours: 45

OBJECTIVE: To understand the role of consumer behavior in marketing and to identify qualitative and quantitative methods of measuring consumer behavior.

COURSE OUTCOME:

The student will understand the influences on customer choice and the process of human decision making in a marketing context.

Module -I: Theories of Consumer Behaviour: Learning theory, Psychoanalytic theory, Gestalt, Cognitive theory, Psychological field, Blackbox Model, Distributive Approach, Consumer decision: Process approach, Factors, influencing consumer decision making, Segmentation, Psychographics & VALS; Diffusion of Innovations.

Module - II :Individual Determinants of Behaviour- Personality, perception, attitude (attitudinal models), learning, Motivation, Group influence on consumer behaviour-Social class, Social groups, Opinion leaders. Role of social media in shaping consumer behaviour

Module-III : Culture and its impact on Consumer behaviour, Relevance of culture in making decisions, Characteristics of culture, Cultural Values, Cultural Changes, Cross cultural understandings. Family: Role & Structure, Family Life Cycle, Purchasing decisions, changing role of families.

Module - IV Models of Consumer Behaviour; Howard-Seth Model, Angle-Blackwell - Kollat (Multimediation Model), Nicosia Model. Seth's Family Decision-making Model.

MNG 307A
RETAIL MANAGEMENT
Credit: 4, Class Hours: 45

COURSE OBJECTIVE: To understand the concepts of effective retailing

COURSE OUTCOME: To manage the retail chains and understand the retail customer's behavior

Module - I : Retailing – Role, Relevance and Trends, Retail organization, Types of retailers, Retail Formats, Retail Consumer Behaviour, Retail Marketing Mix., Retail Market Strategy.

Module - II : Retail Location Decisions, Merchandise Planning, Managing Assortments, Store Management, Layout, Design, Space Management, Visual Merchandising, Retail Aesthetics, Retail Atmospherics, Retail Equity.

Module - III : Retail Communication Mix, Selection of promotion mix, Retail sales promotion, Retail Pricing: Price Setting, Pricing Strategies, Managing Retail Brands- Branding strategies in retail, brand equity, Retail brand extension, Creating brand value.

Module – IV: Retail Supply Chain, Relationship marketing in retailing, HRM Practices in Retail, Technology in Retailing, Future of Retailing,

ELECTIVE: FINANCE

MNG 304 B : Security Analysis & Portfolio Management

MNG 305 B : Financial Derivatives

MNG 306 B : Financial Markets and Services

MNG 307 B : Strategic Financial Management

MNG 304 B

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Credit: 4, Class Hours: 45

OBJECTIVES : Enables student to Understand the nuances of stock market operations understand the techniques involved in deciding upon purchase or sale of securities.

OUTCOME : Become a good investment analyst

Module-I: Investment: Features and objectives, Alternative forms of investment, Risk & Return on investment measuring risk and return on 2 Asset on 'n' asset portfolio, Markowitz Efficient function.

Module-II: Sharpe's Single Index model, Computation of Risk and Return on a portfolio, Interpretation of portfolio, Alpha, Beta, Efficient frontier with risk free lending and borrowing capital that live, securely Masher live, CAPM, pricing of securities with CAPM, Arbitrage pricing theory.

Module-III: Portfolio Selection: feasible set portfolios, efficient set, utility theory, selection of optional portfolio using utility concept, Markowitz portfolio optimization, Sharpe portfolio optimization, Efficient Market Hypothesis.

Module-IV: Fundamental Analysis, Economic, Industry and Company Analysis, Technical Analysis, Charting tools, Volume and price trends, technical indicators, Performance Evaluation of portfolio, portfolio management strategies.

MNG 305B
FINANCIAL DERIVATIVES
Credit: 4, Class Hours: 45

Course Objective: This paper will enable students to understand the nuances involved in derivatives and understand the basic operational mechanisms in derivatives

Outcome : Possess good skills in hedging risks using derivatives

Module-I Financial Derivatives – An overview : Introduction , Definition of Financial Derivative , Features, Types of Derivatives, Basic Financial Derivatives, History, development and growth of Derivatives Market, Use of Derivatives, Traders in Derivative Markets, Factors contributing to the growth of Derivatives, Forward contract, Features of Forward Contract, Classification of Forward Contracts.

Module-II Future Market : Introduction, Financial Futures contracts, Types of Financial Futures, Basic hedging practices, continuous compounding, cost of carry, margin requirement for futures, convenience yield, stock futures, use and application of stock index futures, arbitrage with stock futures, Beta and the optimal hedge ratio, Currency Futures Market.

Module-III: Options Market : Types of options, payoff of long and short put, payoff of long and short call, covered call writing, protective put strategy, straddle, strangle, bull spreads, bear spread, butterfly spread, box spread.

Principles of option pricing- put-call parity, binomial mode for pricing options, Black-scholes model, volatility and implied volatility from the Black-scholes model, options Greeks and basic delta hedging, Forex options structured solutions.

Module-IV Swap Market and Risk Management : SWAP: Introduction, concept, Nature, Evolution, Features, Types of Swaps: plain vanilla swaps, interest rate swaps, currency swaps; Delta-Gamma hedging, hedging policy-financial distress, cash flow hedges and value hedges, capital structure and hedging, over view of Commodity Derivatives.

MNG 306 B

FINANCIAL MARKETS AND SERVICES

Credit: 4 Class Hours: 45

Course Objectives

To familiarize the students with dynamics of financial market, financial instruments and financial services

To provide the students the basic operational practices of financial markets and services

MODULE 1: Financial System and Money Market: Introduction to Indian Financial System: Components and Functions. Financial Markets - classification, Emerging reforms in Indian Financial Systems. Globalization of capital market - Capital market instruments and institutions.

Money Market: Features of Money Market, Composition of Money Market: Players, Instruments and Institutions

MODULE 2 Capital Market: New Issue Market: Functions of new issue market, SEBI guidelines for IPO, Secondary Market: functions, listing procedure, Share dematerialization Brokers : Registration, kinds of brokers, Methods of trading in a stock exchange- online trading, BSE- BOLT system, Mobile Trading , NSE-NEAT system

MODULE 3 Mutual Fund and Credit Rating : Mutual funds: Introduction, Classification of funds, advantages, Mutual fund investment vs Stock market investment. Functions of AMC, Performance of evaluation of Mutual Funds, Money Market Mutual Funds

Credit Rating: Meaning and objectives, Types, Agencies, Credit Rating Process, Credit Rating Methodology, Credit Rating Symbols

MODULE 4 Merchant Banking, Venture Capital, Leasing, Hire Purchase and Consumer Finance: Merchant Banking: Services of Merchant Banks, Categories, Regulatory framework

Venture Capital: Meaning, Stages of venture capital financing, Types of venture capital, Exit routs, Private equity, criteria for analyzing venture capital proposals, Styles of venture financing, SEBI guidelines, venture capital funds in India.

Leasing and Hire Purchasing: Lease financing: concept and classification, significance and limitations, Financial evaluation of leasing. Hire Purchasing: conceptual framework, financial evaluation of hire purchase, Lease financing vs hire purchase financing. Consumer Finance: Meaning, Types, Sources, Consumer Finance; Consumer Finance Practices in India

MNG 307B

STRATEGIC FINANCIAL MANAGEMENT

Credit: 4, Class Hours: 45

Objective: To apply Financial Management theories and techniques for strategic decision makings:

Module-I: Financial Policy and Corporate Strategy: Strategic decision making framework; Interface of financial policy and strategic management; Balancing financial goals vis-à-vis sustainable goals

Module-II: Concepts of Valuation: Valuation of stock, dividend and earning model Bond valuation, YTM, YTC, Duration and immunization. Valuation of enterprise using market comparable, price to earnings, price to earning to growth, Market to book value, Enterprise value to EBITDA Enterprise value to cash flow, Enterprise value to sales.

Module-III: Mergers and Takeover: Meaning of mergers and acquisition, categories, purposes. Process of M & A – identification and valuation of the target, acquisition through negotiation, due diligence, post mergers integration, legal and regulatory requirement, M&A agreement, reverse merger, potential advise, effects of mergers. Major causes of M&A failures.

Corporate take overs: Motivation, co-insurance effect, cross border take overs, forms of take overs, takeover defenses. Going private and other controlled transactions: CBO, MBO, spin offs and asset divestures.

Case Study: 1. Tata Steel’s taken over of Corus
 2. Centurion Bank with HDFC Bank
 3. Microsoft’s takeover bid for Yahoo

Module-IV: Corporate Restructure: Refinancing and rescue financing, reorganization of debtors and creditors, sale of assets, targeted stock offerings, downsizing and lay off program, negotiated wage give backs, employee buy outs financial reconstruction, process of corporate restricting, techniques of corporate restricting.

ELECTIVE: HR

- MNG 304 C : Employment Legislations (EL)**
MNG 305 C : Compensation Management (CM)
MNG 306 C : Industrial Relations (IR)
MNG 307 C : Performance Management (PM)

MNG 304C

EMPLOYMENT LEGISLATIONS

Credit : 4, Class Hours: 45

Module1: Labour and Employment Laws in India, Historical background, objectives, mechanism of dispute settlement, mediation and conciliation, investigation, employment injury, health, maternity benefit, Statutory Regulation of condition of service in certain establishments, voluntary retirement scheme and golden handshake, Overviews of labour laws in India.

Module2: Minimum Wages Act,1948; Payment of Wages act, 1936; Employees' Provident Fund Act,1952; Employees' State Insurance Act, 1972; Payment of Bonus Act,1965.

Module3: Factories Act,1948; Employees' Compensation Act,1923.

Module4: Industrial Employment (Standing Order) Act,1946; Industrial Dispute Act,1947; Trade Union Act, 1926.

MNG 305C
COMPENSATION MANAGEMENT

Credit: 4, Class Hours: 45

Module I: Conceptual Aspects of Compensation and Reward Management: Concept of compensation, The 3P compensation concept, system of compensation, compensation dimensions, organizational compensation policy, Methods of payment: TRS, PBR, MDW; New Trends in compensation Management. Concept of Reward: Money as a Motivator, Nonfinancial Rewards; Reward systems, Reward Management strategies. Rewards influencing behaviour Rewards and Employee satisfaction. Effect of globalization on compensation and reward management.

MODULE-II: Theoretical dimensions of Wages, compensation and Reward systems: Concept and Components of Wages, Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Residual claimant theory, Surplus value theory, Bargaining theory, Employment theory, Competitive theory. Criteria of wage fixation, Broad-banding, Executive compensation, Emerging trends in compensation and Reward Management.

Module III: Wage Determination and Wage Administration in India : Principles of wage and salary administration, Job Evaluation: Concept, Scope, Methods and techniques, Merit based pay. Types of incentive plans, Wage differentials, Wage Policy in the 11th and 12th Five year plan periods in India, Socio-Economic objectives of Wage policy

Module - IV: Institutional Mechanism: Institutional Mechanism for wage determination: Unilateral pay fixation, collective bargaining, pay commissions, Third party arbitration, Adjudication, Wage Boards: Structure, Scope and functions,

MNG 306 C
INDUSTRIAL RELATIONS
Credit: 4, Class Hours: 45

COURSE OBJECTIVE: To explore contemporary knowledge and gain a conceptual understanding of industrial relations.

COURSE OUTCOME:

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

Module – I : Industrial Relations : Concept, Scope and Approaches to Industrial Relations – Unitary, Pluralistic, and Radical approach, Industrial Relations Systems (IRS), Trade Unionism : Concept, structure and function, Union Registration and Recognition, Theories on Trade Unionism – Selling Pearl Man, Sidney and Beatrice Webb, Karl Marx, Robert Hoxie and Mahatma Gandhi, White Collar Trade Unions.

Module – II : Industrial Dispute : Code of Discipline and Grievance Management, Dispute Resolution and Industrial Harmony. **Collective Bargaining :** Meaning, Concept and functions, Types of Bargaining, process of Bargaining, Emerging Trends in Collective Bargaining, Theories of Collective Bargaining by Chamberlain, Flenders, McKersie, and Sidney & Beatrice Webb.

Module – III : Tripartite and International Bodies: Tripartism and IR, ILC & SLC, ILO – Structure and Functions, Conventions and Recommendations, Bipartism Link with Tripartism, Strengthening Tripartite Social Dialogue.

Module – IV : Employee participation and Labour – Management Co-operation:

Workers Participation in Management: Concept, Scope, Levels and functions, Forms of Workers' Participation, Participation or Association with Management, Productive Bargaining

MNG 307C

PERFORMANCE MANAGEMENT

Credit: 4, Class Hours: 45

Module-I: Conceptual Approach to Performance Management: Introduction to Performance Management, Process for Managing Performance, Implications for Performance Management, principles of performance Management, benefits of performance Management, Performance Management strategies.

Performance Appraisal & Potential Appraisal: Meaning of Performance appraisal, methods and approaches to performance appraisal, Obstacles in appraisal, Potential Appraisal.

Module-II: Measuring Performance: Criteria for performance measures, classification of measures, Types of measures: organizational (Balance score-card, EFQM, EVA), Team, Individual; Guidelines for defining performance measures, obtaining and analyzing information for measurement purposes, 360⁰ feedback and 720 degree feedback, Assessment centers, Performance reviews.

Module-III: Performance Management Application & Improvement: Performance Management in practice, Performance Management in Manufacturing, Services and IT Sector with special reference to NALCO, State Bank of India, Infosys and ITC, Strategies for

improving performance. Analyzing Performance problems. Performance counseling and coaching Concept, Principles and Skills.

Module-IV: Reward Systems and Legal issues: Performance Management linked Reward Systems Reward Management, Objectives, Components of Reward System, Linkage of Performance Management to Reward and Compensation Systems “Do only what you get paid for” Syndrome, Types of pay for Performance Plans – Individual based, Team Based, Plant Wide Plans and Corporate Wide Plans.

ELECTIVE : SYSTEMS

- MNG 304 D : Data Base Management (DBM)**
- MNG 305 D : Software Project Management (SPM)**
- MNG 306 D : Computer Networks & Security (CNS)**
- MNG 307 D : Datamining for Business Intelligence (DBI)**

MNG 304D

DATA BASE MANAGEMENT

Credit: 4, Class Hours: 45

Module I : Introduction : Database System Applications, Purpose of Database Systems, View of Data, Database Languages, Relational Database, Database Design, Object Based and Semi-structured Database, Data Storage and Querying , Transaction Management, Data Mining and Analysis, Database Architecture, Database Users and Administrations, History of Database Systems

Relational Model : Structure of Relational Database, Fundamental Relational Algebra Operations, Additional Relational Algebra Operations, Extended Relational Algebra Operations, Null Values, Modification of the Database

SQL: Background, Data Definition, Basic Structure of SQL Queries, Set Operations, Aggregate Functions, Null Values, Nested Subqueries , Complex Queries, Views, Modification of the Database, Joined Relations,

Module II : DATABASE DESIGN METHODOLOGY : Database Design and the ER Model: Overview of the Design Process, The Entity-Relationship Model, Constraints, Entity Relationship Diagrams, EntityRelationship Design Issues], Weak Entity Sets, Extended E R Features, Database Design for Banking Enterprise, Reduction to Relational Schemes, Other Aspects of Database Design , Relational Database Design: Features of Good Relational Designs, Atomic Domains and First Normal Form, Decomposition Using Functional Dependency Theory ,Functional-Dependency Theory, Decomposition Using Functional Dependencies, Decomposition Using Multivalued Dependencies;

Application Design and Development: User Interfaces and Tools, Web Interfaces to Database, Web Fundamentals, Servlets and JSP, Building Large Web Applications, Triggers, Authorization in SQL, Application Security,

Module III : Integrity Issues in Database :Backup and Recovery: Overview of Integrity Control Functions, The Processes of Database Backup and Recovery, Backup Strategies, Summary Chart of Traditional Backup and Recovery Strategies, Residual Dump Backup Strategy, Variables in the Backup Process, Process Checkpoint and Restart,

Quality Control and Concurrent Update: Data Validation, Update Authorization, Concurrent Update Control, Update Synchronization;

Access Control and Encryption: Data Access Control Policies and Approaches, A General Model of Data Access Control, User Identification and Authentication, Authorization, Controlling Inferences from Statistical Data, Encryption, Threat Monitoring and Audit Trail; Database-System Architecture: Centralized and Client-Server Architecture, Server System

Architectures, Parallel Systems, Distributed Systems, Network Types, Parallel Database: Introduction, I/O Parallelism, Interquery Parallelism, Intraquery Parallelism, Intraoperation Parallelism , Interoperation Parallelism , Design of Parallel Systems,

Module – IV: Distributed System: Homogeneous and Heterogeneous Database, Distributed Data Storage, Distributed Transactions, Commit Protocols, Concurrency Control in Distributed Database, Availability, Distributed Query Processing, Heterogeneous Distributed Database, Directory Systems .Data Analysis and Mining: Decision-Support Systems, Data Analysis and OLAP, Data Warehousing, Data Mining.

MNG 305D

SOFTWARE PROJECT MANAGEMENT

CREDIT: 4 CLASS HOURS: 45

Module I : Introduction to S/W project management, S/W project management competencies, responsibilities of a software project manager, Software process, S/W process models, project planning, organization of project team.

Module II : S/W size estimation, estimation of effort & duration, Halstead's software Science, models, dependency & scheduling, staffing, Organizing a software engineering project, S/W configuration management, monitoring & controlling S/W projects.

Module III : Developing requirements, risk management, project tracking & control, communication & negotiating, S/W quality, S/W quality engineering, defining quality requirements, quality standards, practices & conventions, ISO 9000, ISO 9001.

Module IV: Software quality matrices, managerial and organization issues, defect prevention, reviews & audits, SEI capability maturity model, PSP, six sigma. Special topics in process and quality management.

MNG 306D
COMPUTER NETWORK AND SECURITY
CREDIT: 4 CLASS HOURS: 45

Module I ;Types of networks: LAN, MAN, WAN; concepts of Internet, Intranet, Extranet, WWW. Network topology, transmission media. Applications of networking in business and society. Concepts of data transmission, signal encoding, modulation methods, synchronization, multiplexing and concentration, coding method, cryptography.

Module II : Network: Communication system architecture – OSI reference model, Topology types, selections, design, Local area networks (LAN), CSMA / CD, token bus, token ring techniques, link level control (LLC) protocols, HDLC, analysis of protocols & performance, concepts in network layer, switching techniques, routing methods (static & dynamic), concepts of ALOHA, MACA, MACAW protocols. Concepts of Wi-Fi & Wi-Max. Case study: telephone network and satellite network.

Module III : TCP / IP: Session, Presentation and Application Layers functions. Networking and Internetworking devices: Introduction to repeater, hub, bridge, switch, router and gateway. Case study: Office network, Distributed Processing Potential: Client Server Computing, introduction to distributed database. Internet: Internet Protocols, IP addressing (IP4 + IP6), class & subnets (concept only), Internet computing, MPLS.

Module IV: Mobile Computing: Introduction to mobile technology, concept of GPRS, Wireless Application Protocols & other protocols, concept of Bluetooth. Network Security & Privacy: overview, purpose, spamming, cryptography (ciphering, DES, RSA -concept only), authentication (concept only), Digital Signature and firewall.

MNG 307 D
DATAMINING FOR BUSINESS INTELLIGENCE

Credit: 4, Class Hours: 45

Module-I: Data Warehousing Fundamentals Business Intelligence, Data Warehouses, Data mining, Pivot Tables, Relations, attributes, relationships Database Normalization, normal forms, Denormalization of tables, SQL ,Transactional databases vs. data warehouses Multidimensional Model for data warehouses, Differences between traditional star schema and SAP BW star schema ,Dimension and fact tables, Modeling and creating the Info Cube (star schema) in SAP Administrator Workbench, Modeling the Data Ware House Data sources, operational data store, data marts, Characteristics and key figures, Creating Info Objects, Building Info Cubes.

Module-II : Extraction from data sources such as SAP ERP, Flat file extraction, Defining and using Persistent staging areas PSA, Data Store Objects DSO, Loading master data, loading transactional data

Module-III : Navigating in reports, Designing queries in the Query Designer, Using Info Providers and Info Objects for queries, Calculated and restricted key figures in BEx, Properties and attributes of characteristics, Hierarchies, Query properties and navigation, Exceptions and Conditions

Module-IV : Data Mining Statistical techniques in data mining, Preparing data for mining, Association analysis, market basket analysis, Clustering, Classification, Regression, Decisions Trees; Row vs. columnar databases, In-memory databases

OPERATIONS MANAGEMENT

- MNG 304 E: Inventory Management (IM)**
- MNG 305 E: Total Quality Management (TQM)**
- MNG 306 E: Supply Chain Management (SCM)**
- MNG 307 E: Management of Service Operations (MSO)**

MNG 304E
INVENTORY MANAGEMENT
Credit: 4, Class Hours: 45

Course Objective: To expose the students to an integrated view of materials management, its functions, the latest concepts, tools and techniques, and the practices prevalent in various organizations - The concepts and evolution of materials management, The economic justification of investing in materials management related activities, The process of determining how much, from whom and when to buy? and Cost reduction tools available to a materials manager.

Module-I: An Overview, Objectives, Evolution, Strategies, Functions, Profit Making potential, costs, Stages, Selective Inventory, Control, Demand Forecasting, Lead-time, Safety stock, Fixed Quantity Reorder system, fixed period reorder system, fixed period reorder system, MRP and JIT systems, Multi-item inventory modelling: Deterministic and Probabilistic joint replacement policy, stock out model.

Module-II: Procurement Process, types of materials, important aspects, quality, quantity, time, price and source, standardization and codification, vendor selection and evaluation, vendor development, value analysis, make or buy decisions, negotiations, institutional, government and international buying, capital equipment purchases, warehousing and transportation, warehouse location, transportation, receiving, issuing and store keeping. Concept of spare parts management, principles and guidelines for spare parts management.

Module-III: Quality control in material management – quality characteristics, facets of quality, quality losses, quality programme and its objectives, quality control: objectives of quality control, quality control methods.

Module-IV: Surplus, obsolete and waste management, why surplus and waste? Surplus from obsolete or damaged stocks and equipment, management of obsolete, buying surplus material.

MNG 305E

TOTAL QUALITY MANAGEMENT

Credit: 4, Class Hours: 45

Module I: Introduction to Quality Management, its Philosophies and TQM : The history and Importance of Quality, Defining Quality, Quality as a Management Framework, Quality and Competitive Advantage, Three Levels of Quality, The Deming Philosophy, The Juran Philosophy, The Crosby Philosophy, Comparisons of Quality Philosophies, Other quality Philosophers, Quality Management Awards and Frameworks, Acceptance Sampling Techniques, Seven basic tools of quality, ISO 9000:2000, Six Sigma, Total quality management ,introduction to total quality management, the evolution of total quality.

Module II Principles and Design for Six Sigma : Kaizen, Total Productive Maintenance(TPM), Meaning, Seven Magnificent Quality Tools, Application, Poka Yoke, Six Sigma, The Statistical basis of Six Sigma, Project Selection for Six Sigma, Six Sigma Problem Solving, Six Sigma in Services and Small Organizations, Tools for Concept Development, Tools for Design Development Tools for Design Optimization, Tools for Design Verification.

Module – III Statistical Process Control: Statistical Process Control, Specification & Limits, Charts for variables & attributes, Process Control (X, R & P chart), Summary of Control Chart Construction , Designing Control Charts Product control-acceptance sampling and OC curve, Process Improvement Methodologies, Basic Tools for Process Improvement, Other Tools for Process Improvement, Engaging the Workforce in Process Improvement

Module- IV: Quality Systems: ISO Systems, ISO Certification Schemes, Preparing an Organization for ISO Certification, Baldrige, Deming, Service Quality Management-Product &

services, Classification, Service Quality, Total Productive Maintenance, Function Deployment, House of Quality, Offline Design of Parameters and Specifications

MNG 306 E

SUPPLY CHAIN MANAGEMENT

Credit: 4, Class Hours: 45

Module I : Supply Chain Foundations: Supply Chain as a network of entities: Role and interactions between the entities. Value Chain Focus of Supply Chain. Impact of Supply Chain Management on Sales, Cost, Profit, Profitability, Balance Sheet, Profit and Loss Account, and Customer Accounts Profitability. Centralized and Decentralized Supply Chains: their coordination and aligning business activities.

Module II : Customer Orientation: Customer Satisfaction oriented Supply Chain Management strategy, Customer segmentation, Customer requirements analysis, Aligning supply chain to customer needs: Quick response logistics, Vendor Managed Inventory, Cross docking, Packaging Innovations, Third Party Logistic and Service concepts and applications.

Procurement Logistics: Source Identification: Global Vs. Domestic Sourcing, Landed Cost Computation, Vendor Rating, Contract Negotiation, Consolidation, Self Certified Vendor Management, Individual component Vs. Module Purchases. Vendor Development and Vendor Relationship Management, Vendor Performance Monitoring.

Module III : Manufacturing Logistics Management: Lean and Agile Manufacturing, Virtual Manufacturing, Just in Time Manufacturing, Lead time Components and their Compression, Lot Streaming.

Module IV: Distribution Management: Distribution Channels: Structure and Operation, Distribution Cost Components, Pipe line Inventory and Response Considerations, Hub and

Spoke Models, Cross docking, Carrier Selection, Vendor Consolidation, Vehicle Loading and Vehicle Routing Methods.

MNG 307E

MANAGEMENT OF SERVICE OPERATIONS

Credit: 4, Class Hours: 45

Course Objective: This Course aims at acquainting the students with Decision Making in Planning, Design, Delivery, Quality and Scheduling of Operations including Field Service Operations.

Module-I: Difference between Manufacturing and Service Operations, Service Operations Characteristics, Different Pure Service Organizations and their peculiarities, Field Service and its impact on manufacturing organizations

Module-II: Field Service and Customer satisfaction., nature of services, Service classification, Service package, distinctive characteristics of service operations; The strategic service concept, Classifying services for strategic insights, Understanding competitive environment of Services, Service objectives and goal formulation,

Module-III : Service organization: In house Vs. Outsourcing, Centralized Vs. Decentralized, Competitive service strategies, winning customers in the market place, Creating Customer Connection, Enhancing customer satisfaction, Service Operations as Profit Centre.

Module-IV: Field Service Organization, Field Service Inventory Management, Field Technical Support Service, Integrating Field Service with Information Technology, Field Service Effectiveness Evaluation, Field Service and Customer Relations Management; Defining service quality, Measuring service quality –SERVQUAL, Bench marking, Scope of service quality, Quality service by design – incorporating quality in the service package, Taquchi method, Poka Yoke, QFD, Achieving service quality – cost of quality, tools for achieving service quality, Deming’s 14 point program.

AGRI-BUSINESS

- MNG 304 F : Agriculture & Food Processing (AFP)**
MNG 305 F : Rural Development (RD)
MNG 306 F : Rural Banking and Micro-Finance (RBM)
MNG 307 F : Cooperative Management (CoM)

MNG 304F

AGRICULTURE AND FOOD PROCESSING

Credit: 4, Class Hours: 45

Objective

To acquaint with principles of different techniques used in processing and preservation of foods.

Module-I :Scope of food processing; historical developments; principles of food processing and reservation.

Module-II ; Processing and preservation by heat – blanching, pasteurization, sterilization and UHT processing, canning, extrusion cooking, dielectric heating, microwave heating, baking, roasting and frying, etc.

Module-III : Processing and preservation by low-temperature- refrigeration, freezing, CA, MA, and dehydro-freezing. Processing and preservation by drying, concentration and evaporation- types of dryers and their suitability for different food products; ultra- filtration, reverse osmosis.

Module-IV : Processing and preservation by non-thermal methods, irradiation, high pressure, pulsed electric field, hurdle technology. Use and application of enzymes and microorganisms in processing and preservation of foods; food fermentations, pickling, smoking etc; Food additives: definition, types and functions, permissible limits and safety aspects.

MNG 305F

RURAL DEVELOPMENT

Credit: 4, Class Hours: 45

Module-1 : Meaning, Importance, scope and objectives of rural Development; Various approaches to Rural Development – Gandhian approach for Community development, I.A.D.P., I.R.D.P., N.R.E.G.A., Neo Gandhian, (PURA), Need Based and demand based centers. Rural Development experiences of some Asian Countries – China, Malaysia, Sri Lanka, Bangladesh.

Module-2 : Programmes for Rural Development in India since Independence, Rural Development policies during planning period; Administrative structure, The focus and thrust of Rural Development programmes: Poverty alleviation, employment generation; Current status of Rural Development programmes and the emerging challenges. Process of Urbanization and Rural-Urban link.

Module-3 : Rural Development Administration and Panchayat Raj Institutions: Panchayat Raj System, functions of Panchayat Raj System, Sources of income for Panchayats, merits and demerits of Panchayat system, strengthening of Panchayat Raj System, Rural Development administration. People's Participation in Rural Development: Importance of people's participation, some problems, measures of strengthen people's participation.

Module-4 : Government Agencies: Work and planning of central and state government, role of Banking and Co-operative sector for tribals, rural youth, women and children, BPL group, mal-nutrition group and farmers. Voluntary Agencies or Autonomous Organization: importance, superiority, limitations and strengthening, Gandhian approach of Rural Reconstruction.

MNG 306 F

RURAL BANKING AND MICROFINANCE

Credit: 4, Class Hours: 45

Module I Financing Rural development : Functions and policies of RBI in Rural banking, NABARD---- Functions, Role, Refinance support. Lead Bank Approach, State level and District level credit committees. Rural credit institutions: Co operative credit societies and Banks, LDBs, RRBs, Commercial banks. Financial inclusion and inclusive growth for Rural development banking, concept of Business facilitation and Business correspondents in Rural financing.

Financing agricultural and allied activities like horticulture, fishery, social forestry etc. Crop loans-- Assessment, sanction, disbursement, rephasement. Term loans for irrigation, Farm mechanization. Financing Rural Non Farm sector(RNFS), segments in RNFS, role of Development and Promotional institutions in RNFS.

MODULE-II:-Problems and Prospects in Rural banking and Priority sector financing :

Components of Priority sector, RBI guidelines for priority sector financing, Rural housing and Urban housing schemes under priority sector and their refinance, Education loans.Role of Rural

banking, Problems of Rural branches of Commercial banks- transaction costs and risk costs. Technology based Financial inclusion, Emerging trends in Rural banking- Financing poor as bankable opportunity.

MODULE: III: - Perspectives of Micro finance : Definition, Scope and importance of Micro Finance, Evolution and character of Micro Finance in India, Supply of Micro Finance:- Non institutional sources and Institutional sources, Transaction of borrowing and lending from institutional sources; Micro finance distribution models, Regulation and supervision of NGOs, MFIs, MACSs; MFIs as Banks, Micro Finance credit lending models:- Association model, Community Banking model, Credit union model, Co-operative model, Grameen joint liability group model, SHG model, Village Banking model. Indian SHGs: problems and issues; SHG-Bank linkages programmes in India.

Module IV: - Operational Aspects of Micro Finance : Micro Finance products: Micro credit, Micro savings, Micro insurance; Micro Finance services, Micro Finance and Rural financial services, Agriculture Micro Finance. Risks in MFIs: Functional risks, Financial risks and External risks; Risks in Agricultural Micro Finance and Feasibility tests for agricultural credit, Strategic Risk Minimization. Accounting and Financial Reporting, Financial Analysis. Impact Assessment of Micro Finance:- Household level, Individual level, Enterprise level. Social Assessment of MFIs: Measuring social performance, Social rating components

MNG 307F

COOPERATIVE MANAGEMENT

Credit : 4, Class Hours: 45

Module-1: Theory of Co-operation: Definition-Scope and importance of Co-operation-Basic Values & Principles of Co-operation – Cooperation versus capitalism & socialism-Rochdale thinkers –Robert owen-Raiffeisen and schulze -Delitzsch. Co-operative sector school and Common wealth school-Federal Vs Unitary structure –Small size Vs Large size society-

Advantages and limitations of state aid to co-operatives - Role of officials and non-officials in Co-operative movement.

Module -2. Co-operative Movement in India: Origin and growth of Co-operative movement in India –Major developments in post-independence period-Short-term& Medium term credit structure-(SCBS, DCCBS & PACS) – Long term credit structure-(SCARDBs & PCARDBs) National Level Cooperative institutions in India-NCDC, NCCF, NDDB, NCUI.

Module-3. Cooperative Management: Concept of Management-Definition- Principles- Functions-Problems of Management – Cooperative Management - Principles of Cooperation and Principles of management –Role of Officials in Cooperative Management-Registrar of Co-operative Societies and his Role-General Body of Members - Board of Directors- Managing Committee - Functions of Board of Directors- Powers and Functions of Chairman/ President-Duties and Functions of Secretary of Cooperative Societies-Office Organization-Office correspondence -maintenance of Records and Statistics.

Module 4. Cooperative Banking : Special features of Cooperative banking – structural pattern and functions- Role of Cooperative banking in India-Vaidyanathan Committee recommendations on Cooperative credit -Urban cooperative banking in India-Need, importance, structure and functions- Role of NABARD as an apex institution- Banking regulation Act as applicable to Cooperative banks in India.

4TH SEMESTER

MNG 401

STRATEGIC MANAGEMENT

CREDIT: 3, CLASS HOURS : 35

COURSE OBJECTIVE:

To learn the major initiatives taken by a company's top management on behalf of corporates, involving resources and performance in business environment. It entails specifying the organization's mission, vision and objectives, developing policies and plans to understand the analysis and implementation of strategic management in strategic business units.

COURSE OUTCOMES:

After studying this paper, a student can get appropriate knowledge and skills to take strategic managerial decisions and optimally utilize the resources available.

Module I STRATEGY AND PROCESS : Conceptual framework for strategic management, the Concept of Strategy and the Strategic Management Process – Stakeholders in business – Vision, Mission, Purpose, Objectives and Goals – Strategic intent – hierarchy of strategy – strategic business unit.

Module II ENVIRONMENTAL ANALYSIS & COMPETITIVE ADVANTAGE:

External & Internal Environment – Strategic Advantage Profile (SAP), Environmental Threat Opportunity Profile (ETOP), SWOT Analyses - Porter's Five Forces Model-Strategic Groups,

Competitive Changes during Industry Evolution-Globalization and Industry Structure - Capabilities and competencies–core competencies-Low cost and differentiation - Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Sustainable Competitive Advantage - Case study.

Module III STRATEGIES : The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances - Mergers & Acquisition (Concept) - Strategic analysis and choice – Business Portfolio Analysis – BCG Matrix and GE 9 Cell Model -Mc Kinsey's 7s Framework - Balance Score Card-case study.

Module IV STRATEGY IMPLEMENTATION & EVALUATION : The implementation process, Resource allocation, Designing organizational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

**MNG 402 AND MNG 403 SYLLABUS
ARE SAME AS THAT OF MNG 306 AND MNG 307
RESPECTIVELY.**

OPEN ELECTIVES

(Choose only one Paper)

(Instruction : This is a self study paper; however, a teacher shall be allotted for necessary clarification and updation of knowledge for each group of students opting for a paper, if the group size is more than 5. The students shall have to write internal and end semester examination as usual.)

MNG 404 A	Leadership & Team Building (LTB)
MNG 404 B	Human Resource Development (HRD)
MNG 404 C	Customer Relationship Management (CRM)
MNG 404 D	B2B Marketing (BBM)
MNG 404 E	Big Data Analytics (BDA)
MNG 404 F	Entreprise Resource Planning (ERP)
MNG 404 G	Business Taxation (BT)
MNG 404 H	Project Appraisal (PA)

MNG 404 A

LEADERSHIP & TEAM BUILDING

Course Objectives: The objective of this course is (a) to help students objectively observe and analyse leadership styles and to assist them to develop appropriate leadership skills; and (b) to prepare future leaders for the business organizations how to build, develop and manage the teams.

Module-I : Leadership – Concept, Scope, Leader Vs. Manager, Types of Leadership, Leadership Styles, Leadership Traits, Theories of Leadership (Behavioural, Trait, Path-Goal and Contingency); Transactional Leadership, Transformational Leadership, Charismatic Leadership, Value Based Leadership,

Module-II: Emotional Intelligence and Leadership : Emotions and the impacts, concepts and competencies, Significance of EIs for Leaders, Ethics and Leadership. Power and politics in leaderships, Leadership skill development and assessment

Module – III: Team Building : Understanding Teams, Characteristics, Purpose of Teams, Group Vs. Teams, Types of Teams, 5 Ps of Team Building, Team Development, Ginnetts Team Model, Team Performance, Team Effectiveness, Basic Skills for Team Leader.

Module- IV: Leadership Attributes : Leadership Attributes of Dhirubhai Ambani, Kumar Mangalam Birla, [J. R. D. Tata](#), Narayan Murthy, Azim Premji, Jack Welch, Bill Gates, Chanda Kochhar, Kiran Mazumdar Shaw, Ekta Kapoor;

MNG 404 B

HUMAN RESOURCE DEVELOPMENT

Module – I : Evolution & Concept of HRD: Evolution of the concept of HRD, HRD Functions, Role of HRD Professional, HRD Climate & its elements, HRD Matrix, Role of Line Managers in HRD. Assessing HRD needs : Concept, process and Techniques.

Learning and HRD – Maximizing Learning, Learning Process, Learning Strategies and Styles. HRD Interventions – Strategy and types.

Module – II : Training Methods and HRD Evaluation : Introduction, Training Delivery Methods, On the job (OJT) Training Methods – JIT, Simulation, Job Rotations, Coaching and mentoring Class Room Training Approaches lecture Approach, Discussion Method, Experiential Methods, Computer Based Training Methods. Evaluation – Purpose of HRD Evaluation, Models and Framework Evaluation Kirkpatrick’s framework and Philips Models, Data Collection for Evaluation, Research Design, Ethical Issues, Assessment of the Impact of HRD Program.

Module – III : Organizational Development & HRD: Organizational Development – Concepts and Theories (Change process theory and implementation theory). Organizational Culture-Work force diversity and HRD. Managing Workforce Diversity, Issues and challenges of HRD in cross – cultural Environment for Global Work Place.

Module – IV : HRD Practices in Organizations : NALCO, Reliance, TCS, Telecom

MNG 404 C

CUSTOMER RELATIONSHIP MANAGEMENT

COURSE OBJECTIVE: To understand the need and importance of maintaining a good customer relationship.

COURSE OUTCOME :To use strategic customer acquisition and retention techniques in CRM.

Module: I: INTRODUCTION : Definitions – Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach– CRM as a strategic marketing tool – CRM significance to the stakeholders.

Module II UNDERSTANDING CUSTOMERS : Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer’s - Customer life time value – Selection of Profitable customer segments.

Module III CRM STRUCTURES: Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

Module IV CRM PLANNING AND IMPLEMENTATION : Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management –

Role of CRM Managers. **TRENDS IN CRM** e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

- 1 ikmund. Customer Relationship Management, Wiley 2012eru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2005.

MNG 404 D

B2B MARKETING

Course Objectives: Learning of Industrial Marketing provides theoretical, imperial and case based concepts geared to the needs of the students interested to work in business to business market.

Course Outcome: This course will develop a through understanding of business to business activities – economical and trade relations between business firms.

Module-I Introduction to Business Marketing: The importance of Business Marketing, Business Marketing Vs Consumer Marketing, Type of Business customer, Type of Business products, Understanding business market & environment.

Module-II Segmentation, Targeting and Positioning of Business Marketing: Segmentation Criteria – Company characteristics, Buying Process, Benefits Sought, Targeting – Selection of right segment, Differential – value creation in Marketing Mix, Relationship development for high performance.

Organizational buying and buying behavior, buying decision making process, Buying grid, Buying centre, Roles in the buying centre.

Module-III Distribution Management: Types of Business channel intermediaries, channel functions, Business market channel design – design criteria and Strategy, Channel Structure & Intensity, Channel Conflict & resolution, channel Integration: HMS, VMS, MMS

Module- IV Business Market Logistics: Logistic Management – need & importance in Business Marketing, Market Logistics decision: Logistics activities in Supply Chain Management, order processing transportation mode, warehousing, Inventory Management, Cost control in S.C.M., Reverse Logistics.

MNG 404 E

BIG DATA ANALYTICS

Module-I : Introduction to BIG DATA Analytics, Nuances of big data, Value ,Issues ,Case for Big data, Big data options Team challenge ,Big data sources , Acquisition ,Nuts and Bolts of Big data. Features of Big Data, Security, Compliance, auditing and protection, Evolution of Big data, Best Practices for Big data Analytics, Big data characteristics, Volume, Veracity, Velocity, Variety, Data Appliance and Integration tools, Green plum – Informatics

Module-II : Evolutions of analytic scalability, Convergence, parallel processing systems,Cloud computing, grid computing ,map reduce, enterprise analytic sand box, analytic data sets, Analytic methods, analytic tools ,Cognos, Micro strategy, Analysis approaches ,Statistical significance , business approaches, Analytic innovation, Traditional approaches Iterative. Introduction to Streams Concepts, Stream data model and architecture, Stream Computing, Sampling data in a stream, Filtering streams, Counting distinct elements in a stream ,

Module-III: Estimating moments, Counting oneness in a window , Decaying window - Real-time Analytics Platform(RTAP) applications, IBM Info sphere , Big data at rest , Info sphere streams , Data stage , Statistical analysis , Intelligent scheduler , Info sphere Streams, Predictive Analytics , Supervised , Unsupervised learning , Neural networks, Kohonen models , Normal , Deviations from

normal patterns , Normal behaviours , Expert options , Variable entry , Mining Frequent item sets , Market based model ,

Module-IV: Apriori Algorithm , Handling large data sets in Main memory , Limited Pass algorithm , Counting frequent item sets in a stream , Clustering Techniques , Hierarchical –K- Means, Clustering high dimensional data Visualizations Visual data analysis techniques, interaction techniques, Systems and applications IBM for Big Data , Map Reduce Framework, Hadoop , Hive Sharding ,No SQL Databases ,Hadoop Distributed file systems ,Hbase, Impala , Analyzing big data with twitter , Big data for E-Commerce , Big data for blogs.

MNG 404 F

Enterprise Resource Planning

Course Objective:

1. To understand the business process of an enterprise
2. To grasp the activities of erp project management cycle To understand the emerging trends in erp developments

COURSE OUTCOME

The student shall have the knowledge of ERP implementation cycle and has an awareness of core and extended modules of ERP

Module-I INTRODUCTION : Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems.

Module II ERP SOLUTIONS AND FUNCTIONAL MODULES : Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, BPR, and best business practices - Business process Management, Functional modules.

Module III ERP IMPLEMENTATION : Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation-Consultants, Vendors and Employees.

Module IV POST IMPLEMENTATION: Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation. Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics - Future trends in ERP systems-web enabled, Wireless technologies, cloud computing.

MNG 404 G

Business Taxation

Module-I: Direct Taxation; Introduction, Constitution and Taxation, Legal Instruments, Income Tax, Residential Status, Previous Year and Assessment Year, Heads of Income , Exemptions.

Module-II: Income from salary, expenditures, computation of income, Computation of income from house property, Computation of income from business and profession, Income from other sources.

Module-III: Introduction to indirect taxation, computation of sales tax, value added tax.

Module-IV: Indirect Taxation; Service tax, central excise tax and custom duty.
