

**TAMIL NADU OPEN UNIVERSITY**  
**Regulations and Overview for**  
**Master of Business Administration (MBA)**  
**(Semester) in Distance Mode**

**[w.e.f Academic Year 2020-2021]**



**School of Management Studies**  
**Tamil Nadu Open University**  
**Chennai- 600 015**

**SCHOOL OF MANAGEMENT STUDIES**  
**Master of Business Administration (M.B.A)**  
**(Distance Mode –Semester)**  
**(From Academic Year 2020-2021 onwards)**

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**1. Preamble**

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The M.B.A. Programme aims at providing inputs to the students pertinent to the business, industry, service and trade so that they can function in different organizations and face the challenges arising there from. The programme not only aims at providing knowledge and skills in different areas of management, but also paves the way for the overall development of the personality of the students.

The structure of the Programme is designed in a way that students have to study the core subjects from diverse functional areas of management that are made compulsory. Later on, specializations are offered in functional areas where the learners can opt for one specialization out of the five offered: Marketing, Finance, Human Resource, Operations Management and Systems. Right from the beginning of the programme, the focus is on providing relevant inputs through case discussion/analysis, simulation games, role plays etc., keeping in mind the contemporary business scenario.

**2. PROGRAMME LEARNING OBJECTIVES (PLOs)**

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- PLO 1. Equip the learners with adequate competencies in general management functional areas and the respective elective area.
- PLO 2. Transfer of Knowledge, to create a holistic vision for the business organisation, by integrating various aspects in business
- PLO 3. Impart specialized Management education in a convenient and timely manner for continuous professional development.
- PLO 4. Dissemination of sectoral elective course content from time to time as and when demanded by the industrial/corporate/service sector.
- PLO 5. Provide opportunities to acquire contemporary competence for undertaking employment/employment-oriented projects.

**3. PROGRAM SPECIFIC OBJECTIVES (PSOs)**

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While studying M.B.A Programme, the learners will be able to;

- PSO 1. Relate the evolution of management theory/thoughts and functions to understand the basic principles of management.

- PSO 2. Outline the functions of different kind of business organisations and its various compositions.
- PSO 3. Recognise the applications of economic concepts, principles and methods into various managerial functions.
- PSO 4. Use the accounting concepts, principles, methods and techniques for recording various financial transaction of the organisation in the proper statutory and non- statutory records/books.
- PSO 5. Examine the compatible management information system for maintaining the data base pertaining to both internal & external environment and solve the organisational issues by using best possible quantitative/qualitative techniques.
- PSO 6. Recognise distinctive significance of prevailing functional areas such as finance, marketing, human resources, operations and information system.
- PSO 7. Augment the knowledge and skills towards legal systems in business at national and global level; demonstrate the competency in the business organisation to comply legal requirements.
- PSO 8. Develop the innovation and start up culture among the learners to become entrepreneur for contributing towards sustainable national development by establishing new ventures.
- PSO 9. Enhance the professional capabilities to excel in the chosen functional areas of the management/sectoral area and select the ethical way of doing business.
- PSO 10. Figure out and illustrate the research methodology/techniques for undertaking need based fair research in the organisation.

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#### **4. PROGRAMME OUTCOMES**

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***After completion of the M.B.A Programme, the learners will be able to;***

- POC 1. Comprehend the evolution of management theory/thoughts and functions of management.
- POC 2. Analyse the functions of different kinds of business organisation and its various compositions.
- POC 3. Synthesis the applications of economic concepts, principles and methods to various managerial functions.
- POC 4. Practice the accounting concepts, principles, methods, and techniques for recording various financial transaction of the organisation in the proper statutory and non-statutory records/books of the organisation.

- POC 5. Establish compatible management information system for maintaining the data base pertaining to both internal & external environment and identify the solutions for the organisational problems through application of appropriate quantitative/qualitative techniques.
- POC 6. Analyse the various functional areas of the organisations and interpret the significant features of prevailing functional areas such as finance, marketing, human resources, operations and information system.
- POC 7. Critically analyse the legislative systems prevailing in national and global scenario, integrate the legal knowledge and skills in the business organisation to comply legal requirements and prevent any law violations.
- POC 8. Organise the innovation and start up culture for the learners to project themselves as entrepreneur and contributing towards sustainable national development by establishing new business.
- POC 9. Inculcate the professional capabilities to excel in the chosen functional areas of the management/sectoral area and apply strategies for doing business in ethical way.
- POC 10. Apply competencies for conducting need based fair and bias free research in the organisation to find out solution for specific problems based on the research findings.

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### **5. Eligibility for admission**

The eligibility for Admission to the Master of Business Administration (M.B.A) Programme is any Bachelor Degree from any recognized University.

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### **6. Medium**

English

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### **7. Duration of the Course**

The course for the degree of Master of Business Administration shall consist of two years (Four Semesters).

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### **8. Admission**

The candidate's admission for the degree of Master of Business Administration will be taken in both Academic & Calendar year admission cycle.

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### **9. Course of Study**

The course of study shall comprise instruction in the following subjects according to the syllabus.

**Master of Business Administration (M.B.A) - General  
(Distance Mode –Semester)  
(From Calendar Year 2021 onwards)**

Course	Course Code	Course Title	Evaluation			Credits
			CIA	TEE	Total	
<b>I Year - Semester I</b>						
Core I	MSPS 11	Management Concepts and Behaviour	30	70	100	4
Core II	MSPS 12	Economic Analysis for Business Decisions	30	70	100	6
Core III	MSPS 13	Accounting for Managers	30	70	100	6
Core IV	MSPS 14	Quantitative Methods for Managers	30	70	100	6
Core V	MSPS 15	Information Systems for Managers	30	70	100	4
<b>I Year - Semester II</b>						
Core VI	MSPS 21	Marketing Management	30	70	100	4
Core VII	MSPS 22	Financial Management	30	70	100	6
Core VIII	MSPS 23	Human Resources Management	30	70	100	4
Core IX	MSPS 24	Applied Operations Research	30	70	100	6
Core X	MSPS 25	Business Research Methods	30	70	100	6
<b>II Year - Semester III</b>						
Core XI	MSPS 31	Operations Management	30	70	100	6
Core XII	MSPS 32	Entrepreneurship Development	30	70	100	6
Core XIII	MSPS 33	Legal Aspects of Business	30	70	100	4
Core XIV	MSPS 34	Strategic Management	30	70	100	6
Core XV	MSPS 35	International Business Management	30	70	100	4
<b>II Year - Semester IV</b>						
Core -XVI <b>Project Work</b>	MSPSP 40	Project Work	-	200	200	8
<b>Elective – I Finance</b>	MSPSE 41	Investment Analysis and Portfolio Management	30	70	100	6
	MSPSE 42	Management of Financial Services	30	70	100	4
	MSPSE 43	Business Analysis and Valuation	30	70	100	6
	MSPSE 44	International Financial Management	30	70	100	4
<b>Elective – II Marketing</b>	MSPSE 51	Marketing Research and Consumer Behaviour	30	70	100	6
	MSPSE 52	Integrated Marketing Communication	30	70	100	4
	MSPSE 53	Services Marketing	30	70	100	6
	MSPSE 54	Digital Marketing	30	70	100	4
<b>Elective – III Human Resources</b>	MSPSE 61	Human Resource Development	30	70	100	6
	MSPSE 62	Labour Legislations	30	70	100	4
	MSPSE 63	Organisational Development	30	70	100	6
	MSPSE 64	Strategic Human Resource Management	30	70	100	4

<b>Elective – IV Operations Management</b>	MSPSE 71	Project Management	30	70	100	6
	MSPSE 72	Total Quality Management	30	70	100	4
	MSPSE 73	Supply Chain Management	30	70	100	6
	MSPSE 74	Materials Management	30	70	100	4
<b>Elective – V Information Systems</b>	MSPSE 81	Managing Information Technology	30	70	100	6
	MSPSE 82	Information Systems Development	30	70	100	4
	MSPSE 83	Data Mining and Big Data Analytics	30	70	100	6
	MSPSE 84	E-Commerce	30	70	100	4
<b>Total</b>			<b>570</b>	<b>1530</b>	<b>2100</b>	

Continuous Internal Assessment- (CIA) Term End Examination - (TEE)

1. Learners are instructed to take four elective courses from elective area viz Finance, Marketing, Human Resources, Operations or Systems.
2. If the learner desire to change the chosen elective, he/she has to submit the prescribed form along with stipulated fee to **The Controller of Examination, SR & E Division, Tamil Nadu Open University, Chennai 600 015.**

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## 10. Scheme of Evaluation

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Examination to Master of Business Administration (M.B.A) Programme is designed to maintain quality and standard. Theory Examination will be conducted by the University in the identified Examination Centres. For the Assignment students may be permitted to write with the help of books/materials for each Course, which will be evaluated by the Evaluators appointed by the University.

### **Scheme of Examinations:**

**Assignment:** 1 assignment for 2 credits are to be prepared by the learners. E.g. If a Course is of Credit 4, then 2 number of Assignments are to be written by the learner to complete the continuous assessment of the course. Assignment carries 30 Marks (Average of Total no of Assignment), consists of Long Answer Questions (1000 words) for each Course.

Assignment 1	Answer any one of the question not exceeding 1000 words out of three questions.	1 x 30 = 30 Marks
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**Term -End Examination:** Students shall normally be allowed to appear for theory examination after completing the Assignments. The Term -End Examination shall Carry 70 Marks and the Question Paper has two Sections: A & B for the duration of 3 hours.

## QUESTION PAPER PATTERN

**Time: 3 Hours**

**Maximum Marks: 70**

### **PART – A (5x5=25 Marks)**

**Answer any five questions out of eight questions in 300 words**

**All questions carry equal marks**

Question Distribution Method:

1. From Block –I
2. From Block –II
3. From Block –III
4. From Block – IV
5. From Block – V
6. From any Block
7. From any Block
8. From any Block

### **PART – B (3X15=45 marks)**

**Answer any three questions out of five questions in 1000 words**

**All questions carry equal marks**

9. From Block -I
10. From Block -II
11. From Block – III
12. From Block –IV
13. From Block -V

**Passing Minimum:** The candidate shall be declared to have passed the examination if the candidate secures not less than 33 marks in the Term End Examinations (TEE) in each theory paper and secures not less than 13 marks in the Continuous Internal Assessment (CIA) and overall aggregated marks is 50 marks in both external and internal taken together.

Continuous Internal Assessment (CIA)		Term End Examination (TEE)		Overall Aggregate Marks	Maximum Marks
Minimum Pass Mark	Maximum Mark	Minimum Pass Mark	Maximum Mark	CIA + TEE	
13	30	33	70	50	100

### **Classification of Successful Candidate**

Candidates who pass all the Courses and who secure 60 per cent and above in the aggregate of marks will be placed in the First Class. Those securing 50 per cent and above but below 60 per cent in the aggregate will be placed in the Second Class.



## MBA General - I Year Syllabus

### Semester - I

**Course Title** : Management Concepts & Behaviour

**Course Code** : MSPS 11

**Course Credit** : 4

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#### **Course Objective :**

CO1. Develop basic perspective of all the concepts, principles, functions and specialized areas of Management.

CO2. Discuss the elements of the management process, Barriers to communication and the system of effective control in an organisation.

CO3. State the importance of individual human behaviour. Describe how and why people behave under different conditions with context to individual personality and attitudes.

CO4. Explain group behavioural influence in the organisation. Review the conceptual Framework and theories underlying organisational behavioural.

CO5. Enumerate the need for change, why organisation change or fail to change and how to plan for, manage and measure change.

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#### **Course Syllabus:**

##### **BLOCK I: Overview of Management**

Evolution of Management thoughts – Management Theories – Approaches to Management– Management roles – skills for managers – Current trends in Management Practices Management functions: Planning – Process – Types of Planning and Techniques - Decision Making - Organisation: Organisation structure and design – Departmentation, Delegation and Decentralisation – Span of Management .

##### **BLOCK II: Management Process**

Staffing – Recruitment, Selection and training – Directing: Motivation–Leadership in Management -Communication – Process – Barriers and breakdown in communication –Control: process, techniques and types.

##### **BLOCK III: Organisation Behaviour**

Organisation Behaviour an overview - Individual behaviour – Personality - Determinants of Personality - Influence of Personality on Behaviour– Perception and learning – Motivation – theories and applications – Attitudes – Theories of

attitudes – Job satisfaction and its effect on employee performance and its Determinants.

#### **BLOCK IV: Group Behaviour & Leadership**

Definition and classification of groups- Stages of group development-Group structure-Difference between groups and teams- Types of teams- Leadership and theories of leadership: Trait theories, Behavioural theories, Contingency theories.

#### **BLOCK V: Organisational Change & Development**

Organisation change – Manager as a change agent – Organisation Development – O.D. interventions – Organisational Culture and Climate -Organisation Behaviour in global scenario – Future trends in Organisation Behaviour.

#### **References:**

1. Aswathappa.K ,(2017), Organisation Behaviour Text, Cases& Games, 12th Edition, Himalaya Publishing House, Mumbai
2. Gupta, C.B., (2017), Management Theory and Practice, latest Edition, Sultan Chand & Sons, New Delhi
3. Heinz Wehrich, and Mark V. Cannice, Harold Koontz, (2013), Management, 14th edition,McGraw Hill publication.
4. John Newstrom, Keith Davis, (2006) Organizational Behavior – Human Behaviour at work ,McGraw Hill Higher Education
5. Ramasamy. T.,(2010), Principles of Management, latest Edition, Himalaya Publishing House, Mumbai
6. Rao, V.S.P, (2016), Management Text and Cases Excel Books India, Third Edition, New Delhi, Taxmann Publications Pvt. Ltd.
7. Stephen P. Robbins, Timothy Judge, (2007) Organizational Behaviour, latest Edition, PHI Learning, New Delhi.
8. Stoner J., (2012), Management, latest Ed., Prentice Hall of India, New Delhi
9. Thomas Kalliath, Paula Brough, Michael O'Driscoll, Mathew J Manimalla, (2011), Organizational Behaviour, latest Edition, Tata McGraw Hill, New Delhi.

**Web Resources:**

1. <https://archive.nptel.ac.in/courses/122/108/122108038/>
2. <https://ecampusontario.pressbooks.pub/educationleadershipmanagement/cha/2-2-johari-window-reflections/>
3. [https://www.managementstudyguide.com/management\\_functions.htm](https://www.managementstudyguide.com/management_functions.htm)
4. <https://www.businessmanagementideas.com/management/theories-of-motivation/theories-of-motivation-in-management/18448>
5. [https://www.tutorialspoint.com/individual\\_and\\_group\\_behavior/group\\_behavior.htm#](https://www.tutorialspoint.com/individual_and_group_behavior/group_behavior.htm#)
6. <https://sdak24.com/mcom-management-concept-and-organizational-behaviour-notes/>
7. <https://www.aihr.com/blog/organizational-development/>

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**Course Outcome:**

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- CLO 1. Apply the management concepts and principles to real-life managerial environments.
- CLO 2. Appraise the role of communication in the management functions and differentiate between typical channels of business communication. Enumerate the effective control system of the organisation.
- CLO 3. Critically analyse the influence of individual personality traits and attitudes in the workplace. Also assess the relationship between job satisfaction and employee performance.
- CLO 4. Comprehend the intrapersonal and interpersonal relations in the business organisation. Examine the group and team dynamics in an organisation.
- CLO 5. Recall the types of OD interventions and identify when and why they are applied. Point out the benefits of organizational culture and diversity.

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**Course Title : Economic Analysis for Management Decision**

**Course Code : MSPS 12**

**Course Credit : 6**

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**Course Objective:**

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CO1.Explain managerial economics and its execution while making a business decision and apply the concepts of microeconomics such as utility and demand analysis.

CO2.Discuss the supply and cost analysis and develop thorough knowledge of the production theories and cost while dealing with factors of production.

CO3.State key characteristics and consequences of different forms of markets and apply different pricing strategies for products under different market structures.

CO4.Assess cost volume profit analysis, illustrate techniques to measure profit and demonstrate profit maximization.

CO5.Explain different concepts of national income and its measurements, factors affecting national income and state monetary and fiscal policy.

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**Course Syllabus:**

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**BLOCK I: Overview of Managerial Economics & Demand Analysis**

Managerial Economics – Meaning, Nature and Scope – Managerial Economics and Business decision making – Role and responsibility of Managerial Economist – Fundamental Concepts of Managerial Economics – limitations - Utility analysis - Demand Analysis – Meaning, Determinants and Types of Demand – Elasticity of demand – Demand forecasting -methods.

**BLOCK II: Supply & Cost Analysis**

Supply: Meaning and determinants, Law and Elasticity of Supply, Equilibrium of demand and supply; Production: factors- Types of production functions – Isoquants- law of variable proportions, Economies and diseconomies of scale. Cost analysis: – types – cost-out-put relationships.

**BLOCK III: Market Structure**

Market Structure – Various forms – Equilibrium of a firm – Perfect competition – Monopolistic competition – Oligopolistic competition – Pricing of products under different market structures – Methods of pricing – Factors affecting pricing decision – Differential pricing – Government Intervention and pricing.

## **BLOCK IV: Profit & Cost Volume Analysis**

The concept of profit: Profit planning, control and measurement of profits. Profit maximization – Cost Volume Profit analysis.

## **BLOCK V: National Income**

National Income –concepts and components-computation /measurement of national income –difficulties in measurement-factors affecting national income – inequalities of income –Monetary and Fiscal Policy.

### **References:**

1. Ahuja, H.L.,(2017) Managerial Economics, latest Edition, S. Chand & Company Ltd., New Delhi
2. Chaturvedi, (2012),Business Economics (Theory & Application), latest Edition, IBH, New Delhi
3. Joel Dean, (2008), Managerial Economics, latest Edition, PHI Learning Private Ltd., New Delhi
4. Justin Paul, Leena, Sebastian, (2012) Managerial Economics, latest Edition, Cengage, USA
5. Maheshwari, (2014), Managerial Economics, latest Edition, Sultan& Chand, New Delhi.
6. Mithani, D.M., (2009), Managerial Economics, latest Edition, Himalaya Publishing House, New Delhi.
7. Moti Paul S. Gupta, (2007), Managerial Economics, latest Edition, Tata McGraw Hill Pub., New Delhi.
8. Narayanan Nadar, E. and S. Vijayan, (2013), Managerial Economics, latest Edition, PHI Learning Private Ltd., New Delhi.
9. Petersen & Lewis, (2003), Managerial Economics, 4<sup>th</sup> edition, Prentice Hall of India (P) Ltd., New Delhi.
10. Sumitrapal, (2011), Managerial Economics Cases & Concepts, latest Edition, Macmillan, Chennai.

### **Web Resources:**

1. <https://www.economicdiscussion.net/managerial-economics/notes-on-managerial-economics/19271>
2. <https://www.analyticssteps.com/blogs/elasticity-demand-and-its-types>
3. [https://www.tutorialspoint.com/managerial\\_economics/managerial\\_economics\\_quick\\_guide.htm](https://www.tutorialspoint.com/managerial_economics/managerial_economics_quick_guide.htm)

4. <https://www.investopedia.com/terms/c/cost-volume-profit-analysis.asp>
5. <https://www.jagranjosh.com/general-knowledge/what-is-national-income-basic-concepts-1418635306-1>

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**Course Outcome:**

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- CLO 1. Comprehend the nature of managerial economics and its relevance in decision-making making. Interpret the use of price elasticity of demand in pricing decision. Predict the revenue and profit effects of a price change with techniques of demand forecasting.
- CLO 2. Analyze supply and cost, thereby assessing the functional relationship between production and factors of production. List out the various costs associated with the production.
- CLO 3. Integrate the concept of price and output decisions of firms under a various market structure.
- CLO 4. Recognize profit planning and interpret cost - volume profit analysis and construct profit maximisation.
- CLO 5. Critically analyse various concepts of national income and the factors that affect national income.

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**Course Title : Accounting for Managers**

**Course Code : MSPS 13**

**Course Credit : 6**

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**Course Objective :**

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- CO1. Discuss accounting concepts and conventions, differentiate book keeping and accounting, identify users of accounting information. Explain double entry system of accounting and construct accounting cycle. Prepare final accounts to know the financial position of the business.
- CO2. Explain the financial statement analysis and techniques to analyse the financial statements of the company. Discuss various ratios to show the liquidity and profitability position of the business. Demonstrate the preparation of cash and fund flow statement.
- CO3. Define cost accounting, classify various kinds of cost and list out elements of cost. Prepare cost sheet to estimate the cost of materials and overheads and identify issues while framing the price. Combine overheads with cost centre.
- CO4. Explain marginal costing along with break even and cost volume analysis. Applying marginal costing techniques for making decisions. Examine the role of budgets in organisations, their limitations and the issues to consider when developing and using budgets for planning and control.
- CO5. Explain standard costing and its procedure for setting standards. Classifying the different forms of variances. Illustrate the significance of computerized accounting system and pre-packaged accounting software.
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**Course Syllabus:**

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**BLOCK I: Introduction to Accounting**

Introduction to Accounting: Book-Keeping and Accounting - Financial Accounting - External and Internal users of Accounting Information, Concepts and Conventions – Double Entry System - Accounting cycle - Financial Accounting - Preparation of Journal, Ledger and Trial Balance - Preparation of Final Accounts - Income Statement and Balance Sheet With Adjustment Entries - Capital and Revenue Expenditure and Receipts.

## **BLOCK II: Financial Statement Analysis**

Financial Statement Analysis: Horizontal Analysis and Vertical Analysis of Company Financial Statements – Ratio analysis - Liquidity, leverage, solvency and profitability ratios - Preparation and analysis of cash flow statement and funds flow statement.

## **BLOCK III: Cost Accounting**

Cost Accounting: Classification of Cost - Elements of Costs - Preparation of Cost Sheet - Materials Costs: Materials purchasing, receiving, storing and issuing including pricing of issues- EOQ – Overheads - Identifying the overheads with cost centre -Allocation, Apportionment and Absorption.

## **BLOCK IV: Marginal Costing**

Marginal Costing: Concept – Advantages and Disadvantages – Break even analysis – Cost volume profit analysis (CVP) – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a Foreign Order, Deciding Sales Mix - Budget and Budgetary control – Objectives - Type of budgets – Preparation of Cash, flexible and master budgets.

## **BLOCK V: Standard Costing**

Standard Costing: Meaning and uses - procedure of setting standards - Variance Analysis- Classification of Variances- Material Cost, Labour Cost, Overhead Cost and Sales Variance– responsibility accounting and report writing - Excess present value method -Significance of Computerized Accounting System - Pre-packaged Accounting software.

## **References:**

1. Brigham & Ehrhardt, (2015), Financial Management Text and cases, latest Edition, Cengage Learning, India
2. Chandra & Iyer, (2012), Financial Management, latest Edition, IBH, India
3. James C Van Horne, Sanjay Dhamija, (2012), “Financial Management and Policy” latest Edition, Pearson Education, India
4. Khan. M.Y., and Jain P K (2014), “Financial Management-Text and Problems”, 7th Edition, McGraw Hill Education, India
5. Pandey IM, (2013), Financial Management, 10th Edition, Vikas, India
6. Prasanna Chandra, (2012), “Financial Management Theory and Practice”, 8th Edition. TMH, India
7. Preeti Singh, (2012), Financial Management, Latest Edition, Ane books Pvt., Ltd., Chennai.



8. Rajiv Srivastava, and Anil Mishra, (2012), "Financial Management" latest Edition, Oxford University Press, New Delhi
9. ShashiK.Gupta, and R.K.Sharma, (2012), "Financial Management" latest Edition, Kalyani Publishers, Chennai
10. Tulsian P.C. and C.A. Bharat Tulsian, (2019), "Financial Management", S.Chand Publications, New Delhi.

**Web Resources:**

1. <https://nptel.ac.in/courses/110101003>
2. <https://testbook.com/learn/financial-statement-analysis/amp>
3. <https://www.wallstreetmojo.com/cost-accounting/>
4. [https://www.tutorialspoint.com/accounting\\_basics/cost\\_accounting\\_marginal\\_costing.htm](https://www.tutorialspoint.com/accounting_basics/cost_accounting_marginal_costing.htm)
5. <https://www.wallstreetmojo.com/standard-cost/>

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**Course Outcome:**

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- CLO 1. Comprehend the basic concepts of accounting, examine the difference between single and double entry system and demonstrate accounting life cycle, examine the nature and role of financial statements.
- CLO 2. Evaluate the financial statement by show the financial position of the business and illustrate ratio analysis to measure liquidity. Profitability state of a business and demonstrate the preparation of cash and income flow statement.
- CLO 3. Summarise cost accounting and illustrate cost sheet to infer cost of material and overheads and examine the interpret the collaboration of overheads with cost centre.
- CLO 4. Analyse marginal costing and state the techniques of applying marginal costing for making desired decisions. Examine budgets and its different types.
- CLO 5. Evaluate the standard cost and demonstrate the classification of variance, recognize the significance of packaged accounting software.

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**Course Title : Quantitative Methods for Managers**

**Course Code : MSPS 14**

**Course Credit : 6**

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**Course Objective:**

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CO1. Demonstrate graphical representation of linear and non-linear functions.

Discuss decision making under minimax and maximax criteria.

CO2. Define probability and its rules. Illustrate various probability distribution.

CO3. Recognize the technique to present the data and the measures of central tendency and dispersion. Explain the concept of correlation and regression.

CO4. Discuss concepts of index number and the significance of time series for business forecasting.

CO5. Interpret the procedure for testing hypothesis by applying parametric and non-parametric test.

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**Course Syllabus:**

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**BLOCK I: Linear & Non-Linear Functions**

Linear & Non-Linear functions – graphical representation of functions, Constants, Variables – notion of Mathematical models- Simple problem applied to business and industry - Decision making under risks and uncertainty: Minimax and Maximax Criteria – Their Implications Decision Tree.

**BLOCK II: Probability**

Probability – Definition – Addition and Multiplication rules (only) – Simple business application problems – Probability distribution – Binomial, Poisson and normal distribution – Simple problem applied to Business.

**BLOCK III: Presentation of Statistical Data**

Presentation of Statistical Data – Tables and Graphs – Frequency Distribution – Histogram – Cumulative Frequency Curves - Data Analysis – UniVariant ungrouped and grouped Data – Measures of Central Tendencies – Measures of Dispersion – Bivariate Analysis – Correlation and regression.

**BLOCK IV: Index Numbers**

Index numbers – Simple and weighted index numbers Concept of Weights – Business Index numbers – CPI, WPI, Nifty, Production Index, Time series, variation in time series, trend - cyclical and random – Use of Time series for business forecasting.

## **BLOCK V: Testing of Hypothesis**

Procedure for Testing of Hypothesis - One Sample t-test for the Population Mean - Two Sample t-test for independent Samples - Paired Sample t-test - F-test for two population Variances (Variance ratio test) - ANOVA one and two way.

### **References:**

1. Sundarsan.V&Jeyaseelan, (2015), An Introduction of Business Mathematics, Reprint, [Sultan Chand & Sons Pvt. Ltd.](#), New Delhi.
2. Peer Mohamed & Shazuli Ibrahim, (2008), Business Mathematics, Pass Publication, Madurai.
3. P.A.Navaneethan, (2008), Business Mathematics & Statistics, Jai Publishers, Trichy.
4. D.C.Sancheti, and V.K.Kapoor, (2014), Business Mathematics, 11<sup>th</sup> edition, Reprint, Sultan Chand and Sons, New Delhi.
5. J.K. Sharma, (2009), Business Mathematics Theory and Applications, 13<sup>th</sup> Edition, ANE Books, New Delhi.
6. S. P. Gupta, (2012), Statistical Methods, 42<sup>nd</sup> Revised Edition [Sultan Chand & Sons Pvt. Ltd.](#), New Delhi.
7. Gupta, B.N., (2015), Business Statistics, First Revised Edition, SBPD, New Delhi.
8. Sinha, V.C. & Gupta, A., (2015), Business Statistics, First Edition, SBPD, New Delhi.
9. Arora, P.N. & S. Arora, (2007), Statistics for Management, latest Edition, S. Chand & Company Ltd., New Delhi.
10. Dwiedi, R., (2011), Research Methods in Behaviour Science, latest Edition, Macmillan India Ltd., New Delhi.
11. Kothari, C.R., (2013), Research Methodology, latest Edition, New Age International (P) Ltd, New Delhi.
12. Wayne I Winston, (2013), Excel Data Analysis and Business Modelling, latest edition, PHI, India.

### **Web Resources:**

1. [https://thebusinessprofessor.com/en\\_US/management-leadership-organizational-behavior/quantitative-approach-to-management](https://thebusinessprofessor.com/en_US/management-leadership-organizational-behavior/quantitative-approach-to-management)
2. <https://study.com/academy/lesson/nonlinear-function-definition-examples.html>

3. <https://www.dynamictutorialsandservices.org/2020/10/index-number-business-statistics-notes.html>
4. <https://nptel.ac.in/courses/103106120>

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**Course Outcome:**

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- CLO 1. Recite linear and non-linear functions in a graphical presentation and solve problems related to business
- CLO 2. Examine probability by using its rules and the types of probability distribution
- CLO 3. Infer the data presented and the measures of central tendency and dispersion. Calculate and interpret statistical values by applying correlation & regression
- CLO 4. Review concepts of index numbers and the use of time series for forecasting
- CLO 5. Assess the hypothesis by applying appropriate parametric or non-parametric techniques

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**Course Title : Information Systems for Managers**

**Course Code : MSPS 15**

**Course Credit : 4**

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**Course Objective :**

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CO1. Create conceptual understanding Information system and its strategic uses in an organization

CO2. State out the fundamental principles of computer system, techniques to monitor the database and the procedure for office communications

CO3. Examine the application of information system, decision and expert support system

CO4. Describe the planning and development of information system and alternative approaches for system development

CO5. Paraphrase ethical challenges and the risk involved in information technology

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**Course Syllabus:**

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**BLOCK I: Information System**

Information system: Managers' view – Concepts of systems and Organisations – Strategic uses of Information Technology.

**BLOCK II: Computer System Recourses**

Computer System Resources: Computer Hardware and Computer Software – File and DBMS – Distributed System – Internet and Office Communications.

**BLOCK III: Applications of Information System**

Application of Information System to functional Business Areas: Operational Information System – Tactical and Strategic Information System – Decision support system and expert system.

**BLOCK IV: Planning & Development**

Planning and development of Information system: Information system planning – System Analysis and design – Alternative application development approaches.

## **BLOCK V: Security and Ethical Challenges**

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

### **References:**

1. ArpitaGopal, (2009), MIS for Strategic Business Processes, latest Edition, McGraw Hill Education, India
2. Brien, Marakas, Behl,( 2017), Management Information Systems, latest Edition, TMH, India
3. Goyal .D P (2010), Management Information Systems–Managerial Perspective, 3rd Edition MacMillan, Chennai
4. Gupta A K, Sharma, (2012), Management of Systems, latest Edition, Macmillan, Chennai
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7. Laudon&Laudon, (2018) Management Information Systems, latest Edition, Pearson, India
8. Milind M Oka (2012), “Cases in Management Information system , latest Edition, ‘Everest Publication, India
9. Murthy,(2013), Management Information System, latest Edition Himalaya, Publication, India
- 10.Nina Godbole&SunitBelapure (2012), “ Cyber Security” latest Edition, Wiley India
- 11.NirmalaBagchi, (2012), Management Information Systems, latest Edition, Vikas Publication, India
- 12.Sandra Senf (2016), Information Technology Control and Audit, 4<sup>th</sup> edition, Auerbach Publications, Florida.

### **Web Resources:**

1. <https://openstax.org/books/introduction-business/pages/13-3-management-information-systems>
2. <https://nptel.ac.in/courses/106105175>
3. <https://smallbusiness.chron.com/management-information-system-2104.html>

4. <https://www.simplilearn.com/types-of-information-systems-and-applications-article>

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**Course Outcome:**

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- CLO 1. Comprehend management and uses of information System for the making managerial decisions.
- CLO 2. Review the application of DBMS and Office Communications.
- CLO 3. Acquire a real-world application of Information systems and Decision Support System in a business
- CLO 4. Recognize the planning and development of IT and its alternative approaches
- CLO 5. Outline the role of the ethical, social, and security challenges of information systems.

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## Semester - II

**Course Title : Marketing Management**

**Course Code : MSPS 21**

**Course Credit : 4**

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### **Course Objective:**

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- CO1. Explain and connect the core concept of marketing and its approaches, from several perspectives.
- CO2. Integrate the market environment, consumer buying behaviour and process of conducting market research for developing solutions to real-life problems.
- CO3. Construct deep cognizance on product and brand management strategies and their implications on pricing mix.
- CO4. List out elements of promotion mix, various channels of distribution and factors influencing choice of channels.
- CO5. Discover special areas in marketing; identify opportunities and challenges in the upcoming markets.

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### **Course Syllabus:**

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#### **BLOCK I: Introduction**

Marketing – Meaning – functions – Approaches to the study of marketing – Marketing segmentation – Systems approach – Features of industrial, consumer and services marketing – Marketing information system.

#### **BLOCK II: Marketing Mix**

Marketing environment – External factors – Demographic factors – Internal factors – Marketing mix – 4ps' in marketing.

Industrial Buyer Behaviour – Nature of Industrial Buying – Objectives in Organizational Buying – Product Analysis for identifying information needs of key influencers – Interpersonal dynamics of Industrial buying behaviour - Psychological Factors on decision making – Conflict and Resolution in Joint Decision Making – Supplier Choice and Evaluation. Marketing Research: Meaning - Objectives – Procedures

#### **BLOCK III: Product Management**

Product Management – New Product –Meaning –Product Mix- Product Planning and Development – Product Policies – Product Line Decisions – Product Positioning And



Targeting –Managing Product Life Cycle - Product Failures –Branding and Packaging.

Pricing –Meaning-Pricing factors – Objectives and policies – pricing methods and Procedure.

#### **BLOCK IV: Physical Distribution Mix**

Physical Distribution Mix: Distribution channel policy –Choice of channel – Channel Management –Conflict and cooperation in channels – Middlemen functions - Logistics Promotion Mix decision –Advertising role – Budgeting copywriting, media selection measuring Advertising effectiveness – Sales promotion tools and techniques, personal selling –salesman qualities –sales force determination – determining sales territory, fixing sales quota and target, public relations on role and methods.

#### **BLOCK V: Special Areas in Marketing**

Special areas in Marketing –Rural marketing-Societal Marketing –Relationship Marketing –Direct Marketing - Green Marketing:- Evolution, Concept and Strategies-green product- Enviropreneur Marketing .

#### **References:**

1. Adrian Palmer, (2013), Introduction to Marketing, Theory and Practice, 3<sup>rd</sup> Edition, Oxford India
2. Arunkumarand N. Meenakshi (2012) Marketing Management, latest Edition, Vikas, New Delhi
3. Govindarajan.M, (2012),Marketing Management, concept, cases, challenges and trends, 2<sup>nd</sup>edition PHI, India
4. Karunakaran.K. (2012) Marketing Management (Text and Cases), 2/e, Himalaya PublishingHouse ,New Delhi
5. Philip Kotler, Gray Armstrong, Prafulla. Y. Agnihotri, and Ehsan UL Haque, (2012), principles ofmarketing, south Asian perspective, 13/Edition, Pearson Education, India
6. RajanSaxena, (2013), Marketing Management, 4/edition, TMH, India
7. RajendraP.Maheswari, (2013), Marketing Management (Text & Cases) an Indian Perspective,Latest Edition, IBH, India
8. RamaswamyNamakumari,(2013), “Marketing Management”, 5th Edition TMH, India

9. Sherlekar S.A., and R.Krishnamoorthy, (2012), Marketing Management concept and cases, LatestEdition, HPH, India
10. Srinivasan.R, (2014), case studies in Marketing the Indian context, 6th edition PHI, India

**Web Resources:**

1. <https://www.managementstudyguide.com/market-segmentation.htm>
2. <https://www.geektonight.com/marketing-environment/>
3. <https://mailchimp.com/en-gb/marketing-glossary/marketing-mix-7ps/>
4. <https://www.projectmanager.com/blog/what-is-marketing-management>
5. <https://study.com/academy/lesson/physical-distribution-in-marketing-definition-functions-importance.html>

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**Course Outcome:**

- CLO 1. Formulate an organisation's marketing strategies and assess its strategic, operational and tactical marketing decisions.
- CLO 2. Relate marketing mix as a framework for marketing decision-making. Also use application skills to design, build and evaluate quality market research.
- CLO 3. Summarize product development and be able to compose a conceptual framework for building and managing strong brands. For-by able to point out ideal pricing strategies.
- CLO 4. Critically evaluate decision-making process in distribution and channel management.
- CLO 5. Examine areas such as green marketing, rural and societal marketing, its need and dynamic nature.

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**Course Title : Financial Management**

**Course Code : MSPS 22**

**Course Credit : 4**

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**Course Objective:**

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- CO 1. Demonstrate the importance of the finance function and differentiate profit and wealth maximisation. State the overview and changing scenario of Indian financial system
  - CO 2. Identify the various sources of long term and short-term finance and international finance
  - CO 3. Discuss capital budgeting and time value of money; apply discounted and non-discounted techniques to appraise the project. Examine significance and methods to compute cost of capital.
  - CO 4. Outline the concept, its determinants and theories of capital structure. Explain dividend policies and apply appropriate theory to dividend
  - CO 5. Explain working capital management, its types for formulating policies and the factors affecting. Illustrate the management of cash by using Miller and Orr model.
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**Course Syllabus:**

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**BLOCK I: Financial Management**

Finance functions – Its Nature and Scope- objectives; -Profit vs. Wealth maximization-Role of financial manager in decision making - Significance of financial management – Changing scenario of financial management in India- Overview of Indian financial system.

**BLOCK II: Sources of Finance**

Sources of long term finance-Equity Shares, Preference shares, Debentures, borrowing from lending institutions: short term finance: money market, Gilt edged securities- International sources -GDR(Global Depository Receipts) and ADR (American Depository Receipts)

**BLOCK III: Capital Budgeting & Cost of Capital**

Capital budgeting- Concept- objectives Significance - Methods/ techniques: PB, ARR, NPV and IRR- risk analysis in capital budgeting - CAPM methods- Capital rationing. Cost of capital - Concept- objectives, Significance-computation of cost of

capital- Cost of debt, Equity, Preference share Capital, Retained earnings, Weighted average cost of Capital(WACC) .(Simple Problems).

#### **BLOCK IV: Capital Structure & Dividend Policies**

Capital Structure- Determinants-Optimal Capital Structure- Capital Structure theories- Net income approach- Net operating income approach - MM approach – Dividend policies: -- Types – Dividend theories - Valuation under Gordon and Walther Theory - Dividend irrelevance - MM theory - Factors affecting dividend decisions.(simple problems)

#### **BLOCK V: Working Capital Management**

Working Capital Management-Definition -Types-Working Capital for Policies - Factors affecting working Capital requirements - Management of cash – optimum level of cash - stochastic models, Miller and Orr model- Management of receivables - Credit policies, Period, Terms - Collection Policies-Inventory Management-Inventory Level- Inventory Management Techniques.

#### **References:**

1. Brigham and Ehrhardt, (2015), Financial Management Text and cases, latest Edition, Cengage Learning, India
2. Chandra & Iyer, (2012), Financial Management, latest Edition, IBH, India
3. James C Van Horne, and Sanjay Dhamija,(2012), “Financial Management and Policy” latest Edition, Pearson Education, India
4. Khan. M.Y., and P K Jain (2012), “Financial Management-Text and Problems”, 6th Edition, TMH, India
5. Pandey IM, (2014), Financial Management, 10th Edition, Vikas, India
6. Prasanna Chandra, (2012), Financial Management Theory and Practice, 8th Edition. TMH , India
7. Preeti Singh, (2015), Financial Management, Latest Edition, Ane books Pvt. Ltd., Chennai.
8. Rajiv Srivastava, and Anil Mishra , (2012), Financial Management, latest Edition, Oxford University Press, New Delhi
9. ShashiK.Gupta, and R.K.Sharma,(2012), Financial Management,Kalyani Publishers, Chennai
10. Tulsian P.C., and C.A. Bharat Tulsian, (2019), Financial Management,S.Chand Publications, New Delhi.

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2. <https://commerceatease.com/international-financing/>
3. <https://emeritus.org/in/learn/what-is-financial-management/>
4. <https://nptel.ac.in/courses/110107144>
5. <https://commerceatease.com/international-financing/>
6. [https://onlinecourses.nptel.ac.in/noc22\\_mg66/preview](https://onlinecourses.nptel.ac.in/noc22_mg66/preview)
7. <https://tallysolutions.com/accounting/cost-of-capital/>

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## Course Outcome:

- CLO 1. Comprehend importance of financial management and the contrast between profit and wealth maximisation. Recognize the significance of financial system in India and relate it with changing scenario.
- CLO 2. Examine the various sources of finance, international finance and their pros & cons.
- CLO 3. Recognize the concept of capital budgeting and recommend whether and why an investment should be accepted or rejected. Apply appropriate methods to compute cost of capital.
- CLO 4. Summarise concept and theories of capital structure. Analyse dividend policies and theory to evaluate dividend.
- CLO 5. Review the working capital management, the measures of managing cash and receivables by using Miller and Orr model.

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**Course Title : Human Resource Management**

**Course Code : MSPS 23**

**Course Credit : 4**

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**Course Objective:**

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- CO1. Develop strong association with the concepts and Practices of human resources management that aids to achieve organisational objectives.
  - CO2. Create a conceptual understanding of planning, deployment and maintaining of human capital.
  - CO3. Recognize the importance of Training-need analysis and designing training programs keeping in view of current and future requirements.
  - CO4. Identify the crucial issues in compensation management and study various salary structures. List out various employee retention techniques.
  - CO5. Discuss quality of work life, work life balance and theories underlying employee relations.
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**Course Syllabus:**

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**BLOCK 1 INTRODUCTION TO HRM**

Human Resource Management: Meaning, Nature, Objectives, Scope and Functions, Difference between Personnel Management & Human Resource Management- Policy and Procedures of the HRM - Department Structure and Functions – Managerial and Operating Functions – HRM as a Profession –Environmental Influence of HRM. Qualification of HR Manager, Line & Staff Roles and Responsibilities of HR Manager/Departments, HR as a factor of Competitive Advantage- e – HRM-GHRM-SHRM

**BLOCK 2 HRP AND EMPLOYEE HIRING**

Human Resource Planning: Manpower Planning – Strategy consideration of Planning –Job Analysis – Job Specification – Job Description – Approaches to Job Design – Job Simplifications – Job Enlargement – Job Rotation – Job Enrichment – Absenteeism and Labour Turnover.

Recruitment & Selection: Recruitment Policy - Problems - Source of Recruitment – Recruitment Practices in India – Selection – Placement and Induction –Promotions and Transfers – Demotions and Separations.

### **BLOCK 3 TRAINING AND DEVELOPMENT**

Training & Development: Training – Need and Importance – Steps in Training Programme – Evaluation of Training Programmes – Concept of Management Development Programme – Techniques of Training and Development – Group Discussion- Conferences and Seminar – Case Studies – Role Playing – Business Games – Sensitivity Training – Stages of Career Development-,Competency Mapping, Talent Management.

### **BLOCK 4 PERFORMANCE MANAGEMENT**

Performance Appraisal – Meaning - Need and Importance – Objectives – Methods and Modern Techniques of Performance Appraisal – Requisite of Good Appraisal Plan – Problems in Performance Appraisal-Wage & Salary Administration: Compensation Plan – Job Evaluation – Individual – Group – Incentives – Bonus – Fringe Benefits- ESOP (Employee Stock Ownership Plan)

### **BLOCK 5 EMPLOYEE RELATIONS**

Quality of working life – Issues in Quality of Working life – Obstacles in QWL – Quality Circles – Management By Objectives –Grievance Handling and Conflict resolution - Participation in Management - Employee Collective Bargaining – Labour Welfare- Case Studies

#### **References:**

1. Anjali Ghanekar, (2010), Essentials of Human Resource Management, latest Edition, Everest Publishing House, New Delhi
2. Aswathappa,K (2013) Human Resource Management, Text and Cases, McGraw Hill Education; Seventh edition, India.
3. Indranil Mutsuddi, (2011), Essentials of Human Resource Management, latest Edition, Newage Publishing House, New Delhi.
4. Kahok, M.A. (2012),Illustrated Case Studies in Indian Management, latest Edition, Everest Publishing House, New Delhi.
5. Mamoria, C.B. & V.S.P.Rao, (2012),Personnel Management, latest Edition, HPH, India
6. Nick Wilton, (2012), An Introduction to Human Resource Management, latest Edition, Sage India,
7. Rao, V S P (2014), Human resource Management Text and Cases, latest Edition, Excel Books, India

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9. Seema Sanghi, (2012) Human Resource Management , latest Edition, Macmillan, Chennai
10. Shyamkant Gokhale (2012), Personnel Management, latest Edition, Everest Publishing House, New Delhi.

**Web Resources:**

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2. <https://archive.nptel.ac.in/courses/122/105/122105020/>
3. <https://www.hrhelpboard.com/training-development/training-methods.htm>
4. <https://www.managementstudyguide.com/performance-appraisal-tools.htm>
5. <https://www.whatishumanresource.com/quality-circles>

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**Course Outcome:**

- CLO 1. Summarize the strategies, policies and systems for managing people professionally in the context of rapidly evolving aspirations of individuals and changing business scenarios.
- CLO 2. Recommend how the tasks of human resources planning, job analysis, recruitment and selection can be executed. Also apply the same in organisational context.
- CLO 3. Appraise various training methods and design a training program.
- CLO 4. Evaluate the components of a compensation package, how to structure them, and develop a company's compensation policy.
- CLO 5. Apply different labour laws for harmonious employee-management relations.

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**Course Title : Applied Operation Research**

**Course Code : MSPS 24**

**Course Credit : 6**

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**Course Objective :**

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- CO1. Apply OR techniques in management and linear programming in the graphical solution.
  - CO2. Illustrate transportation model in different cases to check initial basic feasible solutions. Use appropriate techniques to analyse the optimal solution of the model.
  - CO3. Analyse Queuing theory and its elements. State the applications of the single and multi-channel server system.
  - CO4. Illustrate network analysis and critical path. Explain the review technique for project scheduling.
  - CO5. Discuss strategies of game theory and techniques to develop mixed strategies with and without saddle point.
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**Course Syllabus:**

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**BLOCK I: Operation Research**

Introduction to Application of OR techniques in functional areas of management - Linear programming –Formulation, Graphical solution – Simplex method — concept of duality –Special cases in linear programming.

**BLOCK II: Transportation Model**

Transportation model – Balanced and Unbalanced cases -initial basic feasible solution using North West corner rule method, least cost and Vogel's Approximation method – Check for Optimum solution – MODI/Stepping Stone method - Simple problems — Assignment problem – Hungarian model -Travelling sales man problem.

**BLOCK III: Queuing Theory**

Queuing theory – Elements of Queuing system – Characteristics of Queuing System – Single and multi channel server system – Single channel multi server system – Applications

## **BLOCK IV: Network Analysis**

Network Analysis – Rules for constructing a network – Different time calculations – Resource levelling – Resource smoothing – Critical Path Method (CPM) and Project Evaluation and Review Technique PERT for project scheduling.

## **BLOCK V: Game Theory**

Game theory and strategies – Mixed Strategies games without Saddle point - Algebraic method – Arithmetic method – Graphical and L.P.P. Method – Applications of Game theory -Simulation – Monte Carlo Simulation – Applications.

### **References:**

1. Billy E. Gillett, (2010), Introduction to operations Research, latest Edition, TATA Mcgraw hill, India.
2. Fredrick S. Hiller and Gerald J. Lie Berman, (2009), Operations Research concepts and cases, latest Edition, TATA Mc-Graw Hill company, India
3. Kalavathy, S. (2010), Operation Research with C programs, latest Edition, Vikas publishing, India
4. Kapoor, V.K., (2011), Operations Research, latest Edition, Sultan Chand & Sons, New Delhi
5. Panneerselvam.R. (2011), Operations Research, latest Edition, PHI learning, India
6. Panneerselvam, (2004) Operations Research, latest Edition, Prentice Hall of India, New Delhi
7. Rathindra P. Sen, (2010), Operation Research, latest Edition, PHI learning India.
8. Srinivasan, G.(2010), Operations Research principles and Applications, latest Edition, PHI learning, India
9. Taha, (2010), Operations Research – An Introduction, Pearson; 9 edition, New Delhi
10. Wayne.L. Winston, (2008), Operation Research , India fourth edition Cengage learning, USA

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2. <https://notendur.hi.is/kth93/3.20.pdf>
3. [https://www.mathcity.org/msc/notes/operation\\_research](https://www.mathcity.org/msc/notes/operation_research)
4. <https://www.slideshare.net/msn007/transportation-model-51910883>

5. <https://www.stechies.com/difference-between-pert-cpm/>

6. <https://www.britannica.com/science/game-theory/Two-person-constant-sum-games>

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**Course Outcome:**

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CLO 1. Comprehend operational research models. Review linear programming with special cases.

CLO 2. Apply appropriate methods to compute optimum solution in transportation problem.

CLO 3. Analyse the queuing theory and application of server system.

CLO 4. Construct critical path by using network analysis. Identify the review techniques for Project evaluation.

CLO 5. Summarise the strategies of game theory and the techniques for constructing mixed strategies without saddle point.

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**Course Title : Research Methods in Business**

**Course Code : MSPS 25**

**Course Credit : 6**

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**Course Objective:**

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- CO1. Elaborate process, problems of research and also significance of research in social sciences.
  - CO2. Discuss methods of sampling design and techniques used for constructing scale.
  - CO3. List out the methods of data collection; differentiate between primary and secondary data and state advantages and limitations of schedule and questionnaire.
  - CO4. Illustrate parametric and non-parametric methods for testing the significance.
  - CO5. Examine the procedure, significance of report writing and also ethical issues in research.
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**Course Syllabus:**

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**BLOCK I: Research**

Research: Meaning – Scope and Significance – Types of Research – Research Process -Problems in Research – Significance of Research in Social Sciences – Identification –Selection and formulation of problem – Review of Literature - Research Hypothesis –Meaning – Sources – Types – Formulation of Research Design – Features of Good Design – Factors affecting Research Design – Evaluation of Research Design.

**BLOCK II: Sampling Design & Techniques**

Sampling Design: Senses Method and Sampling Method – Principles of Sampling – Methods of Sampling –Probability and Non-Probability Sampling Methods – Selection of a sample – Size – Criteria of Good Sample Design.

Scaling Techniques: Meaning Types of Scale - Scale Construction Techniques.

**BLOCK III: Data Collection**

Data Collection: Types of Data – Sources of Data – Primary Data and Secondary Data -Data Collection Methods – Observation – Survey – Questionnaire – Interview Schedule - Effective in Interview Techniques and Limitations of Interview – Constructing Questionnaire – Format of Good Questionnaire – Advantages and Limitations of Schedules and Questionnaire – Pilot Study. Analysis and Processing

of Data: Meaning – Editing – Coding– Diagrams – Data Analysis – Transcription – Tabulation – Construction of Tables – Components of Tables – Principle of Table Construction – Types of Tables.

#### **BLOCK IV: Parametric & Non - Parametric Tests**

Tests of Significance – Assumption about parametric and non-parametric tests – Parametric Tests –Chi Square, T-Test, F-Test and Z Test. Non-Parametric Tests UTests– Kruskal Wallis – Introduction to ANOVA – One Way –Two Way – Multivariate Analysis –Correlation and Regression only - Role of Software packages– Uses of Software in Data Preparation and Analysis.

#### **BLOCK V: Report Writing & Ethical Issues in Research**

Report Writing: Significance-Tests in Report Writing –Layout of report – Types of Reports – Oral Presentation –Mechanics of writing Research Report –Norms for using tables – Charts and Diagrams – Appendix – Index and Bibliography – Ethical issues in Research - Ethical issues in Research- Concept of Ethics – Stakeholders in Research – Ethical Issues to Concerning Research Participants - Ethical Issues to consider Relating to the Researcher - Ethical Issues to consider Relating to the Sponsoring Organization.

#### **References:**

1. Arora, P.N. & S. Arora, (2007) ,Statistics for Management, latest Edition, S. Chand & Company Ltd., New Delhi.
2. Dwiedi, R., (2011), Research Methods in Behaviour Science, latest Edition, Macmillan India Ltd., New Delhi.
3. Kothari, C.R., (2019), Research Methodology, Fourth Edition, New Age International (P) Ltd, New Delhi.
4. Krisnasamy, O.R. and M. Ranganathan, (2010), Methodology of Research in Social Science, latest Edition, Himalaya Publishing House, Mumbai.
5. Panneerselvam, R., (2010), Research Methodology, latest Editon, Prentice Hall of India, New Delhi,
6. Vohra, N.D., (2017) Business Statistics, latest Editon, McGraw Hill, New Delhi,
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8. Ranjit Kumar (2014), Research Methodology, latest Edition, Sage, India

9. Mukul Gupta & Deepa Gupta (2013), Research Methodology, latest Edition, PHI, India.
10. Wayne I Winston, (2013), Excel Data Analysis and Business Modeling, latest Edition, PHI, India.

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2. <https://open.umn.edu/opentextbooks/textbooks/75>
3. <https://www.scribbr.com/methodology/sampling-methods/>
4. <https://www.questionpro.com/blog/business-research/amp/>
5. <https://www.google.com/amp/s/www.geeksforgeeks.org/difference-between-parametric-and-non-parametric-methods/amp/>
6. <https://www.skillsyouneed.com/learn/research-ethics.html>

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**Course Outcome:**

- CLO 1. Comprehend the research methods and provide with the knowledge and skill to undertake research.
- CLO 2. Analyse methods of sampling and the procedure to construct a scale.
- CLO 3. Apply appropriate techniques to collect data and suitability of such tool for presenting data.
- CLO 4. Interpret the statistical data by applying parametric and non-parametric techniques.
- CLO 5. State the significance of report writing and ethical issues in research.

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## MBA General - II Year Syllabus

### Semester - III

**Course Title** : Operations Management

**Course Code** : MSPS 31

**Course Credit** : 6

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#### **Course Objective:**

- CO 1. Describe the evolution of operations management and its strategic importance.
- CO 2. Develop association with the production Planning and Controlling procedure of a typical manufacturing organisation.
- CO 3. Explain the impact of inventory control models on inventory management decisions.
- CO 4. Compile various quality management frameworks and distinguish the differences between them.
- CO 5. Describe the need for, role of ergonomics and application of its principles to design industrial workplaces.

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#### **Course Syllabus:**

##### **BLOCK I: Introduction**

Operations management – Meaning, Importance, Objectives and Evolution – Long term and Short term issues- a Systems View of Operation Management – Functions of Operations Management – Types of production Systems

##### **BLOCK II: Layout & Production Planning**

Facility or Layout Planning and Analysis: Introduction- Objectives of Layout- Classification of Facilities- Basis for Types of Layouts- Why Layout decisions are important- Nature of layout problems- Redesigning of a layout- Manufacturing facility layouts- Types of Layouts- Layout Planning- Evaluating Plant Layouts- Assembly Line Balancing.

Production Planning Controls – Aggregate planning – Master Production Schedule – Materials Requirements Planning – Bill of Materials – MRP II – Capacity Requirements Planning

### **BLOCK III: Inventory Control**

Inventory Control – Functions & Types of Inventory – Safety Stock – Service Level – Inventory control system – Economic Order Quantity Models – Batch Production, Quantity Discounts – Just In Time – Bottlenecks in Implementing Just In Time in Indian Industries.

### **BLOCK IV: Quality Control Measures**

Inspection in Quality control – Purpose – Control charts for measuring variables – Control chart for measuring attributes – Acceptance sampling, Acceptance Quality Limit LTPD – Quality Circle – Total Quality Management – Six sigma concept – ISO 9000 concepts – ISO 14000 concepts.

### **BLOCK V: Ergonomics**

Ergonomics – Meaning – Importance – Work study – Time study – Motion study – Standard time – Time study analysis – Job designs

### **References:**

1. Adam, EE & Ebert, R., (1995), Production and Operations Management, PHI Learning, 6th ed., New Delhi.
2. Ashwathappa.K, SreedharBhat, (2015), Production and Operations Management, latest Edition, HPH, India
3. Chary, S.N., (2010)Production and Operations Management, latest Edition,Tata McGraw Hill, New Delhi
4. Chase, Aquilano, Jacobs Production and Operations Management, Tata McGraw Hill, India
5. Dutta, A.K., (2000), Integrated Materials Management, latest Edition, PHI Learning, India
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7. GopalakrishnanSundaresan, (2004), Materials Management, latest Edition, PHI Learning, New Delhi.
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10. Richard B. Chase, Ravi Shankar, (2018), Operations and Supply Management  
15th Edition, TMH, India.

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2. <https://www.managementstudyguide.com/production-planning-and-control.htm>
3. <https://nptel.ac.in/courses/110105123>
4. <https://www.netsuite.com/portal/resource/articles/inventory-management/what-are-inventory-management-controls.shtml>
5. <https://www.google.com/amp/s/www.geeksforgeeks.org/difference-between-time-study-and-motion-study/amp/>

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**Course Outcome:**

- CLO 1. Evaluate the input–process–output framework, the extensions of it, and apply them to a wide range of operations. Identify the operational issues in the value addition processes of a firm.
- CLO 2. Apply analytical skills and problem-solving tools to resolve the operational issues with context to production planning and control.
- CLO 3. Comprehend the dynamics of inventory management concepts and able to locate the suitable inventory control practice that fits the business.
- CLO 4. Assess to handle various quality control tools and list out the bottlenecks of JIT.
- CLO 5. Analyse and synthesize the fundamentals of ergonomics.

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**Course Title : Entrepreneurship Development**

**Course Code : MSPS 32**

**Course Credit : 4**

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**Course Objective:**

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- CO 1. Create wisdom in the field of entrepreneurship, and classify the types of entrepreneur.
  - CO 2. Point out the vital entrepreneurial skills and competencies to run a business profitably.
  - CO 3. Paraphrase the factors affecting entrepreneurial mobility and issues of entrepreneurship failure.
  - CO 4. Discover various public/private agencies involving in entrepreneurship development.
  - CO 5. Illustrate the process of entrepreneurial project development, thereby gaining insight on concepts such as idea generation, feasibility study and elements of business plan.
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**Course Syllabus:**

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**BLOCK I: Overview Entrepreneurship**

Entrepreneur: Evolution, Meaning and Importance - Factors influencing Entrepreneurship: Psychological, Social, Economic, And Environmental Factors - Differences between Entrepreneur and Intrapreneur - Characteristics of an entrepreneur- Types of Entrepreneur: Based on Type of Business, Based on use of Technology, Based on Motivation, Based on Growth, Based on Stages- New Generation of Entrepreneur.

**BLOCK II: Entrepreneurial Competency**

Entrepreneurial Competency- Meaning and Importance- Developing Entrepreneurial Competencies- Entrepreneurial Motivation -Entrepreneurial Values, Ethics and Attitudes- Risk Taking Behaviour- creativity and entrepreneurship, steps in creativity- Entrepreneur skills: Decision Making and Problem solving.

**BLOCK III: Entrepreneurial Mobility**

Entrepreneurial Mobility - Factors Affecting Entrepreneurial Mobility -Types of Entrepreneurial Mobility-Barriers to Entrepreneurship - Concepts and Issues of Entrepreneurship Failure

## **BLOCK IV: Entrepreneurship Development Institutions**

Entrepreneurship Development Support- Agencies for Policy Formulation and Implementation: SISI, EDII, NIESBD, National Institute of Small Industry Extension and Training- Support of other financial institutions: SFC, SIDCO, TIIC, Women Development Corporations and TAHDCO – DRDA- Marketing support: Export houses- Export oriented zone – Trade houses - E-Commerce.

## **BLOCK V: Project Development**

Idea generation -Feasibility Study- Elements of Business Plan- Preparing an elementary Business Plan-Project preparation: Project Identification- Project Formulation - Project Design- Network analysis- Project Evaluation- Start-Up Policy Framework and Incentives.

### **References:**

1. Khanka.S.S, (2014), Entrepreneurial Development, 5<sup>th</sup> Edition, S.Chand Publication, New Delhi.
2. NuzhathKhatoun, (2016), Entrepreneurial Development, 1<sup>st</sup> Edition, Himalaya Publishing House, New Delhi.
3. Murthy C.S.V. (2011),E-Commerce: Concepts, Models, Strategies, Himalaya Publishing House, New Delhi.
4. Steven Rogers, (2014), Entrepreneurial Finance, 3<sup>rd</sup> edition, McGraw Hill Education, New Delhi.
5. Dr.P.T. Vijayashree&M.Alagammal, (2016), Entrepreneurial Development & Small Business Management, Margham Publication, Chennai.
6. Prasanna Chandra, (1987), Project Preparation, Appraisal and Implementations, Tata McGraw Hill publication, New Delhi.

### **Web Resources:**

1. <https://www.toppr.com/guides/business-studies/entrepreneurship-development/process-of-entrepreneurship-development/>
2. <https://nptel.ac.in/courses/127105007>
3. <http://www.simplynotes.in/e-notes/mbabba/entrepreneurship-development/entrepreneurial-competency/>
4. <https://www.pmi.org/learning/library/project-management-entrepreneur-3760>

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### **Course Outcome:**

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- CLO 1. Critically analyse the business environment in order to identify business opportunities. Also recall the difference between intrapreneur and entrepreneur.
- CLO 2. Demonstrate the ability to discern distinct entrepreneurial traits, ethics and values.
- CLO 3. Assess the success and failures of entrepreneurship.
- CLO 4. Summarize and categories the roles of Central/state entrepreneurial development and support institutions.
- CLO 5. Apply skills to the systematic process of selection and screening business ideas. Design strategies for successful implementation of ideas and write a business plan.

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**Course Title : Legal Aspects of Business**

**Course Code : MSPS 33**

**Course Credit : 4**

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**Course Objective:**

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- CO1. Discuss Indian contract Act, Concept of discharge and breach of contract. Contrast indemnity and guarantee.
  - CO2. Elaborate sales of goods act 1930 and negotiable instruments. State law of agency and the right and duties of parties.
  - CO3. Construct an overview of companies act 2013, its procedure for incorporation and winding up.
  - CO4. List out various Act under industrial law.
  - CO5. Describe Consumer protection act 1986 and intellectual property rights.
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**Course Syllabus:**

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**BLOCK I: Indian Contract Act**

Indian Contract Act 1872: Contract – Meaning – Essential elements of valid contract – Nature of contract – Performance of contract-Essential elements of a valid contract – Discharge of contract – Breach of Contract and the remedies - Quasi contracts. Indemnity and guarantee – Bailment and Pledge.

**BLOCK II: Sales of Goods Act & Law of Agency**

Sale of Goods Act, 1930- Sale and Agreement to sell. Condition and Warrantee, Transfer of Ownership – Performance of Contract of Sale – Remedies for Breach of Contract – Sale by Auction. Negotiable Instruments Act 1881: Kinds of Negotiable Instruments – Parties' to Negotiable Instrument – Negotiation, Presentment for Payment – Dishonour, discharge of Negotiable Instrument.

Law of Agency: Definition, Kinds of Agents – Agents' Authority – Rights of Agents, Rights and Duties of Principal, Liabilities of Principal – Termination of Agent.

**BLOCK III: The Companies Act**

The Companies Act, (Amended) 2013 - Company definition, meaning, features and types of Companies- Incorporation of a Company - Memorandum of Association, Articles of Association and Prospectus- Management and Meetings- Winding up of companies

#### **BLOCK IV: Industrial Law**

Factories Act, Payment of Wages Act, Industrial Dispute Act, Payment of Bonus Act, Maternity Benefit Act and EPF Act.

#### **BLOCK V: Consumer Protection and IPR**

Consumer Protection Act, 1986- Competition Act, 2000- Cybercrime and IT Act - Intellectual Property Rights (IPR) – Copy rights, Trade marks, Patent Act.

#### **References:**

1. Kapoor, N.D (2014). Business Law. New Delhi: Sultan Chand & Sons.
2. Saravanel, S. Mohapatra, S.R. and Balakumar,S. (2018). Business and Corporate Law, Mumbai: Himalaya Publishing House Pvt.Ltd
3. Garg K.C, V.K Sareen, Mahesh Sharma and Chawla R.C. Business Regulatory Framework, New Delhi: Kalyani Publishers
4. Tulsian, P.C.(2017). Business Laws. New Delhi: Tata McGraw- Hill Publishing Co. Ltd
5. Avtar Singh (2016) Company Law. Lucknow: Eastern Book Co.
6. Gulshan S.S. &Kapoor G.K.(2018) – Business Law Including Company Law – New Age International (P) Ltd.

#### **Web Resources:**

1. <https://nptel.ac.in/courses/129106006>
2. <https://www.google.com/amp/s/blog.ipleaders.in/types-of-agreements-under-indian-contract-act-1872/%3famp=1>
3. <https://www.mondaq.com/india/employee-rights-labour-relations/631074/a-brief-guide-to-labour-and-industrial-laws-of-india>

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#### **Course Outcome:**

- CLO 1. Comprehend Indian contract act, the distinguishing feature of indemnity and guarantee. Recognize the concept of bailment and pledge.
- CLO 2. Examine sale of goods act out and negotiable instruments. Illustrate the duties of agent and principal according to law of agency.
- CLO 3. Summarise companies act 2013 and the procedure for incorporating company as per act.
- CLO 4. Infer the acts of industrial law.
- CLO 5. Recognize consumer protection act 1986 and intellectual property rights.

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**Course Title : Strategic Management**

**Course Code : MSPS 34**

**Course Credit : 4**

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**Course Objective:**

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- CO 1. Create wisdom in the field of entrepreneurship, and classify the types of entrepreneurs.
  - CO 2. Point out the vital entrepreneurial skills and competencies to run a business profitably.
  - CO 3. Paraphrase the factors affecting entrepreneurial mobility and issues of entrepreneurship failure.
  - CO 4. Discover various public/private agencies involving in entrepreneurship development.
  - CO 5. Illustrate the process of entrepreneurial project development, thereby gaining insight on concepts such as idea generation, feasibility study and elements of business plan.
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**Course Syllabus:**

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**BLOCK I: Introduction to Strategic Management**

Strategic Management: Meaning and definition- Strategic Planning and Strategic Management – Strategic Management process – Mission – Vision and Objectives- Approaches to Strategic Decision Making; Strategic Role of Board of Top Management-Global Strategic Management; Strategic flexibility and learning organization.

**BLOCK II: Environment Analysis**

Analysis of Environment and Resources - Environmental Analysis-Industry Analysis-competitive Analysis –Internal Analysis - Constructing Scenarios-Techniques of Environmental Scanning: ETOP, PEST and SWOT – scenario planning –Creating an Industry Matrix.

**BLOCK III: Strategy Formulation and Analysis**

Strategy Formulation and Analysis: Strategy Formulation – Strategic factor analysis Corporate level strategy – Global Strategy – Business strategy-TOWS matrix - Strategic Analysis and choice.

## **BLOCK IV: Strategy Implementation**

Strategy Implementation: Structural Implementation – Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisition and Diversification – Strategic Leadership.

## **BLOCK V: Strategy Evaluation and Control**

Strategy Evaluation and Control: Overview – Strategic control process – Operational control – Techniques – Dupont control model – Quantitative and qualitative tools – Porters Approach for globalization – Emerging Strategic Management issues- Strategic Information System.

### **References:**

1. Charles W.L.Hill & Gareth R.Jones (2007), Strategic Management Theory, An Integrated approach, Biztantra, Wiley India.
2. Hill, Charles W.L. and Gareth R. Jones, (2012), Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, India.
3. Davidson, W.H., (2018), Global Strategic Management, 4th Edition, Macmillan Publishers, India
4. Thompson, Arthur A. and A. J. Strickland (2003), Strategic Management, McGraw Hill, New York.
5. Kazmi, A., (2014), Business Policy and Strategic Management, Third Edition reprint, Tata McGraw Hill, New Delhi.
6. Subbarao, (2017), Business Policy and Strategic Management (Text and Cases), Himalaya Publishing House. Reprint Edition.
7. Rao, V.S.P., & Harikumar, V., (2014), Strategic management, First Edition, Excel Books, New Delhi.
8. Wheelen, T.L. & Hunger, J. D., (2012), Essentials of Strategic Management, Fourth Edition, Prentice Hall India, New Delhi.

### **Web Resources:**

1. <https://nptel.ac.in/courses/110108047>
2. <https://pestleanalysis.com/what-is-environmental-analysis/>
3. <https://www.wallstreetmojo.com/strategic-management/>
4. <https://www.iedunote.com/organizational-environment-elements>
5. <https://onestrategy.org/strategy-evaluation-and-control/>



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**Course Outcome:**

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- CLO 1. Critically analyse the business environment in order to identify business opportunities. Also recall the difference between intrapreneur and entrepreneur.
- CLO 2. Demonstrate the ability to discern distinct entrepreneurial traits, ethics and values.
- CLO 3. Assess the success and failures of entrepreneurship.
- CLO 4. Summarize and categorise the roles of Central/state entrepreneurial development and support institutions.
- CLO 5. Apply skills to the systematic process of selection and screening business ideas. Design strategies for successful implementation of ideas and write a business plan.

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**Course Title : International Business Management**

**Course Code : MSPS 35**

**Course Credit : 4**

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### **Course Objective**

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- CO 1. Identify the influence of various environmental factors on international business operations. Paraphrase the nature, scope, regulation and structure of international business.
  - CO 2. Discuss the role and impacts of various trade theories and trade agreements.
  - CO 3. Recognize policy for foreign collaborations and joint ventures. Discuss the advantages and types of collaborations/joint ventures.
  - CO 4. Develop association with emerging global trends in business environment and role of WTO
  - CO 5. List out the types of conflicts in international business and national differences in ethics.
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### **Course Syllabus:**

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#### **BLOCK I: International Business**

International Business: Definition, Importance, Nature and Scope -Concept of international business – Classification of international business – Factors influencing international business – Economic, Political, Cultural and policy environment – Regulation of international business- Liberalization of Global business environment.

#### **BLOCK II: Trade Theory & Trade Agreement**

International Trade Theory Overview – Mercantilism - Absolute advantage – Comparative Advantage- Heckscher- ohlin theory-the new trade theory – National competitive advantage – Porters Diamond – WTO and role in world trade- Structure of various regional economic agreements such as ASEAN, SAARC / SAPTA, NAFTA, EC - their procedure and impact on the trading activities of the member states.

#### **BLOCK III: Foreign Collaborations and Joint Ventures**

Foreign Collaborations and Joint Ventures: Industrial policy and foreign direct investment in the World Economy – Horizontal and Vertical Foreign Direct Investment and its advantages - Kinds of collaboration and joint ventures – Negotiating foreign collaboration / joint venture – Drafting of agreement – Restrictive

clauses in the foreign collaboration / joint venture – UN Code of conduct of transfer of technology – Indian joint ventures abroad.

#### **BLOCK IV: World Trade & Foreign Exchange**

World Trade in Goods and services – Major trends and developments – World Trade and Protectionism – Tariff and Non-Tariff barriers – Movements in Foreign Exchange and Interest rates and their impact on Trade and Investment flow – Functions of Foreign Exchange Market.

#### **BLOCK V: Conflict, Negotiation & Ethics in International Business**

Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – Drafting of arbitration agreements – Procedure for international commercial arbitration- International Business and Ethics, National Differences in Ethics, Ethical issues in international business – Ethical decision making.

#### **References:**

1. John D. Daniels and Lee H. Radebaugh (2010), International Business, Pearson Education Asia, New Delhi.
2. Aravind V. Phatak, Rabi S. Bhagat and Roger J. Kashlak (2008), International Management, 13th edition, Tata McGraw Hill, India.
3. Crane, A. and Matten, D.,(2007). Business Ethics. 2nd edition, Oxford University Press, India.
4. Oded Shenkar and Yaong Luo, (2007), International Business, 2nd edition, John Wiley Inc, Noida.
5. Devendra Thakur, (2009), Globalisation and International Business ,Balaji World of Books, New Delhi.
6. Francis Cherunilam,(2011), International Business, 5th Edition, PHI Learning, New Delhi.
7. K Aswathappa,(2017), International Business,6th Edition, Tata McGraw Hill Education private limited, 7<sup>th</sup> west Patel Nagar, New Delhi.
8. Bimal Jaiswal,(2017), International Business, 2nd revised Edition, Himalaya Publication, New Delhi.

#### **Web Resources:**

1. <https://www.geektonight.com/international-business-management-pdf/>
2. <https://theintactone.com/2019/09/29/kmb302-international-business-management/>

3. <https://www.investopedia.com/insights/what-is-international-trade/>
  4. <https://www.investopedia.com/terms/f/foreign-exchange.asp>
  5. <https://www.liveabout.com/what-is-international-arbitration-4160392>
  6. [https://www.youtube.com/watch?v=7b-P\\_MNWavY](https://www.youtube.com/watch?v=7b-P_MNWavY)
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**Course Outcome:**

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- CLO 1. Summarize the most widely used international business terms and concepts.
- CLO 2. Apply skills to evaluate the business environment in terms of economic, social and legal aspects.
- CLO 3. Analyse the principle of international business and strategies adopted by firms to expand globally.
- CLO 4. Assess and Integrate trade theories in international business concepts with the functioning of global trade.
- CLO 5. Demonstrate the ability to manage international conflicts and make ethical decisions.

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**Semester - IV**  
**MBA General - Electives**  
**Finance**

**Course Title : Investment Analysis & Portfolio Management**

**Course Code : MSPSE 41**

**Course Credit : 6**

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**Course Objective :**

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- CO 1. Define investing and list out alternatives of investment. Illustrate the measurement and the relationship between risk and return.
- CO 2. Explain Indian stock market, and the regulations of SEBI towards capital market.
- CO 3. Interpret economic and industry analysis and construct industry life cycle. Analyse the company value by applying Graham and Dodds investor ratios.
- CO 4. Differentiate fundamental and technical analysis and list out tools for technical analysis.
- CO 5. Discuss capital market theory, evaluation and revision of portfolio.

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**Course Syllabus:**

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**BLOCK I: Investment**

Investment – Concept - objectives - factors affecting - investment alternatives –bank deposits -LIC schemes - government securities- mutual fund schemes-post office schemes-provident fund-company deposits-real estate-Gold and Silver.

Risk and Return: Concepts of risk and return, measurement of risk in terms of standard deviation and variance, the relationship between risk and return and protection against risk.

**BLOCK II: Indian Stock Market**

Indian Stock Market – Primary and Secondary markets – origins, growth, role membership, management and methods of trading system in secondary markets – listing requirements and regulation in stock exchange – SEBI regulation towards capital market –Depository Participants.

**BLOCK III: Economic & Industry Analysis**

Economic Analysis – Forecasting techniques. Industry Analysis: Industry classification, Industry life cycle – Company Analysis. Measuring Earnings –

Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

#### **BLOCK IV: Fundamental Analysis**

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

#### **BLOCK V: Capital Market Theory**

Capital market theory – Efficient set with risk free lending and borrowing – CAPM – APT – Evaluation of Portfolio performance – alternative measures and application of evaluation techniques – Portfolio revision.

#### **References:**

1. Donald E Fischer, Ronald J Jordan, (2012), Security Analysis and Portfolio Management, 6<sup>th</sup> Edition, Pearson, India.
2. Edwin J Elton, Martin J Gruber, Stephen J Brown, William N.Goef Z Mann, (2013), Modern Portfolio Theory and Investment Analysis, Wiley, India.
3. Jones (2012) Investment Analysis and Management, 12th edition, Wiley, India.
4. Kevin, (2011), SAPM, PHI, New Delhi.
5. M. Ranganatham, R. Madhumathi, (2012), Security Analysis and Portfolio Management, 2<sup>nd</sup>Edition , Pearson, India.
6. Prasanna Chandra, (2012), Investment analysis and Portfolio Management, 4<sup>th</sup> Edition, TMH, India.
7. PunithavathiPandian, (2012), Security Analysis and Portfolio Management, VikasPublishing House Pvt Ltd, Chennai.
8. Reilly, Brown, (2012), Analysis of Investment and Management of Portfolios, 10<sup>th</sup> Edition, Cengage, India.
9. William. F.Sharpe, Gordon j Alexander & Jeffery V Bailey, (2012), Fundamentals of Investments, Prentice Hall, India.
10. ZVI Bodie, AlexKane, Alan J Marcus, (2019), Investments, McGraw-Hill; Eleventh edition, India.

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2. <https://www.fortunebuilders.com/primary-vs-secondary-market/>

3. <https://corporatefinanceinstitute.com/resources/knowledge/strategy/industry-life-cycle/>
4. <https://www.investopedia.com/ask/answers/difference-between-fundamental-and-technical-analysis/>
5. [https://www.economicsonline.co.uk/competitive\\_markets/arbitrage-price-theory-vs-capital-asset-pricing.html/](https://www.economicsonline.co.uk/competitive_markets/arbitrage-price-theory-vs-capital-asset-pricing.html/)

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**Course Outcome:**

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- CLO 1. Recognize the Concepts and Practical applications of investment Analysis.  
Demonstrate relationship between risk and return.
- CLO 2. Comprehend the scope of Indian stock market, and point out SEBI regulations in capital market.
- CLO 3. Examine economic analysis and Graham and Dodds investors ratios for valuing the company.
- CLO 4. Contrast fundamental and technical analysis and list out methods of technical analysis.
- CLO 5. Examine the capital market theory, construct CAPM and APM. State the procedure for analysing the portfolio.

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**Course Title : Management of Financial Services**

**Course Code : MSPSE 42**

**Course Credit : 4**

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**Course Objective :**

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- CO1. Discuss concept of financial services and merchant banking in India.
  - CO2. Explain Non-banking financial company and mutual funds services. Illustrate the role of SEBI.
  - CO3. Differentiate leasing and hire purchase. State legal framework, taxation and valuation of hire purchase finance.
  - CO4. Discuss factoring and forfeiting in India. and demonstrate the role of insurance services.
  - CO5. State challenges of managing financial intermediaries and list out credit rating agencies. Explain venture capital and its growth in India.
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**Course Syllabus:**

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**BLOCK I: Financial Services**

Financial Services: Concept and scope of financial services – functions concerning public and private placement of capital issues – Merchant banking – functions – modes of earning capitals from domestic and foreign markets – recent development in capital markets – SEBI guidelines of merchant banking in India.

**BLOCK II: Non-Banking Financial Company**

NBFC: Scope and meaning – importance of NBFC's in India and their growth. Mutual fund services – concept, need and scope – types of schemes – SEBI guidelines for mutual funds.

**BLOCK III: Leasing & Hire Purchase**

Leasing: Overview – Legal and tax aspects, Evaluation of leasing. Hire purchase: Legal framework and taxation aspects – financial evaluation of Hire Purchase Finance, consumer credit.

**BLOCK IV: Other Financial Services**

Other financial services: Factoring and forfeiting factoring in India – concepts and forms of Bills discounting – Bills discounting Vs. Factoring – Housing finance – Insurance services – venture capital financing.



## **BLOCK V: Management of Financial Intermediaries**

Strategic Issues in the Management of Financial Intermediaries: Capital policy, liquidity policy, credit and investment policy – Credit rating: features and advantages – credit rating process - Credit Rating: Introduction – Rating Process – Credit Rating Agencies – CRISIL, ICRA, CARE – Credit Rating Symbols -Venture capital: meaning – origin and growth of venture capital – stages of venture capital financing – venture capital industry in India.

### **References:**

1. Avadhani, 2017, marketing of financial services, 3rd edition, Himalaya Publications
2. Sinha&Sahoo, 2011, Services marketing, 1st edition, Himalaya Publishing house
3. Gordon &Natarajan, 2013, Financial markets and services, 8th edition, Himalaya publishing house
4. P. Pandian, 2010, Financial services and markets, Vikas Publishing House Pvt.,Ltd.,
5. Gomez, 2013, Financial Marketing- Institutions and Financial Services, PHI
6. Khan. M.Y., P K Jain (2012), “Financial Management-Text and Problems”, 6th Edition, TMH, India

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2. <https://www.taxmann.com/post/blog/mutual-funds-an-introduction-structure-its-types-role-in-capital-market-development/>
3. <https://efinancemanagement.com/sources-of-finance/difference-between-lease-financing-vs-hire-purchase>
4. <https://www.smbcompass.com/factoring-vs-forfaiting/>
5. <https://www.5paisa.com/stock-market-guide/stock-share-market/credit-rating-agencies>
6. <https://corporatefinanceinstitute.com/resources/knowledge/finance/financial-intermediary-transactions/>

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### **Course Outcome :**

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CLO 1. Examine scope of financial services and the role of SEBI in merchant bank of India.

- CLO 2. Comprehend non-banking financial company and the services of mutual funds.
- CLO 3. Interpret the features that distinguish leasing and hire purchase and the procedure for valuation of hire purchase finance.
- CLO 4. Trace out factoring and forfeiting in India and contrast bill discounting and factoring.
- CLO 5. Analyse strategic issues in financial intermediaries and role of credit agencies. Illustrate the growth of venture capital in India.

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**Course Title : Business Analysis & Valuation**

**Course Code : MSPSE 43**

**Course Credit : 6**

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**Course Objective :**

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- CO1. Discuss business valuation, its approaches and principles for valuation.
  - CO2. Explain the methods to evaluate the business and overview of option pricing valuations.
  - CO3. Describe the concept of business strategy, the theories of mergers and acquisitions. List out the challenges for successful merger.
  - CO4. Explain standards for Accounting of Share Based Payments and procedure for computing the fair value of instrument. List out international valuation standards.
  - CO5. Illustrate valuation of business during distressed scale. Construct life cycle of declining companies. Demonstrate Indian scenario of business valuation.
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**Course Syllabus:**

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**BLOCK I: Business Valuation**

Overview of Business Valuation: The nature and scope of Valuation -Need for Valuation; Hindrances/ Bottlenecks in Valuation; Business Valuation Approaches; Principles of Valuation (Cost, Price and Value).

**BLOCK II: Methods of Business Valuation**

Business Valuation Methods: Discounted Cash Flow Analysis (DCF); Comparable transactions method; Comparable Market Multiples method; Market Valuation; Economic Value Added Approach; Free Cash Flow to Equity; Dividend Discount Model; Net Asset Valuation; Relative Valuation; Overview of Option Pricing Valuations.

**BLOCK III: Mergers & Acquisition**

Business Strategy- Basic Concepts in Mergers and Acquisitions -Theories of Mergers and Acquisitions -Valuation of Mergers and Acquisitions-The Merger Process - Major Challenges to Success of Mergers - Restructuring and Financial Engineering - Take-Over Defenses.

## **BLOCK IV: Accounting for Share Based Payments**

Accounting for Share Based Payments: Applicability of Ind AS IND AS-102 - Share Based Payment- Highlights of Ind AS 102- Contents of Ind AS 102 -- Important Definitions - Objective, Scope- An Equity-Settled Share-Based Payment Transactions - Transactions in Which Services are Received - Difficulties in Evaluating the Fair Value of the Equity Instruments- International Valuation Standards Overview: Introduction -Arrangements of IVS - Compliance with Standards - Assets and Liabilities

## **BLOCK V:Valuations of Business During Distressed Sale**

Valuations of Business During Distressed Sale: Introduction - Life Cycle of Declining Companies - Features of Declining Companies -Valuation Issues of Declining Companies - Valuation Uncertainty - Distressed Assets – The Indian Scenario.

## **References :**

1. McKinsey & Company, (2010), Valuation: Measuring and Managing the Value, 15th Revised Edition, John Wiley & Sons, United States.
2. AswathDamodara, (2011), The Little Book of Valuation: How to Value a Company, Pick a Stock and Profit, 1st Edition, John Wiley & Sons, United States.
3. Registered Valuers: Study Material for Educational Course- Asset class: Organisation A wholly Securities or Financial Assets. owned subsidiary of ICSI and registered with IBBI)
4. David Parker, (2016) International Valuation Standards: A Guide to the Valuation of Real Property Assets, 1st Edition, Wiley-Blackwell, United States.
5. Kamal Garg : Valuation by Registered Valuers under Companies Act, 2013 & Insolvency & Bankruptcy Code, 2016.
6. D.N.Banerjee, (2015) Principles and Practice of Valuation, 6th Edition, Eastern Law House, Kolkata.

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2. <https://www.investopedia.com/terms/b/business-valuation.asp>
3. <https://www.wallstreetmojo.com/ma-process/>
4. <https://www.mca.gov.in/Ministry/pdf/INDAS102.pdf>
5. <https://uhy-us.com/insights/2020/february/how-to-value-distressed-companies>

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**Course Outcome:**

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- CLO 1. Comprehend business valuation and its different approaches.
- CLO 2. Compute business value by applying appropriate technique and also by considering the option price method.
- CLO 3. Analyse business strategy and the challenges for successful merger.
- CLO 4. Interpret the accounting standards used for share-based payments and procedure for international valuation.
- CLO 5. Examine the valuation of business during distressed span of time and Indian scenario of business valuation.

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**Course Title : International Financial Management**

**Course Code : MSPSE 44**

**Course Credit : 4**

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**Course Objective :**

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- CO1. Develop an international financial strategy and institutional structure. Evaluate information within the global financial environment of foreign exchange to make informed decisions.
  - CO2. Analyse international project and the challenges in investing. Illustrate cross border investment strategy and asset pricing model
  - CO3. Evaluate methods for international capital budgeting and investment. Explain cost of capital and capital structure decisions
  - CO4. Explain different exposure of exchange rate changes and technique to manage risk in foreign exchange
  - CO5. Discuss international financial marketing and sources of funds and interpret the working capital for appraising the project.
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**Course Syllabus:**

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**BLOCK I: Global Financing**

Designing a Global Financing Strategy – institutional Structure – Euro Currency Loan – International Equity Markets – International Financing Decision – Financing Overseas Subsidiary – Borrowing International Equity Investment – Syndicated Loans – Block Funds – Subsidized Financing.

**BLOCK II: Investment Analysis**

International Project Appraisal – Issues involved in Investment Analysis – Profit and Rent Maximisation – Cross Border Investment Analysis – Discounted Cash Flows – Capital Asset Pricing Model (CAPM) – International Asset Pricing Model (IAPM).

**BLOCK III: International Capital Budgeting & Capital Structure**

International Capital Budgeting – Methods – Present Value Analysis – Decision Tree Analysis – Contingent Claim Analysis.

Cost of Capital and Capital Structure – Cost of Debt and equity Across Countries – Weighted Average Cost of Capital and Assessment of Foreign Projects – Capital Structure Decision across the countries.

## **BLOCK IV: Foreign Exchange Risk & Exposure Management**

Foreign exchange risk and exposure management - measuring and managing transaction and translation exposure - Measuring and managing economic exposure - Management of interest rate exposure.

## **BLOCK V: International Financial Markets**

International Financial Markets - International Financial Centres - sources of funds - long term and short term sources including GDRs, ADRs, IDRs, Euro Bonds, Euro Loans, Repose, NIFs, CPs - Development Banks- International working capital management - International project appraisal.

### **References:**

1. Alan C.Shapiro, (2008), Multinational Financial Management, John Wiley, India.
2. Ephraim Clark, (2002), International Finance, 2<sup>nd</sup> Edition, Thomson.
3. Jeff Madura, (2012), International Corporate Management, Cengage, India.
4. MadhuVij, (2010), International Financial Management, Excel, India.
5. P.G.Apte, (2011), International Financial Management, TMH, India.
6. Reid. W.Click& Joshua D. Coval, (2002), The Theory and Practice of International Financial Management, Prentice Hall, India.
7. S.EunChoel and Risnick Bruce, (2012), International Financial Management, TMH, India.
8. Sharan.V, (2012), International Financial Management, 5Th Edition, PHI, New Delhi.

### **Web Resources:**

1. <https://www.wallstreetmojo.com/international-finance/>
2. <https://www.investopedia.com/terms/i/international-capm.asp>
3. <https://nptel.ac.in/courses/110105156>
4. <https://corporatefinanceinstitute.com/resources/knowledge/finance/what-is-capm-formula/>
5. <https://theintactone.com/2018/07/21/ifm-u3-topic-1-foreign-exchange-risk-exposure-types-of-risk/amp/>

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**Course Outcome:**

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- CLO 1. Interpret the financial strategy of global business for making decisions and stages of expansion overseas that multinational corporations utilize in order to benefit from globalization.
- CLO 2. Critically analyse international project and the issues in investment. Demonstrate capital asset pricing model (CAPM) and international asset pricing model (IAPM).
- CLO 3. Review the technique of international capital budgeting, cost of capital by evaluating the Projects and capital structure decisions.
- CLO 4. Analyse the effect of interest rate in financial decision making and the techniques to measure risk.
- CLO 5. Comprehend international financial markets, centers and sources of fund. Illustrate management of working capital.

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## MBA General - Electives

### Marketing

**Course Title** : Marketing Research & Consumer Behaviour

**Course Code** : MSPSE 51

**Course Credit** : 6

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#### **Course Objective:**

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- CO1. Identify the basic skills to conduct professional marketing research.
  - CO2. Develop cognisance of applications of business research tools in marketing decision making.
  - CO3. Discuss and highlight the importance of understanding consumer behaviour in marketing.
  - CO4. Discover the environmental and individual influences on consumers and their buying behaviour.
  - CO5. Categories the activities of domestic and industrial buyers through the stages of purchase decision process.

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#### **Course Syllabus:**

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##### **BLOCK I: Marketing Research & Its Applications**

Marketing Research and Scope of Marketing Research – Marketing Research – Types, An aid to marketing decision making – The Marketing Research process - Marketing Research Design — Exploratory, Descriptive and Experimental. Applications of Marketing Research – Product Research – Media and Advertising Research – Sales and Forecasting Research

##### **BLOCK II: Data Collection & Sampling techniques in Marketing**

Primary and Secondary methods of data collection – Construction of Questionnaire – Methods of Sampling techniques – Data Analysis and Research Report Writing. Rural Marketing Research, Services Marketing Research, International Marketing Research, Branding and Brand Equity Research

##### **BLOCK III: Consumer Behaviour**

Consumer Behaviour: Need to study Consumer Behaviour – Applications of Consumer Behaviour principles to strategic marketing. Models of Consumer Behaviour – Market segmentation and Consumer Behaviour. Factors influencing consumer behaviour – social, economic, psychographic, group influences –

Influence of religion, culture and language & status. Motivation and Consumer Behaviour.

#### **BLOCK IV: Buying Behaviour**

Buying behaviour: Consumer Personality, Perception, Learning, Attitude. New product purchase, repeat purchase, consumer spatial behaviour – consumption analysis – product usage rates – expenditure pattern – Howard-Seth Model of Buyer behaviour – Organisational Behaviour of buyer.

#### **BLOCK V: Consumer Decision Process**

Consumer decision processes – Problem recognition – search and evaluation – purchasing processes – post – purchase behaviour – Consumerism – Industrial and Domestic consumer characteristics.

#### **References:**

1. Bennet and Kassarian, (1993) Consumer Behaviour, Prentice Hall of India, New Delhi
2. Berkman & Gilson, (1986), Consumer Behaviour: Concepts and Strategies, Kent Publishing Company.
3. Donald R. Cooper & Schindler, (2006), Marketing Research Concept & Cases, Tata McGraw- Hill Publishing Company Limited, New Delhi,
4. Efraim Turban, Jae Lce, David King, & I-I. Michael Chung, (2018) Electronic Commerce: Managerial Perspective, Pearson Education Inc.,
5. Loudon and Della Bitta, (2007) Consumer Behaviour: Concepts and Applications, Tata McGraw Hill. New Delhi.
6. Michael R. Solomon, (2011) Consumer Behaviour, PHI Learning Private Limited, New Delhi,
7. Naresh K. Malhotra, (2018), Marketing Research: An Applied Orientation, 7th Edition, Pearson Education, Asia.
8. Paul E. Green & Donald S. Tull, (2009) Research For Marketing Decisions, PHI Learning Private Limited, New Delhi,
9. RamanujMajumdar, (2011) Consumer Behaviour, Prentice Hall of India, New Delhi,
10. S.C. Gupta, (2007), Marketing Research, Excel Books India.

#### **Web Resources:**

1. <https://archive.nptel.ac.in/courses/110/107/110107080/>
2. <https://www.tutor2u.net/business/reference/marketing-research-sampling>

3. <https://www.businessmanagementideas.com/consumer-behavior/consumer-behaviour-models/20335>
4. <https://www.marketing360.in/howard-sheth-model-of-consumer-behavior/>
5. <https://www.lucidchart.com/blog/consumer-decision-making-process>

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**Course Outcome:**

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- CLO 1. Recognise the concepts and methodology of conducting research in marketing domain.
- CLO 2. Apply the analytical tools in real life situations and ability to write research report.
- CLO 3. Analyse consumer behaviour in enhancing the effectiveness of marketing programs. Use them in designing marketing strategies.
- CLO 4. Relate buyers' motivation, behaviour (pre-purchase, purchase and post purchase), impact of social and cultural variables on consumption decisions.
- CLO 5. Formulate strategies to influence buyers at various stages of decision-making process.

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**Course Title : Integrated Marketing Communications**

**Course Code : MSPSE 52**

**Course Credit : 4**

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**Course Objective :**

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- CO1. Describe nature of IMC and provide overview of the range of tools available for marketing communications.
  - CO2. Examine the communication process and how to integrate it with various marketing models.
  - CO3. Explain how to set IMC objectives and formulate an IMC budget.
  - CO4. Develop cognizance on Media planning and evaluation of promotional tools. Thereby analyse and evaluate the cost effectiveness of various forms of media.
  - CO5. Discuss the emerging concepts of Digital media, social media and mobile advertising.
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**Course Syllabus:**

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**BLOCK I : Integrated Marketing Communication**

An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process - Communication Process – Communication models for urban and rural Communication - Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship - Advertising – Organizational structure of advertising agency and its function - Evaluation of agency functioning - perspective on consumer behaviour

**BLOCK II: Communication Process in Marketing**

Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model - Brand objectives, -Consumer attitude and market structure - Brand position and brand image strategy development

**BLOCK III : Planning for Marketing Communication**

Planning for Marketing Communication (MARCOM): Establishing MARCOM Objectives and Budgeting for Promotional Programmes-Setting communication objectives - Sales as MARCOM objective - DAGMAR approach for setting ad objectives - Budgeting for MARCOM-Factors influencing budget - Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, -Method to determine MARCOM budget.

### **BLOCK VI : Developing the Integrated Marketing Communication Programme**

Developing the Integrated Marketing Communication Programme: Planning and development of creative MARCOM - Creative strategies in advertising, sales promotion, publicity, event - Creative strategy in implementation and evaluation of MARCOM- Types of appeals and execution styles - Media planning and selection decisions- steps involved and information needed for media planning - Measuring the effectiveness of all Promotional tools and IMC

### **BLOCK V: Digital Media & Advertising**

Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, E-PR Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI

### **References**

1. George Belch, Michael Belch &KeyoorPurani, (2009), Advertising & Promotion- An Integrated Marketing Communications Perspective,7th Edition, TATA McGraw Hill, US.
2. JaishriJethwaney&Shruti Jain (2009) Advertising Management, , Oxford University Press
3. Kruti Shah and Alan D'Souza, (2008), Advertising & Promotions: An IMC perspective, Tata McGraw Hill, US
4. Aakar, Batra and Myers, (1995) Advertising Management, 5th edition, Prentice Hall, India
5. S H Kazmi and Satish K Batra, (2008), Advertising & Promotions, 3rd Revised Edition, Excel Books, New Delhi.
6. Terence A. Shimp Pub., (2020), Advertising & Promotion: An IMC approach, 10th Edition, Cengage Learning, US

**Web Resources:**

1. <https://archive.nptel.ac.in/courses/110/107/110107158/>
  2. <https://www.digihunts.academy/blog/integrated-marketing-communications-strategy/>
  3. <https://www.managementstudyguide.com/integrated-marketing-communications.htm>
  4. <http://marketingcommunicationmodels.blogspot.com/2008/07/dagmar-model.html>
  5. <https://www.digitallogic.co/blog/what-is-digital-media/>
  6. <https://www.mbaknol.com/marketing-management/advertising-standards-council-of-india-asci-and-the-code-of-the-advertising-standards/?amp>
- 

**Course Outcome:**

- CLO 1. Critically analyse how IMC fits into the marketing mix.
- CLO 2. Demonstrate how the communication process fits into and works with consumer behaviour with emphasis on the consumer decision-making process.
- CLO 3. Construct marketing plans and set ad objectives through DAGMAR approach.
- CLO 4. Appraise the importance of IMC programmes.
- CLO 5. Summarise the trends and advertising techniques on digital and social media.

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**Course Title : Services Marketing**

**Course Code : MSPSE 53**

**Course Credit : 6**

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**Course Objective :**

CO1. Recognize the significance of services marketing in the global economy and locate the challenges and opportunities in services marketing

CO2. Develop profound and in-depth association with the elements of service marketing mix.

CO3. Discuss the differences between goods and services marketing and recommend how to market the services internally and externally.

CO4. Explain the service lifecycle as well as the criteria for service quality measurement and implementation.

CO5. Describe and point out the services under special services sectors.

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**Course Syllabus:**

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**BLOCK I: Marketing Services**

Marketing Services: Nature and Definitions- Characteristics – Classification of Services - Role in service Economy – Difference between goods and services – Marketing of services- Growth of Service Sector-Trends and Challenges in Services Marketing.

**BLOCK II: Marketing Mix**

Marketing Mix in Service Marketing: Marketing mix Decisions – 7Ps: Product Decision, Pricing, Strategies and tactics, Promotion of Service and placing of Distribution methods for Services –Additional Dimension in Service Marketing – People, Physical evidence and Process

**BLOCK III: Effective Management of Service Marketing**

Effective Management of Service Marketing: Marketing demand and supply through Capacity Planning and Segmentation -- Internal marketing of Services –Internal Vs External Orientation of Service Strategy

**BLOCK IV: Service Life Cycle**

Service Life Cycle, Service Blueprinting - Service quality dimensions – Gap model customer satisfaction- SERVQUAL - Service Triangle - Service delivery – Employee and customer role in service delivery- Retention – Building customer relationship - Services Environment.

Gaps in Service: Quality Standards –Factors and Solution

## **BLOCK V: Special Services of Marketing**

Marketing of Service with special References: Marketing of Entertainment Services - Financial Services - Health care Services-Hospitality Services including Tourism and Hotel -Transportation services – Professional Services – Education Services – Media- Public Utility Services.

### **References:**

1. Bateman, J.E. and Hoffman, D., (2011), Services Marketing, 4thEdition, Cengage Learning.
2. Gronoos, C., (2011), Service Management and Marketing: Customer Management in Service Competition, 3rdEdition, Wiley India.
3. Iacobucci, D. and Swartz, T., (1999), Handbook of Services Marketing and Management, Sage Publications, US.
4. Jauhari, V. and Dutta, K., (2009), Services: Marketing, Operations and Management, Oxford University press.
5. Lovelock, C., Wirtz, J. and Chatterjee, J., (2011), Services Marketing, 7thEdition, Pearson, India.
6. Srinivasan, R., (2012), Services Marketing: Indian Context, PHI Learning.
7. Zeithaml, V., Bitner, M.J., Gremler, D. and Pandit, A.,(2010), Services Marketing, 5thEdition, Tata McGraw-Hill Education, India

### **Web Resources:**

1. <https://nptel.ac.in/courses/110105038>
2. <https://www.marketing91.com/service-marketing-mix/>
3. <https://orthothrive.com/the-difference-between-internal-and-external-marketing/>
4. <https://www.marketingstudyguide.com/understanding-the-servqual-model/>
5. <https://theintactone.com/2019/02/26/rmbmk04-marketing-of-services/amp/>

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### **Course Outcome:**

- CLO 1. Comprehend the role of positioning and differentiation in services marketing.
- CLO 2. Assess and apply 7 Ps of marketing mix in real life situations.
- CLO 3. Critically analyse the management perspective of services marketing.
- CLO 4. Design and deliver product services through application of various service – quality models.
- CLO 5. Demonstrate the ability to measure the service gaps and design appropriate solutions.

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**Course Title : Digital Marketing**

**Course Code : MSPSE 54**

**Course Credit : 4**

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**Course Objective :**

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- CO1. Describe the history and trends of digital marketing in a rapidly changing business landscape.
  - CO2. Discuss the key elements of a digital marketing strategy.
  - CO3. Explain the Role of social media. Further compare and contrast various social media platforms.
  - CO4. enumerate and elaborate on the key digital marketing activities needed for competitive success
  - CO5. Illustrate how a digital marketing campaign can be budgeted and evaluated.
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**Course Syllabus :**

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**BLOCK I: Introduction to Digital Marketing**

Introduction to Digital Marketing: Meaning and Concept- Evolution of digital marketing – significance of digital marketing -Difference between traditional and digital marketing – categories of digital marketing for business.-recent trend in digital marketing

**BLOCK II: Search Engine Operations**

Search engine optimization – introduction – tools used for Search engine optimization – PPC – Google ad Word-display advertising-techniques.

**BLOCK III: Social Media Optimisation**

Social media optimisation-Introduction-meaning-understanding a website-difference between blog, -Introduction – meaning-understanding a website-difference between blog, portal, Website.

**BLOCK IV: Additional Models**

Additional models– Email marketing-affiliate marketing-Google analytics-GEO marketing – strategies involved in digital marketing– Email marketing-affiliate marketing-Google analytics- GEO marketing – strategies involved in digital marketing.

## **BLOCK V: Web Design**

Web design-optimization of website – business opportunities-digital marketing budgeting-cost estimating-cost budgeting-cost control.

### **References:**

1. Damian Ryan (2019) Understanding Digital Marketing Strategies for Engaging the Digital Generation, 4th edition, Brilliance Publishing inc.
2. Dawn McGruer(2019)Dynamic Digital Marketing: Master the World of Online and Social Media Marketing to Grow Your Business, John Wiley & Sons publications.
3. Puneet Bhatia (2017) Fundamentals of Digital Marketing, 2nd edition, Pearson Education India.
4. Ryan Deiss, Russ Henneberry (2016) Digital Marketing for Dummies, John Wiley & Sons publications.
5. Simon Kingsnorth (2016) Digital Marketing Strategy: An Integrated Approach to Online Marketing, 2nd edition, Kogan Publications.
6. Stephanie Diamond (2019), Digital Marketing All- in- one For Dummies,6th edition, John Wiley & Sons publications

### **Web Resources:**

1. <https://mailchimp.com/marketing-glossary/digital-marketing/>
2. <https://www.geeksforgeeks.org/difference-between-traditional-marketing-and-digital-marketing/>
3. <https://www.marketing-schools.org/types-of-marketing/geomarketing/>
4. [https://vwo.com/websiteoptimization/#:~:text=Website%20optimization%20is%20the%20process,search%20engine%20optimization%20\(SEO\).](https://vwo.com/websiteoptimization/#:~:text=Website%20optimization%20is%20the%20process,search%20engine%20optimization%20(SEO).)
5. <http://www.digimat.in/nptel/courses/video/110104070/L42.html>

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### **Course Outcome:**

- CLO 1. Summaries what social media is, the various channels through which it operates, and its role in marketing strategy.
- CLO 2. Assess principles of consumer and social psychology to develop social media content and campaigns that engage consumers.
- CLO 3. evaluate and measure the impact of a social media campaign in terms of a specific marketing objective.

CLO 4. Apply the emerging digital marketing strategies for creating awareness amongst targets.

CLO 5. Plan and design a cost-effective digital marketing campaign.

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**MBA General - Electives**

**Human Resource**

**Course Title : Human Resource Development**

**Course Code : MSPSE 61**

**Course Credit : 6**

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**Course Objective :**

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- CO1. Develop the comprehensive exposition of the concept of HRD and HR audit. Also Discuss theoretical foundations of key areas associated with HR development.
- CO2. Explain the importance of the performance management system in enhancing employee performance.
- CO3. Identify the training needs and reason out why cross-cultural training is essential in current scenario.
- CO4. State and elaborate the core fundamentals of management development and succession planning.
- CO5. Recall different types of OD interventions, OD techniques and cross-cultural diversity.

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**Course Syllabus:**

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**BLOCKI: Human Resource Development**

Human Resource Development –Meaning, Scope and importance - Vision, Mission and Values – HRM and HRD – Strategic Framework for HRD- Role Analyst's and Human Resource Development – Key performance areas, critical attributes and role effectiveness- Bench Marking and HR Audit

**BLOCKII: Performance Appraisal**

Performance Appraisal and its objectives – Considerations in performance appraisal – The Appraisal process – Appraisal methods – Development oriented appraisal system – Interpersonal feedback and performance counseling – Emerging trends, opportunities and challenges in performance appraisal.

**BLOCK III: Training**

Concepts of Training – Learning Principles – Identification of training needs – Training objectives – Training Programme Design – Training methods – Evaluation of Training and follow-up training- e-training – Cross culture.

## **BLOCKIV: Management Development**

Need and Importance of Management Development – Management Process – Components of Management Development programmes – Techniques of Management Development – Merits and Demerits of Management Development Techniques-Individual Development through Non-training-Methods- competency mapping model and succession planning-Career Planning and Development

## **BLOCKV: Organisational Effectiveness**

Organisational Effectiveness – Organisational Culture –Managing change through OD HRD and TQM -Diversity of Work Force- HRD programs for diverse employees- Impact of Globalization on HRD-

### **References:**

1. Donelson, R. Forsyth (2008), Group processes, Cengage learning, India
2. Khardelwal Anil K., Abraham, S.J., Verma K.K., (2010)., Alternative Approaches and Strategies of HRD, National HRD Network, Rawat Publications, Jaipur,
3. Maheshwari, B.L., Dharni, P. Sinha, (1991), Management of Change through HRD, National HRD Network, Hyderabad, Tata McGraw Hill, New Delhi
4. Pareek Udai, Rao, T.U., (2008), Designing and Managing Human Resource Systems, Oxford & IBH Publication, New Delhi,
5. Pareek, Udai, R.P. Lynton, (2006) Training for Development, Vistar Publications, New Delhi,
6. V.P. Michael , (2018), Human Resource Management & Human Relations, 1st Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.
7. Wendell, L. French & Cell H. Bellor Jr.(2017) Organisational Development., Revised 6th Edition, Pearson Education, UK.
8. Ramnarayan.s, T.V.Rao&Kuldeep Singh,(2009), Organisation Development(interventions & Strategies), 7<sup>th</sup> edition, Response Books, New Delhi

### **Web Resources:**

1. <https://www.whatishumanresource.com/human-resource-development>
2. <https://www.hrhelpboard.com/performance-management/performance-appraisal-its-purpose.htm>
3. <https://hrdailyadvisor.blr.com/2019/05/22/the-most-effective-training-methods/>
4. <https://www.economicdiscussion.net/management/management-development-in->

**Course Outcome:**

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- CLO 1. Critically Evaluate the conceptual background to undertake any activity to facilitate and manage the HRD functions in an organisation
- CLO 2. Demonstrate the ability to use different performance management techniques, such as coaching, mentoring, career development.
- CLO 3. Apply the training strategies and specifications for the delivery of training programs.
- CLO 4. Plan and design the job analysis and competency mapping required for strategic HRM.
- CLO 5. Recognise change in a cultural context and summarize the causes and context of change.

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**Course Title : Labour Legislation**

**Course Code : MSPSE 62**

**Course Credit : 4**

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**Course Objective:**

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- CO1. Explain the development and the judicial set up of labour laws.
  - CO2. Recognise the salient features of welfare and wage legislations.
  - CO3. Enumerate the laws relating to industrial relations, social security and working conditions.
  - CO4. Discuss the statutory provisions related to industrial relations, health, safety & hygiene, social security and labour welfare.
  - CO5. State the Acts with special reference to Tamilnadu.
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**Course Syllabus:**

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**BLOCK I: Factories Act**

Factories Act, 1948- Concept and Structure- Definitions of factory- manufacturing process- worker, occupier-provisions under health, safety and welfare- working hours- annual leave with wages-prohibition of employment of young children- Industrial Hygiene & Occupational Health.

**BLOCK II: Industrial Dispute Act & Trade Union Act**

Industrial Dispute Act, 1947 – Industrial employment – Standing Orders Act, 1946 – Trade Union Act, 1926- Trade Union Movement in India-Position of Trade Union in India-Roles and Functions of Trade Union.

**BLOCK III: Workmen Compensation Act**

Workmen Compensation Act, 1923, Employees State Insurance Act, 1948, Employees Provident Fund and Miscellaneous Provision Act, 1952, Payment of Gratuity Act, 1972-The Maternity Benefit Act, 1961- Maternity Benefit (Amendment) Act, 2017.

**BLOCK IV: Payment of Wages Act**

Payment of Wages Act 1936, Minimum wages Act, 1948 – Equal remuneration Act , 1976-Payment of Bonus Act, 1965.

## **BLOCK V: Tamil Nadu Shops and Establishments Act**

Tamil Nadu Shops and Establishments Act 1947– Tamilnadu catering Establishment Act, 1958 – Plantation workers Act, 1951, Information Technology Act, 2000

### **References:**

1. P.R.N. Sinha, Indubala Singh and SeemaPriyadarshini Shekhar (2013), Relations, Trade Unions and Labour Legislation, Pearson, UK
2. Kapoor. N. D. (2016) Elements of
3. Company Law, 30th Edition, New Delhi: Sultan Chand & Sons.
4. Tulsian, P.C. (2014), Bharat Tulsian, Second Edition, McGraw Hill Education, New Delhi,
5. Gulshan and Kapoor (2012) Principles of Company Law, S Chand & Co., New Delhi.
6. Maheswari, S.N and Maheswari, S.K. (2012). Elements of Corporate Laws. HPH Pvt Ltd., Mumbai.
7. Gupta Sarla, (2008), Cyber Crime: Law Relating To Information Technology, Premier Publishing Co, Allahabad.

### **Web Resources:**

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2. [https://hrylabour.gov.in/staticdocs/labourActpdfdocs/Workmen\\_Compensation\\_Act.pdf](https://hrylabour.gov.in/staticdocs/labourActpdfdocs/Workmen_Compensation_Act.pdf)
3. <https://www.slideshare.net/AkankshaBartakke/the-payment-of-wages-act-1936-69633688>
4. <https://www.deskera.com/blog/objectives-of-payment-of-wages-act-1936/amp/>
5. <https://vakilsearch.com/blog/what-is-tamilnadu-shops-and-establishments-act/amp/>
6. <http://www.bareactslive.com/TN/tn968.htm>

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### **Course Outcome:**

- CLO 1. Comprehend the judicial set up of labour laws.
- CLO 2. Appraise the role of trade unions.
- CLO 3. Demonstrate ability to judge the underlying legislations.
- CLO 4. Apply the legal rules which regulate Indian labour laws with initiative to propose judgment to problem questions.
- CLO 5. Critically analyse the legal rules and acts which regulate Tamil Nadu labour welfare.

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**Course Title : Organisational Development**

**Course Code : MSPSE 63**

**Course Credit : 6**

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**Course Objective :**

- CO1. Develop deep exposition about fundamental concepts in organizational development.
  - CO2. Discuss the significance of diagnostic tools used to assess organizational effectiveness.
  - CO3. Explain how to implement change: cultural change, change in emergency, crisis management, plan for change and manage the process, programs and projects of organizational change, and describe change classification frameworks.
  - CO4. Identify the major types of organizational development interventions.
  - CO5. Point out the strategic interventions that facilitate complete transformation of the organisation.
- 

**Course Syllabus:**

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**BLOCK I: Overview and process of Organisation Development**

Organisation Development - Nature, Models and Theories of planned change – Change management process -Entering and Contracting – Diagnosing Organisations – Diagnosing Groups and jobs – Collecting and analysing diagnostic information – feeding back diagnostic information – designing interventions – leading and managing change – Evaluating and institutionalizing Organisation Development interventions.

**BLOCK II: Human Process Interventions**

Human Process Interventions- OD interventions technique- Interpersonal and group process approaches – Organisation Process approaches- Organizational culture: Definition, importance and components- Organizational development for managing organizational culture- Management of organizational culture and employee effectiveness

**BLOCK III: Socio-Technical Systems**

Socio-Technical Systems-Techno-structural interventions - Types of Techno-Structural Interventions- Physical Settings and OD - Restructuring Organisations – Employee involvement – Work design.

## **BLOCK IV: Human Resource management Interventions**

Human Resource management Interventions - Performance management – Developing and assisting members- Managing Workforce Diversity-Employee Wellness.

## **BLOCK V: Strategic Interventions**

Strategic interventions - Organisation and environment relationships – Organisation transformation.-Organisational Development and Globalization, Emerging Trends in OD - Expanding the use of OD.

### **References:**

1. Cummings, Thomas G. & Christopher G. Worley (C & W), (2020), Organization Development and Change, 10<sup>th</sup> Edition, Cengage Learning, US.
2. Dipak Bhattacharyya, (2011) Organizational Change and Development, Oxford University Press, New Delhi,.
3. French, W. H. and Bell; CH. (1999), Organisation Development, 6th Edition, Prentice Hall of India, New Delhi
4. Kondalkar, (2009), Organization Effectiveness And Change Management, PHI Learning, New Delhi,
5. Ramnarayan.s, T.V.Rao & Kuldeep Singh, (2009), Organisation Development(interventions & Strategies), 7th edition, Response Books, New Delhi.

### **Web Resources:**

1. <https://nptel.ac.in/courses/110102016>
2. <https://www.geektonight.com/14-od-interventions-type-meaning-process-importance-examples/>
3. <https://www.managementstudyguide.com/importance-of-organization-culture.htm>
4. <https://www.theburningofrome.com/helpful-tips/what-are-technostructural-interventions/>
5. <https://www.breathehr.com/en-gb/blog/topic/business-leadership/what-is-organisational-development>

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### **Course Outcome:**

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- CLO 1. Demonstrate the ability to diagnose organization and manage change.
- CLO 2. Design and construct models for organizational change.
- CLO 3. Critically analyse how to support and/or control change and Initiate response to change.

CLO 4. Assess Systems-Techno-structural interventions and demonstrate the ability to restructure organisation.

CLO 5. Apply and organise strategic intervention to aid organization transformation.

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**Course Title : Strategic Human Resource Management**

**Course Code : MSPSE 64**

**Course Credit : 4**

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**Course Objective :**

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- CO1. Describe the strategic issues surrounding people at the work front.
  - CO2. Explain the feasibility and nature of the link between business strategy and HR strategy.
  - CO3. Examine and illustrate the enduring global contexts of strategic HRM.
  - CO4. Develop cognizance about key aspects of E-HRM
  - CO5. Discuss the emerging issues and multidimensional competitive forces affecting strategic HR decisions.
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**Course Syllabus:**

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**BLOCK I: Understanding SHRM**

Meaning and definition of SHRM- Traditional Vs. strategic HR- Typology of HR activities- Changing Business Environment – Globalisation – Technological Changes – Market Changes – Business Strategy and Human Resource – Strategic Human Resource practices – Strategic responses of Organisations to Changing Environment.

**BLOCK II: Aligning HR Systems with Business Strategy**

Strategic Role of HRM- Alternative HR systems- Linking HRM practices to organizational outcomes- Human Resource Strategy Formulation- HR Strategy in workforce utilization- Strategic Performance Management- HR Strategy for Training and Development

**BLOCK III: SHRM in Global Context**

Multinational, Global, and Transnational Strategies in HRM Multinational- Global, and Transnational Strategies-Strategic Alliances- Sustainable Global Competitive Advantage-Globally Competent Managers- Location of Production Facilities- Expatriation and repatriation management in global HRM- Evaluating HR functions in International Context- HR Scorecard

**BLOCK IV: E-HRM Practices**

E-HRM Meaning- Objective- Types,- E-HRM outcomes- E-HRM Functions- E-HRM tools and software- benefits- Influences of E-HRM on HR Practices

## **BLOCK V: Emerging Issues in Strategic HRM**

Multi Source Feedback- Competency Development- HR Strategy in workforce diversity- Organizational HR in the future- The corporations of tomorrow, Information age, Virtual corporation, Diversity, and Social responsibility- virtual teams flexi time and telecommuting HR outsourcing contingent and temporary workers- Employee Engagement Strategies.

### **References:**

1. Armstrong, M. (2000), "Strategic Human Resource Management", London: Kogan Page
2. Aswathappa, K. (2007), "Human Resource and Personnel Management, Tata McGraw Hill.
3. Audea, T., S. Teo, et al. (2005), "HRM professionals and their perceptions of HRM and firm performance in the Philippines." International Journal of Human Resource Management
4. Dessler/Varkkey, (2015), " Human Resource Management", 14th edition, Pearson Education India.

### **Web Resources:**

1. <https://emeritus.org/in/learn/what-is-strategic-human-resource-management-shrm/>
2. <https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/documents/hr-strategy-globalization.pdf>
3. <https://talentedge.com/articles/types-international-business-strategies/>
4. <https://www.iedunote.com/e-hrm>
5. <https://www.ukessays.com/essays/commerce/emerging-issues-in-strategic-human-resource-management-commerce-essay.php>

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### **Course Outcome:**

- CLO 1. Appraise the integration between corporate strategy and human resource management from a general managerial perspective.
- CLO 2. Critically analyse the key HR areas where strategies can be implemented in the long run to improve the overall employee productivity.
- CLO 3. Comprehend the transnational strategies to create sustainable competitive advantage globally.
- CLO 4. classify and analyse data through E-HRM
- CLO 5. Demonstrate the ability to address issues of strategic human resource management.

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## MBA General – Electives - Operations

**Course Title** : Project Management

**Course Code** : MSPSE 71

**Course Credit** : 4

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### **Course Objective:**

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- CO1. Demonstrate phases of Product life cycle and types for selecting project models. Explain project management and the functions of Project manager.
  - CO2. Examine project organisation, project life cycle under conflict and principles of negotiation.
  - CO3. Explain Budgeting, Network Techniques and resource management.
  - CO4. Analyse monitoring and project management of information systems.
  - CO5. Evaluate project and purposes of auditing. Illustrate project life cycle, its termination process.
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### **Course Syllabus:**

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#### **BLOCK I: Product Life Cycle**

Introduction – Characteristics of Project – Concept of Project Management – Types of Projects - Project life cycle – Phases of project life cycle – Project selection – Types of project selection models – project manager – Selection of Project Manager – Skills of Project Manager -Functions of Project Manager

#### **BLOCK II: Project Organisation**

Project Organisation – types – Project planning. Sorting out the project – Work breakdown structure and Linear Responsibility charts – Conflict and Negotiation – Conflict and causes for Conflict – Types of Conflict in Project Management – Functional and Dysfunctional aspects of Conflict- some requirements and principles of negotiation.

#### **BLOCK III: Budgeting & Network Techniques**

Budgeting and cost estimation – Scheduling – Network techniques: PERT and CPM – Gantt charts – Resource allocation – Resource loading – Resource Levelling.

#### **BLOCK IV: Monitoring Information Systems**

Monitoring and Information Systems – Elements of Project Information Systems – Types of Information – Objectives of Project Information – Characteristics of Project Information Systems - Project Information Reports - Project Control – Types of

control processes – Control as a function of Management – Principles of Controlling – Requirements of an effective control system.

### **BLOCK V: Project Audit**

Concept of Management Audit - Project Auditing – Project Audit Process - Purposes of evaluation – Project Audit Life Cycle – Concept of Project termination - Conditions for Project Closure – External factors of Project Closure – Barriers to Project Success – Closure Decision - Termination process

#### **References:**

1. Bhavesh .M Patel (2008) Project Management, latest Edition, Vikas Publishing House PVT Ltd.,
2. Choudhury.S, (2009), Project Management, 32nd Reprint, Tata Mcgraw Hill Co. New Delhi
3. Cido I Clements, (2010) Project Management, Cengage learning, US.
4. Gopalakrishnan.P& VE. Ramamoorthy, (2009), project management, latest Edition, Macmillan India Ltd.,
5. Gray D.F. and Erik .w Carson (2012),Project Management, latest edition, Tata Mcgraw Hill Co, New Delhi
6. Joy PK. (2010) Total project Management The Indian context, latest Edition, Mac millan India Ltd.,
7. Panneerselvam.R and P. Senthilkumar (2009), Project Management latest Edtion, PHI learning India PVT Ltd.,
8. Prasanna Chandra (2010), Projects, Planning, analysis, selection financing, Implementation and Review, TataMcgraw Hill Co. New Delhi.

#### **Web Resources:**

1. <https://www.adeaca.com/blog/faq-items/what-is-the-project-lifecycle/>
2. <https://www.manage.gov.in/studymaterial/PM.pdf>
3. <https://theintactone.com/2019/03/12/pm-u2-topic-8-project-scheduling-network-techniques-in-project-management-cpm-and-pert-analysis/amp/>
4. <https://www.arc-it.net/html/security/control47.htm>
5. <https://prezi.com/m4leqaonzcdp/123-the-project-audit-life-cycle/>

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#### **Course Outcome:**

CLO 1. Apply the PM processes to initiate various phases of product life cycle, and to coordinate the types of project selection models.

CLO 2. Demonstrate project planning and linear responsibility chart. Construct a project life cycle and map each stage in the cycle.

CLO 3. Analyse budgeting network techniques and phases of resources management.

CLO 4. Examine monitoring information systems in project management.

CLO 5. Demonstrate the evaluation of project life cycle and termination process.

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**Course Title : Total Quality Management**

**Course Code : MSPSE 72**

**Course Credit : 6**

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**Course Objective :**

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- CO1. Explain dimensions, barriers and tools utilized for quality improvement.
  - CO2. Discuss management of process quality, types of bench marking.
  - CO3. Examine the technique to organize total quality management and COQ by applying juran's model.
  - CO4. Develop the concept of processes and application of tools for quality improvement.
  - CO5. List out criteria programs and universal standards of quality.
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**Course Syllabus:**

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**BLOCK I: Introduction to Total Quality Management**

Introduction to Total Quality Management – Evolution, Definition, Elements and Dimension – QC, BQA & QP concepts-Deming's 14 points –TQM Tools and Techniques-Planning Phase –Barriers to TQM Implementation.

**BLOCK II: Management of Process Quality**

Human Resource Development and Management – Management of process quality – Customer focus and satisfaction – Bench marking-Types and Process.

**BLOCK III: Organising for Total Quality Management**

Organising for Total Quality Management – Productivity and Quality – Cost of Quality –Juran's Model-Analysis for COQ for development.

**BLOCK IV: Processes & Quality tools**

Processes and Quality tools – The Concept of a process – Total Quality Management and data – Quality improvement tools – Understanding process variation.

**BLOCK V: Quality Programs**

Criteria for Quality programs –: Universal Standards of Quality – Reengineering-Recent trends

**References:**

1. Ansari, A. and B. Modarress, (1990), JIT Purchasing, Free Press, New York
2. Dale H. Besterfield, Carol Besterfield-Michna (2012), Total Quality Management: et al, Pearson, New Delhi.
3. Gopal K. Kanji and Mike Asher, (1996), 100 Methods for Total Quality Management, Sage Publication, New Delhi
4. Gupta. N, Valarmathi, B(2010), Total Quality Management, latest Edition, Tata McGraw Hill
5. James R Erans, David A Collier, (2007), Operation Management, latest Edition, Cengage Learning, New Delhi
6. Palpandi. A, U. Surya Rao, D. Jeyathilagan, (2009), Total Quality Management, latest Edition, Vrinda Publication, New Delhi
7. Poornima M Charantimath (2009), Total Quality Management, latest Edition, Pearson, New Delhi
8. ShridharaBhat, K., (2004), Total Quality Management, latest Edition, Himalaya Publishing House, Mumbai.
9. Suresh Dalela&Saurabh, (2004) ISO 9000 A Manual for Total Quality Management, latest Edition, S. Chand & Company Ltd., New Delhi.

**Web Resources:**

1. <https://asq.org/quality-resources/total-quality-management>
2. [https://www.mindtools.com/pages/article/newSTR\\_75.htm](https://www.mindtools.com/pages/article/newSTR_75.htm)
3. <https://www.juran.com/approach/the-juran-model/>
4. <https://www.managementstudyguide.com/quality-management-tools.htm>
5. <https://www.mddionline.com/design-engineering/7-basic-tools-can-improve-quality>
6. <https://www.nibusinessinfo.co.uk/content/what-are-quality-management-standards>

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**Course Outcome:**

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- CLO 1. Recognize the basic concept of Total Quality (TQ) and use appropriate techniques for improving processes quality.
- CLO 2. Review project quality management and concept of benchmarking.
- CLO 3. Analyse total quality management and cost of quality by applying juran's model.
- CLO 4. Comprehend processes and techniques for improving quality.
- CLO 5. Examine International Quality Certification Systems.

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**Course Title : Supply Chain Management**

**Course Code : MSPSE 73**

**Course Credit : 6**

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**Course Objective:**

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- CO1. Develop a framework for achieving strategic performance of supply chain.
  - CO2. Illustrate demand and supply and forecasting technique in supply chain.
  - CO3. Discuss inventories management during uncertainty and optimal level of product availability.
  - CO4. Illustrate network design and the significance of information technologies in supply chain.
  - CO5. Explain the contemporary trends and financial evaluation of supply chain decisions.
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**Course Syllabus:**

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**BLOCK I: Introduction to Supply Chain Management**

Introduction to Supply Chain Management –Concept of SCM Building –Components of Supply Chain - a strategic framework to analyze supply chains. Understanding the supply chain – Supply chain performance: Achieving strategic fit and scope –Supply chain Drivers and Obstacles-Value Chain Management.

**BLOCK II: Supply Chain Management**

Customer Focus in SCM -Planning demand and supply in a supply chain. Demand forecasting in a supply chain – Aggregate planning in a supply chain – Planning supply and demand in a supply chain. Managing predictable variability.

**BLOCK III: Managing Inventories**

Planning and managing inventories in a supply chain - Managing Economies of scale in a supply chain: Cycle inventory – Managing uncertainty in a supply chain. Safety inventory – Determining optimal level of product availability.

**BLOCK IV: Network Design**

Transportation, Network design and information technology in a supply chain-Facilities decisions. Network Design in a supply chain – Information Technology in a supply chain

**BLOCK V: Recent Trends in Supply Chain**

Coordinating a supply chain and the role of E-Business - Coordination in a supply chain- E-business and the supply chain- Financial evaluation of supply chain decisions-Best Practice in Supply Chain.

**References:**

1. Bowersox, Closs, Cooper, (2012), Supply Chain Logistics Management, latest Edition, McGraw Hill, New Delhi
2. Burt, Dobbler, Starling, (2003), World Class Supply Management, latest Edition, TMH, New Delhi
3. Chopra, S, and P. Meindl, (2010), Supply Chain Management Strategy, Planning and Operation, latest Edition, Pearson Education New Delhi
4. D. Simchi-Levi, P. Kaminski and E. Simchi-Levi, (2012), Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies, latest Edition, McGraw-Hill, New Delhi.
5. Donald J Bowersox, David J Closs, (2010), Logistical Management (The integrated Supply Chain Process), latest Edition, TMH, New Delhi
6. Janat Shah , (2010), Supply Chain Management latest Edition, Pearson Education, New Delhi
7. Joel D. Wisner, G. Keong Leong, KeahChoon Tan (2010), Principles of Supply Chain Management: A Balanced Approach, latest Edition, Cengage Learning, India
8. Raghuram, G. and N. Rangaraj, (2010), Logistics and Supply Chain Management: Cases and Concepts, latest Edition, Macmillan, New Delhi
9. Sunil Chopra, Peter Meindl,(2012), Supply Chain Management (Strategy, Planning and Operation), latest Edition, Pearson Education, India.
10. Sunil Sharma, (2010), Supply Chain Management, latest Edition, Oxford University Press, New Delhi

**Web Resources:**

1. <https://www.oracle.com/in/scm/what-is-supply-chain-management/>
2. <https://www.scmglobe.com/five-supply-chain-drivers/>
3. <https://www.ibm.com/in-en/topics/supply-chain-management>
4. <https://manufacturing-software-blog.mrpeasy.com/cycle-inventory/>
5. <https://www.vskills.in/certification/blog/e-business-and-supply-chain-management/>
6. <https://www.panorama-consulting.com/trends-in-supply-chain-management/>

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**Course Outcome:**

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CLO 1. Comprehend supply chain management and illustrate the techniques for strategic fit

CLO 2. Elaborate demand and supply analysis in the supply chain

CLO 3. Analyse management of inventories and optimum level of product availability

CLO 4. Demonstrate network analysis and recognize the importance of information technologies in the supply chain

CLO 5. Consider the role of E-Business and interpret financial decisions in the supply chain

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**Course Title : Materials Management**

**Course Code : MSPSE 74**

**Course Credit : 4**

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**Course Objective :**

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- CO1. Analyse the approaches of materials management and forecasting techniques.
  - CO2. Examine procurement of material management and thereby illustrate quality assurance by applying value analysis.
  - CO3. Examine material quality and the government procedures for import and export.
  - CO4. Discuss inventory management and techniques for optimizing inventory.
  - CO5. Illustrate materials handling and storage. state out various tariff and claim on material management.
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**Course Syllabus:**

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**BLOCK I: Overview of Materials Management**

Introduction – Role of Store and Materials Management – Functions of Materials Management – Scope of Materials Management – Objectives of Materials Management - Materials Planning - Systems approach to Materials Management – Forecasting, objectives and the Materials Organisation – Forecasting Techniques – Qualitative Models – Quantitative Models – Worked Examples.

**BLOCK II: Purchasing & Value Analysis**

Purchasing – Purchasing in Materials Management – System Concept – Purchasing and Procurement activities under Materials management – Value Analysis and Value Engineering – Purchasing and Quality Assurance.

**BLOCK III: Material Quality Control**

Incoming Material Quality Control – Statistical Quality Control – Purchasing capital equipment, plant and machinery – International Buying and Import purchasing – Governmental purchasing practices and procedures-

**BLOCK IV: Inventory Management & Control Systems**

Inventory Management and Control Systems – Types of Inventories - Inventory optimizing: ABC, FSN and VED – Two – Bin System – Maxi – Mini System – Economic Order Quantity – Safety or Buffer Stock.

Stores Management and Operation – Material Accounting, Flow of Costs and Inventory Valuation, Physical Verification, Security and Materials Audit- Inventory optimizing: ABC, FSN and VED.

### **BLOCK V: Materials Handling & Storage Systems**

Materials Handling and Storage Systems - Material Handling Equipments - Physical Distribution Logistics – Transportation, Traffic and Claims Management – Operations Research and Related Techniques - Transportation Problems – Obtaining an Initial, Feasible, Basic Solution – Ascertain the Optimality of the Initial Solution – PERT.

#### **References:**

1. Arnold, Ramakrishnan (2010), Introduction to Materials Management, latest Edition, Pearson Publication, New Delhi
2. Dobler D.W., Lee, L. and Burt D.N., (2012), Purchasing and Materials Management, latest Edition, McGraw Hill, New Delhi
3. Gopalakrishna and Sundaresan (2008), “Materials Management”, latest Edition, Tata McGraw Hill, New Delhi.
4. J. R. Tony Arnold, Stephen N. Chapman (2008), Introduction To Materials Management, latest Edition, Prentice Hall, New Delhi
5. Max Muller, (2011), Essentials of Inventory Management, 2nd Edition, AMACOM/American Management Association, New York, US.
6. Menon, (2008), Store Management, latest Edition, Macmillan, New Delhi.
7. Richard J. Tersine (2010), Principles of Inventory and Materials Management , latest Edition, Prentice Hall, India
8. Seetharama. L Narsimhan, Dennis W McLeavy, Peter J Billington, (2009), Production Planning And Inventory Control, latest Edition, Prentice Hall Of India Pvt Ltd, New Delhi.
9. Westing J.H. , Fine I.F. and Zens G.J., (2010), Purchasing Management, latest Edition, Eastern Ltd., New Delhi.
10. Zipkin, (2008), Foundations of Inventory Management, latest Edition, McGraw Hill, New Delhi

#### **Web Resources:**

1. <https://www.twi-global.com/technical-knowledge/faqs/what-is-material-management>
2. <https://dpar.mizoram.gov.in/uploads/attachments/e99dcbb0dcfa79072f0af04d0c318569/pages-74-ebook-of-inventory-management-system.pdf>
3. <https://www.clear.in/s/inventory-control>

4. <https://theintactone.com/2019/06/17/pom-u3-topic-6-abc-analysis-ved-analysis-sde-analysis-hml-and-fsn-analysis/>
5. <https://rebstorage.com/articles-white-papers/what-is-material-handling/>

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**Course Outcome:**

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- CLO 1. Identifying the scope for integrating materials management functions over the logistics and supply chain operations.
- CLO 2. Recommend the techniques for procuring materials and to point out quality assurance
- CLO 3. Demonstrate application of statistical methods to analyze material quality and the procedure for import and exports.
- CLO 4. Review the optimization of inventory management and control systems.
- CLO 5. Analyse the materials in storage, handling, packaging, shipping distribution and standardizing.

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## MBA General – Electives-Information Technology

**Course Title** : **Managing Information Technology**

**Course Code** : **MSPSE 81**

**Course Credit** : **4**

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**Course Objective** :

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CO1. Describe the role of information technology and information systems in business.

CO2. Explain how internet and other information technologies support business processes and innovation.

CO3. Identify the IT strategies, techniques and trends in system architecture.

CO4. Develop an overall perspective of the importance of application of internet technologies in business management.

CO5. Discuss the important aspects of developing IT master plans.

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**Course Syllabus:**

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### **BLOCK I: Roles of Information Technology**

Roles of Information Technology (IT): Information Technology Management – Trends of Information Technology - Roles of Chief Information Officer (CIO) as Chief Technical Officer (CTO) – Responsibilities of CIO - Chief Asset Officer (CAO) – Roles of CAO - Chief Knowledge Officer (CKO) - Responsibilities of CAO – Role and Responsibilities of CKO

### **BLOCK II: Enterprise Innovation**

IT / CIO and Promotion of Enterprise Innovation: A Framework for Enterprise Innovation by IT – Business Innovation by IT – Product Supply Innovation by IT – Supply Chain Management (SCM) Innovation - IT Innovation Tools of SCM- Management Innovation by IT – Promotion of Enterprise Innovation by IT

### **BLOCK III: System Architecture**

IT Strategies: Information System Architecture – Important IT Techniques and Trends – Construction of Information System Architecture.

### **BLOCK IV: Management of IT**

CIO and Management of IT Management: Framework for IT Management – IT Asset Management – IT Process Management – System Cost Management – Innovation Strategies for IT Organisation – Management of IT Outsourcing.

## **BLOCK V: Preparation and Development of IT**

Preparation and Development of IT Master Plans: Security Policy - Preparation and Development of Security Policy- Overview of Computer Security – Computer Crime – Various Security Problems - Risk Management – Risk Management and SDLC – Risk Assessment - Managing Information Systems – MIS and Management – Case Studies.

### **References:**

1. ArpitaGopal, (2009), MIS for Strategic Business Processes, latest Edition, Excel Publication, India.
2. Brien, Marakas, Behl,( 2010), Management Information Systems, latest Edition, TMH, India.
3. Goyal .D P., (2010), Management Information Systems–Managerial Perspective, 3rd Edition MacMillan, Chennai.
4. Gupta A K, Sharma, (2012), Management of Systems, latest Edition, Macmillan, Chennai.
5. Jawadekar, (2012), MIS Text and Cases, latest Edition, TMH, India.
6. Joseph P T,( 2012), E-Commerce, an Indian Perspective, PHI, India.
7. Laudon&Laudon, Management Information Systems, latest Edition, Pearson, India.
8. Milind M Oka (2012), Cases in Management Information system, latest Edition, 'Everest Publication, India.
9. Murthy, (2013), Management Information System, latest Edition, Himalaya Publication, India.
- 10.Nina Godbole&SunitBelapure, (2012), Cyber Security, latest Edition, Wiley India.
- 11.NirmalaBagchi, (2012), Management Information Systems, latest Edition, Vikas Publication, India.
- 12.Sandra Senf, (2012), Information Technology Control and Audit, 3<sup>rd</sup> Edition, CRC Press.

**Web Resources:**

1. <https://2012books.lardbucket.org/books/an-introduction-to-business-v1.0/s19-managing-information-and-techn.html>
2. <https://rebstorage.com/articles-white-papers/what-is-material-handling/>
3. <https://dai-global-digital.com/the-back-end-of-management-information-systems.html>
4. <https://www.ibm.com/in-en/topics/it-management#:~:text=IT%20management%20refers%20to%20the,make%20information%20systems%20operate%20efficiently>

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**Course Outcome:**

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- CLO 1. Apply the core aspects of information technology principles and roles, and manage their implementation in a business context.
- CLO 2. Demonstrate the ability to Design, assess and prioritize enterprise innovation.
- CLO 3. Plan and construct the architectural framework of information system.
- CLO 4. Illustrate the framework of IT management.
- CLO 5. Demonstrate the ability to develop IT master plans.

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**Course Title : Information Systems Development**

**Course Code : MSPSE 82**

**Course Credit : 4**

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**Course Objective:**

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- CO1. Describe the role of information technology and information systems in business.
  - CO2. Explain how internet and other information technologies support business processes and innovation.
  - CO3. Identify the IT strategies, techniques and trends in system architecture.
  - CO4. Develop an overall perspective of the importance of application of internet technologies in business management.
  - CO5. Discuss the important aspects of developing IT master plans.
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**Course Objective:**

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**BLOCK I: Introduction to Information Systems Development**

Introduction to Information Systems Development - Framework and Definitions – Types of Information systems - System Development Life Cycle – System Development Process Paradigms/ Approaches. System Analysis Skills: System Analysis – Role of System Analyst - Skills Needed for System Analysis - Analytical Skills – Management Skills – Interpersonal Skills – Other Skills Needed.

**BLOCK II: Managing Information Systems Projects**

Managing Information Systems Projects: Initiating and Planning the Project – Executing the project – Gantt and PERT charts – Critical Path and Slack Time - Project management software. CASE tools: Diagramming tools – Form and report generator tools – Analysis tools – CASE Repository. Identifying and Selecting Systems Development Projects: Corporate Strategic planning – Information Systems Planning – Types of Information Systems Planning – Challenges in Information Systems Planning.

**BLOCK III: Initiation and Planning**

Initiation and Planning: Assessing Project Feasibility – Cost / Benefit Analysis and ROI – Building a Baseline Project Plan. Preparing and Presenting the Project Proposal: Organising the Proposal – Effective Written Communication – Presenting the Proposal.

## **BLOCK IV: Requirements Determination**

Requirements Determination: Interviewing – Advantages and Disadvantages of Interviews -Types of Interviews and Questions – Procedure to Conduct an Interview - Questionnaires – Advantages and Disadvantages of Questionnaires – Types of Questionnaires – Developing a Questionnaire – Prototyping – Steps in Prototyping - Advantages and Disadvantages of Prototyping. Requirements Structuring: Process modeling – Logic modeling – Conceptual data modeling. Designing the Interface: Forms and Reports – Interface design technique.

## **BLOCK V: Implementation**

Implementation: Coding - Verification and validation - Testing – Goals and Classification of Testing -Test Automation - Installation – Documentation – User training. Maintenance: Types of maintenance – Cost of maintenance – Managing maintenance – Personnel Maintenance – Measuring effectiveness of maintenance – Change Management – Controlling maintenance requests – Configuration management.

## **References:**

1. Kenneth E. Kendall, Julie E. Kendall, (2013), System Analysis and Design, 9th Edition, Pearson Education, India
2. J.L. Whitten, L.D. Bentley &K.C.Dittman,(2003), System Analysis and Design, 6th Edition,McGraw Hill, New Delhi
3. Donald C.Gause& Gerald M.Weinberg, (2011), Exploring Requirements, Dorset House, Taikoo
4. Ian Sommerville, (2016), Software Engineering, 10th Edition, Pearson Education, India.

## **Web Resources**

1. <https://bus206.pressbooks.com/chapter/chapter-10-information-systems-development/>
2. <https://nptel.ac.in/courses/106105218>
3. <https://open.umn.edu/opentextbooks/textbooks/189>
4. [http://epgp.inflibnet.ac.in/epgpdata/uploads/epgp\\_content/S000023MA/P001400/M022337/ET/1504603509Module40Quadrant-I.pdf](http://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S000023MA/P001400/M022337/ET/1504603509Module40Quadrant-I.pdf)
5. <https://theintactone.com/2019/04/06/wcm-u5-topic-3-types-of-maintenance-system/amp/>

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**Course Outcome:**

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- CLO 1. Apply the core aspects of information technology principles and roles, and manage their implementation in a business context.
- CLO 2. Demonstrate the ability to Design, assess and prioritize enterprise innovation.
- CLO 3. Plan and construct the architectural framework of information system.
- CLO 4. Illustrate the framework of IT management.
- CLO 5. Demonstrate the ability to develop IT master plans.

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**Course Title : Data Mining & Big Data Analytics**

**Course Code : MSPSE 83**

**Course Credit : 6**

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**Course Objective :**

CO1. Compare and contrast basic descriptive and predictive data mining techniques.

CO2. Develop application skills of data mining tool on different data sets.

CO3. Describe the role of classification and prediction under different methods.

CO4. Create deep insight on neural network prediction methods and clustering algorithms.

CO5. Discuss the big data platform and its uses.

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**Course Syllabus:**

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**BLOCK I: Data Mining**

Data Mining Definition and functionalities - Needs, Classifications of DM, Integration of a Data Mining system - Technologies used, Issues in Data Mining – Business Intelligence and Data warehouse – What is data warehouse – Data Marts – Metadata – Trends in data warehousing.

**BLOCK II: Online Analytical Processing**

Online Analytical Processing (OLAP) – Online Transaction Processing (OTP) - Data Cleaning – Data integration and transformation – Data reduction – Data compression – Data Mining primitives – Kind of knowledge to be mined – Discretisation and concept hierarchy.

**BLOCK III: Classification**

What is classification and prediction – Issues regarding classification and prediction – Classification methods - Decision Tree, Bayesian Classification, Rule based, CART, Neural Network Prediction methods – Linear and Non-linear regression.

**BLOCK IV: Business Application**

Data Mining for business applications Like balance scorecard, fraud detection, click stream mining, Market segmentation, retail Industry, Telecommunication industry, Banking and Finance and CRM.

**BLOCK V: Big Data**

Big data: Definition -Characteristics, Big Data: Applications, Correlations and Predictions, Big data: Privacy concerns – Clustering, Spatial Mining, web mining, text

Mining – Big data business analytics – role of data scientists – Main phases of life cycle – Developing core deliverables for stakeholders.

**References:**

1. AmbigaDhiraj Michael Minelli, Michele Chambers, (2013), "Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses", Wiley India.
2. Ian H. Witten and Eibe Frank, (2016), "Data Mining: Practical Machine Learning Tools and Techniques", 4<sup>th</sup> Edition, Morgan Kaufmann.
3. Jiawei Han and MichelineKamber,(2017), "Data Mining, Concepts and Techniques", Third Edition, Morgan Kaufmann Publishers.
4. Margaret H. Dunham, (2006), "Data Mining: Introductory and Advanced Topics", Pearson Education.
5. Phil Simon, (2015), "too Big to Ignore: The Business case for Big Data", Wiley India.
6. Ramesh Sharda, Efraim Turban, DursunDelen, (2018),"Business Intelligence and Analytics: Systems for Decision Support", 10<sup>th</sup> edition, Pearson,
7. Viktor Mayer, Schonberger, Kenneth Cukier, (2017), "Big Data: The essential guide to Work, Life and Learning in the Age of Insight", John Murray.

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1. <https://www.techtarget.com/searchbusinessanalytics/definition/big-data-analytics>
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3. [https://mrcet.com/downloads/digital\\_notes/CSE/IV%20Year/BIG%20DATA%20ANALYSIS%20NOTES.pdf](https://mrcet.com/downloads/digital_notes/CSE/IV%20Year/BIG%20DATA%20ANALYSIS%20NOTES.pdf)
4. <https://www.javatpoint.com/what-is-olap>
5. <https://www.upgrad.com/blog/what-is-big-data-types-characteristics-benefits-and-examples/>

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**Course Outcome:**

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- CLO 1. Critically analyse data mining algorithms to solve real world problems.
- CLO 2. Comprehend statistical data analysis techniques used in decision making.
- CLO 3. Assess different data mining techniques like classification, prediction, clustering and association rule mining.
- CLO 4. Summarise the concept of big data and its business implications.
- CLO 5. Apply basic data collection strategies and choose right algorithms.

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**Course Title** : E-Commerce

**Course Code** : MSPSE 84

**Course Credit** : 4

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**Course Objective** :

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- CO1. Develop cognizance of the concepts and main activities of E-Commerce.
  - CO2. Explain the various components and application of E-Commerce in different sectors.
  - CO3. Discuss the e-commerce requirements of a business and develop a business plan / model.
  - CO4. Identify and examine security issues as well as channel conflicts of E-Commerce
  - CO5. Locate the ethical, social, and security issues of information systems.

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**Course Syllabus:**

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**BLOCK I: Introduction to E-Commerce**

E-commerce Technology: Principles – Potential – Categories of E-commerce – Categories of E-Commerce – Development and Growth of E-commerce – Advantages and Disadvantages of E-commerce - Data Warehousing – Temporal Coherency – Networking Infrastructure – Software Tools – IP, TCP HTTP, HTML – Cryptography – Consumer Interface Technologies – OALP & Data mining.

**BLOCK II: Applications of E-Commerce**

E-commerce: Effect on job, growth, trade, international co-operation – Tax problems – Applications of E-commerce in different sectors – service, industry, domestic etc., - multidisciplinary approach to E-commerce – Softwares.

**BLOCK III: E-commerce Management**

E-commerce Management: Net Centrism – Navigation – Website Design – Website Design Model - Web Metrics – Business models – The Internet Service Provider (ISP) Model – Creating Gateways Model – Building Communities – Meeting Information Needs Models - E-Selling of Products and Services -The E-blit Services Model - Hyper Markets – Intelligent Agents – Auctions – Design, Protocol.

**BLOCK IV: Channel Conflict Management**

Channel conflict management: Security and Encryption – Abuse and Netiquette – Internet Governance – Dimension of Quality – Total Quality Management (TQM) Definitions - Evaluation of TQM – Elements of TQM – Benefits Of TQM – Obstacles

Associated with the TQM Implementation - Economics of E-commerce – Equilibrium price – Electronic Marketing – Taxing – e-business – Road map for success.

### **BLOCK V: Legal Aspects**

E-commerce – Legal Issues: Software Intellectual property law – Copyright – Trademark – Patent - Contract law for E-commerce, warranties and new products – Cyber law issues – Privacy and Trans border flows, fraud – Security of Information and Risks – Electronic Highway Robbery – Consumer Protection.

### **References:**

1. Dave chaffey, (2013), e-business & e-commerce management- strategy, implementation and practice, 5<sup>th</sup> Edition, Pearson, New Delhi.
2. Elias M Awad,(2012), Electronic Commerce, latest Edition, PHI, India.
3. Jawadekar, (2012), MIS Text and Cases, latest Edition, TMH, India.
4. Kulkarni et al., (2012), E-Business, latest Edition, Oxford Press, India.
5. Milind M Oka (2012), Cases in Management Information system, Latest Edition, Everest Publication, India.
6. Napier et al., (2012), Creating A Winning E-Business, latest Edition, Cengage, India.
7. ParadDiwan, Sunil Sharma, (2013) e-commerce A Manager's Guide to e-business, latest Edition, Excel Publication, New Delhi.

### **Web Resources:**

1. <http://www.simplynotes.in/e-notes/mbabba/electronic-commerce/>
2. <https://www.geeksforgeeks.org/difference-between-data-mining-and-olap/>
3. <https://lilacinfotech.com/blog/120/What-is-E-commerce-and-what-are-its-Applications>
4. <https://www.elasticpath.com/blog/6-ecommerce-business-models-b2b-b2c>
5. <https://enterslice.com/learning/e-commerce-legal-issues/amp/>

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### **Course Outcome:**

- CLO 1. Apply the know- how of the electronics transactions like business to business, business to commerce, for sharing, processing the business activities.
- CLO 2. Demonstrate how to transact financial and document interchange between two or more business parties.
- CLO 3. Critically analyse the impact of IT in business and list out its dynamic nature.
- CLO 4. Assess changes in the business framework due to IT innovations.
- CLO 5. Summarise the Legal issues and important laws relating to cyber security and intellectual property.

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**Course Title** : Project Report

**Course Code** : MSPSP - 40

**Course Credit** : 8

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**GUIDELINES FOR PROJECT COURSE MSPSP - 40**

Students can register for the Project Course with Course Code **MSPSP-40** in the second year. For registration purposes, the Project Course is treated as one Course, carrying a weight of 6 credits.

**OBJECTIVE**

The objective of the Project Course is to help the student develop his/her ability to apply multi-disciplinary concepts, tools and techniques to solve organizational problems and/or to evolve new/innovative theoretical frame work.