ANNA UNIVERSITY OF TECHNOLOGY MADURAI

REGULATION 2010

CURRICULUM AND SYLLABUS

Course: MBA

SEMESTER I

<table>
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<tr>
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Total Credits: 27 + 27 + 27 + 14 = 95
## LIST OF ELECTIVES

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SEMESTER I

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UNIT I  INTRODUCTION TO MANAGEMENT AND HISTORICAL DEVELOPMENT

Definition of Management - Science or Art or Profession - Management and Administration - Development of Management Thought - Contribution of Taylor and Fayol - Functions of Management – Managerial Roles - Levels of Management.

UNIT II  PLANNING


UNIT III  ORGANISING AND HUMAN RESOURCE MANAGEMENT


UNIT IV  DIRECTING


UNIT V  CONTROLLING AND INTERNATIONAL MANAGEMENT


Total: 45 Periods

TEXT BOOK


REFERENCES

UNIT I FUNDAMENTALS OF STATISTICS & PROBABILITY 12
Statistics – Definition, Types. Types of variables – Organising data - Descriptive Measures. Basic definitions and rules for probability, conditional probability independence of events, Baye’s theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions

UNIT II SAMPLING DISTRIBUTION AND ESTIMATION 12
Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

UNIT III TESTING OF HYPOTHESIS 12
Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way – Design of experiments.

UNIT IV NON-PARAMETRIC METHODS 12

UNIT V CORRELATION, REGRESSION, INDEX NUMBERS AND TIME SERIES ANALYSIS 12
Correlation analysis, estimation of regression line. Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations. Index Numbers – Laspeyre’s, Paasche’s and Fisher’s Ideal index

Total: 60 Periods

TEXT BOOK

REFERENCES
UNIT I  INTRODUCTION  8

UNIT II  CONSUMER AND PRODUCER BEHAVIOUR  13

UNIT III  PRODUCT AND FACTOR MARKET  13

UNIT IV  PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS  13

UNIT V  AGGREGATE SUPPLY AND THE ROLE OF MONEY  13

Total: 60 Periods

TEXT BOOK

REFERENCES
UNIT I INTRODUCTION TO QUALITY MANAGEMENT

UNIT II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT

UNIT III STATISTICAL PROCESS CONTROL AND PROCESS CAPABILITY

UNIT IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT
Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Benchmarking and POKA YOKE.

UNIT V QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION

Total: 45 Periods

TEXT BOOK

REFERENCES
UNIT I  FOCUS AND PURPOSE
Definition, need and importance of organizational behaviour – Nature and scope – Frame work - Organisational behaviour models.

UNIT II  INDIVIDUAL BEHAVIOUR

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

UNIT IV  LEADERSHIP AND POWER

UNIT V  DYNAMICS OF ORGANIZATIONAL BEHAVIOUR

Total: 45 Periods

TEXT BOOK

REFERENCES
UNIT I  COMMUNICATION IN BUSINESS
Importance and Benefits – Components – Concepts & Problems – 7C’s – Barriers to Communication – Interpersonal Perception – Johari Window – Transactional Analysis

UNIT II  NON-VERBAL AND INTERCULTURAL COMMUNICATION
Importance of non-verbal communication - personal appearance - facial expressions movement posture – gestures - eye contact – voice - beliefs and customs- worldview and attitude.

UNIT III  ORAL COMMUNICATION
Listening - types and barriers to listening - speaking - planning and audience awareness - persuasion goals - motivation and hierarchy of needs - attending and conducting interviews participating in discussions, debates - and conferences - presentation skills

UNIT IV  BUSINESS CORRESPONDENCE

UNIT V  BUSINESS PROPOSALS AND REPORTS
Project proposals- characteristics and structure- Project reports – types- characteristics,- structure - Process and mechanics of report writing- visual aids- abstract - executive summary recommendation writing- definition of terms.

Total: 45 Periods

TEXT BOOK

REFERENCES
UNIT I BASIC FINANCIAL ACCOUNTING

UNIT II FINANCIAL STATEMENTS ANALYSIS AND INTERPRETATIONS
Meaning and types of financial statements - Financial ratio analysis - cash flow and funds flow statement analysis

UNIT III COST ELEMENTS AND MATERIAL CONTROL
Costing as an aid to management - Methods of costing - Types or techniques of costing - Elements of cost - cost sheet - Cost classification - techniques of material control - Re-order level - minimum and maximum level - Danger level - average stock level - Economic ordering quantity - ABC and JIT inventory system. Methods of valuing material issues - FIFO, LIFO, HIFO, simple average and weighted average.

UNIT IV COST ACCOUNTING SYSTEMS
Job order costing-Batch costing - Contract costing - Process costing - Activity Based costing – Target costing.

UNIT V COST ANALYSIS
Marginal costing and profit planning - managerial applications - Budgetary control (classification of budgets)- Standard costing – Variance analysis – Direct material variances - Direct labour Variances - overhead variances and sales variances

Total: 60 Periods

TEXT BOOK

REFERENCES
UNIT I MERCANTILE AND COMMERCIAL LAW


NEGOTIABLE INSTRUMENTS ACT 1881: Nature and requisites of negotiable instruments. Transfer of negotiable instruments and liability of parties, enforcement of secondary liability, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

AGENCY: Nature of agency – Creation of agency, types of agents, Agent’s authority and liability of principal and third party: Rights and duties of principal, agents and Third party, liability of agents torts, termination of agency.

UNIT II COMPANY LAW

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

UNIT III INDUSTRIAL LAW

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

UNIT IV INCOME TAX ACT AND SALES TAX ACT (Theory only)


UNIT V CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS


Total: 45 Periods

TEXT BOOK


REFERENCES

2. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
SEMESTER II

10488MB201 OPERATIONS MANAGEMENT L T P C 3 1 0 4

UNIT I INTRODUCTION TO PRODUCTION AND OPERATIONS MANAGEMENT

UNIT II II FORECASTING, CAPACITY AND AGGREGATE PLANNING
Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Rough cut plan, Capacity Requirements Planning (CRP), Developing capacity alternatives. Aggregate Planning – Approaches, costs, relationship to Master Production schedule. Overview of MRP, MRP II and ERP

UNIT III DESIGN OF PRODUCT, SERVICE AND WORK SYSTEMS

UNIT IV MATERIALS MANAGEMENT

UNIT V PROJECT AND FACILITY PLANNING

Total: 60 Periods

TEXT BOOK

REFERENCES
UNIT I  FOUNDATIONS OF FINANCE:
Financial management – An overview- Time value of money- Introduction to the concept of risk and return of a single asset and of a portfolio- Valuation of bonds and shares-Option valuation.

UNIT II  INVESTMENT DECISIONS:
Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques - Project selection under capital rationing - Inflation and capital budgeting - Concept and measurement of cost of capital - Specific cost and overall cost of capital

UNIT III  FINANCING AND DIVIDEND DECISION:
Financial and operating leverage - capital structure - Cost of capital – designing capital structure. Dividend policy - Aspects of divid

UNIT IV  WORKING CAPITAL MANAGEMENT

UNIT V  LONG TERM SOURCES OF FINANCE
Indian capital and stock market, New issues market Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing,

Total: 45 Periods

TEXT BOOK

REFERENCES
UNIT I  FOUNDATIONS OF MARKETING  10
Marketing conceptual framework - marketing environment - customer oriented organization – Marketing interface with other functional areas marketing in a globalised environment.

UNIT II  MARKETING MIX  15
Product planning and development - product life cycle - brand management, developing new product- market segmentation - targeting and positioning, pricing decisions - channel design and management -retailing and wholesaling - promotion methods. Advertisement, sales promotion and personal selling,public relations.

UNIT III  BUYING BEHAVIOUR  15
Customer value - Understanding Industrial and individual buyer behavior - influencing factors - customer decision making process

UNIT IV  MARKETING RESEARCH  10
Types – process – application of marketing research - preparation of marketing research report -sample case studies

UNIT V  INFORMATION TECHNOLOGY IMPACT ON MARKETING DECISIONS  10
Online marketing - web based marketing programmes - emerging new trends and challenges to marketers.

Total: 60 Periods

TEXT BOOK

REFERENCES
UNIT I  PERCEPTIVE IN HUMAN RESOURCE MANAGEMENT  12

UNIT II  THE CONCEPT OF BEST FIT EMPLOYEE  12

UNIT III  TRAINING AND EXECUTIVE DEVELOPMENT  12
Types of training methods purpose benefits resistance. Executive development programmes –Common practices - Benefits – Self development – Knowledge management.

UNIT IV  SUSTAINING EMPLOYEE INTEREST  12

UNIT V  PERFORMANCE EVALUATION AND CONTROL PROCESS  12

Total: 60 Periods

TEXT BOOK

REFERENCES
**UNIT I**  
**INTRODUCTION**  
Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System Analyst – Role, Functions.

**UNIT II**  
**SYSTEMS ANALYSIS AND DESIGN**  

**UNIT III**  
**INFORMATION SYSTEM**  

**UNIT IV**  
**SECURITY AND CONTROL**  
Security, Testing, Error detection, Controls, IS Vulnerability, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT.

**UNIT V**  
**NEW IT INITIATIVES**  
e- business, e-governance, ERP, SCM, e-CRM, Data ware housing and Data Mining, Business Intelligence, Pervasive Computing, CMM.

**Total: 45 Periods**

**TEXT BOOK**

**REFERENCES**
UNIT I  INTRODUCTION TO LINEAR PROGRAMMING (LP)  12
Introduction to applications of Operations Research in functional areas of Management. Linear Programming - Formulation - Solution by Graphical and Simplex Methods – Special cases of LP

UNIT II  DUALITY AND SENSITIVITY ANALYSIS OF LP  12

UNIT III  TRANSPORTATION AND TRANSHIPMENT MODELS  12

UNIT IV  ASSIGNMENT MODELS AND INTEGER LINEAR PROGRAMMING  12

UNIT V  GAME THEORY AND DYNAMIC PROGRAMMING  12
Game Theory - Two person Zero-Sum and Constant-Sum Games - Saddle Points, Dominance Rule and Graphical Solution – LP and Zero-Sum Games, Two-Person Non-Constant-Sum Games Dynamic Programming - Belman’s Principal of Optimality, Deterministic Model – Forward and Backward recursion and its applications

Total: 60 Periods

TEXT BOOK

REFERENCES
5. LINDO - www.lindo.com (a student version of LINDO/LINGO/Solver can be downloaded freely)
UNIT I  INTRODUCTION

UNIT II  RESEARCH DESIGN AND MEASUREMENT

UNIT III  DATA COLLECTION

UNIT IV  DATA PREPARATION AND ANALYSIS

UNIT V  REPORT DESIGN,WRITING AND ETHICS IN BUSINESS RESEARCH

Total: 45 Periods

TEXT BOOK

REFERENCES
Note: Each Student should be advised to present a research paper, taken from the literature, related to his/her own specialization.
SEMMESTER III

10488MB301 INTERNATIONAL BUSINESS MANAGEMENT L T P C
3 1 0 4

UNIT I INTRODUCTION 12

UNIT II INTERNATIONAL TRADE AND INVESTMENT 12

UNIT III INTERNATIONAL STRATEGIC MANAGEMENT 12

UNIT IV PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS 12

UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT 12
Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies – Ethical issues in international business – Ethical decision-making.

Total: 60 Periods

TEXT BOOK

REFERENCES
UNIT I STRATEGY AND PROCESS


UNIT II COMPETITIVE ADVANTAGE


UNIT III STRATEGIES


UNIT IV STRATEGY IMPLEMENTATION & EVALUATION

The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

UNIT V OTHER STRATEGIC ISSUES

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

Total: 45 Periods

TEXT BOOK


REFERENCES

10488MBE01 MARKETING ELECTIVES L T P C
10488MBE11 BRAND MANAGEMENT 3 0 0 3

UNIT I INTRODUCTION

UNIT II BRAND STRATEGIES

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

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

UNIT V BRAND PERFORMANCE
Measuring Brand Performance – Brand Equity Management - Global Branding strategies - Brand Audit – Brand Equity Measurement – Brand Leverage - Role of Brand Managers– Branding challenges & opportunities – Case Studies

Total: 45 Periods

TEXT BOOK

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

UNIT II  RETAIL FORMATS
Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC’s role in organized retail formats.

UNIT III  RETAILING DECISIONS
Choice of retail locations - internal and external atmospherics – Positioning of retail shops –Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions

UNIT IV  RETAIL SHOP MANAGEMENT

UNIT V  RETAIL SHOPPER BEHAVIOUR
Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India- Case studies

Total: 45 Periods

TEXT BOOK

REFERENCES
UNIT I  INTRODUCTION

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

UNIT III  SERVICE DESIGN AND DEVELOPMENT

UNIT IV  SERVICE DELIVERY AND PROMOTION
Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication.

UNIT V  SERVICE STRATEGIES

Total: 45 Periods

TEXT BOOK

REFERENCES
UNIT I  INTRODUCTION TO ADVERTISEMENT  

UNIT II  ADVERTISEMENT MEDIA  
Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling.

UNIT III  DESIGN AND EXECUTION OF ADVERTISEMENTS  

UNIT IV  INTRODUCTION TO SALES PROMOTION  
Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented.

UNIT V  SALES PROMOTION CAMPAIGN  
Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions- case studies.

Total: 45 Periods

TEXT BOOK

REFERENCES
UNIT I  INTRODUCTION

UNIT II  CONSUMER BEHAVIOR MODELS
Industrial and individual consumer behaviour models - Howared- Sheth, Engel – Kollat, Webstar and wind Consumer Behaviour Models – Implications of the models on marketing decisions.

UNIT III  INTERNAL INFLUENCES
Psychological Influences on consumer behavior – motivation – perception – personality Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.

UNIT IV  EXTERNAL INFLUENCES
Socio-Cultural, Cross Culture - Family group – Reference group – Communication –Influences on Consumer behavior

UNIT V  PURCHASE DECISION PROCESS
High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues – case studies.

Total: 45 Periods

TEXT BOOK

REFERENCES
UNIT I  INTRODUCTION

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

UNIT III  CRM STRUCTURES

UNIT IV  CRM PLANNING AND IMPLEMENTATION

UNIT V  TRENDS IN CRM
e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

Total: 45 Periods

TEXT BOOK

REFERENCES
UNIT I INVESTMENT SETTING 9

UNIT II SECURITIES MARKETS 9

UNIT III FUNDAMENTAL ANALYSIS 9

UNIT IV TECHNICAL ANALYSIS 9

UNIT V PORTFOLIO MANAGEMENT 9
Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision – Portfolio Evaluation – Mutual Funds.

Total: 45 Periods

TEXT BOOK

REFERENCES
UNIT I MERCHANT BANKING

UNIT II ISSUE MANAGEMENT

UNIT III OTHER FEE BASED SERVICES
Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.

UNIT IV FUND BASED FINANCIAL SERVICES

UNIT V OTHER FUND BASED FINANCIAL SERVICES

Total: 45 Periods

TEXT BOOK
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2008

REFERENCES
UNIT I  INTERNATIONAL TRADE

UNIT II  EXPORT AND IMPORT FINANCE

UNIT III  FOREX MANAGEMENT

UNIT IV  DOCUMENTATION IN INTERNATIONAL TRADE

UNIT V  EXPORT PROMOTION SCHEMES

Total: 45 Periods

TEXT BOOK

REFERENCES
UNIT I INDUSTRIAL FINANCE

Indian Capital Market – Basic problem of Industrial Finance in India. Equity – Debenture financing – Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance - Finance from international sources, financing of exports – role of EXIM bank and commercial banks.– Finance for rehabilitation of sick units.

UNIT II SHORT TERM-WORKING CAPITAL FINANCE


UNIT III ADVANCED FINANCIAL MANAGEMENT

Appraisal of Risky Investments, certainty equivalent of cash flows and risk adjusted discount rate, risk analysis in the context of DCF methods using Probability information, nature of cash flows, Sensitivity analysis; Simulation and investment decision, Decision tree approach in investment decisions.

UNIT IV FINANCING DECISION

Simulation and financing decision - cash inadequacy and cash insolvency- determining the probability of cash insolvency- Financing decision in the Context of option pricing model and agency costs- Inter- dependence of investment- financing and Dividend decisions.

UNIT V CORPORATE GOVERNANCE

Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics- Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism.

Total: 45 Periods

TEXT BOOK


REFERENCES

5. Website of SEBI
UNIT I  INTRODUCTION

UNIT II  FUTURES CONTRACT

UNIT III  OPTIONS

UNIT IV  SWAPS
Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.

UNIT V  DERIVATIVES IN INDIA

Total: 45 Periods

TEXT BOOK

REFERENCES
10488MBE26 STRATEGIC INVESTMENT AND FINANCE DECISIONS  L T P C  3 0 0 3

UNIT I INVESTMENT DECISIONS  9

UNIT II APPRAISAL TECHNIQUES  12
NPV, IRR, Profitability index, Pay Back, ARR – Significance of Information and data bank in project selections – Investment decisions under capital constraints – capital rationing, Portfolio – Portfolio risk and diversified projects.

UNIT III STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS  9
Lease financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire Purchase Vs Lease Decision – Mergers and acquisition – Cash Vs Equity for mergers.

UNIT IV FINANCING DECISIONS  6
Capital Structure – Capital structure theories – Capital structure Planning in Practice.

UNIT V FINANCIAL DISTRESS  9
Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy.

Total: 45 Periods

TEXT BOOK

REFERENCES
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<th>Course Code</th>
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<td>MANAGERIAL BEHAVIOR AND EFFECTIVENESS</td>
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**UNIT I  DEFINING THE MANAGERIAL JOB**  
8

**UNIT II  DESIGNING THE MANAGERIAL JOB**  
12

**UNIT III  THE CONCEPT OF MANAGERIAL EFFECTIVENESS**  
7
Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

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

**UNIT V  DEVELOPING THE WINNING EDGE**  
10
Organisational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation.

**Total: 45 Periods**

**TEXT BOOK**

**REFERENCES**
### 10488MBE32 ENTERPRENEURSHIP DEVELOPMENT

<table>
<thead>
<tr>
<th>UNIT I</th>
<th>ENTREPRENEURAL COMPETENCE</th>
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<th>UNIT III</th>
<th>BUSINESS PLAN PREPARATION</th>
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<th>UNIT IV</th>
<th>LAUNCHING OF SMALL BUSINESS</th>
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<th>UNIT V</th>
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<td>Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units - Effective Management of small Business.</td>
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**Total: 45 Periods**

**TEXT BOOK**


**REFERENCES**

UNIT I  ORGANISATION & ITS ENVIRONMENT  8

UNIT II  ORGANIZATIONAL DESIGN  15
Organizational Design – Determinants – Components – Types - Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment-Mechanistic and Organic Structures- Technological and Environmental Impacts on Design- Importance of Design – Success and Failures in design - Implications for Managers.

UNIT III  ORGANISATIONAL CULTURE  6
Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers.

UNIT IV  ORGANISATIONAL CHANGE  6

UNIT V  ORGANISATION EVOLUTION AND SUSTENANCE  10
Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.

Total: 45 Periods

TEXT BOOK

REFERENCES
1. Thomson G. Cummings and Christopher G. Worley, Organisational development and Change, South Western Thompson, 2007
UNIT I  INDUSTRIAL RELATIONS
Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.

UNIT II  INDUSTRIAL CONFLICTS

UNIT III  LABOUR WELFARE

UNIT IV  INDUSTRIAL SAFETY

UNIT V  WELFARE OF SPECIAL CATEGORIES OF LABOUR

Total: 45 Periods

TEXT BOOK

REFERENCES
Legal Provision relating to
a) Wages
b) Working Conditions and Labour Welfare
c) Industrial Relations
d) Social Security

Contained in the following acts are to be studied.

Periods

1. The Factories Act, 1948 3
2. The Trade Unions Act, 1926 4
3. The Payment of Wages Act, 1936 3
4. The Minimum Wages Act, 1948 2
5. The Industrial Disputes Act, 1947 5
6. The Workmen’s Compensation Act, 1923 2
7. The Payment of Gratuity Act, 1972 3
8. The Payment of Bonus Act, 1965 3
10. The Employees State Insurance Act, 1948 4
11. The Industrial Employment (Standing Orders) Act, 1946 3
12. The Apprentices Act, 1961 2
13. The Equal Remuneration Act, 1976 2
15. Contract Labour Regulations and Abolition Act, 1970 2
16. The Child Labour Prevention and Regulation Act, 1986 2

TOTAL: 45 PERIODS

TEXT BOOKS:


REFERENCES

3 Respective Bare Acts.
UNIT I  HUMAN RESOURCE DEVELOPMENT  10


UNIT II  E-HRM  6


UNIT III  CROSS CULTURAL HRM  7


UNIT IV  CAREER & COMPETENCY DEVELOPMENT  10


UNIT V  EMPLOYEE COACHING & COUNSELING  12


Total: 45 Periods

TEXT BOOK


REFERENCES

UNIT I  INTRODUCTION

UNIT II  STRATEGIC SOURCING

UNIT III  SUPPLY CHAIN NETWORK

UNIT IV  PLANNING DEMAND, INVENTORY AND SUPPLY

UNIT V  CURRENT TRENDS

Total: 45 Periods

TEXT BOOK

REFERENCES
UNIT I  INTRODUCTION
Facilities requirements, need for layout study – types of layout, Model Classification, Criterion Selection, Model Validation, Design Process.

UNIT II  PLANT LAYOUT
Layout problem, Plant layout procedures – various approaches, Flow and activity analysis, Designing the layout.

UNIT III  PLANT LOCATION
Plant location analysis – factors, costs, location decisions – simple problems in single facility location problems, multi facility location problems, network location problems.

UNIT IV  PROCESS MANAGEMENT AND STRATEGY

UNIT V  PROCESS FLOW

Total: 45 Periods

TEXT BOOK

REFERENCES
UNIT I  INTRODUCTION
Importance and role of Services - Nature of services - Service classification Service Package Service Strategy - Internet strategies - Environmental strategies.

UNIT II  SERVICE DESIGN

UNIT III  SERVICE QUALITY

UNIT IV  OPERATING SERVICES

UNIT V  TOOLS AND TECHNIQUES
Inventory Management in Services – Retail Discounting Model - Newsvendor Model – Vehicle Routing and Scheduling - Productivity and Performance measurement - Data Envelopment Analysis (DEA) - Scoring System – Method for customer selection.

Total: 45 Periods

TEXT BOOK

REFERENCES
UNIT I  SIMULATION AND MODELLING
Systems, modeling, general systems theory, concept of simulation, simulation as a decision making tool, types of simulation.

UNIT II  RANDOM NUMBERS
Pseudo random numbers, methods of generating random variates, discrete and continuous distributions, testing of random numbers.

UNIT III  DESIGN OF SIMULATION EXPERIMENTS
Problem formulation, data collection and reduction, time flow mechanism, key variables, logic flow chart, starting condition, run size, experimental design consideration, output analysis and interpretation validation.

UNIT IV  SIMULATION LANGUAGES
Simulation languages – study of GPSS and Applications.

UNIT V  CASE STUDIES/MINI PROJECT
Development of simulation models using the simulation language studied for systems like, queuing systems, production systems, inventory systems, maintenance and replacement systems, investment analysis and network.

Total: 45 Periods

TEXT BOOK

REFERENCES
UNIT I  DECISION SUPPORT SYSTEMS

UNIT II  MODEL MANAGEMENT

UNIT III  DATA MANAGEMENT SYSTEMS

UNIT IV  DIALOG MANAGEMENT

UNIT V  DEVELOPMENT OF DECISION SUPPORT SYSTEM

Total: 45 Periods

TEXT BOOK

REFERENCES
UNIT I  INTRODUCTION TO LOGISTICS AND COMPETITIVE STRATEGY  9
Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of logistics in Competitive strategy.

UNIT II  WAREHOUSING AND MATERIALS HANDLING  9

UNIT III  PERFORMANCE MEASUREMENT AND COSTS.  9

UNIT IV  TRANSPORTATION AND PACKAGING  9

UNIT V  CURRENT TRENDS  9

Total: 45 Periods

TEXT BOOK

REFERENCES
UNIT I  INTRODUCTION
Database and DBMS – characteristics – importance – advantages – evolution - codd rules database architecture; data organization- file structures and indexing

UNIT II  MODELING AND DESIGN FRAMEWORK
Data models- Conceptual design- ER diagram-relationships- normalization -data management and system integration

UNIT III  DATABASE IMPLEMENTATION
Query languages-SQL for data creation, retrieval and manipulation, database transactions, concurrency control, atomicity, recovery, security, backup and recovery, data base administration- client server architecture based RDBMS.

UNIT IV  DISTRIBUTED DATABASE AND OBJECT ORIENTED DATABASES
Concepts of distributed databases and design, Object oriented databases-object life cycle modeling conceptual design-UML.

UNIT V  EMERGING TRENDS
Overview of visual databases and knowledge based databases-conceptual design and business impacts. Scope for professionals and certifications such as Oracle Certified Professional.

Total: 45 Periods

TEXT BOOK
1. Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 7th edition, Cengage Learning,

REFERENCES
UNIT I  INTRODUCTION TO E-COMMERCE
Electronic commerce and physical commerce - Economic forces – advantages – myths - business models.

UNIT II  TECHNOLOGY INFRASTRUCTURE
Internet and World Wide Web, internet protocols - FTP, intranet and extranet - cryptography, information publishing technology- basics of web server hardware and software.

UNIT III  BUSINESS APPLICATIONS
Consumer oriented ecommerce – etailing and models - Marketing on web – advertising, e-mail marketing, e-CRM; Business oriented ecommerce – E-Government, EDI on the internet, SCM; Web Auctions, Virtual communities and Web portals

UNIT IV  ECOMMERCE PAYMENTS AND SECURITY
E payments - Characteristics of payment of systems, protocols, E-cash, E- check and Micro payment systems.

UNIT V  LEGAL AND PRIVACY ISSUES IN E-COMMERCE
Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws , contracts and warranties . Taxation and encryption policies.

Total: 45 Periods

TEXT BOOK
2. Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annualedition, 2007

REFERENCES
UNIT I INTRODUCTION
Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be considered in planning design and implementation of cross functional integrated ERP systems - Case studies.

UNIT II ERP SOLUTIONS AND FUNCTIONAL MODULES

UNIT III ERP IMPLEMENTATION

UNIT IV POST IMPLEMENTATION
Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation -case studies.

UNIT V EMERGING TRENDS ON ERP
Extended ERP systems and ERP bolt –on -CRM, SCM, Business analytics etc- Future trends in ERP systems-web enabled, Wireless technologies so on-Case studies.

Total: 45 Periods

TEXT BOOK

REFERENCES
UNIT I  FUNDAMENTALS

UNIT II  COMPRESSION AND DECOMPRESSION
Types of Compression – Binary Image Compression Schemes – Color, Gray Scale, and Still-Video image Compression - Video image Compression – Audio Compression – Fractal Compression.

UNIT III  FILE FORMAT, I/O, AND STORAGE TECHNIQUES

UNIT IV  MULTIMEDIA AUTHORING AND HYPERMEDIA MESSAGING

UNIT V  MULTIMEDIA SYSTEMS DESIGN AND EXAMPLE

Total: 45 Periods

TEXT BOOK

REFERENCES
## 10488MBE55  SOFTWARE PROJECT AND QUALITY MANAGEMENT

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### UNIT I  INTRODUCTION

### UNIT II  PROJECT MANAGEMENT PROCESS AND ACTIVITIES
Project Initiation, Project Planning and Tracking, Project Closure.

### UNIT III  ENGINEERING ACTIVITIES
Software requirements gathering, estimation, design and development phase. Project management in the testing and maintenance phase.

### UNIT IV  INTRODUCTION TO SOFTWARE QUALITY

### UNIT V  SOFTWARE QUALITY ASSURANCE

**Total: 45 Periods**

### TEXT BOOK

### REFERENCES
UNIT I  E-BUSINESS STRATEGY AND MODELS


UNIT II  E-MARKETS


UNIT III


UNIT IV

Approaches to Middleware: Middleware, Messaging, Remote Procedure calls (RPC), Remote Method Invocation (RMI), Message Oriented Middleware (MOM) Enterprise information systems and legacy enterprise assets, Strategies for modernizing legacy systems

UNIT V

Enterprise application and e-business Integration: overview of Enterprise application and e-business Integration, topologies for integration e-business Solutions and Protocols: Concept of software and web services, web services- Types, characteristics, service- oriented architecture, technology stack, Standards, Required business standards and protocols. Review of applicable IT Laws * Case Studies and Web exercises

Total: 45 Periods

TEXT BOOK


REFERENCES

1. Napier, Creating a winning e-business, 2/e Cengage Learning, 2007