

SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY

(Established under section 3 of UGC Act, 1956)

Jeppiaar Nagar, Rajiv Gandhi Salai, Chennai - 600 119.



SYLLABUS

MASTER OF BUSINESS ADMINISTRATION

(6 SEMESTERS)

REGULATIONS 2015

SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY REGULATIONS – 2015

CHOICE BASED CREDIT SYSTEM

Effective from the academic year 2015-2016 and applicable to the students admitted to the Degree of Master of Business Administration. (Six Semesters)

1. NOMENCLATURE

- **Programme** Refers to the Master of Business Administration Stream that a student has chosen for study.
- **Course** Refers to the courses (Subjects) that a student would have to undergo during the study in the Institution.
- **Batch** Refers to the Starting and Completion year of a Programme of study. Eg. Batch of 2015 -2018 refers to students belonging to a 3 year Degree programme admitted in 2015 and completing in 2018.
- **Faculty** Each Programme and Department of the Institution is grouped under various Faculty. Eg. Faculty of Business Administration consists of Departments of Commerce and Management Studies.
- **Faculty Head** Refers to the Head of a Group of Departments under which various UG and PG Programmes are offered.
- **HoD** Refers to the Head of a Department (HoD) offering various UG and PG programmes. He/She will be the Head of all staff members and Students belonging to the Department

2. STRUCTURE OF PROGRAMME

2.1 Every Programme will have a curriculum with syllabi consisting of courses such as:

- (i) Foundation courses
- (ii) Core courses belonging to the Major Programme of study.
- (iii) Electives offered by the Faculty and the Department related to the Major programme of study.
- (iv) Project Work

2.2 Each semester curriculum shall normally have a blend of lecture course not exceeding 6 2.3

Each course is normally assigned certain number of credits as follows:

- **Lecture Hours (Theory)** : credit per lecture hour per week, 1 credit per tutorial hour per week.
- **Project Work** : 1 credit for 2 hours of project work per week

2.4 The medium of instruction, examinations and project report will be in English Language throughout the Programme

2.5 For the award of the degree, a student has to earn the total number of credits as specified in the curriculum of the relevant branch of study.

3. DURATION OF THE PROGRAMME

A student is normally expected to complete the M.B.A Programme in 6 semesters but in any case not more than 10 consecutive semesters from the time of commencement of the course. The Head of the Department shall ensure that every teacher imparts instruction as per the number of hours specified in the syllabus and that the teacher teaches the full content of the specified syllabus for the course being taught.

4. REQUIREMENTS FOR COMPLETION OF A SEMESTER

A candidate who has fulfilled the following conditions shall be deemed to have satisfied the requirement for completion of a semester.

4.1 He/She secures not less than 90% of overall attendance in that semester.

4.2 Candidates who do not have the requisite attendance for the semester will not be permitted to write the semester Examinations.

5. FACULTY HEAD

Each Faculty is headed by a Faculty Head which comprises of many Departments and Courses offered by them. The Faculty Head is responsible for all activities taking place inside the Faculty in coordination with all Department Heads and all staff members belonging to the faculty. The Faculty Head will be appointed by the Institution on rotational basis. The Faculty Head shall act as a linkage between the HoD's, faculty members and the students. The Faculty Head makes a review of all the academic activities of Staff, Students and Research on a regular time interval and takes steps to improve the morale of all staff and students.

6. HEAD OF THE DEPARTMENT

Each Department offering various UG and PG programmes is headed by a Head (HoD). The HoD is responsible for allotting courses to each staff member uniformly in consultation with other HoD's and Faculty Heads. The HoD is responsible for streamlined teaching of courses to students, improvement and Assessment of Teaching Quality within the Department on a continuous basis, Assessment of staff members, transparent conduct of Continuous Assessment Examinations, Interacting with Parents, ensuring that all academic and non academic activities of staff and students are monitored and steps taken for their improvement.

7. BATCH COORDINATOR

The Head of the Department shall appoint a Batch coordinator for each batch of students admitted in to a programme, throughout their period of study. The Batch coordinator shall act as a linkage between the HoD, faculty members and the students. The Batch coordinator gets information about the Syllabus coverage by the staff members, problems faced by the students academically and otherwise, attendance and progress of the students from the respective Class Counselors. The Batch Coordinator also informs the students of the academic schedule including the dates of assessments and syllabus coverage for each assessment, weightage for each assessment, their Continuous assessment Marks and attendance % details before the commencement of End Semester examinations.

8. CLASS COUNSELOR

There shall be a class counselor for each class. The class counselor will be one among the teachers of the Department. He / She will be appointed by the HoD of the department concerned. The responsibilities for the class Counselor shall be:

- To act as the channel of communication between the HoD, Faculty Head, Batch Coordinator, Course Coordinator, staff and students of the respective class.
- To collect and maintain various statistical details of students.
- To help the Batch Coordinator in planning and conduct of the Classes.
- To monitor the academic performance of the students including attendance and to inform the Batch Coordinator.
- To take care of the students' welfare activities like industrial visits, Seminars, awards etc.

9. COURSE COORDINATOR FOR EACH COURSE

- Each theory course offered to more than one class or branch or group of branches, shall have a "Course coordinator" comprising all the teachers teaching the course, with one of the senior staff amongst them normally nominated as course coordinator, by the faculty head in consultation with the respective HoD's.
- The "Course Coordinator" shall meet the teachers handling the course, as often as possible and ensure a Common Teaching Methodology is followed for the course, Study materials are prepared by the staff members and communicated to the students periodically, involving students in course based projects and assignments, common question paper for continuous assessment tests, uniform evaluation of continuous assessments Answer sheets by arriving at a common scheme of evaluation.
- The Course coordinator is responsible for evaluating the Performance of the students in the Continuous Assessments and End Semester exams and analyse them to find suitable methodologies for improvement in the performance. This analysis should be submitted to the HoD and Faculty Head for suitable action.

10. EXAMINATIONS

The end semester examinations shall normally be conducted between October and December during the odd semesters and between March and May in the even semesters. The maximum marks for each theory and practical course (including the project work and Viva Voce examination in the final Semester) shall be 100 with the following breakup.

(i) Theory Courses

Continuous Assessment	: 50 Marks
End Semester Exams	: 50 Marks

(ii) For Practical courses

Continuous Assessment	: 50 Marks
End Semester Exams	: 50 Marks

11. CONTINUOUS ASSESSMENT EXAMS

a. Theory courses

- There will be a Model Exam for each Theory course for a Maximum of 50 Marks. The total marks secured in the Model Exams out of 100, will be converted to 45 Marks. The % of attendance secured by the candidate in a course in a semester will carry a weightage of 5 Marks, which will be added to the Continuous Assessment Marks for each course.

- The Continuous assessment marks obtained by the candidate in the first appearance shall be retained and considered valid for all subsequent attempts, till the candidate secures a pass.

b. Practical courses

- For Practical Courses, the student will be evaluated on a continuous basis for 25 Marks (which will include performing all experiments, submitting Observation and Record Note Book in scheduled Format and Time), 20 Marks for Model Exam at the end of the semester, 5 Marks for Attendance in the course.
- For Practical courses, if a student has been absent for some Practical Classes or has performed poorly, then the student will have to get permission from the Lab incharge and batch coordinator to do the experiments, so that he meets all the requirements for the course and thereby allowed to appear for Model and End Semester Exams.
- If a student has not done all the experiments assigned for that Lab, before the scheduled date or has attendance percentage less than 90%, the student will not be allowed to appear for the Model and end semester Practical Exam. Such students will have to redo the course again by doing all the experiments in the next semester when the course is offered.

12. ELECTIVE COURSES

Every student has the option of choosing Six elective courses during the period of study. The student also has the choice of selecting the electives, from electives offered by Departments within the faculty in that semester or from electives offered by other faculty.

13. FINAL YEAR PROJECT WORK

- Project work is to be undergone by each student in the final year. The Project work has been divided in to two Phases (Phase 1 and 2). Project work will have to be decided by the end of Fourth Semester. Project work is to be done by individual student. Phase 1 is to be done in the Pre-final Semester and Phase 2 during the Final Semester.
- For Project work, Assessment is done on a continuous basis by 3 Reviews for 50 Marks and Final Viva voce carries 50 Marks.

There shall be three Project Reviews (Conducted during the Pre-final semester and Final Semester) to be conducted by a review committee. The student shall make presentation on the progress made, before the committee. The Head of the Department shall constitute the review committee for each branch in consultation with Faculty Head. . The members of the review committee will evaluate the progress of the Project and award marks.

	PROJECT REVIEWS			FINAL PROJECT VIVA VOCE
	1	2	3	
Max. Marks	5	15	30	50

- The total marks obtained in the three reviews, rounded to the nearest integer is the Continuous Assessment marks out of 50. There shall be a viva-voce examination for Semester Examination conducted by one internal examiner, one external examiner and the supervisor concerned.
- A student is expected to attend all the Project Reviews conducted by the Institution on the scheduled dates. It is mandatory for every student to attend the Reviews, even if they are working on a project in a industry based outside Chennai city. It is their duty to inform the organization about the project reviews and its importance, and get permission to attend the same. If a student does not attend any of the Project Reviews, he / she shall not be allowed for the successive reviews and thereby not allowed to appear for the Final viva voce.
- The student is expected to submit his findings from the Project work in the form of a paper , to be published in a International Journal which is Scopus Indexed. This is a minimum requirement for a PG student to appear for final Viva voce Examination.
- The final Project viva-voce examination shall carry 50 Marks. Marks are awarded to each student of the project group based on the individual performance in the viva-voce examination. The external examiner shall be appointed by the Controller of Examinations. The Internal and External Examiner will evaluate the Project for 20 Marks each. The project report shall carry a maximum of 10 marks.
- The candidate is expected to submit the project report as per the guidelines of the Institution on or before the last day of submission. If a candidate fails to submit the project report on or before the specified deadline, he / she can be granted an extension of time up to a maximum limit of 5 days for the submission of project work, by the Head of the Department.
- If he / she fails to submit the project report, even beyond the extended time, then he / she is deemed to have failed in the Project Work and shall register for the same in the subsequent semester and re-do the project after obtaining permission from the Hod and Faculty Head.

14. PASSING REQUIRMENTS

- A candidate should secure not less than 50% of total marks prescribed for the courses, subject to securing a minimum of 30% marks out of Max. Mark in End Semester Exams. Then he / she shall be declared to have passed in the Examination.
- If a candidate fails to secure a pass in a particular course, it is mandatory that he / she shall register and reappear for the examination in that course during the next semester when examination is conducted in that course. It is mandatory that he / she should continue to register and reappear for the examination till he / she secures a pass.

15. AWARD OF GRADES

All assessments of a course will be done on absolute marks basis. However, for the purpose of reporting the performance of a candidate, letter grades, each carrying certain number of points, will be awarded as per the range of total marks (out of 100) obtained by the candidate in each course as detailed below:

RANGE OF MARKS FOR GRADES

Range of Marks	Grade	Grade Points (GP)
90-100	A++	10
80-89	A+	9
70-79	B++	8
60-69	B+	7
50-59	C	6
00-49 (Reappear)	RA	0
ABSENT	AAA	0
Withdrawal	W	0
Authorised Break of Study	ABS	0

CUMULATIVE GRADE POINT AVERAGE CALCULATION

The CGPA calculation on a 10 Point scale is used to describe the overall performance of a student in all courses from first semester to the last semester. RA, AAA and W grades will be excluded for calculating GPA and CGPA.

$$CGPA = \frac{\sum_i C_i GP_i}{\sum_i C_i}$$

where C_i – Credits for the course
 GP_i – Grade Point for the course
 $\sum_i$ – Sum of all courses successfully cleared during all the semesters

Final Degree is awarded based on the following:

CGPA $\geq$ 9.0 – First Class - Exemplary
 CGPA $\geq$ 7.50 < 9.00 – First Class with Distinction
 CGPA $\geq$ 6.00 < 7.50 – First Class
 CGPA $\geq$ 5.00 < 6.00 – Second Class

Minimum requirements for award of Degree, a student should have obtained a minimum of 5.0 CGPA.

16. GRADE SHEET

After revaluation results are declared, Grade Sheets will be issued to each student which will contain the following details:

- Name of the Candidate with Date of Birth and Photograph.
- The programme and degree in which the candidate has studied
- The list of courses enrolled during the semester and the grade secured
- The Grade Point Average (GPA) for the semester.

17. ELIGIBILITY FOR THE AWARD OF DEGREE

A student shall be declared to be eligible for the award of the M.B.A degree, provided the student has successfully completed all the requirements of the programme, and has passed all the prescribed examinations in all the 6 semesters within the maximum period specified in clause 3.

- i) Successfully gained the required number of total credits as specified in the curriculum corresponding to his/her programme within the stipulated time.
- ii) Successfully completed the programme requirements and has passed all the courses prescribed in all the semesters within a maximum period of 3 years reckoned from the commencement of the first semester to which the candidate was admitted.
- iii) Successfully completed any additional courses prescribed by the Institution.
- iv) No disciplinary action pending against the student.
- v) The award of Degree must have been approved by the Board of Management of the Institution.

18. CLASSIFICATION OF THE DEGREE AWARDED

1. A candidate who qualifies for the award of the Degree having passed the examination in all the courses of all the SIX semesters in his/her first appearance within a maximum of 6 consecutive semesters, securing a overall CGPA of not less than 9.0 (Calculated from 1st semester) shall be declared to have passed the examination in First Class - EXEMPLARY. Authorized Break of Study vide clause 20, will be considered as an Appearance for Examinations, for award of First Class – Exemplary. Withdrawal from a course shall not be considered as an appearance for deciding the eligibility of a candidate for First Class – Exemplary
2. A candidate who qualifies for the award of the Degree having passed the examination in all the courses of all the SIX semesters in his/her first appearance within a maximum of 6 consecutive semesters, securing a overall CGPA of not less than 7.5 (Calculated from 1st semester) shall be declared to have passed the examination in First Class with Distinction. Authorized Break of Study vide Clause 20, will be considered as an Appearance for Examinations, for award of First Class with Distinction. Withdrawal shall not be considered as an appearance for deciding the eligibility of a candidate for First Class with Distinction.
3. A candidate who qualifies for the award of the Degree having passed the examination in all the courses of all the 6 semesters within a maximum period of 6 consecutive semesters after his/her commencement of study securing a overall CGPA of not less than 6.0 (Calculated from 1st semester), shall be declared to have passed the examination in First Class. Authorized break of study vide Clause 20(if availed of) or prevention from writing End semester examination due to lack of attendance will not be considered as Appearance in Examinations. For award of First class, the extra number of semesters than can be provided (in addition to four years for Normal M.B.A will be equal to the Number of semesters availed for Authorized Break of Study or Lack of Attendance. Withdrawal shall not be considered as an appearance for deciding the eligibility of a candidate for First Class.
4. All other candidates who qualify for the award of the Degree having passed the examination in all the courses of all the SIX semesters within a maximum period of 10 consecutive semesters, after his/her commencement of study securing a overall CGPA of not less than 5.0, (Calculated from 1st semester) shall be declared to have passed the examination in Second Class.
5. A candidate who is absent in semester examination in a course/project work after having registered for the same, shall be considered to have appeared in that examination for the purpose of classification.
6. A candidate can apply for revaluation of his/her semester examination answer paper in a theory course, immediately after the declaration of results, on payment of a prescribed fee along with prescribed application to the Controller of Examinations through the Head of Department. The Controller of Examination will arrange for the revaluation and the result will be intimated to the candidate concerned through the Head of the Department. Revaluation is not permitted for practical courses and for project work.

19. WITHDRAWAL FROM EXAMINATIONS:

- A candidate may, for valid reasons, (medically unfit / unexpected family situations) be granted permission to withdraw from appearing for the examination in any course or courses in any one of the semester examination during the entire duration of the degree programme.
- Withdrawal application shall be valid only if the candidate is otherwise normally eligible (if he/she satisfies Attendance requirements and should not be involved in Disciplinary issues or Malpractice in Exams) to write the examination and if it is made within FIVE days before the commencement of the examination in that course or courses and also recommended by the Faculty Head through HoD.
- Notwithstanding the requirement of mandatory FIVE days notice, applications for withdrawal for special cases under extraordinary conditions will be considered based on the merit of the case.
- Withdrawal shall not be considered as an appearance for deciding the eligibility of a candidate for First Class – Exemplary, First Class with Distinction and First Class.
- Withdrawal is NOT permitted for arrears examinations of the previous semesters.

20. AUTHORISED BREAK OF STUDY:

- This shall be granted by the Management, only once during the full duration of study, for valid reasons for a maximum of one year during the entire period of study of the degree programme.
- A candidate is normally not permitted to temporarily break the period of study. However, if a candidate would like to discontinue the programme temporarily in the middle of duration of study for valid reasons (such as accident or hospitalization due to prolonged ill health), he / she shall apply through the Faculty Head in advance (Not later than the Reopening day of that semester) through the Head of the Department stating the reasons. He /She should also mention clearly, the Joining date and Semester for Continuation of Studies after completion of break of Study. In such cases, he/she will attend classes along with the Junior Batches. A student who availed break of study has to rejoin only in the same semester from where he left.
- The authorized break of study will not be counted towards the duration specified for passing all the courses for the purpose of classification only for First Class.
- The total period for completion of the programme shall not exceed more than 12 consecutive semesters from the time of commencement of the course (not more than 10 semesters for those who join 3rd semester under Lateral entry system) irrespective of the period of break of study in order that he / she may be eligible for the award of the degree
- If any student is not allowed to appear for Examinations for not satisfying Academic requirements and Disciplinary reasons, (Except due to Lack of Attendance), the period spent in that semester shall NOT be considered as permitted 'Break of Study' and is NOT applicable for Authorised Break of Study.
- In extraordinary situations, a candidate may apply for additional break of study not exceeding another one year by paying prescribed fee for break of study. Such extended break of study shall be counted for the purpose of classification of First Class Degree.
- If the candidate has not reported back to the department, even after the extended Break of Study, the name of the candidate shall be deleted permanently from the Institution enrollment. Such candidates are not entitled to seek readmission under any circumstances.

21. NON CREDIT COURSES

Every student has the opportunity to enroll in any of the following Non Credit Courses, during the programme. The student will have to register for the courses with the respective coordinator before the end of First Semester.

- National Cadet Corps (NCC)
- National Service Scheme (NSS)
- Youth Red Cross (YRC)
- SPORTS CONTRIBUTION: The student is involved in any sport and represents the Institution in Tournaments.
- PROFESSIONAL CLUBS: Any student can also involve in any of the Professional Clubs available in the Institution and contribute towards that.

The above contribution should be completed by the end of Third Semester as per the requirements. The Contribution and the Performance of the candidate, will be Printed in the Final Semester Grade sheet and Consolidate Grade Sheet under the Category "NON CREDIT COURSES" indicated as SATISFACTORY or NOT SATISFACTORY.

22. OPPORTUNITY TO GAIN EXPOSURE OUTSIDE THE INSTITUTION:

- This is facilitated by the "Centre for Academic Partnerships" of Sathyabama Institute of Science and Technology consisting of a team of experienced faculty members involved in forging Partnerships with Leading Universities, Educational Institutions, Industrial and Research establishments in India and Abroad.
- A student can be selected, to get Professional Exposure in his/her area of Expertise in any Reputed Research Organization or Educational Institution of repute or any Universities in India and abroad.
- This is possible only with the List of Research Organizations, Educational Institutions in India and abroad approved by Sathyabama Institute of Science and Technology.
- A student should have got a minimum of 6 CGPA without outstanding arrears at the time of applying and at the time of undergoing such courses outside, to avail this facility.
- The student can have the option of spending not more than three to Six months in the Final year of his/her Degree. During this period, the student can do his/her Project work or register for courses which will be approved by the Centre for Academic Partnerships (CAP), under the Guidance of a Project Supervisor who is employed in the Organization and Co-guided by a staff member from our Institution.
- Applications for the above should be submitted by the students to the Centre for Academic Partnerships (CAP), in the required format, with complete details of Institution, Courses and Equivalence Details and approved by the Faculty Head.
- The Centre will go through the applications and select the students based on their Academic Performance and enthusiasm to undergo such courses. This will be communicated to the Universities concerned by the Centre.
- The performance of the student in the courses, registered in that Institute or University will be communicated officially to Centre for Academic Partnerships (CAP).
- The students who undergo training outside the Institution (either in India or Abroad) is expected to abide by all Rules and Regulations to be followed as per Indian and the respective Country Laws, and also should take care of Financial, Travel and Accommodation expenses.

23. DISCIPLINE

Every student is required to observe disciplined and decorous behaviour both inside and outside the Institution and not to indulge in any activity which will tend to bring down the prestige of the Institution. If a student indulges in malpractice in any of the theory / practical examination, continuous assessment examinations he/she shall be liable for punitive action as prescribed by the Institution from time to time.

24. REVISION OF REGULATIONS AND CURRICULUM

The Institution may from time to time revise, amend or change the regulations, scheme of examinations and syllabi if found necessary.

PROGRAMME: MBA

CORE STREAM

CURRICULUM

SEMESTER 1

SI. No.	COURSE CODE	COURSE TITLE	L	T	P	C	PAGE No.
THEORY							
1	SBA5101	Management Concepts	3	1	0	4	1
2	SBA5102	Financial and Management Accounting	3	1	0	4	2
3	SBA5103	Managerial Economics	3	0	0	3	3
4	SBA5104	Legal Systems in Business	3	1	0	4	4
5	SBA5105	Entrepreneurial Development	3	0	0	3	5

TOTAL CREDITS 18

SEMESTER 2

SI. No.	COURSE CODE	COURSE TITLE	L	T	P	C	PAGE No.
THEORY							
1	SCA5116	Computer Languages for Management	3	1	0	4	6
2	SBA5106	Production and Materials Management	3	0	0	3	7
3	SBA5107	Human Resource Management	3	0	0	3	8
4	SBA5108	Marketing Management	3	0	0	3	9

TOTAL CREDITS 13

SEMESTER 3

SI. No.	COURSE CODE	COURSE TITLE	L	T	P	C	PAGE No.
THEORY							
1	SBA5109	Financial Management	3	0	0	3	10
2	SBA5201	Research Methodology and Techniques	3	1	0	4	11
ELECTIVES							
3		Elective 1	3	0	0	3	
4		Elective 2	3	0	0	3	

TOTAL CREDITS 13 L -

LECTURE HOURS, T – TUTORIAL HOURS, P – PRACTICAL HOURS, C – CREDITS

SEMESTER 4

SI. No.	COURSE CODE	COURSE TITLE	L	T	P	C	PAGE No.
THEORY							
1	SBA5202	Applied Operations Research	3	1	0	4	12
2	SBA5203	Business Policy and Strategic Management	3	0	0	3	13
ELECTIVES							
3		Elective 1	3	0	0	3	
4		Elective 2	3	0	0	3	
TOTAL CREDITS						13	

SEMESTER 5

SI. No.	COURSE CODE	COURSE TITLE	L	T	P	C	PAGE No.
THEORY							
1	SCA5209	Management Information Systems	3	0	0	3	14
2	SBA5204	International Business Management	3	1	0	4	15
ELECTIVES							
3		Elective 1	3	0	0	3	
4		Elective 2	3	0	0	3	
TOTAL CREDITS						13	

SEMESTER 6

SI. No.	COURSE CODE	COURSE TITLE	L	T	P	C	PAGE No.
	S41 PROJ	PROJECT	0	0	30	15	58

TOTAL CREDITS 15**TOTAL CREDIT FOR THE PROGRAMME 85**

PROGRAMME: MBA SPECIALIZATION STREAM CURRICULUM

SEMESTER 1

SI. No.	COURSE CODE	COURSE TITLE	L	T	P	C	PAGE No.
THEORY							
1	SBA5101	Management Concepts	3	1	0	4	1
2	SBA5102	Financial and Management Accounting	3	1	0	4	2
3	SBA5103	Managerial Economics	3	0	0	3	3
4	SBA5104	Legal Systems in Business	3	1	0	4	4
5	SBA5105	Entrepreneurial Development	3	0	0	3	5

TOTAL CREDITS 18

SEMESTER 2

SI. No.	COURSE CODE	COURSE TITLE	L	T	P	C	PAGE No.
THEORY							
1	SCA5116	Computer Languages for Management	3	1	0	4	6
2	SBA5106	Production and Materials Management	3	0	0	3	7
3	SBA5107	Human Resource Management	3	0	0	3	8
4	SBA5108	Marketing Management	3	0	0	3	9

TOTAL REDITS 13

SEMESTER 3

SI. No.	COURSE CODE	COURSE TITLE	L	T	P	C	PAGE No.
THEORY							
1	SBA5109	Financial Management	3	0	0	3	10
2	SBA5201	Research Methodology and Techniques	3	1	0	4	11
ELECTIVES							
3		One Elective from Stream1 : Level II - Term III	3	0	0	3	
4		One Elective from Stream 2 : Level II – Term III	3	0	0	3	

TOTAL CREDITS 13

L – LECTURE HOURS: T – TUTORIAL HOURS: P – PRACTICAL HOURS: C – CREDITS

SEMESTER 4

SI. No.	COURSE CODE	COURSE TITLE	L	T	P	C	PAGE No.
THEORY							
1	SBA5202	Applied Operations Research	3	1	0	4	12
2	SBA5203	Business Policy and Strategic Management	3	0	0	3	13
ELECTIVES							
3		One Elective from Stream 1 : Level II - Term IV	3	0	0	3	
4		One Elective from Stream 2 : Level II – Term IV	3	0	0	3	

TOTAL CREDITS 13**SEMESTER 5**

SI. No.	COURSE CODE	COURSE TITLE	L	T	P	C	PAGE No.
THEORY							
1	SCA5209	Management Information Systems	3	0	0	3	14
2	SBA5204	International Business Management	3	1	0	4	15
ELECTIVES							
3		One Elective from Stream 1 : Level III - Term V	3	0	0	3	
4		One Elective from Stream 2 : Level III – Term V	3	0	0	3	

TOTAL CREDITS 13**SEMESTER 6**

SI. No.	COURSE CODE	COURSE TITLE	L	T	P	C	PAGE No.
		PROJECT	0	0	30	15	58

TOTAL CREDITS 15**TOTAL CREDIT FOR THE COURSE 85****LIST OF SPECIALIZATION AND SUBJECTS****FINANCE**

SI. No.	COURSE CODE	COURSE TITLE	LEVEL	TERM	PAGE No.
1	SBA5601	Micro Finance	II	III	16
2	SBA5602	Security Analysis and Portfolio Management	II	III	17
3	SBA5603	Advanced Financial Management	II	IV	18
4	SBA5604	Risk & Derivatives Management	II	IV	19
5	SBA5605	Merchant Banking	III	V	20
6	SBA5606	Banking and Insurance	III	V	21

MARKETING

SI. No.	COURSE CODE	COURSE TITLE	LEVEL	TERM	PAGE No.
1	SBA5607	Services Marketing	II	III	22
2	SBA5608	Advertising Management and Sales Promotion	II	III	23
3	SBA5609	Brand Management & Retail Marketing	II	IV	24
4	SBA5610	Relationship Marketing	II	IV	25
5	SBA5611	Industrial Marketing	III	V	26
6	SBA5612	Rural Marketing	III	V	27

HUMAN RESOURCES

SI. No.	COURSE CODE	COURSE TITLE	LEVEL	TERM	PAGE No.
1	SBA5613	Human Capital Management	II	III	28
2	SBA5614	Strategic Human Resource Management	II	III	29
3	SBA5615	Human Resource Development	II	IV	30
4	SBA5616	International Human Resource Management	II	IV	31
5	SBA5617	Advanced Labour Legislations	III	V	32
6	SBA5618	Industrial Labour Relations	III	V	33

OPERATIONS

SI. No.	COURSE CODE	COURSE TITLE	LEVEL	TERM	PAGE No.
1	SBA5619	Services and Operations Management	II	III	34
2	SBA5620	Product Design	II	III	35
3	SBA5621	Inventory Management	II	IV	36
4	SBA5622	Logistics and Supply Chain Management	II	IV	37
5	SBA5623	Total Quality Management	III	V	38
6	SBA5624	Lean Management	III	V	39

HOSPITAL MANAGEMENT

SI. No.	COURSE CODE	COURSE TITLE	LEVEL	TERM	PAGE No.
1	SBA5625	Health Insurance	II	III	40
2	SBA5626	Health Communication Planning and Management	II	III	41
3	SBA5627	Managing Quality in Health Care	II	IV	42
4	SBA5628	Health Care and Hospital Administration	II	IV	43
5	SBA5629	Legal and Ethical Issues in Health Care	III	V	44
6	SBA5630	Application of Information Technology in Health Care	III	V	45

ENTREPRENEURSHIP

SI. No.	COURSE CODE	COURSE TITLE	LEVEL	TERM	PAGE No.
1	SBA5631	Entrepreneurship Theory and Practices	II	III	46
2	SBA5632	Accounting and Finance for Entrepreneurs	II	III	47

3	SBA5633	Social Entrepreneurship	II	IV	48
4	SBA5634	Project Management	II	IV	49
5	SBA5635	Management of Business Innovation	III	V	50
6	SBA5636	Business Plan Formulation	III	V	51

SYSTEMS

SI. No.	COURSE CODE	COURSE TITLE	LEVEL	TERM	PAGE No.
1	SCA5624	IT for Management	II	III	52
2	SCA5625	Enterprise Resource Planning	II	III	53
3	SCA5626	E-Commerce	II	IV	54
4	SCA5627	Data Base Management System	II	IV	55
5	SCA5628	System Analysis and Design	III	V	56
6	SCA5629	Software Engineering	III	V	57

SBA5101	MANAGEMENT CONCEPTS	L	T	P	Credits	Total Marks
		3	1	0	4	100

COURSE OBJECTIVE

- To provide strong foundation of Managerial concepts and to offer them an understanding of behavior of people as individuals, as Group.

UNIT 1 INTRODUCTION**12 Hrs.**

Management: Definition - Evolution of Management Studies –Nature, Functions - Levels and role of management - Basic Principles and Process of Management - Management vs. Administration –Contribution of Taylor and Fayol to Management - Management styles - Qualities of good manager.

UNIT 2 PLANNING & ORGANISING**12 Hrs.**

Planning: Concept and purpose - Planning Process - Management by Objectives (MBO). Organising: Concept and purpose of organising - Types of organisation structures- Line, Line & Staff, Functional, Project, Matrix, Virtual Organisation structures. Bases of Departmentation. Centralisation and Decentralisation of Authority. Staffing. Coordination.

UNIT 3 DIRECTING & CONTROLLING**12 Hrs.**

Directing: Characteristics - Importance and Techniques of directing. Leadership: Theories - Styles. Communication: Process of Communication - Types – Barriers. Motivation: Theories of Motivation - Designing Motivating jobs - Techniques for motivation. Controlling: Importance of control - Essentials of control system - Process of control. Management By exception (MBE)

UNIT 4 INDIVIDUAL BEHAVIOUR**12 Hrs.**

Organisational Behaviour: Introduction - Evolution of OB - Significance of the subject to the organization and to the manager. Difference in approach between Scientific Management and OB - Values and Attitudes. Managing Individual Behaviour: Personality: Theories - Determinants. Perception – Factors influencing perception - Process. Learning: Theories of learning. Job Satisfaction – Components – Significance - Influencing Factors. Stress Management – Causes and Coping Strategies.

UNIT 5 GROUP BEHAVIOUR**12 Hrs.**

The Group: Need, Types. Group Dynamics – Group Behaviour and Group Decision Making – Techniques – Inter Group Relationships, Group Cohesiveness. Organisational Conflict – Causes, Types and Management of Conflict. Power and Politics. Organisational Change – Need –Planned change process – Advantages and Disadvantages. Case study.

TEXT / REFERENCE BOOKS

- Gupta C.B, Management Theory and Practice, 14th Edition, Sultan Chand & Sons, 2009.
- Harold Koontz, Principles of Management, 1st Edition, Tata McGraw Hill, 2004.
- Khanna.S.S, Organisational Behaviour, 6th Edition, S. Chand & Co, 2010.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

PART A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

PART B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5102	FINANCIAL AND MANAGEMENT ACCOUNTING	L	T	P	Credits	Total Marks
		3	1	0	4	100

COURSE OBJECTIVE

- To impart to students the skill required for Financial and Management Accounting and Financial Analysis.

UNIT 1 INTRODUCTION**12 Hrs.**

Management Accounting - Meaning and purpose. Financial accounting - Preparation of Trading Account, Profit and loss account and Balance Sheet - Limitations of Financial Statements.

UNIT 2 RATIO**12 Hrs.**

Ratio analysis - Uses and Limitations - Inter - firm and Intra - firm comparison.

UNIT 3 BUDGETORY CONTROL**12 Hrs.**

Budgetary control - Nature and Objectives of budgetary control - Limitations; types of budgets- sales budget, production budget, cash budget, Fixed and flexible budgets; Zero Base budgeting.

UNIT 4 MARGINAL COSTING AND CAPITAL BUDGETING**12 Hrs.**

Marginal costing - Cost volume profit analysis - Break even point, Direct costing Vs Absorption costing. Capital budgeting decisions, methods of evaluating long term investments - Payback period, Accounting Rate of Return, NPV, IRR and Profitability Index.

UNIT 5 FUND FLOW AND CASH FLOW**12 Hrs.**

Fund Flow statement- Meaning – flow of fund - Schedule of changes in working capital-computation of fund from operation – preparation of fund flow statement.. Cash Flow statement-meaning – difference between cash flow and fund flow statement- computation of cash trading profit, cash from operation- preparation of cash flow statement..

x Application Oriented problem is Mandatory

TEXT / REFERENCE BOOKS

1. Dr. Maheswari.S.N, Management Accounting, 5th Edition, Sultan Chand & Sons,2007.
2. Khan.M.Y. and Jain.P.K, Management Accounting, 4th Edition,Tata McGraw Hill, 2006.
3. Pandey.I.M., Management Accounting, 3rd Edition, Vikas Publications, 2009.
4. Reddy.T.S. & Hari Prasad Reddy, Financial and Management Accounting, 3rd Edition, Margham Publication, 2003

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

PART A : Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

PART B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5103	MANAGERIAL ECONOMICS	L	T	P	Credits	Total Marks
		3	.	.	3	100

COURSE OBJECTIVE

- To provide an understanding of the Macro Economic phenomena within which the enterprise of the entrepreneur has to survive and prosper.

UNIT 1 INTRODUCTION AND DEMAND**9 Hrs.**

Economics : Meaning, Micro and Macro Economic concept; Managerial Economics, meaning and scope. Demand analysis, Demand determinants, Types of demand; Elasticity of demand, Methods of calculating elasticity of demand. Demand forecasting - Estimating methods of new as well as existing products.

UNIT 2 SUPPLY AND COST**9 Hrs.**

Supply : Concept of Supply, Law of Supply, Elasticity of supply. Meaning of Cost, Cost Control - Fixed and variable cost, Sunk cost and Incremental cost, Implicit cost and Explicit cost, Shut down costs. Cost output relationship. Short run and Long run cost.

UNIT 3 MARKETS**9 Hrs.**

Markets - classification of markets geographical basis, time basis classification and situation basis - perfect competition, monopoly, discriminating monopoly, monopolistic, oligopoly and duopoly markets.

UNIT 4 PRODUCTION AND PRICING**9 Hrs.**

Production, Concept of Production, Production Theories - Law of Diminishing Returns, Law of Returns to Scale, Iso-Cost and ISO-Quant Curves; Efficiency of the Firm. Pricing - Objectives – Pricing Strategies

UNIT 5 NATIONAL INCOME**9 Hrs.**

National Income: Meaning, Concepts, Measurement techniques, difficulties in measuring National Income, Consumption function and Investment function. Introduction to the concepts of Multiplier & Accelerator, Business cycle, Inflation, Balance of Payments . Fiscal and Current Account deficit and its implication to Indian Economy. Case study.

TEXT / REFERENCE BOOKS

1. Dr.Varshney.R.L. & Dr.Maheswari.K.L., Managerial Economics, 19th Edition, Sultan Chand & Sons, 2009.
2. Sankaran S, Managerial Economics, 4th Edition, Margham Publication, 2009.
3. Gupta.G, Managerial Economics, 1st Edition, Tata McGraw Hill, 2004.
4. Dr.Mehta.P.L., Managerial Economics, 14th Edition, Sultan Chand & Sons, 2009.
5. Joel Dean, Managerial Economics, 1st Edition, Prentice Hall India, 2009.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

PART A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

PART B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit **70 Marks**

SBA5104	LEGAL SYSTEMS IN BUSINESS	L	T	P	Credits	Total Marks
		3	1	.	4	100

COURSE OBJECTIVE

- To enable students to understand the intricacies of commercial law that impact business.

UNIT 1 THE COMPANIES ACT 2013**12 Hrs.**

The Companies Act 2013: Types of Companies, Procedure for formation, Promoters. Distinction between Company and Partnership, Concept of Corporate veil, Doctrine of Constructive Notice and Indoor Management, Inclusion of CSR act, implications, CSR Audit, Provisions of Company law relating to Managerial Personnel-Remuneration, Appointment & Removal, Powers and Obligations. Oppression and Mismanagement. Winding up of Company.

UNIT 2 THE INDIAN CONTRACT ACT 1872**12 Hrs.**

The Indian Contract Act 1872 : Classification of Contracts, Essentials of a contract-Offer, Acceptance, Consideration, Capacity to contract, Free Consent, Performance, Discharge of Contracts, Remedies for Breach of Contract.

UNIT 3 SALE OF GOODS ACT 1930 & THE NEGOTIABLE INSTRUMENTS ACT 1881**12 Hrs.**

Sale of Goods Act 1930: Contract of sale, Difference between Sale and Agreement to sell, Conditions and Warranties. Transfer of Property. Performance of the Contract-Rights of an Unpaid Seller, The Negotiable Instruments Act 1881 : Features of Negotiable Instruments, Promissory Note, Bill of Exchange, Cheque, Liabilities of Parties, Holder in Due course - Privileges , Dishonour Procedures, Bankers duties /powers, Discharge of Negotiable instruments, Endorsements- Electronic instrument to effect the payment and funds transfer mechanism)

UNIT 4 COMPETITION ACT, 2002**12 Hrs.**

The Competition Act 2002: Prohibition of Certain Agreements, Abuse of Dominant Position and Regulation of combinations-Competitive Commission of India-Duties/Powers and functions of Commission, Penalties-Finance Accounts and Audit-Miscellaneous Right To Information Act 2005. Intellectual Property Rights. Introduction, Meaning, Definition, Nature, Importance, Types – Features, Copyright, Trade Marks, Patents, Designs.

UNIT 5 INTRODUCTION TO VAT**12 Hrs.**

Introduction to VAT: The Information Technology Act 2000; Consumer Protection Act 1986-Formation, Law relating to Environment Act 1986, Law of Insurance, The Shops and Establishments Act.

- Case study is Mandatory

TEXT / REFERENCE BOOKS

- Akhileshwar Pathak, Legal Aspects of Business, 4th Edition, Tata Mcgraw Hill, 2009.
- Kapoor.N.D, Elements of Mercantile Law, 29th Edition, Sultan Chand &Co., 2008.
- Kuchal, Business Law, 3rd Edition, Vikas Publications, 2009.
- Saravanavel.P & Sum athi, Legal Systems in Business, 9th Edition, Himalaya Publishing House, 2009.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

PART A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit **30 Marks**

PART B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit **70 Marks**

SBA5105	ENTREPRENEURIAL DEVELOPMENT	L	T	P	Credits	Total Marks
		3		.	3	100

COURSE OBJECTIVE

- To kindle the spirit of entrepreneurship in students and to provide the necessary knowledge on securing capital, formation of an organization, availability of Institutional support and avenues available for developing entrepreneurship skills.

UNIT 1 ENTREPRENEUR**9 Hrs.**

Entrepreneur – Evolution of Concept of Entrepreneurs, Definition, Characteristics and Functions of Entrepreneur, Distinction between Entrepreneur Vs Manager and Vs Intrapreneur, Different Types of Entrepreneurs, Entrepreneurial Culture - Meaning, Stages, Barriers, Socio-Economic Origin, Structure.

UNIT 2 ENTREPRENEURSHIP**9 Hrs.**

Entrepreneurship – The Concept, Growth of Entrepreneurship in India, Role of Entrepreneurship in Economic Development. Factors affecting Entrepreneurial Growth – Economic Factors, Non-Economic Factors, Entrepreneurial Motivation – Meaning, Motivational Theories, Motivating Factors and Achievement Motivation.

UNIT 3 ENTREPRENEURSHIP DEVELOPMENT PROGRAM**9 Hrs.**

Entrepreneurship Development Program – Need of EDP, Evolution, Objectives, Course Content, Support System, Monitoring and Follow-Up, Phases of EDP – Pre and Post training, Entrepreneurship Development Program in India, Selection of Entrepreneurs, Program by Commercial Banks, Government Support, Developmental Banks, Entrepreneurship Development Institute, Micro Small and Medium Enterprises – Development Institute, and N A BAR D .

UNIT 4 OWNERSHIP AND FINANCIAL ANALYSIS**9 Hrs.**

Forms of Business – Sole Proprietor, Partnership, Joint Stock Company. Selection of Appropriate Form. Financing- Need, Sources of Finance, Capital Structure, Ratio Analysis, Term loan, Venture capital, Export Finance, Break Even Analysis, Social Cost-Analysis, Budget and planning Resources,

UNIT 5 INSTITUTION AND LEGAL ASPECTS**9 Hrs.**

Institutions – Industrial Development Bank of India, IFCI, ICICI Bank , State Finance Corporations – NSIC, SISI, District Industrial Centers, etc. Government schemes for Entrepreneurs, Women Entrepreneurs and Rural Entrepreneurs. Introduction to Intellectual Property Rights, Patents, Trade marks , Copy rights, Trade secrets, Licensing and Franchising. Angel Investors and Venture capital Funding in India. Case studies.

TEXT / REFERENCE BOOKS

- Khanka.S.S, Entrepreneurial Development, S.Chand & Company Ltd, New Delhi, 2006.
- Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publications House, New Delhi, 2002.
- Raj Shankar, Entrepreneurship Theory and Practices, Vijay Nicole Imprints Private Ltd, Chennai, 2012.
- Vasant Desai, Small Scale Industries and Entrepreneurship, Himalaya Publications House, New Delhi, 2006.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

PART A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit.

30 Marks

PART B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit.

70 Marks

SCA5116	COMPUTER LANGUAGES FOR MANAGEMENT	L	T	P	Credits	Total Marks
		3	1	.	4	100

COURSE OBJECTIVES

- To provide for mass storage of relevant data
- To make access to the data easy for the user

UNIT 1 RDBMS PACKAGE-ORACLE**12 Hrs.**

Brief Introduction to RDBMS – Terminology Introduction to Oracle – DDL Commands – create, alter, drop – DML Commands – select, update, insert, delete – TCL Commands – rollback, save point, commit – Simple SQL queries – using where clause, all, distinct – between, in, like – order by – aggregate functions – set operators.

UNIT 2 ‘C’ LANGUAGE**12 Hrs.**

Introduction to C – lexical elements of C – entering and executing – C program – I/P, O/P in C – Operators and Expressions.

UNIT 3 ‘C’ LANGUAGE**12 Hrs.**

Control structures – C functions – Files in C programming – Examples in C.

UNIT 4 MS EXCEL**12 Hrs.**

Introduction – File creation and saving – Arithmetic functions – Preparation of graph

UNIT 5 MS WORD**12 Hrs.**

Creation and working with documents – Formatting – Previewing – Printing of documents – Working with tables, fields and outlines – Working with styles, building table of contents.

TEXT / REFERENCE BOOKS

1. Rajaraman.V – Computer programming in C – Prentice Hall of India, 2008.
2. Taxali.R.K. – PC software – Tata McGraw Hill, 2001.
3. Alexis Leon – ORACLE The Application Development Handbook – Comdex computer publishing, 1996.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

PART A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

PART B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5106	PRODUCTION AND MATERIALS MANAGEMENT	L	T	P	Credits	Total Marks
		3	0	0	3	100

COURSE OBJECTIVE

- To familiarize students to understand concepts and techniques of material planning & control and Materials.

UNIT 1 INTRODUCTION**9 Hrs.**

Introduction to production and production management. Production design: Product design – process planning. Capacity planning. Production planning and control- Elements, objectives, stages, requirements, measurement of effectiveness of PPC

UNIT 2 PLANT LOCATION AND LAYOUT**9 Hrs.**

Plant location: factors to be considered- Problems and solutions. Plant layout: Principles and criteria of plant layout-Types of layout. Materials handling equipments. Human factors in job design: Special qualities of human beings, man-machine systems. Ergonomics-Work environment and workers safety.

UNIT 3 MAINTENANCE**9 Hrs.**

Maintenance: Types of maintenance, Procedure for maintenance, Quality control: Purpose of inspection and quality control –Techniques of quality control – Control charts and acceptance Sampling – problems related to control charts.

UNIT 4 PRODUCTIVITY IMPROVEMENT TECHNIQUES**9 Hrs.**

Work study: Method Study, Time Study-objective, tools and procedure. Modern trends in Production and Materials Management- JIT, Lean Production Systems - KANBAN. Theory of Constraints

UNIT 5 MATERIALS MANAGEMENT**9 Hrs.**

Inventory Management-Definition, types, advantages, Material Requirement Planning. Stores Management - objectives and functions. Purchase functions and procedures. Make or Buy decisions with problem and solution. Vendor management- Selection of Vendors and evaluation of Vendors, Value analysis.

- Case Study is Mandatory

TEXT / REFERENCE BOOKS

- 1 Aswathappa K and Shridhar Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2010
- 2 Goel B.S, Production and Operations Management, 2nd Edition, Pramod Prakashan Publication, 2006.
3. Chary. S, Production and Operations Management, 4th Edition, Tata McGraw Hill, 2009.
4. Panneer Selvam, Production and Operations Management, 2nd Edition, Prentice Hall Inc, 2010.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

PART A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

PART B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5107	HUMAN RESOURCES MANAGEMENT	L	T	P	Credits	Total Marks
		3	.	.	3	100

COURSE OBJECTIVE

- To provide an understanding of the concepts, functions and techniques of managing people.

UNIT 1 INTRODUCTION**9 Hrs.**

HRM: Definition, Objectives, Functions: Managerial and Operative, Scope and Importance; Difference between HRM and Personnel Management, Evolution of HRM, Qualities of HR Manager, Roles of HR Manager.

UNIT 2 PLANNING AND ACQUISITION**9 Hrs.**

Planning and Acquisition: Job Analysis, Job Description and Job Specification – process, techniques of data collection, content and uses. Human Resource Planning (HRP)– Definition, importance, process, types, Techniques of forecasting HR needs, Barriers to effective HRP. Recruitment- Definition, process, sources and methods. Selection- definition, process, instruments. Placement. On-boarding.

UNIT 3 DEVELOPMENT**9 Hrs.**

Development: Concept of Training and Development, need, process, methods for operatives and management Development, Evaluation of effectiveness. Performance Appraisal-concept, need, process, Traditional and Modern techniques, pitfalls, measures to make appraisal effective. Potential Appraisal- Need and importance. Transfer-concept, types, transfer policy issues. Promotion – concept, types, promotion policy issues. Demotion. Succession planning. Career planning.

UNIT 4 COMPENSATION**9 Hrs.**

Compensation: Concept of compensation Management, objectives, process, principles of compensation, factors influencing compensation - Components- Basic pay, DA, HRA, CCA, Fringe Benefits & Perks, Bonus, ESOP, Incentives- types. Payment by time and piece-Productivity linked bonus. Compensation Cafeteria. Job Evaluation – concept, use, methods. Wage survey

UNIT-5 HR RELATED CONCEPTS**9 Hrs.**

Quality of Work Life (QWL)- Concept and effect. Safety and Health Management - Accidents - causes, metrics, measures to avoid accidents. Attrition - metrics, causes, Strategies to reduce attrition. Industrial Relations (IR): Basics, factors contributing to good IR, Trade unions and their role in IR. Suggestion schemes- Grievance handling – Discipline. Separation. HR Information Systems (HRIS).

- Case study is Mandatory

TEXT / REFERENCE BOOKS

1. Edwin Flippo, Principles of Personnel Management, 1st Edition, Prentice Hall Inc, 1984
2. Gary Dessler, Human Resource Management, 13th edition, Prentice Hall Inc, 2012
3. Tripathi. P.C, Personnel Management Industrial Relations, 19th Edition, Sultan Chand & Sons, 2008.
4. Mamoria & Gankar S.V, Personnel Management & Industrial Relations, 29th Edition, Himalaya Publishing House, 2009.
5. William Werther & Keith Davis, Human Resources & Personnel Management, 5th Edition, Tata McGraw Hill, 2003.
6. Prasad L.M., Human Resource Management, Sultan Chand & Sons, 2005
7. Aswathappa, Human Resource Management, Tata McGraw Hill, 5th Edition, 2008

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

PART A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

PART B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5108	MARKETING MANAGEMENT	L	T	P	Credits	Total Marks
		3	.	.	3	100

COURSE OBJECTIVE

x To provide an understanding of the basic concepts of marketing and its functions.

UNIT 1 INTRODUCTION**9 Hrs.**

Marketing - meaning, concepts of marketing - Evolution of marketing management. Marketing management process. Marketing mix. Analysis of micro and macro environment. PEST Analysis, Marketing Potential, Market Shares, New Trends in Marketing

UNIT 2 MARKETING RESEARCH & BUYER BEHAVIOUR**9 Hrs.**

Marketing Research - meaning, process. Market planning, Market segmentation, Targeting and Positioning -competitive marketing strategies. Buyer behaviour-factors influencing buyer behaviour - buyer decision making process.

UNIT 3 PRODUCT AND PRICING**9 Hrs.**

Product policies - Consumer and Industrial product decisions, Branding, Packaging and Labelling - New product development and Product life cycle. Pricing - objectives, methods.

UNIT 5 PROMOTION**9 Hrs.**

Promotion - Advertising, meaning, process, budgets and advertising agencies Ad Copy; Sales promotion activities and Personal selling, Direct Marketing and Online marketing,

UNIT 5 SALES FORCE AND DISTRIBUTION CHANNEL**9 Hrs.**

Sales force decisions: Selection, Training, Compensation and control Distribution-Types of channels, channel decisions, retailing and wholesaling. Consumer protection - Awareness of consumer rights in the market place.

x*Case study is Mandatory

TEXT / REFERENCE BOOKS

1. Philip Kotler, Principles of Marketing Management, 12th Edition, Pearson Publications, 2009.
2. Sherlekar S.A, Marketing Management, 14th Edition, Himalaya Publications House, 2008.
3. William J Stanton, Fundamentals of Marketing Management, 10th Edition, Tata McGraw Hill, 2004.
4. Ramaswamy & Namkumari, Marketing Management, 3rd Edition, McMillan Publications, 2009.
5. Rajan Saxena, Marketing Management, 3rd Edition, Tata McGraw Hill, 2008.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

PART A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit.

30 Marks

PART B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit.

70 Marks

SBA5109	FINANCIAL MANAGEMENT	L	T	P	Credits	Total Marks
		3	.	.	3	100

COURSE OBJECTIVE

- To provide an understanding of the concepts and techniques of sourcing and managing the capital.

UNIT 1 INTRODUCTION**9 Hrs.**

Financial Management - Meaning, Objective, Scope And Uses - Finance Functions - Finance Manager's Role - Financial Forecasting - Sources of Finance - Financial Information System.

UNIT 2 TIME VALUE OF MONEY AND LEVERAGE**9 Hrs.**

Concept, Compounding technique, doubling period, Discounting factor - present value for single amount, present value annuity, future value of a single amount, future value annuity. - Relationship of interest, inflation and time value of money

Leverage: Meaning, Measurement of Financial Leverage Operating Leverage And Combined Leverage significant of these leverages

UNIT 3 CAPITAL STRUCTURE**9 Hrs.**

Capital Structure: Meaning and Determinants of Capital Structure - Need For Optimum Capital Structure - Theories of Capital Structure, Net Income Approach, Net Operating Income Approach, MM approach and traditional approach.

UNIT 4 MANAGEMENT OF WORKING CAPITAL**9 Hrs.**

Management of Working Capital : Concepts Need and Determinants Of Working Capital, - operating cycle. Management of Cash, Inventory Management- Accounts Receivables: Bank Finance for Working Capital, Tandon Committee & Chore Committee - Observations and Recommendations.

UNIT 5 MANAGEMENT OF LONG TERM CAPITAL**9 Hrs.**

Management of Long Term Capital: Cost of Capital - Concepts and Significance - Computation of Cost of Equity Capital, Cost of Debt, Cost of Preference Share Capital - Cost of Retained Capital, Weighted Average Cost of Capital.

- Case study is Mandatory

TEXT / REFERENCE BOOKS

1. Prasanna chandra Financial Management - Tata Mcgraw Hill
2. K. GUPTA AND R.K SHARMA Financial Management - kalyani publishers
3. Van horne Financial Management - Prentice Hall
4. I.m.pandey Financial Management - Vikas
5. Khan & jain Financial Management - Tata Mcgraw Hill
6. S.N. maheswari Financial Management - Sultan Chand & Sons

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

PART A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

PART B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

S B A520 1	RESEARCH METHODOLOGY & TECHNIQUES	L	T	P	Credits	Total Marks
		3	1	.	4	100

COURSE OBJECTIVE

- To enable students to understand the methodology of carrying out research skills of analyzing data using statistical tools and writing research report.

UNIT 1 INTRODUCTION**12 Hrs.**

Research methodology : Definition and significance, Types of Research- Errors in Research- Ethical issues of research- Relevance of Research for decision making in various functional areas of Management Research.

UNIT 2 RESEARCH PROCESS**12 Hrs.**

Research Process : Research Problem identification- sources of research problem - Process of identification- criteria for selection- review of literature-Formulation of Hypothesis-role and characteristics of Hypothesis- Research design- Issues and contents-types.

UNIT 3 SAMPLING AND DATA**12 Hrs.**

Sampling: Characteristics- Methods- Advantages and limitations -Sample size determination- Sampling errors-Sources and Methods of Collection of data- Scaling Techniques-Processing and Analyzing of Data- Editing, Coding and Classification of Data-Transcription of Data Tabulation- Guidelines- Types of Tables, Charts and diagrams- Computer Packages for data- SPSS/ STA/STATISTICAL LAB

UNIT 4 DATA ANALYSIS**12 Hrs.**

Hypothesis Testing –Testing of Hypotheses concerning means (one mean and difference between two means – one tailed and two tailed tests), Chi-Square test ANOVA, F-Test. Introduction to Factor Analysis and Cluster Analysis, Multiple Regression and Correlation, T - test and Z test.

UNIT 5 REPORT WRITING**12 Hrs.**

Report writing – types of report-steps in report writing- Principles of Thesis writing-structure of reports- Recording the findings of research – publication- Academics cheating and plagiarism.

*Case study is Mandatory

TEXT / REFERENCE BOOKS

- Donald R. Cooper and Pamela S. Schindler, business Research Methods, 9th edition, Tata Mcgraw Hill, 2006.
- William G.Zikmund, Business Research Methods, 7th Edition, Tata Mc Graw Hill, 2009.
- Dr.Tripathi, P.C, Research Methodology, 1st Edition, Prentice Hall Inc., 2009.
- Garg, B.L.Karadia, R.Agarwal, & F.Agarwal, U.K 2002. An introduction to research methodology , RBSA Publishers
- Kothari, K.C., Research Methodology, 2nd Edition, New Age Publication, 2009.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

PART A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

PART B : Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5202	APPLIED OPERATIONS RESEARCH	L	T	P	Credits	Total Marks	Total Marks
		3	1	.	4	100	

COURSE OBJECTIVE

- To provide a foundation in Operational Research tools & Techniques as a operational efficiency of a business organization.

UNIT 1 INTRODUCTION AND LPP**12 Hrs.**

Concept of Operations Research - Meaning and Models in OR - Utilization of OR Models for Managerial Decision Making. Linear Programming Problems(LPP) - Formulation, Graphical Method and Simplex Method of Solving LPP.

UNIT 2 TRANSPORTATION**12 Hrs.**

Transportation Problems - Initial Solution by North West Corner Method, Least Cost Method and VAM Method; MODI Method of Deriving Optimum Solution. Assignment Problems-Hungarian Method of Solving Minimization and Maximization Problems – Restricted Assignment problems – Travelling Salesman Problem.

UNIT-3 NETWORK ANALYSIS**12 Hrs.**

Network Analysis - CPM - Network Diagram Construction, Identification of Critical Path, Calculation of Floats. PERT- Calculation of Estimated Time, Standard Deviation and Probability. Sequencing - Sequencing of 'N' Number of Jobs on Two, Three, Four and N Machines.

UNIT 4 REPLACEMENT AND GAME THEORY**12 Hrs.**

Replacement Problems - Replacement of Assets that Deteriorates with Time and without Time Value of Money Consideration; Replacement of Assets that Fail Suddenly. Theory of Games - Pure and Mixed Strategies - Saddle Point, Dominance Property, Modified Dominance property and Graphical Method of Solving Games.

UNIT 5 INVENTORY MODELS**12 Hrs.**

Inventory Models - ABC Analysis, Costs Involved in Inventory Management - EOQ Calculation, Deterministic Demand Inventory Models, Probabilistic Demand Inventory Models, Quantity Discount Models. Waiting Line Models - Features of a Waiting Line Model - Kendall Notations - M/M/1; M/M/C; FIFO/N/N Models only.

TEXT / REFERENCE BOOKS

- Hamdy Taha, Operations Research, 8th Edition, Pearson Education, 2009.
- Sharma J.K, Operations Research, 3rd Edition, Macmillan Business Books, 2009.
- Sundaresan V, Ganapathy K.S, Ganesan K, Resource Management Technique- Lakshmi Publications, 2003.
- Dr. Kantiswaroop, Dr Gupta P.K, Dr Man Mohan, Operations Research, 14th Edition, Sultan Chand & Sons, 2008.
- Dr. Kalavathy. S, Operations Research, 2nd Edition, Vikas Publications, 2009.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

PART A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit.

30 Marks

PART B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit

70 Marks

SBA5203	BUSINESS POLICY & STRATEGIC MANAGEMENT	L	T	P	Credits	Total Marks
		3	.	.	3	100

COURSE OBJECTIVE

- To provide an understanding of the environment of business, techniques for of implementation of Business policy and strategy.

UNIT 1 INTRODUCTION**9 Hrs.**

Introduction: Nature, Special Characteristics and Scope, History and Evolution, Mission & Goals, Objective Setting, Policies –Types and Classifications, Significance.

UNIT 2 BUSINESS AND SOCIETY**9 Hrs.**

Business and Society: Business as a Sub system of Society, Social Responsibility, Social Audit, Business

Ethics, Social Responsibility of Indian Businessman.

UNIT 3 BUSINESS AND ENVIRONMENT**9 Hrs.**

Business and Environment: Scanning Business Environment, Internal Appraisal or Organizational Appraisal, Techniques for Scanning External Environment- Sources of Data, Impact of International Environment on business.

UNIT 4 FORMULATION OF STRATEGY**9 Hrs.**

Formulation of Strategy: Different Approaches to Strategy Formulation – Intuitive Approach etc., Grand Strategy Alternatives –Stability, Growth, Retrenchment etc., - External Growth Strategies. Other Strategic Issues: Managing Technology and Innovation Strategic issues for Non Profit organizations. New Business Models and strategies for Internet Economy-case study

UNIT 5 EVALUATION/CHOICE OF STRATEGY**9 Hrs.**

Evaluation / Choice of Strategy: Techniques of Evaluation – Subjective and Objective Techniques – Implementation –Special Considerations in Implementing Policy, MBO, MBE, McKinsey's Model, A Brief Discussion on Functional Policies – Production, Finance, HRM and Marketing. Case study.

TEXT / REFERENCE BOOKS

1. Azhar Kazmi, Business Policy & Strategic Management, 3rd Edition, Tata McGraw Hill, 2012.
2. Ghosh P.K., Strategic Planning & Management, 11th Edition, Sultan Chand & Sons, 2012
3. Mammoria, & Rao, Business Planning & Policy, 8th Edition, Himalaya Publishing House, 2013.
4. Francis Cherunilam, Business Policy & Strategy, 3rd Edition, Himalaya Publishing House, 2010.
5. Dr Subba Rao, Business Policy Management, 9th Edition, Himalaya Publishing House, 2012

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

PART A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

PART B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SCA5209	MANAGEMENT INFORMATION SYSTEM	L	T	P	Credits	Total Marks
		3	0	.	3	100

COURSE OBJECTIVES

- The purpose of this course is help the students to understand management functions, to familiarize themselves with the practice of management,
- To develop an understanding of behavioural process of the organizations as a whole, and to cultivate an insight into the individual behaviour at work place.

UNIT 1 INTRODUCTION**9 Hrs.**

Definition – Computer based user machine system – Integrated system – Need for a database – Utilization of models – Evolution – Subsystems – Organizational subsystems – Activities subsystems

UNIT 2 MODELS**9 Hrs.**

Basic model – Hierarchical – Specialization – Formalization – Centralization – Modifications of basic organizational structure – Project organization – Lateral relations – Matrix organization – Organizational culture and power organizational change

UNIT 3 OPERATING ELEMENTS**9 Hrs.**

Operating elements – Physical components – Processing functions – Outputs – MIS support for decision making– Structured programmable decisions – Unstructured non-programmable decisions – MIS structure based on management activity and organizational functions – Synthesis of MIS structure

UNIT 4 DATA REPRESENTATION**9 Hrs.**

Data representation – Communication network – Distributed systems – Logical data concepts – Physical storage devices – File organizations – Data base organization – Transaction processing-Database/managerial Database-Comparison of DBMS-design principles of Database-Administration-Advantages and Disadvantages of Database

UNIT 5 SYSTEM ANALYSIS AND DESIGN**9 Hrs.**

System Analysis and Design (SAD): The work of a system analyst-system design-Data collection and preparation-Detail system design-Implementation-Evaluation and Maintenance of MIS-Pit falls in MIS Development-Developing strategy – Lifecycle definition stage –Lifecycle development stage –Project management

TEXT / REFERENCE BOOKS

1. E.Wainright Martin, Carol. V. Brown, Danial W. DeHayes, Jeffrey A. Hoffer, William C. Perkins, Managing Information Technology, 3rd Edition, Prentice Hall International, 1999.
2. Harold Koontz, Heinz Weihrich - Essentials of Management, 5th Edition Tata McGraw Hill 1998.
3. Gordon. B. Davis, Margrethe H. Olson - Management Information Systems: Conceptual Foundations, Structure andDevelopment –2nd Edition, Tata-McGraw Hill International Book Company, 2000

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

PART A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit.

30 Marks

PART B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit.

70 Marks

SBA5204	INTERNATIONAL BUSINESS MANAGEMENT	L	T	P	Credits	Total Marks
		3	1	.	4	100

COURSE OBJECTIVE

- To provide an understanding of the process of International Business Management, Institutions involved and Export procedures.

UNIT 1 INTRODUCTION**12 Hrs.**

International Marketing – Meaning and Scope –International Marketing vs. Domestic Marketing – Motivation to export-special difficulties in International Marketing- Features of Globalization-Pros & Cons. Protection Vs liberalization of global business

UNIT 2 MARKET SELECTION & ENTRY DECISION**12 Hrs.**

Market Selection & Entry Decision-Overseas Marketing Research-Competitive Intelligence -International trade policies, tariffs, subsidies and Quotas-Joint Venture and new product exploration.

UNIT 3 INTERNATIONAL ECONOMIC ENVIRONMENT**12 Hrs.**

International Economic Environment: IMF, GATT, WTO- Institutional infrastructure for export promotion in India. organisation and structure of export and import houses. EXIM Bank –ECGC-Export Finance and Export Promotion Measures. Counter Trade-World Trade in services .

UNIT 4 PROCEDURES**12 Hrs.**

Procedure for execution of export order -Export of Goods-Export by Air and Sea Export documents – Marine Insurance-Principles-Coverage of Risk - Settlement of Claims.

UNIT 5 TERMS OF PAYMENT**12 Hrs.**

Terms of payment & Letter of credit –Types, process, advantages-overview of EXIM policy. Foreign Exchange: Exchange rate determination-Exchange rate system-Advantages & Disadvantages. UKUY and DEPB incentive schemes. Case study.

TEXT / REFERENCE BOOKS

- Francis Cherunilam, International Business Environment, 3rd Edition, Himalaya Publications, 2010.
- Dr Subba Rao. P, International Business, 2nd Edition, Himalaya Publications, 2010.
- Dr Varshney.R.L & Bhattacharya. B, International Marketing Management, 22nd Edition, Sultan Chand & Sons, 2009.
- Warren J Keegan, Global Marketing Management, 7th Edition, Pearson Education, 2009.
- Chandran. R, International Business, 2nd Edition, Jaico Publishers, 2009.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

PART A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

PART B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5601	MICRO FINANCE	L	T	P	Credits	Total Marks
		3	.	.	3	100

COURSE OBJECTIVE

- To enable students to understand the role of Microfinance and the modality of delivering and evaluating its impact.

UNIT 1 EVOLUTION**9 Hrs.**

Definition- Need, Characteristics, Nature .Evolution at International, South Asia, Grameen Bank in Bangladesh, in Indian context, in Tamil Nadu. IFAD (International Finance for Agriculture Development), Mahalir Thittam ,NRLM(National Rural Livelihood Mission).Microfinance products –Credit, Savings and Insurance.. Microfinance and poor and - Scope, Achievements and Challenges. Financial inclusion

UNIT 2 LENDING MODELS 9 Hrs. Micro Credit Lending Models-Association Model, Community Model, cooperative Model, credit union Model, Grameen Joint liability group Model, Self Help Group Model. Role of Reserve Bank of India in microfinance, Microfinance and Non-Governmental Organization, Microfinance institutions –Malegam Committee Report Draft Microfinance Bill

UNIT3 MARKET**EVALUATION****9 Hrs.**

Financial and market Evaluation –Analyzing financial statements –ratios, liquidity and Capital adequacy, Revenue Models - Methodologies in MF product design and pricing. Operational and Institution Evaluation – Business planning- Assessment of Socio-economic Impact of Microfinance. CVP Analysis, Operating expenses –Transparency and Ethics of MFI.

UNIT 4 DEMAND AND SUPPLY**9 Hrs.**

Demand and supply of Microfinance, Banking-Basic principles ,Types ,Functions ,Regulations imposed by RBI ,Non Banking financial companies. Microfinance in India: present and Future role of Financial Institutions -Commercial Banks, NABARD,SIDBI,TNCDW. Marketing concepts of Microfinance products.

UNIT 5 MICRO ENTREPRENEURS**9 Hrs.**

Microfinance and skill development livelihood - Micro entrepreneurs and social entrepreneurs. Agriculture Microfinance. Microfinance by private sector Banks -.Business facilitator and correspondents Models by Banks. Concept of SHG 2.

- Case study is mandatory.

TEXT / REFERENCE BOOKS

- Indian Institute of Banking and Finance, Micro finance: Perspectives and operations, Macmillan India Limited, 2011.
- Beatriz and Jonathan, The Economics of Microfinance, Prentice Hall of India,2010.
- Debadutta K Panda "Understanding Microfinance "-Willey India 2009.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

PART A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

PART B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5602	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Finance

COURSE OBJECTIVE

- To enable students to understand the nuances of stock market operations and to learn techniques of deciding on investment in a portfolio of securities.

UNIT 1**9 Hrs.**

Meaning of Investment - Difference between Speculation and Investment; Investment alternatives. Security: Risk and return calculations -Types of risks - Valuation of Securities, Zero Growth Model, Constant Growth Model, Two & Three Growth Model.

UNIT 2**9 Hrs.**

Financial Market - Primary Market, Secondary Market, Debt market Stock Exchanges: Meaning – Features – Functions – SEBI –Rights, Powers – Functions – NSE – BSE

UNIT 3**9 Hrs.**

Security analysis - Fundamental analysis – Technical analysis – Tools & Charting techniques – Efficient Market Hypothesis

UNIT 4**9 Hrs.**

Portfolio Management - Introduction & process - Traditional / Modern portfolio - Return & risk calculation: Portfolio risk & return of two and three security portfolios - Covariance - Correlation coefficient of portfolio.

UNIT 5**9 Hrs.**

Markowitz portfolio model - Utility curves in portfolio selection - Capital asset pricing model - Capital market line & Security market line - Portfolio performance- Sharpe's, Treynor's and Jensen's index - Portfolio revision.

*Case study is mandatory

TEXT / REFERENCE BOOKS

- Bhalla.V.K.(2008), Investment Management, 4th Edition Sultan Chand & co.
- Punithavathi Pandian, Security Analysis & Portfolio Management, 2nd, Vikas Publications, 2009.
- A vadhani, Security Analysis & Portfolio Management, 9th Edition, Himalaya Publications, 2009.
- Prasanna Chandra, Investment & Portfolio Management, 2nd Edition, Tata McGraw Hill, 2005.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

PART A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

PART B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5603	ADVANCED FINANCIAL MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Finance

COURSE OBJECTIVE

- To provide an understanding of the advanced concepts and techniques of Managing capital.

UNIT 1**9 Hrs.**

Risk Analysis in Investment Decision – RAD Approach , CE Approach , Probability – Distribution Approach Decision Tree Approach, Sensitivity Analysis and Simulation Analysis.

UNIT 2**9 Hrs.**

Dividend Models- Walter Model, Gordon Model, M.M. Irrelevance Approach. Factors Affecting Dividend. Practical Aspects of Dividend Policies.

UNIT 3**9 Hrs.**

Leasing – Types- Valuation of Lease .Differences between Lease and Hire Purchase. Mutual Funds – Types - Legal Aspects - Advantages. Recent Developments in Factoring and Procedures, Types. Forfeiting.

UNIT 4**9 Hrs.**

Corporate Restructuring – Mergers and Acquisitions – Types – Legal Procedure – Financial Evaluation of Merger. Take Over – Types, Takeover Code. Joint Ventures-Characteristics , Forms. Inflation in Financial Decisions- Inflation and Value of the firm – Inflation and Capital Budgeting Decisions – Inflation and Financial Markets.

UNIT 5**9 Hrs.**

Venture Capital – Characteristics, Stages, Institutions. Capital Market-Structure, Players in the Market – SEBI Guidelines- Recent Trends in Capital Market. New Issue Market- Definition, Functions, Private Placement, Rights Issue, Money Market.

Application oriented problem/case studies is Mandatory.

TEXT / REFERENCE BOOKS

1. Prasanna Chandra, Fundamentals of Financial Management, 4th Edition. Tata McGraw Hill, 2005.
2. Khan & Jain, Financial Management Text, Problems & Cases, 4th Edition, Tata McGraw Hill, 2004.
3. Pandey.I.M, Financial Management, 9th Edition, Vikas Publications, 2009.
4. Balla.V.K, Financial Management and Policy, 5th Edition, Anmol Publications, 2009.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

PART A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

PART B : Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5604	RISK & DERIVATIVES MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Finance

COURSE OBJECTIVE

- To enable students to understand the nuances of derivatives and techniques of operating in derivatives.

UNIT I**9 Hrs.**

Risk: – Definition - Perils and Hazards, Classification of Hazards - Risk and Uncertainty, Certainty and Safety, Risk vs. Safety, The degree of Risk Causes: - Types of Risk - Risk in Development of Science and Technology - Nature and scope of Risk Management: - Definition - Features – Importance –Objectives - Pros and cons - Process and Principles.

UNIT 2**9 Hrs.**

Classification of Risk - Risk Management - causes, Principles of Management of Operational Risk. Credit Risk Management:- Causes, Objectives and Dimensions, Principles, Requisites of Efficient Risk Management on Capital, Agency Ratings, Modeling Credit Risk, Elements of Credit Risk, Default Risk, Structural Models, Threshold Models, Mixture Models, Monte Carlo Models, Dynamic Credit Risk Modeling.

UNIT 3**9 Hrs.**

Regulatory, Compliance & Contemporary Issues: Basel I – Evolution, Important features, Criticism. Basel II – Evolution, Three Pillars, First Pillar (Minimum Capital Requirement), Second Pillar (Supervisory Review) Third Pillar (Market Discipline). Revisions to the Basel II market risk framework (July 2009) and Thinking beyond Basel III, RBI Prudential Guidelines on Capital Adequacy and Market Discipline.

UNIT 4**9 Hrs.**

Financial Derivatives: Types - Options – Pay Offs from Option Contracts, Product series/Contract Specification for option contracts, Open Interest, Square-up and Valuation of Option. Futures - Product series/Contract Specification for futures transaction, Features of Futures transaction, Margin Deposit, Pay Offs from Futures Contracts and Valuation of Futures. Forward transaction – Features, Difference and similarity between Futures, Option and Forwards – Swap and types- .Index based Derivatives – Index Futures, Index Option.

UNIT 5**9 Hrs.**

Risk associated with Investment – Hedging:- Badla Transaction/Carry Forward of Transaction, Strategy of Diversification of Portfolio, Strategy of Negative Co-relation, Strategy of Active Portfolio Management, Strategy of Realignment of Portfolio. Hedging/Risk Management through Derivatives: Short Hedge, Long Hedge, Protective Put Strategy, Covered Call Strategy.

Hedging Strategy for Portfolio, Delta Hedging.

x * Case study – Mandatory

TEXT / REFERENCE BOOKS

- John C. Hull , Options, futures and Other Derivatives, 7th Edition, Pearson Education, 2010.
- Dhanesh Kumar Khatri, Derivatives and Risk Management, 1st edition, Macmillan India, 2012
- George E. Rejda , Principles of Risk Management and Insurance, 8th edition, Prentice Hall, 2010
- P. Periasamy and M. Veeraselvam , Risk and Insurance Management, 1st edition , Tata McGraw Hill Publishing Co Ltd, 2013

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

PART A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

PART B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5605	MERCHANT BANKING	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Finance

COURSE OBJECTIVE

- To provide an understanding of the concepts and techniques of delivering the banking services.

UNIT 1**9 Hrs.**

Overview of Indian financial system - Financial Services - Meaning - Evolution of Financial Services - Various Types of Financial Services- Significance of Financial Services - Growth of Financial Services in India - Emerging Financial Products and Services - Constraints to the Growth of Financial Services- Key Risk Areas in Financial Services.

UNIT 2**9 Hrs.**

Merchant Banking Services - Functions -Code of Conduct - Legal and Regulatory Framework -SEBI Guidelines- Weakness in the Functioning of Merchant Bankers in India. - Role of Merchant Bankers in Appraisal of Projects, Designing Capital Structures and Instruments - Issue Pricing- Preparation of Prospectus Selection of Bankers, Advertising Consultants - Role of Registrars -Underwriting Arrangements- Dealing With Bankers to the Issue, Underwriters, Registrars, and Brokers - Public Issue Management - Issue Process - Issue Types.

UNIT 3**9 Hrs.**

Credit Rating- Meaning- Functions - Credit Rating Factors - Credit Rating Agencies-Major Issues and Drawbacks - Portfolio Management Services - Functions - Strategies - SEBI Guidelines - Code of Conduct. Custodial Services - Registration- General Obligations and Responsibilities, RBI – Functions - Contribution to national development -- CIBIL

UNIT 4**9 Hrs.**

Consumer Finance- Sources- Factors Determining Demand-Terms of Consumer Finance-Hire Purchase System - Installment Credit System. Credit Cards- Facilities and Services - Classification of Credit Cards. Housing Finance Services - Housing Finance in India - Growth Factors- Impediments- Critical Factors - Major Institutional Player.

UNIT 5**9 Hrs.**

Bill Discounting & Factoring : Concept & Forms of Bill Discounting, Concept & Types of Factoring, Bill Discounting Vs. Factoring, Financial Evaluation of Factoring, Factoring in the Indian Context, Export Factoring and Forfeiting.

x*Case study is Mandatory

TEXT / REFERENCE BOOKS

1. M.Y. Khan, Financial Services, 7th Edition, Tata Mcgraw Hill, 2013.
2. Dr. S. Gurusamy, Financial Services And Systems. 2nd Edition, Tata Mcgraw Hill, 2009.
3. E. Gordon & K. Natarajan, Financial Services, 4th Edition, Himalaya Publishing House, 2011.
4. H. R. Machiraju, Merchant Banking, 4th Edition, New Age International (P) Limited, 2012.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

PART A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit.

30 Marks

PART B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit.

70 Marks

SBA5606	BANKING AND INSURANCE	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Finance

COURSE OBJECTIVE

- To enable students to learn the concepts and techniques of managing Bank Insurance operations.

UNIT 1**9 Hrs.**

Laws Governing Banking And Insurance: Banking Regulation Act, Reserve Bank of India Act, Negotiable Instruments Act, Provisions of companies Act Relating to Banking, Insurance Act – Life Insurance – General Insurance, Insurance Regulatory and Development Authority (IRDA) Act.

UNIT 2 9 Hrs. International Banking: Global Trends and Developments in International Banking – International Financial Centres, Cross Border Finance, Bank Debt in International Markets, Offshore Market, Capital Market in International Financial Market, Offshore Banking units, SEZ – International Financial Institutions – IMF, IBRD, BIS, IFC, ADB, WTO – Analysing and Bankers Acceptance. NRI Accounts – Indian Rupee and Foreign Currency Accounts, RFC Accounts, RFC (Domestic) Accounts – EEFC Accounts, Documentary Letters of Credit – UCPDC 600 Correspondent Banking – NOSTRO, VOSTRO, Mirror Accounts, Dealing operation etc, Foreign Investments in India.

UNIT 3**9 Hrs.**

Innovations In Banking And Insurance: Review of functioning of Banks, Liabilities and Assets of Banks; net worth of banks; Off-balance sheet item – New products – New financial services provided by Banks – Electronic Payment Systems at the Retail level – Definitions and Functions of Insurance – Integration of Third Party and Re- Insurance; Privatization of Insurance Business in India.

UNIT 4**9 Hrs.**

HRM In Banking And Insurance: Human Resources management in Banks and Financial Institutions- Personnel Policies – Participative Management - HRM in Insurance Sector-Corruption, Frauds, Scams in Financial Institutions, Case Studies.

UNIT 5

Marketing In Banking And Insurance: Service Marketing Mix with Reference to Banking and Insurance, Customer in Services Marketing, Managing Service Quality, Advertising and Branding of Services, Managing Product Support, Managing Direct and On-line Marketing. x Case study is Mandatory

TEXT / REFERENCE BOOKS

1. Dr.Gurusamy.S, Banking Theory Law and Practice, 2nd Edition, Tata McGraw Hill, 2009.
2. Muraleedharan.G., Modern Banking, 1st Edition, PHI Learning Publications, 2009.
3. Gulati, Neelam, Principles and Insurance Management, 1st Edition, Excel Books, 2009. 4 Jyolsna Sethi & Nishwan Bhatia, Elements of Banking & Insurance, 1st Edition, Prentice Hall Inc. ,2007.
5. Murthy.A, Elements of Insurance, 2nd Edition, Margham Publications, 2009.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

PART A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit **30 Marks**

PART B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit **70 Marks**

SBA5607	SERVICES MARKETING	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Finance

COURSE OBJECTIVE

- To provide an understanding of "Service" and the concepts and functions involved in marketing of service.

UNIT 1**9 Hrs.**

Marketing services: Introduction - Growth of service sector - Characteristics of services-Classification of services-Concept of services- Need for Service Marketing –Tangibility Spectrum. Designing of the service
– Blueprint - Service Mapping- Development of service sector.

UNIT 2**9 Hrs.**

Marketing Mix in Service Marketing: The Seven P's: Product decision, Pricing Strategies and Tactics, Promotion of services and Placing & distribution methods for service. Additional dimension in service marketing – People, Physical Evidence and Process.

UNIT 3**9 Hrs.**

Internal Marketing of Services-External vs. Internal orientation of service strategy - Service Quality Dimensions -Quality gap. Customer expectation vs. perceived service gap-services quality specifications vs. Perception of customer expectations – factors and techniques to resolve these gaps.

UNIT 4**9 Hrs.**

The Promise vs. Delivery Gap – Service Delivery vs. External Communication to customer-measure to resolve these gaps - developing appropriate and effective communication about service quality-Service Recovery-Marketing Demand & Supply through capacity planning.

UNIT 5**9 Hrs.**

Marketing of service with reference to Financial services, Health services, Hospitality services including travel, Hotels and Tourism; Professional services & Educational services.

- Case study is Mandatory

TEXT / REFERENCE BOOKS

1. Valarie A. Zeithmal & Mary Bitner, Service Marketing, 5th Edition, Tata McGraw Hill, 2008.
2. Helen Woodruffe, Service Marketing, 1st Edition, Pearson Education, 1998.
3. Christopher Lovelock, Service Marketing, 5th Edition, Pearson Education, 2009.
4. Bhattacharya, Service Marketing, 1th Edition, Excel Books, 2006.
5. Jha S.M, Service Marketing, 4th Edition, Himalaya Publishing House, 2010.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

PART A : Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit.

30 Marks

PART B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit.

70Marks

SBA5608	ADVERTISING MANAGEMENT AND SALES PROMOTION	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Marketing

COURSE OBJECTIVE

- To provide an understanding of the concepts and techniques of Advertising and sales promotion.

UNIT 1**9 Hrs**

Advertising - Concept - Objectives- Process - Evolution of advertising management. Market segmentation and target audience. Advertising Industry in India. Role of a Product life cycle and Brand building. Special purpose advertising – Green advertising, Political advertising, Advocacy advertising, Retail advertising, Financial advertising, Corporate advertising and Social advertising. Advertising in the Indian economy. Concepts marketing. PACT and DAGMAR approach.

UNIT 2**9 Hrs**

Message and Copy Development, characteristics of good copy, designing. Creation Themes, appeals, slogans, headlines, subheads, texts, illustrations, copy layout USP - Mass media: selection planning- scheduling. Media - Mobile media, social media management. Problems specific to Media Management - Media ethics - Business and legal aspects of media management.

UNIT 3**9 Hrs**

Advertising Budgets – types. Advertising agencies organizations and Operations Role of advertising agencies Functioning - Skills and service client relationship, Internet advertising -Functions. Agency Client servicing, Market plan of the client, agency finances, setting up of an agency- Growing the agency.

UNIT 4**9 Hrs**

Sales promotion Definition - Roles-Objectives-Types-(Consumer, Dealer & Sales oriented sales promotion.) Nature and importance of sales promotion its role in Ethical aspects of sales promotion Legal environment, laws that affect advertising in India. Unfair trade practices and competition act – Consumer rights and laws.

UNIT 5**9 Hrs**

Control - Advertising effectiveness-Pre & Post testing techniques, Difficulties in measuring advertising effectiveness Ethics in advertising- Regulatory bodies that impact the advertising industry - Controversial advertising in Economic and Social relevance of advertisements -Advertising research & analysis. Advertising for international market Trends in advertising, Global trends and their impact on Indian advertising challenges faced by advertisers in the era of globalization.

Case study is Mandatory

TEXT / REFERENCE BOOKS

- Chunawalla Kumar, Sethia, Subramanian, Suchak, Advertising Management, 5th Edition, Himalaya Publishing House, 2007.
- Rathor.B.S, Advertising & Personal Selling, 1st Edition, Himalaya Publishing House, 2008.
- Belch, Advertising Excellence, 7th Edition, Tata McGraw Hill Inc, 2009.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5609	BRAND MANAGEMENT & RETAIL MARKETING	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Marketing

COURSE OBJECTIVE

- To provide an understanding of the concept, techniques and nuances of Brand M and Retail Marketing.

UNIT 1 **9 Hrs**

Brand - Definition, Importance, Types, Methodology . Positioning- Types, Needs, Advantages and Limitations - Perceptual Map- Brand Identity- Brand Identity Traps - Overcoming. Brand Image, Brand Equity.

UNIT 2 **9 Hrs.**

Brand personality - Models, Scale, Brand Loyalty- Types, Increasing Brand Loyalty, Building Brands- Advantages, Process, Brand Leverage - Reasons, Advantages, Methods, Brand Extensions- Types., Aaker's Approach, Keller's Approach.

UNIT 3 **9 Hrs.**

Brand promotion strategies- advantages, limitations, Strategic Brand Management. Building retail brands. Retailing, Definition, Systems, Structure, Formats- Services Offered by Retailers- Shopping/ Buying Behaviour-, Need, Advantages, Limitations- Duties of Sales Personnel in Enhancing Shopping and Buyer Behaviour.

UNIT 4 **9 Hrs.**

Retail store layout- Types, Need, Advantages and Limitations of Each Layout-Merchandize Planning- Need, Factors Influencing, Advantages, Limitations- Retail Pricing-Types, Need.

UNIT 5 **9 Hrs.**

Promotion strategies- Creative Display, POP, Façade Display- e-Tailing- Advantages, Limitations, Indian Retail Scenario- Current and Emerging Trends.

*Case study is Mandatory

TEXT / REFERENCE BOOKS

- Moorthy Y.L.R, Brand Management The Indian Context, 2nd Edition, Vikas Publications, 2009.
- Pati, Debashis, Branding- Concepts And Cases, 2nd Edition, Macmillan Business Books, 2003.
- David Aaker, Brand Management, 1st Edition, Tata McGraw Hill, 1987.
- Gilbert, Retail Marketing Management, 2nd Edition, Pearson Education, 2009.
- Levy&Weitz, Retail Management, 6th Edition, Tata McGraw Hill, 2009.

END SEMESTER EXAM QUESTION PAPER PATTERN

Max. Marks : 100

Exam Duration : 3 Hrs.

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA561 0	RELATIONSHIP MARKETING	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Marketing

COURSE OBJECTIVE

- To provide an understanding of the concept of Relationship Marketing and the tools for implementing Relationship Marketing.

UNIT 1**9 Hrs**

Relationship Management - Relationship Marketing and Traditional Transaction Approach - Significance - Customer Acquisition - Requisites - Customer Life Cycle - Customer Loyalty - loyalty ladder - strategies - Optimizing Customer Relationship.

UNIT 2**9 Hrs.**

Customer Retention-Stages in customer life cycle - Strategies - Attrition, Handling Complaints - Recovery of lapsed customers - CRM in marketing - One to One Relationship Marketing - Customer Behaviour Prediction - Customer Profitability

UNIT 3**9 Hrs.**

Sales Force Automation - Sales and territory management - Activity management - Contact management - Lead and Knowledge Management - Field Force Automation

UNIT 4**9 Hrs.**

Analytical CRM - Features and Benefits - Managing Customer Data - Database Marketing - Sources of Data - Call Centre - Technological Components - Telemarketing - Data Mining-Functions, Process

UNIT 5**9 Hrs.**

CRM Implementation - Defining Success Factors - Choosing CRM Tools - CRM Development - Delivery - Measurement - Conflicts - Complaints Management.

*Case study is Mandatory

TEXT / REFERENCE BOOKS

- Peeru Mohammed & Sagadevan.A, Customer Relationship Management, 1st Edition, Vikas Publications, 2009.
- Shainesh & Seth, Customer Relationship Management a Strategic Prespect, 1st Edition, McMillan, 2010.
- Chaturvedi & Chaturvedi, Customer Relationship Management, 1st Edition, Excel Books, 2007.
- Paul Greenberg, Customer Relationship Management, 3rd Edition, Tata McGraw Hill, 2009.
- Govinda Bhat, Customer Relationship Management, 1st Edition, Himalaya Publishing House, 2009.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA561 1	INDUSTRIAL MARKETING	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Marketing

COURSE OBJECTIVE

- To enable students to understand and appreciate the concept of Industrial Marketing its unique strategies and techniques.

UNIT 1 DIMENSIONS OF INDUSTRIAL MARKETING**9 Hrs.**

Introduction – Nature of Industrial Marketing – Industrial Vs Consumer Marketing – Types of Industrial Customers – Classification of Industrial Products – Economics of Industrial Demand – Industrial Marketing Environment – Strategies to manage industrial marketing environment.

UNIT 2 ORGANIZATIONAL BUYING & BUYING BEHAVIOUR**9 Hrs.**

Objectives of Organizational Buying – Buy grid model – Phases in Purchasing Decision process – Buying Centres – Roles of Buying Centres – Purchasing influence on Buyer Behaviour – Supplier choice & Evaluation.

UNIT 3 MARKET SEGMENTATION TARGETING AND POSITIONING**9 Hrs.**

Market Segmentation – Basis for segmenting industrial market – Macro & Micro variables – Target marketing – Product Positioning – Strategic planning in Industrial market.

UNIT 4 INDUSTRIAL PRODUCT & PRICING**9 Hrs.**

Industrial product life-cycle – Strategies – New product development process – Pricing – Price constraints – Factors influencing pricing – Pricing strategies – Pricing Policies – Competitive bidding.

UNIT 5 PROMOTION FOR INDUSTRIAL PRODUCTS**9 Hrs.**

Advertising in Industrial Market – Advertising Media – Use of Sales Promotion – Publicity in Industrial Market – Sales force – Sales Presentation, Sales Training & Compensation. *Case study is Mandatory

TEXT / REFERENCE BOOKS

- Robert R. Reeder, Edward G. Brierty, Betty H. Reeder, Industrial Marketing: Analysis, Planning and control, Second Edition, Prentice Hall, 1991
- P.K. Ghosh, Industrial Marketing, Oxford University Press, 2012 Krishna K. Havaladar, Industrial Marketing: Text and Cases, Second Edition, Tata McGraw – Hill, 2006
- Hory Sankar Mukerjee, Industrial Marketing, First Edition, Excel Books, 2009

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit.

30 Marks

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit.

70 Marks

SBA5612	RURAL MARKETING	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	1	Marketing

COURSE OBJECTIVE

- To provide an understanding of the concept of Rural Marketing and its unique strategies and techniques.

UNIT 1**9 Hrs.**

Rural Marketing: Definition - Evolution - Scope of Rural Marketing – Rural vs. Urban markets - Rural Market – Characteristics -Classification of Rural Markets – Size of Rural market - Constraints in Rural Marketing – Rural Marketing in India- Rural Marketing environment.

UNIT 2**9 Hrs.**

Rural Consumer Behaviour: Rural marketing research - Understanding rural consumers-characteristics of rural consumer – Factors affecting rural consumer behavior – Rural consumer buying process – Rural market segmentation – Targeting and Positioning for Rural market - Brand loyalty

UNIT 3**9 Hrs.**

Rural Marketing Mix: Products and services – designing innovative products and services to rural market – Factors influencing pricing- pricing methods - Distribution pattern and methods in rural markets - Special characteristics of rural channels - Channel management in rural markets - Storage, warehousing and transportation – public distribution system- .

UNIT 4**9 Hrs.**

Marketing Communication in Rural Markets: Promotion as a component in marketing communication - Challenges in Rural Communication - Communication process – Creating advertisements for the rural audiences – Rural Media - sales promotion techniques – Social Marketing - Evaluation of promotional activities-Innovations in rural marketing.

UNIT 5**9 Hrs.**

Future of Rural Marketing: Focused Marketing Strategies – Emerging segments – Rural retailing- Rural Wholesaling - Public-Private Partnership - Marketing of Agricultural produce – Marketing rural non farm produce – Marketing of consumer goods and durables – Marketing of Services – E- Rural marketing - Major of Government and Non Government Agencies in the development of Rural Marketing- Financial Services.

*Case study is Mandatory

TEXT / REFERENCE BOOKS

- C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan, Rural Marketing: Text and Cases, 2nd Edition, Pearson education, 2011
- Pradeep Kashyap, Siddhartha Raut, The Rural Marketing Book (Text & Practice), 2nd Edition, Biztantra Publications, 2008.
- T.P. Gopal Swamy, Rural Marketing, 2nd Edition, Vikas Publishing House, 2005.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5613	HUMAN CAPITAL MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Human Resources

COURSE OBJECTIVE

- To provide an understanding of the concept of Human Capital and the measurement of its contribution and accounting.

UNIT I**9 Hrs.**

Concept of Human capital - Intellectual capital - Social capital - Organization capital - Practical Implications of intellectual capital theory. Concept of HCM-Rationale for HCM - HCM and HRM -The concept of human capital advantage and resource - based strategy. Process of HCM - HCM Drivers, HCM Journey, Developing HCM — Measuring HR.

UNIT II**9 Hrs.**

Practice of HCM: Human Capital Data-Measuring human capital-Measurement Issues, Classification of measures, Developing Measures-Human Capital Measurement Models-Human Resource Accounting, Balanced scorecard, HR Scorecard, Workforce Scorecard, Human Capital Monitor, Organizational Performance Model, Human Capital Index, Engagement Model, People and Performance Model –Human capital reporting-applications of HCM.

UNIT 3**9 Hrs.**

The link between HCM & business strategy, HCM & strategic HRM, HCM and talent management, learning & development, knowledge management, Performance management and Reward Management. Role of HR in HCM-The business partner concept and HCM-The skills HR specialists need for HCM- Future of HCM

UNIT IV**9Hrs**

ROI of Human Capital- Measurement of Human capital's contribution to enterprise goals-Human capital value circle, Enterprise-level Metrics, Foundation Trait Metrics, Structural trait Metrics-Leverage of Human capital ROI.

UNIT V**9 Hrs.**

Human Resource Accounting-Concept, Development & State of the Art, Role of HR Accounting, HR Accounting Models, Applications & Implementation. HR Audit-Concept, Types, Process, Approaches.

- Case study is Mandatory

TEXT / REFERENCE BOOKS

- Angela Baron & Michael Armstrong, Human Capital Management- Achieving Added Value Through People, 1st Edition, Kogan Page, 2007
- Eric G. Flamholtz, Human Resource Accounting-advances in concepts, Methods, and Applications, 3rd Edition, Kluwer Academic Publishers, 1999
- Jac Fitz-enz, The ROI of Human Capital-Measuring The economic Value of Employee Performance, 2nd Edition, Amacom, 2009.
- Ram Raghavan, Human Capital Management Challenges in India, 1st Edition, Woodhead Publishing Limited, 2011
- Ravinder Shukla, Talent Management: Process of Developing and Integrating Skilled Workers, 1st Edition, Global India Publications, 2009

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5614	STRATEGIC HUMAN RESOURCES MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Human Resources

COURSE OBJECTIVE

- To enable students to understand the strategic importance of HRM and the concepts and techniques needed for implementing SHRM.

UNIT 1**9 Hrs.**

Definition, need and importance - Introduction to business and corporate strategies - Integrating HR strategies with business strategies – HR's role as a strategic partner, The changing role of HR management. Strategy formulation and implementation: importance of HR to strategy, international strategy, HR contributions to strategy, strategy driven role behaviors and practices, integration of strategy and HR planning, HR manager and strategic planning.

UNIT 2**9 Hrs.**

Nature and theoretical underpinnings of SHRM, Competing theoretical models of SHRM, Theoretical perspectives in organizational strategy and strategic management theory;, Relationship between theories of strategic and strategic management and models of strategic HRM, Role of formal HRM under SHRM

UNIT 3**9 Hrs.**

Process of SHRM: Importance, nature and Strategic challenges in SHRM. Implications of SHRM for different organizational strategies, Strategic planning and implementation considerations associated with key areas of HRM strategy.

UNIT 4**9 Hrs.**

SHRM dimensions in business practice, Role of SHRM in corporate functioning: Contrasting and broad perspective, Strategic HRM: 'best fit' or 'best practice?', Strategic HRM and sustained competitive advantage

UNIT V**9 Hrs.**

International Strategic Human resource Management, HR accounting and human value management; HR Planning and information of systems, Internal and external fit in SHRM systems, Strategic renewal: Downsizing, mergers and acquisitions, and restructuring.

- Case study is Mandatory

TEXT / REFERENCE BOOKS

- Jeffrey A. Mello, Strategic Human Resource Management, 3rd Edition, Thompson publication, New Delhi, 2010
- Greer Charles R, Strategic Human Resource Management: A General Managerial Approach, 2nd Edition, Pearson Education Asia, New Delhi, 2001
- Michael Armstrong, Hand book of Strategic Human Resource Management, Kogan page, London, 2011.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit.

30 Marks

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit.

70 Marks

SBA5615	HUMAN RESOURCES DEVELOPMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Human Resources

COURSE OBJECTIVE

- To enable students to understand the importance and techniques of developing Human Resource.

UNIT 1**9 Hrs**

Nature and Scope: Introduction – Evolution of HRD as a management philosophy - scope and importance-Personnel management vs. HRD- Human resource system designing HR policies, Competencies required for HRD function, future of HRD.

UNIT 2**9 Hrs.**

Induction and Career Management: Human Resource Planning scheme for large organizations- Managerial Approach and important steps involved. Initiating the new employee into the organization –Detailed Induction Program-Career & Development, Succession Planning – Executive Grooming, Mentoring. Quality of Work Life (QWL), Preconditions to QWL, How to improve QWL. Competency Mapping.

UNIT 3**9 Hrs.**

Development and Initiatives: Setting up and maintaining an effective Training & Development department, Steps in conducting and organizing Training and Development programs in organization, Self Development and Management Development, Managerial Issues, Various Techniques of Training and Development suitable to advanced Applications, O.D Initiatives.

UNIT 4**9hrs**

Appraisal and Counseling: Performance Assessment and Performance Management Advanced Appraisal Techniques: Behavioral Anchored Ratings- 360 Degree Appraisal-Balanced Scorecard, Assessment, Center Potential Appraisal. Vocational & Performance Counseling and Interpersonal feedback, Developing Dynamic relationship through effective counseling.

UNIT 5**9 Hrs.**

Post evaluation of Training and Development programs: Content of the training program-Trainer - Course material- Venue & Training Schedule, Train the Trainer, HRD Interface, HR Records and Audit, e-HRD, Loyalty towards Organization, Organizational Empowerment, Time management.

- Case study is Mandatory

TEXT / REFERENCE BOOKS

- Pareek Udai & Udaya Kumar Halder, Human Resource Development, 1st Edition, Oxford University Press, 2009.
- Rao.T.V, Performance Management and Appraisal System, 1st Edition, Sage Publications, 2004.
- Silvera D.M, Human Resource Development -The Indian Experience, New India Publications, 1990.
- Dr. Rathna Reddy. B, Effective Human Resource Training & Development Strategy, 1st Edition, Himalaya Publishing House, 2009.
- Battacharya. D.K, Human Resource Development, 2nd Edition, Himalaya Publishing House, 2009.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5616	INTERNATIONAL HUMAN RESOURCES MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Human Resources

COURSE OBJECTIVE

- To enable students to understand the nuances of managing international employees.

UNIT 1**9 Hrs**

Concept of Culture - Culture Shock - Role Cultural Understanding- Cross cultural Differences and Managerial implications - Hofstede Study - cultural environment – Ethics in International Environment.

UNIT 2**9 Hrs**

Growth, Evolution and Concept of International Resource Management– Conceptual Perspectives - Stages of Internationalization Global Business – International HRM Meaning, Definition, Concept and Characteristics of International HRM variables that moderate differences between Domestic & International HRM Approaches - Path to Global Status.

UNIT 3**9 Hrs**

International Recruitment, Selection and Compensation: Executive Nationality staffing policies - Issues in staff selection – Expatriate Selection Criteria –Use of selection Tests - Selecting TCNs and HCNs — Objectives of International Compensation -Key Components of a Potential Compensation program -Approaches to International Compensation.

UNIT 4**9 Hrs**

Performance Management - Criterion used for performance appraisal of In employee-appraisal of HCNs – The International HRM perspectives in Training and Development –expatriate training developing - International staff and Multinational teams — Key Issues in International Labour Relations - Labour Union and International Labour Relations Response of labour unions to multinationals.

UNIT 5**9 Hrs**

Issues and Challenges in I.H.R.M .- Managing people in an international context – HR issues in Multinational Corporate Social responsibility - Multinational as a global citizen-International Accord and Corporate Codes of Conduct – Implication for the HR function of the multinational firm.

- Case study is Mandatory

TEXT / REFERENCE BOOKS

- Dennis Briscoe, Randall Schuler, Ibraiz Tarique, International Human Resource Management: Policies and Practices for Multinational Enterprises, 4th Edition, Routledge, 2012.
- Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management: Managing People in a Multinational Context, 5th Edition, Thomson Publisher, 2008
- P. L. Rao, International Human Resource Management: Text and Cases, 1st Edition, Excel Books, 2008
- Nilanjan Sengupta, International Human Resource Management, 1st Edition, Excel Books, 2007
- Luis R Gomez-Mejia, D.B. Balkin and R.L. Cardy: Managing Human Resource, 7th Edition, Prentice Hall PTR, 2011

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5617	ADVANCED LABOUR LEGISLATIONS	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Human Resources

COURSE OBJECTIVE

To provide a detailed working knowledge of all the labor legislations of India.

UNIT 1**9 Hrs**

Legislation affecting working conditions: Factories Act, 1948: definitions, Provision's relating to - Health, Safety, Welfare, working hours and leave, Women and Young Persons, Special Provisions on Hazardous Factories. Apprentices Act, 1961- Nature of Apprenticeship Contract, Duties and obligations of the Employer and apprentice, Allotment of Apprentices to Designated Trades. The Child Labour (Prohibition and Regulation) Act, 1986, Contract Labour (Abolition & Regulation) Act, 1970, The Shops and Commercial Establishments Act. Related Case Studies

UNIT 2**9 Hrs.**

Law relating to Wages: Payment of Wages Act, 1936: Provision relating to responsibility for payment of wages – Authorized deductions, limits to deductions. Minimum Wages Act, 1948: Objects – Procedure for fixing and revising minimum wages – Appointment of advisory board – Payment of minimum wages – Maintenance of registers and records contracting out – offences and penalties. Equal Remuneration Act, 1976: objects – Definitions – Duty of employer – Discrimination between male and female worker – Authorities – Register and Offences and Penalties. Related Case Studies.

UNIT 3**9 Hrs.**

Law relating to Social Security: Employee's State Insurance Act, 1948, The Employee's State Insurance Corporation and Types of Benefits, Rules regarding Contributions, Rules regarding Benefits– Standing committee and medical benefit council provisions relating to contributions – Offences and penalties – Miscellaneous provisions. Employee's Provident Funds and Miscellaneous Provisions Act, 1952 – Objects – Definitions – Schemes EPF – Authorities – Offence and Penalties. Workmen's Compensation Act, 1923 – Recent Amendments – Objects – Definitions – Disablement – Employer Liability – Compensation Calculation – Offence and Penalties. Maternity Benefit Act, 1961. Related Case Studies.

UNIT 4 9 Hrs. Law relating to Industrial Relations: Industrial Disputes Act, 1947: Industrial Dispute and Individual Dispute – Authorities for settlement of Industrial Disputes –Forms of Industrial Disputes – Procedure – Powers and duties of authorities. Trade Union Act, 1926: Objects – Registration of trade unions – Rights and liabilities of registered trade unions – Registered and Recognised Union Procedure. Industrial Employment (Standing Orders) Act, 1946: Objects, Concepts and Nature of Standing Orders – Provisions regarding certification and operation of standing orders. Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959. Related Case Studies.

UNIT 5**9 Hrs.**

Law relating to Monetary Benefits: Payment of Gratuity Act, 1972, Definitions – Eligibility – Nomination – Rights and Obligations of Employer and Worker – Amount of Gratuity – Protection – Offence and Penalties Payment of Bonus Act, 1965 – Objects – Definitions – Eligibility – Computation of available surplus & allocable surplus, Accounting year, deduction from bonus payable – set on and set off provisions – Offence and Penalties. Related Case Studies.

TEXT / REFERENCE BOOKS

1. Kapoor N.D, Handbook of Industrial Laws, Sultan Chand & Sons.
2. Padhi.P.K., Labour & Industrial Law, 1st Edition, PHI Learning Publications, 2009.
3. Reshma Arora, Labour Law, 1st Edition, Himalaya Publishing House, 2008.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA561 8	INDUSTRIAL LABOUR RELATIONS	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Human Resources

COURSE OBJECTIVE

- To enable students to understand the need for industrial peace and the concepts and methodologies of ensuring the same.

UNIT 1**9 Hrs**

Human Resource Development in perspective, Impact of Industrial Revolution, Industrial Relations(IR) : Concepts, Importance of Industrial Relations, Nature & Scope of Industrial Relations, Evolution of IR, The Management, The Government, factors affecting Industrial Relations, Characteristics, contributing Disciplines, application of Psychology & Economics to industrial relations, harmonious relations in industry, importance and means to improve; factors affecting employee stability.

UNIT 2**9 Hrs.**

Evolution and development of wage policy in India, statutory minimum wages, wage criteria, wage machinery, objectives of a wage policy, dearness allowances, fringe benefits, wage differentials, wage administration, bonus, managerial pay trends.

UNIT 3**9 Hrs.**

Resolving Disputes Legal and voluntary methods for resolving disputes, Conciliation, Arbitration and Adjudication- Collective Bargaining : Meaning, scope & issues, subject matter and parties, methods and tactics, administration of collective bargaining agreements, regulation of strike, lockout, layoff & retrenchment, Machinery under the Act for settlement of disputes, Bi-Partite & Tri-partite machinery –centre and state; codes of discipline Joint Consultative Machinery.

UNIT 4**9 Hrs.**

Trade Unions: General features, Trade unions and their growth, Evolution of Trade Unions in India, Need for trade unions, Theories of trade unionism, Problems of Trade Union, structure and classification of trade unions. Objectives & membership of major federations in India, Problems of Indian trade unions, Suggestions for Improvement.

UNIT 5**9 Hrs.**

Foundations of Industrial Peace: ILO - its functions and role in labour movement – Welfare and Social Security - Rationale and Schemes, Labour under the Constitution, Avenues of Workers Participation in Management, Worker's Education, Grievance Redressal for individual employee.

- Case study is Mandatory

TEXT / REFERENCE BOOKS

- Tripathi, Personnel Mgmt & Industrial Relations, 19th Edition, Sultan Chand & Sons, 2008.
- Subba Rao, Essentials of Human Resource Management & Industrial Relations, 9th Edition, Himalaya Publishing House, 2009.
- Arun Monappa, Industrial Relations, 1st Edition, Tata McGraw Hill, 1985.
- Mammoria & Mammoria, Dynamics of Industrial Relations, 16th Edition, Himalaya Publishing House, 2009.
- Sharma.A.M., Industrial Jurisprudence and Labour Legislation, 6th Edition, Himalaya Publishing House, 2009.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit.

30 Marks

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit.

70 Marks

SBA5619	SERVICES AND OPERATIONS MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Operations

COURSE OBJECTIVE

- To provide an understanding of the concept of service and its quality, too for its design and efficient delivery.

UNIT 1 INTRODUCTION**9 Hrs.**

Services–Importance, role in economy, service sector –growth; Nature of -Service classification, Service Package, distinctive characteristics, open-systems view; Service Strategy–Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Role of Internet strategies-Environmental strategies.

UNIT 2 SERVICE DESIGNS**9 Hrs.**

New Service Development–Design elements–Service Blue-printing- process structure–generic approaches –Value to customer; Retail design strategies–store size–Network configuration; Managing Service Experience–experience economy, key dimensions; Vehicle Routing and Scheduling. Technology and its impact on service and service delivery system.

UNIT 3 SERVICE QUALITY**9 Hrs.**

Service Quality-Dimensions, Service Quality Gap Model; Measuring Service Quality–SERVQUAL –Walk - through Audit; Quality service by design -Service Recovery-Service Guarantees; Service Encounter–triad, creating service orientation, service profit chain; Front-office Back-office Interface–service decoupling.

UNIT 4 SERVICE LOGISTICS**9 Hrs.**

Servicescapes –behaviour -environmental dimensions –framework; Facility design–nature, objectives, process analysis –process flow diagram, process steps, simulation; Service facility layout; Service Facility Location–considerations, facility location techniques–metropolitan metric, Euclidean, retail outlet location , location set covering problem

UNIT 5 SERVICE OPERATION**9 Hrs.**

Managing Demand –strategies; Managing capacity –basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services–Retail Discounting Model, Newsvendor Model; Managing Waiting Lines–Queuing systems, psychology of waiting; Managing for growth-expansion strategies, franchising , globalization.

- Case Study is Mandatory

TEXT / REFERENCE BOOKS

- Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education –Second Edition.
- Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2nd Edition, 2005.
- Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006
- J.Nevan Wright and Peter Race, The management of service operations, Thomson, 2nd Edition, 2004

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5620	PRODUCT DESIGN	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Operations

COURSE OBJECTIVE

- To enable students to understand the nuances of creating new product ideas, the design and testing their reliability.

UNIT 1 DESIGN FUNDAMENTAL**9 Hrs**

Importance of design- n The design process-Considerations of Good Design- n Morphology of Design –Organization for design–n Computer Aided Engineering– g Designing to codes and standards– Concurrent Engineering– g Product and process cycle– s Technological Forecasting – Market Identification– n Competition Benchmarking.

UNIT 2 CUSTOMER ORIENTED DESIGN & SOCIETAL CONSIDERATIONS 9 Hrs

Identification of customer needs- n Importance of customer – customer population customer requirements- Quality Function Deployment- n Product Design Specification- n. s Societal consideration - Contracts– Product liability – Protecting intellectual property– Legal and ethical domains – Codes of ethics - Ethical conflicts – Environmentally friendly design- n Future trends interaction of engineering with society.

UNIT 3 DESIGN METHOD**9 Hrs**

Creativity and Problem Solving– n Creativity method– n Theory of Inventive Problem Solving (TRIZ) – Conceptual decomposition– n Generating design concepts– n Axiomatic Design – Evaluation method – Embodiment – n Design– n Product Architecture– n configuration Design– n Parametric Design. Role of models in design– n Mathematical Modeling – Simulation – Geometric Modeling –Rapid prototyping– Finite Element Analysis– Optimization – Search Methods.

UNIT 4 MATERIAL SELECTION PROCESSING AND DESIGN**9 Hrs.**

Material Selection Process – Economics – Cost Vs Performance – Weighted property Index – Value Analysis – Role of Processing in Design – Classification of Manufacturing Process – Design for Manufacture – Design for Assembly –Designing for castings,

UNIT 5 PROBABILITY CONCEPTS IN DESIGN FOR RELIABILITY**9 Hrs.**

Probability – Distributions – Test of Hypothesis – Design of Experiments – Reliability Theory – Design for Reliability – Reliability centered Maintenance–Robust Design–Failure mode Effect Analysis.

- Case Study is Mandatory

TEXT / REFERENCE BOOKS

- Dieter, George E., "Engineering Design - A Materials and Processing Approach", McGraw Hill, International Editions, Singapore, 2000
- Pahl, G, and Beitz, W., "Engineering Design", Springer – Verlag, NY, 1984.
- Ray, M.S., "Elements of Engg. Design", Prentice Hall Inc. 1985.
- Karl T. Ulrich and Steven D. Eppinger "Product Design and Development" McGraw Hill Edition 2000.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5621	INVENTORY MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Operations

UNIT 1 INTRODUCTION**9 Hrs**

Importance & Scope of Inventory - Components of Inventory - Costs Associated with Inventory - Inventory Control - Inventory concept; need for inventory; types of functions, use; Dependent and Independent Demand

UNIT 2 TECHNIQUES**9 Hrs**

Inventory Control Techniques: Inventory classification and its consequences in inventory safety stock determination considering service level. Strategies to increase Reduce throughput time, improve WIP, eliminate waste, and reduce inventory level and manufacturing organization. Work in Process Inventory - Finished Goods Inventory - General Management of Inventory Spare Parts Inventories. Introduction to management, advanced forecasting methods.

UNIT 3 STRATEGIC INVENTORY MANAGEMENT**9 Hrs**

Strategic Inventory Management: Objectives and Importance of the inventory management function in reference to Profitability, Strategy, customer Competitive Advantage Inventory Management Systems - Forecasting Techniques - Inventory aggregation Models - Dynamic Lot sizing Methods - Echelon Inventory models.

UNIT 4 MODELS**9 Hrs**

Inventory Models: Inventory models - Fixed Order Versus Fixed Interval - Developing Special Quantity Discount - Inventory Model for Manufacturing Items - Economic Order Quantity, EOQ with discount - Single Period Inventory - Economic Lot Size when Stock Replenishment is instantaneous.

UNIT 5 PERFORMANCE**9 Hrs.**

Make Or Buy Decisions: Concept of outsourcing, Factors influencing Decisions, Trends in Make Or Buy Decisions in context of core competency - Evaluation of Performance of Materials - Forecasting and methodology of evaluation *Case Study is Mandatory

TEXT / REFERENCE BOOKS

- 1 Foundations of Inventory Management – Zipkin, McGraw Hill.
2. Orliky's MRP – Plossl
3. Production Planning And Inventory Control – Seetharama L Narsimhan,
4. Dennis W McLeavy, Peter J Billington, Prentice Hall Of India Pvt Ltd
5. Introduction To Materials Management, - J. R. Tony Arnold, Stephen N. Chapman - Prentice Hall

END SEMESTER EXAM QUESTION PAPER PATTERN,**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5622	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Operations

COURSE OBJECTIVE

- To create an understanding of the concept of Supply Chain

UNIT 1 INTRODUCTION

9 Hrs

Business logistics and supply – i cm hp ao inrtance, objectives and driS vt erras te. g-y planning, selecting proper channel, performance measurement-M . Oa k ue tsov us rcb in approach–sourcing strategy, Types of Logistics, Logistical activities, Supply c obstacles.

UNIT 2 MANAGING FLOWS

9 Hrs

Planning Netwo- rDsk ecision making under- rD ise kcision tre- eDsecision making un-
uncertainty. Distribution Network -R Deo sle-Fi g n actors Influencing
Options, Addition..Supply Chain Network optimization models. Logistics
info-R rmo ale tioo n f s-T l y
Framework for IT adop. n tio

UNIT 3 INVENTORY AND WAREHOUSING

9 Hrs

Planning and managing inventory in supply chain, bullwhip e-P ffr eo cb ta , b cilo is n inventory models, Risk pooling, Vendormanaged inven-e toc rh ye , l o n Mult n invento Warehousing Funct-T iony spes-Site Selection-Decision Mod- eL layout Desi- gCnosting-Virtua Warehouse, Warehouse management, push based, pull based systems.

UNIT 4 TRANSPORTATION AND PACKAGING

9 Hrs

Transportation Drivers, Modes, Measurement Strategies for Transportation, 3PL and Vehicle Routing and Scheduling. Packaging Design Considerations, Material and Packaging as Unitisation. Consumer and Industrial Packaging.

UNIT 5 ORGANISATION AND CONTROL

9 Hrs

Organisation Structure and development. Organizational characteristics, Orientation positioning. Interfunctional and interorganisational management relationships. Partnerships. Control process framework, system details, information, measurement, Supply chain performance management, relationship management.

- Cast Study is Mandatory

TEXT / REFERENCE BOOKS

1. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition
2. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, 2007.
3. Bowersox Donald J, Logistics Management –The Integrated Supply, Chain Process, Tata McGraw Hill, 2010
4. Vinod V. Sople, Logistics Management-The Supply Chain Imperative, Pearson. 20
5. Coyle et al., The Management of Business Logistics, Thomson Learning, 7th Edition, 2004.

END SEMESTER EXAM QUESTION PAPER PATTERN

Max. Marks : 100

Exam Duration : 3 Hrs.

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. 70 Marks

SBA5623	TOTAL QUALITY MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Operations

COURSE OBJECTIVE

- To provide a comprehensive understanding of philosophies and tools of Quality Management.

UNIT 1 INTRODUCTION**9 Hrs**

Quality - vision, mission and policy statements. Customer satisfaction perception of quality, Dimensions of product and service quality. Cost of quality.

UNIT 2 PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT 9 Hrs

Overview of the contributions of Deming, Juran, Crosby, Masaaki Ima, Ishikawa, Concepts of Quality circle, Japanese 5S principles and 8D methodology.

UNIT 3 STATISTICAL PROCESS CONTROL 9 Hrs

Meaning and significance of statistical process control (SPC) and use of control charts for variables and attributes. Process capability analysis, significance and measurement - Six sigma-concepts of process capability. Reliability concepts (TTP, MTBF, MTTR, etc.). Business process improvement (BPI) (BPR), application of reengineering process, benefits and limitations.

UNIT 4 TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT 9 Hrs.

Quality function deployment (QFD), 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 Tools (old & new). Benchmarking and POKA YOKE, Taguchi techniques, Business excellence (quality awards). (international awards - Deming award, Malcolm award, EFQA and Indian awards.

UNIT 5 QUALITY MANAGEMENT SYSTEMS 9 Hrs. Introduction to IS/ISO 9004:2000-quality management systems-guidelines for performance improvements. Quality Audits. TQM culture, Leadership- Quality council, employee involvement, motivation, empowerment, recognition and reward-TQM framework, benefits, awareness and obstacles.

- Case Study is Mandatory

TEXT / REFERENCE BOOKS

- Dale H. Besterfield, Carol Besterfield - Michna, Glen H. Besterfield, Mary Besterfield - Sacre, Hermant - Urdhwarshie, Rashmi Urdhwarshie, Total Quality Management, Revised Third edition, Pearson Education, 2011
- Shridhara Bhat K, Total Quality Management -Text and Cases, Himalaya Publishing House, First Edition 2002
- Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited, 2008.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5624	LEAN MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Operations

COURSE OBJECTIVE

To enable students to understand the concept of Lean, its benefits and the techniques used in its implementation.

UNIT 1 INTRODUCTION**9 Hrs**

Basics of Lean Management approach and the basics of Lean Management - Basics of TPS 14 principles, including relations with the Lean Management tool (Lean Management (Tool Box) based on the situation;

UNIT 2 METHODS**9 Hrs**

Applying various methods and techniques of Lean Manufacturing to various situations for improving the efficiency and effectiveness of organizational processes, processes' layouts, lean six sigma

UNIT 3 INTRODUCTION TO LEAN MANUFACTURING**9 Hrs.**

Objectives of lean manufacturing-key principles and implications of lean manufacturing-traditional Vs lean manufacturing. Standard work -communication of standard work to employees -standard work and flexibility -visual controls -quality at the source -5S principles - preventive maintenance-total quality management total productive maintenance - changeover/setup time -batch size reduction-production leveling.

UNIT 4 VALUE STREAM MAPPING:**9 Hrs.**

Application to the factory simulation scenario-line balancing- Poke Yoke - kanban - overall equipment effectiveness. Value stream mapping and Spaghetti charts. Lean production preparation- system assessment, process and sources of waste. Employee involvement - importance of quality culture.

UNIT 5 JUST IN TIME MANUFACTURING:**9 Hrs.**

Introduction -elements of JIT -uniform production rate-pull versus push method-Kanban system - small lot size-quick, inexpensive set-up-continuous improvement. Optimized production technology. ONE-PIECE FLOW: Process razing techniques -cells for assembly line .

- Cast Study is Mandatory

TEXT / REFERENCE BOOKS

1. Ronald G Askin , "Design and Analysis of Lean Production system", John Wiley and Sons, New York, 2003.
2. Bedworth D D, "Integrated Production Control Systems Management, Analysis, Design", John Wiley and Sons, New York, 1987
3. Vollman T E, "Manufacturing Planning and Control Systems",Galgotia Publication (P) Ltd., New Delhi, 2004.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5625	HEALTH INSURANCE	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Hospital Management

COURSE OBJECTIVE

- To provide an understanding of Health insurance concepts, knowledge of Insurance Schemes of other countries and regulatory Agencies.

UNIT 1 INTRODUCTION**9 Hrs.**

Introduction – Economics of Life and Health Insurance – Importance, Socio-political realities – Insurance Terminology. Risk Management subjective and objective risk

UNIT 2 HEALTH POLICY**9 Hrs.**

Health Policy vis-à-vis Health Insurance Policies – Indian Scenario – Different Products – Demand and Scope – Limitation.

UNIT 3 HEALTH INSURANCE SCHEMES**9 Hrs.**

Administration of Health Insurance Schemes like CGHS & ESI and Social Security Measures. TPAs, Governing Mechanisms including IRDA. – Health insurance schemes and its various process in foreign countries like USA, USSR, UK and Australia., etc.,

UNIT 4 INSURANCE STANDARDIZATION**9 Hrs.**

Health Insurance Taxation – Four General Insurance Companies - Standardization and grading of Hospital Services – Role of Vigilance and Real-time information about the services.

UNIT 5 INSURANCE PROVIDERS**9 Hrs.**

Health Insurance Providers – Government and Private – Micro-insurance, The role and responsibilities of provider – insurer-patient and the regulatory agencies. – Case study.

TEXT / REFERENCE BOOKS

- Gupta P.K, Insurance and Risk Management, Himalaya Publishing House, 2006.
- My Collection of HI – Material and Books, 2007.
- Insurance Exam – Material, 2006
- American Books – Managed Care On History of Health Insurance – Origin – Development & Growth – 2007.
- Insurance – Compendium – Given by Venugopal, 2005.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit.

30 Marks

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit.

70 Marks

SBA5626	HEALTH COMMUNICATION PLANNING AND MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Hospital Management

COURSE OBJECTIVE

- To provide an understanding of the concept of communication, media and aids of communication for disseminating health related message and training.

UNIT 1 INTRODUCTION**9 Hrs.**

Communication: Fundamentals and Process, Meaning and Process of Communication, Barriers to Communication, Key to overcome Barriers: Awareness, Self-assessment, Openness and Objectivity, Leadership and Motivation, Learning and Change Process, Types : Formal, Supportive, Rigid, Purposeful and Complex, Levels : Intra-Personal, Interpersonal, Public and Mass, Process of Communication Planning, Analysis of Audience and Situation, Setting Objectives, Designing strategy : Message, Methods and Media, Planning Activities : Scheduling, Budgeting and Implementation, Evaluation Phase.

UNIT 2 IMPLEMENTATION STRATEGIES**9 Hrs.**

Strategies of Implementation of Communication Programme in Hospital and various Health care Organization, Building Commitment, Training Manpower Community Participation, Utilizing Resources

UNIT 3 EVALUATION**9 Hrs.**

Evaluation of Health Communication / Campaign Programme, Stages of Evaluation, Criteria of Evaluation Methods of evaluation

UNIT 4 METHODS OF COMMUNICATION**9 Hrs.**

Individual Methods (Individual teaching), Interview: Meaning, types and techniques of taking interview, Counselling: Meaning and techniques of counseling, Group Methods (Group teaching), Group discussion: Meaning, categories of members and their functions, factors affecting good discussion and decision making, Role play: Meaning, techniques of conducting role play, Symposium: Meaning, procedures of conducting the symposium, Mass Methods (Mass teaching), Lecture: Meaning, types, techniques of delivering lecture effectively.

UNIT 5 MEDIA OF COMMUNICATION**9 Hrs.**

Audio Aids, Cassette player: Meaning, advantage of using cassette player in teaching, Visual Aids, Pamphlet: Meaning and Advantages, Poster: Meaning and Techniques, Chart: Meaning, Types, Sources and Advantages, Flip Chart: Meaning and Techniques, Flannel Graph: Meaning and Techniques, Bulletin Board: Meaning and Procedures, Audio-visual Aids, Television (TV): Meaning and Advantages, Video Show: Meaning and Advantages, Computer Networks, Websites, E-mails, etc. Public Health Relation, Role of PROs in Hospitals, Media Relation, and role of spokes person during disaster and Public grievances. Case study.

TEXT / REFERENCE BOOKS

- 1 L. Ramachandran and et al, A Textbook of Health Education (Vikas Publishing House Pvt. Ltd., New Delhi)
- 2 WHO, Health Education: Comprehensive Guidelines of Planning, Implementation and Evaluation (WHO Regional Office for South Asia, New Delhi)
- 3 Marry Munter, Guide to Managerial Communication (Prentice Hall, New Jersey) ISBN 0130462152
4. Robert J Bensley and Jodi Brookins Fisher, Community Health Education Methods: A Practical Guide (Jones and Bartlett Publishers, Boston) ISBN 0763718017

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5627	MANAGING QUALITY IN HEALTH CARE	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Hospital Management

COURSE OBJECTIVE

- To provide an understanding of concepts of Quality and the techniques for managing quality and the accreditation process.

UNIT 1 INTRODUCTION**9 Hrs.**

Introduction – Concept – Definition – Origin and Growth of Quality Management – Importance and Significance of TQM for Healthcare – Prerequisites of Quality of Management in Healthcare – Role of Medical Record in Quality Management – Quality Circles – Quality Assurance.

UNIT 2 QUALITY MANAGEMENT PROCESS**9 Hrs.**

Quality Management Process – Leadership Commitment – Team Work Communication – Problem solving Managing Time Tools and Techniques – Corporate Framework on Quality Transformation of Corporate Culture – Training and Development – Stress – Communication and Interpersonal Relationship – Patient Satisfaction.

UNIT 3 FRONT OFFICE**9 Hrs.**

Front Office – OPD – Casualty – Labs – OT – CSSD – IP – Dietary, HK, ICU – Nursing – Laundry – Canteen – TQM Team Work – Employee Involvement – Key Result Areas – TQM Tools – Quality Function Deployment – Concurrent Engineering – FEMA – Demings – P.C.D.A. Cycle – JIT – Kaizen – ‘O’ defect program – Learning by Practice and Teaching Benchmarking – Quality Measurement and Statistical Report – Cause and Effect Diagram – Pareto Diagram Statistical Process Control (SPC).

UNIT 4 QUALITY POLICY**9 Hrs.**

Quality Policy – Commitment to Patients and Staff – Code of Conduct for Health Professionals – Job Description of Quality Manager – Quality Steering Committee – Quality Council Quality Teams: Task Force – Obstacles to Practice Quality – Performance Indicators Feedback – Customers, Staff, Suppliers, etc – Quality Audit and Review Techniques.

UNIT 5 CREDITATION**9 Hrs.**

Accreditation – Introduction – Concept of Hospital Accreditation – Accreditation Scenario in India and Abroad – Organization, Authorities for accreditations in India – Accreditation Process – Role of the Government in developing an accreditation system . ISO certification – BS Mark Accreditation – JCI Quality Awards Scheme – Business Process Reengineering. Case study.

TEXT / REFERENCE BOOKS

1. Wilson CRM, Hospital Wide Quality Assurance (Saunders, Ontario)
2. Roger Ellis and Dorothy Whittington, Quality Assurance in Health Care – A Hand Book (Edward Arnold, London) ISBN 0-340-55273-5
3. Edward W. Deming, Out of the Crisis (Cambridge University Press, Cambridge)
4. Richard Smith (ed.) Audit in Action (British Medical Journal, London) ISBN 0-7279-0317-9
5. Nankamp and Eileen Richardson, Quality Assurance in Nursing Practice a (Butterworth Heinemann Ltd., London, Second Edition) ISBN 0-7506-2326-8)
6. Helga Drummond, The TQM Movement – what Total Quality Management is Really All About (UBSPD, New Delhi)

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5628	HEALTH CARE AND HOSPITAL ADMINISTRATION	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Hospital Management

COURSE OBJECTIVE

- To enable students to learn the concepts and functions of Management as applicable administration of health care services.

UNIT 1 INTRODUCTION**9 Hrs.**

Management Concepts and Theories, Management and Organizations Management Role, Levels of Managers and Management Skills, Classical School, Behavior School, Management Science School

UNIT 2 MANAGEMENT FUNCTIONS**9 Hrs.**

Management Functions and Process, Planning, Organizing, Staffing, Directing, Controlling

UNIT 3 HOSPITAL SERVICES**9 Hrs.**

Services, Health and Hospital Services, Classification of Service Organization, Characteristics, Challenges History of Medicine, Healthcare Revolution, Health, Dimensions of Health, Indicators of Health Types of Healthcare Organizations, Composition of Health Sector, Types of Care, Pyramidal Structure of Health Services, Hospitals, Types of Hospitals and Role of Hospital in Healthcare, Complexity of Hospital Organization. Administration of various specialties in a hospital. Incident in Hospitals, Grievance Handling with patients and employees, Medical and paramedical staffs.

UNIT 4 HOSPITAL MANAGEMENT**9 Hrs.**

Levels and Roles, Governing Board, Executive Board and Advisory Board, CEO, Medical Administration, Nursing Administration and Hospital Administration, Middle Level Managers in Hospital and their Responsibilities – Lower level employees, Incharge, supervisors, contract workers in Hospital.

UNIT 5 CURRENT ISSUES IN HEALTHCARE**9 Hrs.**

Current Issues in Healthcare, Accreditation, Tele health, Health Tourism, Health Insurance and Managed Care, Disaster Management, Hospital Wastes Management – NGOs

TEXT / REFERENCE BOOKS

- 1 Stephen P. Robbins and Mary Coulter, Management (Prentice Hall of India Pvt. Ltd., New Delhi)
- 2 J.E. Park and K. Park, Textbook of Preventive and Social Medicine (M/S Banarsidas Bhanot Publishers, Jabalpur)
- 3 Elaine La Monica, Management in Health Care (Macmillan Press Ltd, London)
- 4 B.M. Sakharkar, Principles of Hospital Administration and Planning (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)
5. C.M. Francis and et al., Hospital Administration (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)
6. S. Srinivasan (ed.), Management Process in Health Care (Voluntary Health Association of India, New Delhi)

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5629	LEGAL AND ETHICAL ISSUES IN HEALTH CARE	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Hospital Management

COURSE OBJECTIVE

- To enable students to develop a comprehensive understanding Legal provisions pertaining to relationship between Doctors, Patients and Laws relating to delivery of specific services, drugs and management of Labor.

UNIT 1 INTRODUCTION**9 Hrs.**

Laws relating to formation of Healthcare Organization – Registration and Regulation – Forming Society – The Companies Act – Law of Partnership – Corporate basis (Private and Public) – A sample constitution for the Hospitals – In compliance with Medical Council of India Act.

UNIT 2 LAWS RELATING TO DOCTORS AND PATIENT**9 Hrs.**

Laws relating to Doctors and Patient – Medical Council of India – Medical Licensure Law – Doctors Patient Relationship – Medical Malpractice – Quality and Standard of Medical Care – Negligence Medical Consent Emergency Care – The Consumer protection Act – Rights and Responsibilities – Medical Ethics.

UNIT 3 LAWS PERTAINING TO HEALTH**9 Hrs.**

Laws pertaining to Health – Central Births and Deaths Registration Act, 1969 – Recent amendments – Medical Termination of Pregnancy Act, 1971 – Infant Milk Substitutes – Feeding Bottles and Infant Food Act, 1992. Police Investigation – Evidence – Court deliberations organ transplantation – Euthanasia (mercy killing) – Diagnosis – prescription and administration of drugs – Post treatment services – Anesthesia, surgery and sale of drugs – The Biomedical Waste (Management and Handling) Rules – Radiation Safety System.

UNIT 4 LAWS RELATING TO LABOUR ENACTMENTS**9 Hrs.**

Laws relating to Labour Enactments – Hospital as an Industry – Unrest in Hospitals – Dispute Settlement Mechanism – Arbitration, Conciliation and Adjudication of Disputes – Role of Trade Unions – Unfair Labour Practices and Victimization – Disciplinary Actions – Requisitions of a valid disciplinary enquiry – Service Conditions – Retirement Benefits – Social Security

UNIT 5 LAWS RELATING TO PURCHASES AND FUNDING**9 Hrs.**

Laws relating to purchases and funding – Law of contracts – Law of insurance – Social Security and Insurance – Export Import Policy – FEMA – Exemption of income tax for donations – Tax Obligations – Filing Returns and Deductions at source. Remedies – Contract Law, Tort, Criminal law and RTI. Laws pertaining to Manufacture and sale of Drugs – Drugs and Cosmetics Acts, 1940 – Pharmacy Act, 1948 – Drugs and Magic Remedies (Objectionable Advertisement) Act, 1954 – Poison Act, 1919 – Legislation for Tobacco Control. Case study.

TEXT / REFERENCE BOOKS

- The Law of Health Care Administrations – Stuart Showalter
- S.L. Goel, Healthcare Management and Administration, Deep & Deep Publications Pvt. Ltd. New Delhi, 2010.
- Srinivasan, A.V. (ed.), Managing a Modern Hospital, Chapter 12, Response Books, New Delhi, 2009.
- Encyclopedia of Bio-medical Ethics – Two Volumes.
- Dynamics of Industrial Relations – C.B. Memoria
- Industrial laws – N.D. Kapoor

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5630	APPLICATION OF INFORMATION TECHNOLOGY IN HEALTH CARE	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Hospital Management

COURSE OBJECTIVE

- To enable students to understand the use of Information Technology in management health records & its security and delivery of health services using world wide web.

UNIT 1 INTRODUCTION**9 Hrs.**

The Information Explosion: Information is important – Impact on society – Impact on teaching and learning – Impact on Government – Impact on Healthcare – The future of healthcare technology – The future healthcare record – Preparing for the future – The world of Informatics.

UNIT 2 HEALTH INFORMATION**9 Hrs.**

The right information: The process of decision making – Literature databases – Searching the literature – Example of unit-based literature – Standards of information seeking – Future consideration – Summary. The Electronic health record: Functions of the health record – Changing functions of the patients record – Advantages of the paper record – Disadvantages of the paper record – Optically scanned records – The electronic health record – Automating the paper record – Advantages of the EHR – Disadvantages of the EHR – Bedside or point-of-care systems – Human factors and the EHR – Roadblocks and challenges to EHR implementation – The future.

UNIT 3 SECURING INFORMATION**9 Hrs.**

Securing the Information: Privacy and confidentiality and Law – Who owns the data? – Security – Computer crime – Role of healthcare professionals – Summary. Information Systems cycle: The information systems cycle – Analysis – Design phase – Development – Implementation – Why some projects fail?

UNIT 4 ELECTRONIC COMMUNICATION**9 Hrs.**

Electronic Communications: A bit of history – Hardware and software for connecting – Methods of accessing information – World Wide Web (WEB) – Communication Technologies.

UNIT 5 TELEHEALTH**9 Hrs.**

Tele health: Terms related to Tele health – Historical perspective on Tele health – Types of Technology – Clinical initiatives – Administrative initiatives – Advantages and Barriers of Tele health – Future trends – Summary-The future of Informatics: Globalization of Information Technology – Electronic communication – Knowledge management – Genomics – Advances in public health – Speech recognition – Wireless computing – Security – Tele health – Informatics Education – Barriers to Information Technology implementation.

TEXT / REFERENCE BOOKS

1. Informatics for Healthcare professional - Kathleen M
2. Management Information system - James O'Brien, Tate McGraw Hill
3. Introduction to Computer - Peter Norton, Tate McGraw Hill
4. Fundamentals of Computers – V.Rajaraman
5. Word 97 Fast and easy – Nancy Stevenson, Galgotia.
6. Internet: An Introduction – CIS Series, Tata McGraw Hill

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5631	ENTREPRENEURSHIP THEORY AND PRACTICES	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Hospital Management

COURSE OBJECTIVE

- To provide an understanding of theories and process of entrepreneurship and the process in commencing a new unit and sustaining its growth.

UNIT 1 ENTREPRENEURSHIP THEORIES**9 Hrs.**

Entrepreneurship – Theories - about Passion, Economic Theory, Knight's Theory of Profit, Theory of Change, Harvard School Theory, Joseph A. Schumpeter's theory of creative destruction, etc., Categories, Entrepreneurial India, Myths concerning entrepreneurship..Entrepreneurial Challenges, Ethics and entrepreneurship.

UNIT 2 ENTREPRENEURSHIP ECO SYSTEM AND PROCESS**9 Hrs.**

Eco System - meaning, players, entrepreneurship and mobility, Positive influences of eco system, Entrepreneurship Process - An Overview, Assessing opportunity, Arriving 120 map, Building business model, Practices of process. Common mistakes by entrepreneur, Social responsibilities of entrepreneurship, Pitfalls in the practices of entrepreneurship.

UNIT 3 CORPORATE ENTREPRENEURSHIP**9 Hrs.**

Corporate entrepreneurship – meaning, Concept, Need for Corporate entrepreneurship,, Hurdles in Entrepreneurship, Successful Entrepreneurship, Benefits, Business model – Meaning, Functions, Designing business model, types of business model, Improvising business model.

UNIT 4 PRACTICES OF STARTING**9 Hrs.**

Myths around innovation, Opportunity analysis, Ideation techniques, Mapping ideas,, Business planning- Myths, types of business plan, selection of business plan, Writing business plan- Executive summary, Introduction, etc, Documentation tips, Appraisal of business plan – project appraisal, technical feasibility, Business plan do's and don't's. Entrepreneurship in Indian perspective and Global perspective

UNIT 5 SUSTAINING THE GROWTH**9 Hrs.**

Collaboration – Need, types, strategic alliances, Approaches to effective collaboration, Intellectual Property - History, Economic value, Life cycle, Types, Patents, Trademarks, Copy Rights, TRIPS and TRIM. Franchising – Introduction, Methods, Franchising as a tool for growth, buying franchising, steps in franchising, common misconception, Trends in Franchising.

TEXT / REFERENCE BOOKS

1. Raj Shankar, Entrepreneurship Theory and Practices, Vijay Nicole Imprints Private Ltd, Chennai, 2012.
2. Khanka.S.S, Entrepreneurial Development, S.Chand & Company Ltd, New Delhi, 2006.
3. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publications House, New Delhi, 2002.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA5632	ACCOUNTING AND FINANCE FOR ENTREPRENEURS	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Hospital Management

COURSE OBJECTIVE

- To provide an understanding of practices of General Accounting, partnership accounting and Cost accounting to enable an entrepreneur to manage the accounts of his venture.

UNIT 1 FUNDAMENTALS OF ACCOUNTING**9 Hrs.**

Meaning and Definitions of accounting. Types of accounting, book keeping, difference between bookkeeping and accounting, Double entry system, journal, ledger, preparation of trial balance, preparation of subsidiary books, cash book- petty cash book

UNIT 2 ACCOUNTING FROM INCOMPLETE RECORDS AND DEPRECIATION**9 Hrs.**

Single Entry System: Meaning, features, Defects, Difference between single entry system and Double entry system- statement of affairs method- conversion method. Depreciation: Meaning, Causes, Types- Straight line method-Written down value method (Change in method included)- Annuity method- Insurance Policy method.

UNIT 3 PARTNERSHIP**9 Hrs.**

Introduction- Necessary adjustments in partnership accounts- Interest on capital- Interest on Drawings- Partner's salary or commission- Interest on partnership loan- profit and loss appropriation account- capital accounts of partners: Fixed capital method- Fluctuating capital method – Admission of partner- Retirement of partners-Retirement cum Admission of partner-Death of a partner.

UNIT 4 INTRODUCTION TO COST ACCOUNTING**9 Hrs.**

Nature and Scope of Cost Accounting- Cost Analysis, concepts and Classifications-Installation of costing systems- Elements of cost: Materials: need and essentials of material control- EOQ, ABC Analysis, VED Analysis- Issue of materials: FIFO, LIFO, HIFO and Base stock methods, Labour: computation and control- method of wage payment- Labour turnover. Overhead: classification, Allocation, Apportionment and Absorption- Accounting and control of overheads- manufacturing- Administration, selling and distribution (primary and secondary distribution)

UNIT 5 COST ACCOUNTING SYSTEMS**9 Hrs.**

Activity Based Costing (ABC)- Meaning, features, Traditional costing vs Activity Based Costing- Standard costing and variance Analysis: Standard Costing and Variance Analysis – Material, Labour, Overhead and Sales Variance Reporting and investigation of Variance. Responsibility Accounting. Case study.

TEXT / REFERENCE BOOKS

1. RL Gupta and Radhswamy, Financial Accounting, Sultan Chand Publication.
- 2 T.S Reddy and Murthy, Financial Accounting , Margham Publication.
- 3 Jain S.P and Narang.K.L, Cost Accounting, Kalyan Publishers, New Delhi, 2005.
4. Dr. Maheswari.S.N, Advanced Cost Accounting, Sultan Chands & Sons, New Delhi, 2007.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit.

30 Marks

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit.

70 Marks

SBA5633	SOCIAL ENTREPRENEURSHIP	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Hospital Management

COURSE OBJECTIVE

- To inculcate the values of 'caring for the society and finding innovative solutions to social problems' in the minds of budding entrepreneurs.

UNIT 1 SOCIAL ENTREPRENEURSHIP**9 Hrs.**

Social Entrepreneurship – Meaning, Need for social entrepreneurship, Types of enterprises, Characteristics, sustained social development, profile of ideal social enterprisers, measuring success, benefits, difference between social entrepreneur and social responsibility, Sociopreneur.

UNIT 2 WOMEN ENTREPRENEURSHIP**9 Hrs.**

Women entrepreneurship – the concept, Historical context in India, functions and benefits of women entrepreneur, growth, problems, Trends in women entrepreneurship. Emergence of eco- system for women entrepreneurs. Entrepreneurial mobility - Factors influencing mobility, Occupational mobility, location mobility. Model by Muhammad Yunus, David Bornstein and Susan Davis, Conscious capitalism.

UNIT 3 RURAL ENTREPRENEURSHIP**9 Hrs.**

Rural Entrepreneurship – meaning, need, rural industrialization, Problems faced by rural entrepreneurs, developing rural entrepreneurship and its benefits, Role of Government and NGOs in the promotion of rural entrepreneurship,

UNIT 4 MICRO FINANCE**9 Hrs.**

Micro Finance – Evolution, Stakeholder, Models, Support by Government, NABARD, Commercial Banks, TNCDW, NGO and MFI. SHG- Bank linkage program. Micro finance Vs Micro Credit, Micro finance for poverty alleviation.

UNIT 5 SMALL INDUSTRIES AND RELATED ACTS 9 Hrs.

Government policy for small enterprises, Basic concept relating to Factories Act, Payment of wages Act, Minimum wages Act, Employees Provident Fund Act, Industrial Dispute Act, Case Studies. Case study.

TEXT / REFERENCE BOOKS

1. Raj Shankar, Entrepreneurship Theory and Practices, Vijay Nicole Imprints Private Ltd, Chennai, 2012.
2. Khanka.S.S, Entrepreneurial Development, S.Chand & Company Ltd, New Delhi, 2006.
3. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publications House, New Delhi, 2002.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SBA563 4	PROJECT MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Hospital Management

COURSE OBJECTIVE

- To impart skills for formulation of projects, management Human Resource, Finance and Marketing techniques.

UNIT 1 PROJECTS MANAGEMENT**9 Hrs**

Project management – Search for a business idea, Concept of Projects and Classification, Project identification, Project formulation, Project design and network analysis, Project report, Project analysis, Factory Design and layout.

UNIT 2 PROJECT FORMULATION**9 Hrs.**

Evolution of small scale industries concept, Location of an Enterprises, Steps for starting up a small industry, Selection of types of organization, Incentives and subsidies, Exploring export possibilities, Micro Small and medium enterprises Act, Definition and important concepts, Ancillary industries, Organizing structure of small scale industries. .

UNIT 3 MARKETING CHANNELS**9 Hrs.**

The concept, problems in marketing the products, Market assessment, Market segment, Marketing segmentation, Branding and packaging, pricing policy, Methods of marketing, Marketing Channels, Marketing institutions and assistance, setting quality standards, Reserved items for small scale items.

UNIT 4 HUMAN RESOURCE MANAGEMENT**9 Hrs.**

Meaning of manpower planning, Job requirements, recruitment, selection, training and development, remuneration and benefits, regulatory laws. Total quality management – meaning, need, the process in small scale industries. Entrepreneurship education, Content, Obstacles, Opportunities in entrepreneurship research. Work place Psychology, conflict resolution and Employee Morale .

UNIT 5 PROJECT FINANCE**9 Hrs.**

Understanding the aspects of funds, Basics of finance, Types of capital, Importance of funding, Importance of cash, Break-even analysis, sources of finance and Choosing right finance , Types of natural investors and choosing the right investor. Project Financing, Leasing and Hire Purchasing, Tax Benefits to SSI, Case Studies.

TEXT / REFERENCES BOOKS

- 1 Rajeev Roy, Entrepreneurship, Oxford University Press, 2008.
2. Khanka.S.S, Entrepreneurial Development, S.Chand & Company Ltd, New Delhi, 2006.
3. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publications House, New Delhi, 2002.
4. Raj Shankar, Entrepreneurship Theory and Practices, Vijay Nicole Imprints Private Ltd, Chennai, 2012.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit.

30 Marks

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit.

70 Marks

SBA5635	MANAGEMENT OF BUSINESS INNOVATION	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Hospital Management

COURSE OBJECTIVE

- To inspire students to functionally create and innovate impart skills necessary for implementing innovative ideas.

UNIT 1 BASIC CONCEPT ON INNOVATION**9 Hrs.**

Concept and Types of Innovation - Organizational setup that facilitate innovations - Activities and competencies involved in new product /service development- Management of Research and Development-Strategic Alliances and Networks - Developing Effective Implementation- - Presentation of Innovations.

UNIT 2 THEORIES ON INNOVATION**9 Hrs.**

Theories of innovation development and adoption- The process of managing innovation: new product development - Customers and the innovation process-R&D- Innovation Organizing strategy- Funding for Innovation- Innovation policy and national innovation - Social systems of innovation and change

UNIT 3 ENVIRONMENT SCANNING**9 Hrs.**

Scanning environment - identify potential innovations - innovation fit with the organizational resources - implementation - review - identification of critical success factors.

UNIT 4 THEORIES ON CREATIVITY**9 Hrs.**

Theories on Creativity & Innovation-Functional Creativity: Human Resources, Company Culture & Unusual Workspaces; fostering creativity; Stages of creativity; Blocks to creativity; Traits of creative personality

UNIT 5 IMPLEMENTING INNOVATION**9 Hrs.**

Implementing Financing Decision and Its Suitability as Innovation Tool-Globalization for Innovations-Role of Government in Innovation. Success stories and case studies of Indian First generation entrepreneurs. Case study.

TEXT / REFERENCE BOOKS

- Peter F. Drucker; Affiliated Innovation and Entrepreneurship; East –West News papers; Latest Edition.
- C. K. Prahalad & M.S. Krishnan, The New Age of Innovation, Tata McGraw Hill, 2008.
- Paul Trot; Innovation Management and New Product Development; Pearson Education; 4th Edition.
- Joe Tidd, John Bessant, and Keith Pavitt (2009) 4th Edition; Managing Innovation; Wiley.
- David Smith, Exploring Innovation, 2nd edition, McGraw Hill, 2010.
- Melissa Schilling, Strategic Management of Technological Innovation, 3rd Edition, McGraw-Hill, 2010.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit.

30 Marks

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit.

70 Marks

SBA5636	BUSINESS PLAN FORMULATION	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Hospital Management

COURSE OBJECTIVE

- To provide an understanding of the process of project report preparation for new venture covering Technical factors, Marketing factors, Cost and expected revenue.

UNIT 1 BUSINESS PLAN FORMULATION**9 Hrs.**

Need, Purpose, Details about promoters including financial information; proposed management structure; Description of technical arrangements (management, production, marketing, finance, etc.). Success stories of Indian Entrepreneurs. Formulation of Vision and Mission statement.

UNIT 2 BASIC MARKET ORIENTATION**9 Hrs.**

Local, national, regional, or export; Projected production volumes, unit prices, sales objectives, and market share of proposed venture; Potential users of products and distribution channels to be used. Present sources of supply for products and future competition.

UNIT 3 BRIEF DESCRIPTION OF MANUFACTURING PROCESS**9 Hrs.**

Comments on special technical complexities, need for know-how and special skills; Possible suppliers of equipment; availability of manpower, of infrastructure facilities (transport, Telecommunications, power, water.); Proposed plant location in relation to suppliers, markets, infrastructure and manpower.

UNIT 4 ESTIMATE OF TOTAL PROJECT COST**9 Hrs.**

Estimate of total project cost, broken down into land, construction of buildings and civil works, plant and machinery, miscellaneous fixed assets, preliminary and preoperative expenses and working capital; proposed financial structure of venture, indicating expected sources and terms of equity and debt financing; Type of financing (loan, equity, quasi-equity, a combination of financial products and Projected financial statement, information on profitability, and return on investment.

UNIT 5 PROJECT IN CONTEXT OF GOVERNMENT ECONOMIC DEVELOPMENT AND INVESTMENT PROGRAM**9 Hrs.**

Specific government incentives and support available to project; Expected contribution of project to economic development; Outline of government regulations on exchange controls and conditions of capital entry and repatriation. Case Studies.

TEXT / REFERENCE BOOKS

- Charantimath, P. M., Entrepreneurship Development and Small Business Management, Pearson Education.
- Robert Ashton, How to start your own business for entrepreneurs, Pearson Education, 2009.
- Richard Stutely, The Definitive Business Plan, The fast track to intelligent business planning for executives and entrepreneurs, Pearson Education, 2nd ed., 2006.
- Caspian Woods, Brilliant Start-Up, How to set up and run a brilliant business, Pearson Education, 2008.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SCA5624	IT FOR MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Systems

COURSE OBJECTIVE

- IT plays an integral role in every industry, helping companies improve business processes, achieve cost efficiencies, drive revenue growth and maintain a competitive advantage in the marketplace. A program that controls the execution of application programs. An interface between applications and hardware.

UNIT 1 FUNDAMENTALS OF COMPUTER SYSTEM**9 Hrs.**

Basic Concepts of Computers :Introduction and definition of computer; functional components of a computer system-(Input unit, CPU, Memory and output unit); Types of memory and memory hierarchy; Functioning inside a computer; characteristics, advantages and limitations of a computer; classification of computers; Basics of Logic Gates, Number System Essential Components of computer Hardware: (a) Input devices (b) Output devices - (c) Storage Devices; Software: Introduction; Types of software with examples; Introduction to languages, compiler, interpreter and assembler.

UNIT 2 DBMS**9 Hrs.**

Introduction to Database; Organization of Database; Components of Database Management Systems; Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Relational Data Model; Semantic Data Model; Advantages of DBMS. Normalization Technique for Database Design; Recent trends in database, [RDBMS. MS](#) Access: Overview of MS-Access. Creating tables, queries, forms and reports in MS-Access.

UNIT 3 OPERATING SYSTEM**9 Hrs.**

Operating system : Definitions, functions, Types and classification, Fundamentals of operating system - Elements of GUI based operating system, Characteristic terms for various memory devices, main/primary memory, external/auxiliary memory, high speed memory, Introduction to I/O organization, CPU organization, ALU, control logics. Unix/Linux compilers, translators, assemblers; editing tools.

UNIT 4 COMMUNICATION AND NETWORKING**9 Hrs.**

Fundamental of Data Communication - Network Concepts and Classification, Components of computer networks (servers, workstations, network interface cards, hub, Switches, cables, etc...) Telecommunications Media, Network Topologies, Network protocols, Network Architectures - The ISO/OSI reference Model.TCP/IP

UNIT 5 INTERNET**9 Hrs.**

Internet: Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet.

TEXT / REFERENCE BOOKS

1. Sinha, P.K., Priti Sinha, Foundation of computing BPB Publications.
2. Turban, Rainer and Potter, Introduction to information technology John Wiley and sons.
- 3 James, A. O'Brien Introduction to Information Systems, James, A. O'Brien, McGraw Hill
- 4 Chakrabarti- Advance Database Management System (Wiley Dreamtech)
5. Navathe E - Fundamentals of Database Systems (Pearson Education, 3rd Ed.)
6. Cyganski - Information Technology: Inside and outside (Pearson, 1st Edition).

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SCA5625	ENTERPRISE RESOURCE PLANNING	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Systems

COURSE OBJECTIVE

- The objective of the ERP is to modernize and integrate business processes and systems.

UNIT 1**9Hrs**

ERP Overview : Introduction, Evolution of ERP- Risks and Benefits of ERP- Common ERP Myths- Business Processes- Integrated Management Information- Business modeling - Integrated Data Model-The Future of ERP packages- Risks Factors of ERP implementation, Technological Issues- Implementation Issues -ERP Software- SAP / CRM

UNIT 2**9 Hrs.**

ERP-A Manufacturing Perspective: Introduction CAD/CAM -MRP-BOM-MTO-MTS-ATO-ETO-CTO. ERP and Related Technologies: Business Process Reengineering, Management Information system, Decision Support System, Executive Information System.-Databases: Data Warehousing, Data Mining, On-Line Analytical Processing, Supply chain management.

UNIT 3**9 Hrs.**

ERP Marketplace and Functional Modules: The changing ERP market, Functional Modules of ERP software, Integration of ERP, SCM and CRM- ERP Implementation: Basics, Technological, Operational and Business Reasons for ERP implementation, ERP Implementation Life Cycle, Objectives, Phases

UNIT 4**9 Hrs.**

ERP Transition strategies: Transition Strategies, Big Bang Strategy, Phased, Parallel Implementation, Process Line Transition strategy, Hybrid Transition strategy. ERP Project Teams-Organization of the Implementation team -ERP Vendors, Consultants & Users: Pro & Cons of In-house Implementation, vendors, consultants, Employees and Employee Resistance, Reasons for resistance, Contract with vendors, consultants and employees.

UNIT 5**9Hrs**

ERP Future Directions: New Markets, New Channels, Faster Implementation Methodologies, Application Platforms, New Business Segments, Web Enabling and Market Snapshot-ERP and e Business, ERP, Internet and WWW – ERP Case Studies: SAP at TATA Steel, J D Edwards at HP

TEXT / REFERENCE BOOKS

- Vinod Kumar Garg, N.K. Venkitakrishnan, Enterprise Resource Planning Concepts & Practice, Second Edition, Prentice Hall of India, 2003
- Jyotindra Zaveri, Enterprise Resource Planning, Second Edition, Himalaya Publishing House, 2012
- Alexis Leon, Enterprise Resource Planning, Second Edition, Tata McGraw Hill, 2008.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SCA5626	E-COMMERCE	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Systems

COURSE OBJECTIVE

- To find and evaluate Web hosting services, understanding the basic functions of the software related and its advanced functions.

UNIT 1 OVERVIEW OF ECOMMERCE**9 Hrs.**

Overview of Ecommerce: Internet, Intranet, Extranet, Definition, Goals of E- Commerce
 Difference between E-Commerce and E- Business Models of E- Commerce -Limitations and Advantages of E-Commerce -Networks and Commercial Transactions - Internet and Other Novelties - Electronic Transactions Today -Commercial Transactions - Establishing Trust - Internet Environment - Internet Advantage - World Wide Web.

UNIT 2 FIRE WALLS, ELECTRONIC MARKET**9 Hrs.**

Firewalls, Electronic Market / e- shop ,Introduction to security, Types of Securities ,Security Tools, Network Security – E-security: Security in the cyberspace - Designing for security - Virus - Security Protection and Recovery - Encryption - The Basic Algorithm System - Authentication and Trust - Key management - Internet Security Protocols and Standards - Other Encryption issues.

UNIT 3 TRADITIONAL TRANSACTIONS**9 Hrs.**

Traditional Transactions: Updating - Offline and Online Transactions - Secure Web Servers - Required Facilities - Digital Currencies and Payment Systems - Protocols for the Public Transport - Security Protocols - SET – Credit Card Business Basics.

UNIT 4 ONLINE COMMERCE OPTIONS**9 Hrs.**

Online Commerce Options - Functions and Features - Payment Systems: Overview of the Electronic payment Technology, Electronic, Digital and Virtual Internet Payment System - Account Setup and Costs - Virtual Transaction Process - InfoHaus - Security Considerations – CyberCash: Model - Security - Customer Protection - Client Application - Selling through CyberCash.

UNIT 5 SERVERS AND COMMERCIAL ENVIRONMENTS**9 Hrs.**

Servers and Commercial Environments - Payment Methods- Introduction to Payment Systems, On-Line Payment Systems, Pre-Paid e-Payment System, Post-Paid e-Payment System, Requirements Metrics of a Payment System.- Server Market Orientation - Netscape Commerce Server - Microsoft Internet Servers - Digital Currencies - DigiCash - Using E-Cash – E-Cash Client Software and Implementation - Smart Cards

TEXT / REFERENCE BOOKS

- Jeffrey F.Rayport and Bernard J. Jaworski - Introduction to E-Commerce, 2nd Edition, Tata Mc-Graw Hill
- Reenstein - Electronic Commerce, Tata Mc-Graw Hill Pvt., Ltd., 2000
- Bharat Bhaskar: Electronic Commerce , Tata MC- Graw Hill, New Delhi, 2003
- Pete Loshin, Pal Murphy Electronic Commerce- Online Ordering and Digital Money, 2nd Edition, Charles

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SCA5627	DATA BASE MANAGEMENT SYSTEM	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Systems

COURSE OBJECTIVES

- To gain knowledge in fundamentals of data models using ER diagram.
- To make a study of SQL and relational database design.
- To understand about Query processing, optimization and Concurrency control techniques

UNIT 1 INTRODUCTION**9 Hrs.**

Database and DBMS – characteristics – importance – advantages – evolution - Codd rules database -architecture; data organization- file structures and indexing

UNIT 2 MODELING AND DESIGN FRAME WORK**9 Hrs.**

Data models- Conceptual design- ER diagram-relationships- normalization -data management and system integration

UNIT 3 DATABASE IMPLEMENTATION**9 Hrs.**

Query languages-SQL for data creation, retrieval and manipulation, database transactions, concurrency control, atom icity, recovery, security, backup and recovery, data base administration- client server architecture based RDBMS.

UNIT 4 DISTRIBUTED DATABASE AND OBJECT ORIENTED DATABASES**9 Hrs.**

Concepts of distributed databases and design, Object oriented databases-object life cycle modeling conceptual design-UML.

UNIT 5 EMERGING TRENDS**9 Hrs.**

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

TEXT / REFERENCE BOOKS

1. Jeffrey A Hoffer Et Al, Modern Database Management, 8th Edition, Pearson Education, 2008, References
2. V.K.Jain, Database Management Systems, Dreamtech Press, 2007
3. Narayan S. Umanath And Richard W. Scamell, Data Modeling And Database Design, Thomson Course Technology, 2008
4. Mark L.Gillenson & El, Introduction Database Management, Wiley India Pvt. Ltd,
5. Peter Rob, Carlos Coronel, Database System And Design, Implementation And Management, 7th Edition, Cengage Learning

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SCA5628	SYSTEM ANALYSIS AND DESIGN	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Systems

COURSE OBJECTIVE

- The objectives are to determine specific needs of a system and ultimately facilitate a comprehensive design around these needs.
- Describe different life cycle models and explain the contribution of the system analysis and design within them
- Discuss various approaches to systems analysis and design and explain their strengths and weaknesses
- Evaluate the tools and techniques of systems analysis and design that may be used in a given context

UNIT 1 SYSTEM CONCEPT**9 Hrs.**

Systems Concept; Characteristics of a System; Elements of System; Types of Systems; Decision Support System; System Development Life Cycle, Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance.

UNIT 2 SYSTEMS PLANNING**9 Hrs.**

Systems Planning and Investigation: Basis for Planning in Systems Analysis - Dimensions of Planning, Initial Investigation, Needs Identification, Determining the User's Information Requirements, Feasibility Study, Feasibility Considerations, Steps in Feasibility Analysis - Feasibility Report.

UNIT 3 STRUCTURED ANALYSIS**9 Hrs.**

Tools of Structured Analysis : Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary, Process Modeling : Structured English, Decision Tree & Decision Table, Object Oriented Analysis (OOA) and Object Oriented Design (OOD).

UNIT 4 BASICS OF INFORMATION SECURITY**9 Hrs.**

Basics of Information Security, Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet, Intrusion Detection Risk Management, Disaster Recovery Plan.

UNIT 5 INFORMATION SECURITY POLICY**9 Hrs.**

Cryptography and authentication, Managing Risk, Information Security Policy, Creating a secure environment, Internet Security Standards

TEXT / REFERENCE BOOKS

1. Kenneth E Kendall and Julie E Kendall ,Systems Analysis and Design,7th Edition, PHI Publication.
2. Grienstein and Feinman,E-commerce -Security, Risk Management and Control, 2nd Edition,TMH.
3. Ankit Fadia,Encryption-Protecting your Data, 1st Edition,Vikas Publication.
4. Singh B , Network Security, , 1st Edition, PHI Publication.
5. Elias M Awad,Systems Analysis and Design,2nd Edition, Galgotia Publication.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit. **30 Marks**

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit. **70 Marks**

SCA5629	SOFTWARE ENGINEERING	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Systems

COURSE OBJECTIVES

- Knowledge of basic SW engineering methods and practices, and their appropriate application.
- A general understanding of software process models, role of project management, different software architectural styles and approaches to verification and validation

UNIT 1 INTRODUCTION**9 Hrs.**

Introduction to Software engineering, phases in Software development. Software development processes models, role of management in Software development, role of metric and measurement.

UNIT 2 REQUIREMENT SPECIFICATIONS**9 Hrs.**

Software requirement specifications, role of SRS, problem analysis, structuring information, dataflow diagram and data dictionary, prototyping, other tools/methods for analysis, requirement specification, validation, metrics.

UNIT 3 PLANNING**9 Hrs.**

Planning a software project, cost estimation, project scheduling, staffing and personnel planning, team structure, Software configuration management.

UNIT 4 CONFIGURATION MANAGEMENT PLANS**9 Hrs.**

Software Configuration management plans, quality assurance plans, project monitoring plans, risk management.

UNIT 5 DESIGN**9 Hrs.**

Detailed design, module specifications, detailed design and process design language, verification, metrics, coding, programming practice, verification metrics. Testing, testing fundamentals, functional testing, structural testing, testing process, metrics.

TEXT / REFERENCE BOOKS

- 1 Waman S. Jawadekar, Software Engineering, Tata McGraw-Hill, 2004.
2. Ian Sommerville, Software Engineering, Dorling Kindersley (India) Pvt Ltd, 2008.
- 3 Pankaj Jalote, An Integrated Approach to Software Engineering, 3rd edition, Narosa Publishing House, 2006.
4. Roger. S. Pressman, Software Engineering: A Practitioner's Approach, McGraw Hill, New Delhi, 6th Ed., 2006.
5. R.E. Fairley, Software Engineering Concepts, Tata McGraw-Hill, 2009.

END SEMESTER EXAM QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.**

Part A : 6 Questions to be answered out of 8 Questions, each Question carrying 5 Marks with a minimum of one question from each unit.

30 Marks

Part B : 5 Questions to be answered out of 6 Questions, each Question carrying 14 Marks with a minimum of one question from each unit.

70 Marks

S41 PROJ	PROJECT WORK & VIVA VOCE	L	T	P	C red its	Total Marks
					15	100

The objective of the project work is to make use of the knowledge gained various stages of the degree course. Students will also be permitted to industrial/consultancy project work, outside the department, in Industries/Research.

There shall be three assessments during the semester by a review students shall make three presentations on the progress made before the committee stages of the project work. The Head of the Department shall constitute the for each branch of study. The total marks obtained in the three reviews, shall account. There will be a viva voce examination at the end of the Project work, conducted internal examiner and one external examiner. The total marks secured will be secured in the project reviews and viva voce examination.

Each student is required to submit a Project report on the project assigned department. The report should be based on the information available in the obtained by the student by way of experiments conducted in the laboratory/industry.