



**Dr.M.G.R.**  
**EDUCATIONAL AND RESEARCH INSTITUTE**  
**UNIVERSITY**  
(Decl. U/S 3 of the UGC Act 1956)  
**DEPARTMENT OF MANAGEMENT STUDIES**

**Department of Management Studies (Full Time)**

**Curriculum and Syllabus**  
**2013 Regulation**

<b>I SEMESTER</b>						
<b>S.No</b>	<b>Sub. Code</b>	<b>Title of Subject</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1	MBA13G001	Management Concepts & Organisation Behaviour	3	0	0	3
2	MMA130011	Statistical Methods For Managers	3	0	0	3
3	MBA13G003	Managerial Economics	3	0	0	3
4	MBA13G004	Accounting for Managerial Decisions	3	0	0	3
5	MBA13G005	Business Legislations	3	0	0	3
6	MBA13G006	Entrepreneurship Development	2	0	0	2
7	MBA13GL01	Business Communication	2	0	0	2
8	MBA13GL02	Computer Application for Business	1	0	1	2
<b>Total</b>			<b>21</b>	<b>0</b>	<b>0</b>	<b>21</b>

<b>II SEMESTER</b>						
<b>S.No</b>	<b>Sub. Code</b>	<b>Title of Subject</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1	MBA13G007	Research Methodology	3	0	0	3
2	MMA130022	Optimization Techniques for Managers	3	0	0	3
3	MBA13G009	Financial Management	3	0	0	3
4	MBA13G010	Cost & Management Accounting	3	0	0	3
5	MBA13G011	Production & Operations Management	3	0	0	3
6	MBA13G012	Marketing Management	2	0	0	2
7	MBA13G013	Human Resource Management	3	0	0	3
8	MBA13G014	Business Information System	3	0	0	3
<b>Total</b>			<b>21</b>	<b>0</b>	<b>0</b>	<b>23</b>



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III SEMESTER						
S.No	Sub. Code	Title of Subject	L	T	P	C
1	MBA13G015	Strategic Management	3	0	0	3
2	MBA13G016	International Business Management	3	0	0	3
Electives						
3		Elective ONE–A	3	0	0	3
4		Elective ONE –B	3	0	0	3
5		Elective TWO–I	3	0	0	3
6		Elective TWO-II	3	0	0	3
		<b>*Dual Electives– 2Papersfromeach Specialization</b>				
<b>Total[IIISem]</b>						<b>18</b>

IV SEMESTER						
S.No	Sub. Code	Title of Subject	L	T	P	C
1	MBA13G017	Business Ethics	2	0	0	2
2	MBA13GL03	Main Project	0	0	0	15
Electives						
3		Elective ONE–C	3	0	0	3
4		Elective ONE –D	2	0	0	2
5		Elective TWO–III	3	0	0	3
6		Elective TWO-IV	2	0	0	2
7	MBA13GL04	Contemporary Seminar	1	0	0	1
		<b>*Dual Electives– 2Papers each from the same Specialization</b>				
<b>Total[IVSem]</b>						<b>28</b>

Total Credits 1<sup>st</sup> sem = 21  
Total Credits 2<sup>nd</sup> sem = 23  
Total Credits 3<sup>rd</sup> sem = 18  
Total Credits 4<sup>th</sup> sem = 28  
Total Credits = 90



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LIST OF ELECTIVES

ELECTIVE - MARKETING						
S.No	Sub. Code	Title of Subject	L	T	P	C
1	MBA13GE01***	Brand Management	2	0	0	2
2	MBA13GE02	Retail Management	3	0	0	3
3	MBA13GE03	Customer Relationship Management	3	0	0	3
4	MBA13GE04	Business to Business Marketing	3	0	0	3
5	MBA13GE05	International Marketing Management	3	0	0	3
6	MBA13GE06	Marketing Research	3	0	0	3
7	MBA13GE07	Consumer Behaviour	3	0	0	3
8	MBA13GE08	Digital Marketing	3	0	0	3
9	MBA13GE09	Integrated Marketing Communication	3	0	0	3
10	MBA13GE10	Industrial Marketing	3	0	0	3
11	MBA13GE11	Event Management	3	0	0	3
12	MBA13GE12	Service Marketing	3	0	0	3

ELECTIVE - HUMANRESOURCEMANAGEMENT						
S.No	Sub. Code	Title of Subject	L	T	P	C
1	MBA13GE13***	Performance Management	2	0	0	2
2	MBA13GE14	Employment Legislation	3	0	0	3
3	MBA13GE15	Talent Management	3	0	0	3
4	MBA13GE16	Strategic Human Resource Management	3	0	0	3
5	MBA13GE17	Human Resource Planning	3	0	0	3
6	MBA13GE18	Industrial Relation & Labour Welfare	3	0	0	3
7	MBA13GE19	Organizational Change & Development	3	0	0	3
8	MBA13GE20	Management Training & Development	3	0	0	3
9	MBA13GE21	Transnational Human Resource Management	3	0	0	3
10	MBA13GE22	Counselling Skills for Managers	3	0	0	3
11	MBA13GE23	Cross-Cultural Management	3	0	0	3
12	MBA13GE24	Corporate Governance	3	0	0	3
13	MBA13GE25	Leadership Management	3	0	0	3



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<b>ELECTIVE - FINANCE</b>						
<b>S.No</b>	<b>Sub. Code</b>	<b>Title of Subject</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1	MBA13GE26	Taxation Management	3	0	0	3
2	MBA13GE27	International Finance Management	3	0	0	3
3	MBA13GE28	Strategic Financial Management	3	0	0	3
4	MBA13GE29	Management of Financial Services	3	0	0	3
5	MBA13GE30***	Banking Management	2	0	0	2
6	MBA13GE31	Security Analysis And Portfolio Management	3	0	0	3
7	MBA13GE32	Working Capital Management	3	0	0	3
8	MBA13GE33	Corporate Finance	3	0	0	3
9	MBA13GE34	Financial Derivatives	3	0	0	3
10	MBA13GE35	Managing Non-Profit Organization	3	0	0	3

<b>ELECTIVE –INFORMATION SYSTEMS</b>						
<b>S.No</b>	<b>Sub. Code</b>	<b>Title of Subject</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1	MBA13GE36	Data Base Management System	3	0	0	3
2	MBA13GE37	Enterprise Resource Planning	3	0	0	3
3	MBA13GE38	Software Quality& Project Management	3	0	0	3
4	MBA13GE39	Management Support System	3	0	0	3
5	MBA13GE40	Knowledge Management	3	0	0	3
6	MBA13GE41***	E-Commerce Technology Management	2	0	0	2
7	MBA13GE42	Modelling &Simulation	3	0	0	3
8	MBA13GE43	System Analysis &Design	3	0	0	3

<b>ELECTIVE – SUPPLY CHAIN MANAGEMENT</b>						
<b>S.No</b>	<b>Sub. Code</b>	<b>Title of Subject</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1	MBA13GE44***	Advanced Supply Chain Management	2	0	0	2
2	MBA13GE45	Business Logistics	3	0	0	3
3	MBA13GE46	Purchasing & Supply Chain Management	3	0	0	3
4	MBA13GE47	Global Logistics	3	0	0	3
5	MBA13GE48	International Supply Chain Management	3	0	0	3



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<b>ELECTIVE – SPORTS MANAGEMENT</b>						
<b>S.No</b>	<b>Sub. Code</b>	<b>Title of Subject</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1	MBA13GE49	Organization & Management In Sports	2	1	0	3
2	MBA13GE50	Amateur And Professional Sports	2	1	0	3
3	MBA13GE51	Managing And Promoting Sports Events	2	1	0	3
4	MBA13GE52	Administration Of Sports Organizations	2	1	0	3
5	MBA13GE53	Ethics In Sports	2	1	0	3
6	MBA13GE54	Spectator Management	2	1	0	3
7	MBA13GE55	Funding In Sports	2	1	0	3
8	MBA13GE56	Sports Training And Conditioning	2	1	0	3
9	MBA13GE57	Leadership Principles In Sports	2	1	0	3
10	MBA13GE58	Managing Sports Organization	2	1	0	3
11	MBA13GE59	Psychology Of Sports	2	1	0	3
12	MBA13GE60	Advertising ,Public Relation And Sponsorship In Sports	2	1	0	3
13	MBA13GE61***	Sports Marketing	2	0	0	2
14	MBA13GE62	Basis Of Sports Medicine And Nutrition	2	1	0	3
15	MBA13GE63	Sports Facilities Planning And Management	2	1	0	3
16	MBA13GE64	Sports Law And Risk Management	2	1	0	3

<b>ELECTIVE – HOSPITAL MANAGEMENT</b>						
<b>S.No</b>	<b>Sub. Code</b>	<b>Title of Subject</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1	MBA13GE65	Hospital Architecture Planning & Design	3	0	0	3
2	MBA13GE66	Hospital Operation	3	0	0	3
3	MBA13GE67	Hospital Information System	3	0	0	3
4	MBA13GE68***	Health Law& Policies	2	0	0	2
5	MBA13GE69	Human Resource Management in Hospital	3	0	0	3

<b>ELECTIVE –TOURISM MANAGEMENT</b>						
<b>S.No</b>	<b>Sub. Code</b>	<b>Title of Subject</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1	MBA13GE70	Hospitality Management	3	0	0	3
2	MBA13GE71	Tourism Planning and Marketing	3	0	0	3
3	MBA13GE72	International Tourism Management	3	0	0	3
4	MBA13GE73***	Tourism Products	2	0	0	2
5	MBA13GE74	International Hospitality Law	3	0	0	3



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<b>ELECTIVE –INTERNATIONAL BUSINESS MANAGEMENT</b>						
<b>S.No</b>	<b>Sub. Code</b>	<b>Title of Subject</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1	MBA13GE75	International Business Environment	3	0	0	3
2	MBA13GE76***	International Economic Organisations	2	0	0	2
3	MBA13GE77	International Business Ethics	3	0	0	3
4	MBA13GE78	Cross Culture Business Management	3	0	0	3
5	MBA13GE79	International Logistics Management	3	0	0	3
6	MBA13GE80	Forex Management	3	0	0	3
7	MBA13GE81	International Trade –Export Procedure & Promotion	3	0	0	3
8	MBA13GE82	International Business Negotiations	3	0	0	3

<b>ELECTIVE –OPERATIONS MANAGEMENT</b>						
<b>S.No</b>	<b>Sub. Code</b>	<b>Title of Subject</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1	MBA13GE83	Advanced Materials Management	3	0	0	3
2	MBA13GE84	Advanced Operations Research	3	0	0	3
3	MBA13GE85	Maintenance Management	3	0	0	3
4	MBA13GE86	Production Planning & Control	3	0	0	3
5	MBA13GE87	Purchasing & Inventory Management	3	0	0	3
6	MBA13GE88***	Total Quality Management	2	0	0	2

<b>ELECTIVE – ENTREPRENEURSHIP MANAGEMENT</b>						
<b>S.No</b>	<b>Sub. Code</b>	<b>Title of Subject</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1	MBA13GE89	Entrepreneurial Finance	3	0	0	3
2	MBA13GE90	Entrepreneurship Development	3	0	0	3
3	MBA13GE91***	Project Management	2	0	0	2
4	MBA13GE92	Technology Innovation & sustainable enterprise	3	0	0	3
5	MBA13GE93	Business Plan & Ethics	3	0	0	3
6	MBA13GE94	Managing Diversity	3	0	0	3



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<b>MBA13G001</b>	<b>MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOR</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVES:**

- This course is aimed at addressing the contemporary issues, which fall under the broad title of management, and its functions.
- There will also be an attempt to analyze the behavior of individuals within an organization and the issues of working with other group or teams.

**UNIT – I**

**9 hours**

Management – definition, evolution – nature of management – distinction between administration and management, MBO, Management functions – planning, organization, motivating, control and functions Areas -operations – marketing, finance, HR

**UNIT – II**

**9 hours**

Organizing definitions – process of organization – importance of organization – organization structure – organizational chart - and managing HR and communicating- types of communication – formal communication – features of formal communication , motivating and leading

**UNIT – III**

**9 hours**

Behavior of an individual in an organization – attitude, value, job satisfaction, personality, perception, concepts of learning, motivation, theories and application. Group behavior – structure process, decision making, work team – different from group.

**UNIT – IV**

**9 hours**

Power and politics, directing – characteristics of directing – importance of directing – principles of directing – techniques of directing, organizational culture, organizational work culture and work design

**UNIT – V**

**9 hours**

HR policies and practices, Definitions of supervision – qualities of a good supervisor- responsibilities or functions of a supervisor, appraisal of performance – span of supervision managing the future – new worker / new organization etc.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Stephen P Robbins, *Organizational Behavior*, PHI, 15th edition, 2012 ISBN 10: 0132834871/0-13-283487-1 ISBN 13: 9780132834872
2. Koontz O'Dannel, *Principles of Management* – Mc Graw Hill Publishing Co.LTD, 5th edition, 2008
3. Peter Drunker, *The practice of management* – Allied Publications. 2010, ISBN: 0062005448, 9780062005441
4. L M Prasad, *Principles and Practice of Management*, Sultan Chand & Sons., 7th edition, 2007, ISBN: 818054575X, 9788180545757
5. Steward Black & Lyman W Porter, *Management – Meeting new challenges*, Prentice Hall, October 1st 2004, ISBN: 0131430084 (ISBN13: 9780131430082)



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**MMA130011**

**STATISTICAL METHODS FOR MANAGERS**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- Statistics plays a very important and crucial role in the process of decision-making in all kinds of business, both national as well as transnational.
- Thorough knowledge of statistical tools and their business applications help managers in their daily administration. This course aims to develop and enrich the mindset of management students to prepare themselves for such challenges.

**UNIT – I: Probability and Random Variable**

**9 hours**

Axioms of Probability - conditional probability – Total probability – Baye's theorem – Random variable – Probability mass function - Probability density function – Properties – Moments [Definitions and simple problems].

**UNIT – II: Two Dimensional random variables**

**9 hours**

Joint distributions – Marginal and conditional distributions – Functions of two dimensional random variables – Correlation – Regression.

**UNIT – III: Standard distributions**

**9 hours**

Binomial – Poisson – Geometric – Uniform – Exponential – Normal distributions

**UNIT – IV: Sampling**

**9 hours**

Tests of significance – Large sample tests – Mean – Proportions – Small sample tests - t, F, Chi-square tests - Independence of attributes, Goodness of fit.

**UNIT – V: Design of Experiments**

**9 hours**

Analysis of variance - One way of classification - Two way of classification – Design of Experiments – Completely randomized block design - Randomized block design – Latin square design.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Veerarajan T, Probability, *Statistics & Random Processes*, Tata McGraw Hill Publishing Co., 3rd edition 2009, ISBN13: 978-0-07-066925-3, ISBN10: 0-07-066925-2
2. Venkatarama Krishnan, *Probability and Random Processes*, Meenakshi Agencies, ISBN: 0471998281, 9780471998280
3. Gupta SC, Kapoor VK, *Fundamentals of Mathematical Statistics*, S Chand & Co, 2014, ISBN-10: 8180545288, ISBN-13: 978-8180545283
4. Richard I Levin, David S. Rubin *Statistics for Management*, 7th Edition, Pearson, 7th edition, 2014, ISBN: 9781292039930
5. Srivastava TN, Shailaja Rego, *Statistics for Management*, Tata McGraw Hill Publishing Co., 2008, ISBN-13: 978-0-07-066029-8, ISBN-10: 0-07-066029-8





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**MBA13G003**

**MANAGERIAL ECONOMICS**

L	T	P	C
3	0	0	3

**OBJECTIVES**

- This course is intended to provide an introduction to basic principle of microeconomics and its application to business decisions', importance macro-economic issues such as the national and accounting, determinant of long run economic growth, trade balance & financial flows.
- Graphs would be used to explain various principles.

**UNIT – I**

**9 hours**

Firms – nature, rationale & objectives of firms, economic profits. Theory of consumer demand & indifference curves, Income effect & Substitution effect of price changes, demand curve, law of demand, changes in demand Vs changes in quantity demanded, Short run Vs long run demand.

**UNIT – II**

**9 hours**

Elasticity of demand – meaning, factors and types of elasticity. Demand Estimation- multiple regressions, forecasting models. Production functions, law of production, cost analysis- short and long run cost functions, Economies of Scale & scope, supply analysis, Elasticity of supply, revenue analysis.

**UNIT – III**

**9 hours**

Product market structure, competition, barriers to entry, pricing in different markets – perfect competition, monopoly, Discriminating Monopoly, Monopolistic Competition and Oligopoly, Administer Prices- Floor Price & Price Ceiling, Dual Pricing, Export Pricing.

**UNIT – IV**

**9 hours**

National income accounting , methods of determining national income, GDP- measurement ,Real GDP, price index & inflation, consumption, saving, investment, investment, good-market equilibrium, Balance of payment account.

**UNIT – V**

**9 hours**

Business Cycle, Inflation, Un Employment, Monetary and Fiscal Policy, Exchange Rates- Fixed & Flexible and Economic Policy Economic In the Open Economy, Government Spend & Its Financing,

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Mithani, D.M, *Managerial Economics – Theory & applications*, Himalaya pub., 2009, ISBN: 8183188338, ISBN-13: 9788183188333
2. Mehta, P, L, *Managerial Economics. Analysis, problem & cases*, Sultan Chand, 19th Edition, 2014, ISBN: 9351610212
3. Peterson, H. C and Lewis, W.C. *Managerial Economics*, prentice Hall, 4th Edition, 2005, ISBN 10: 0139762833 ISBN 13: 9780139762833
4. Abel & Bernanke, *Macroeconomics*, person pub., 8th Edition, 2013, ISBN-13: 978-0132992282, ISBN-10: 0132992280
5. Froyen, *Macroeconomics*, Pearson Education, 10th Edition, 2013, ISBN-10: 0132827093, ISBN-13: 9780132827096



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**MBA13G004**

**ACCOUNTING FOR MANAGERIAL DECISIONS**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVE:**

- This course aims at introducing basic accounting concepts, the system of recording and summarizing the effects of transactions of financial statement.
- Efforts will also be made to analysis and interpret the transaction of a business
- The importance of internal control over cash, receivables, inventory, payables, liabilities and fixed assets. Attempt will be made to use software like tally and excel etc. in preparation and analysis of financial statement.

**UNIT – II INTRODUCTION TO ACCOUNTANCY**

**9 hours**

Definition, Evolution, Relationship with other areas, concepts and conventions, users of accounting information, Branches of accountancy: concept, importance, objectives and scope, Book-keeping and double entry system, Accounting equations.

**UNIT – II ACCOUNTING CYCLE**

**9 hours**

Rule of recording business transactions, classification of accounts, Journal entries, ledger posting, balancing of ledgers, subsidiary books, preparation of trial balance. Rectification of errors and their impact with journal entries.

**UNIT – III ELEMENTS OF ASSETS AND LIABILITIES.**

**9 hours**

Assets: Elements of Tangible assets and intangible assets: - Inventory, Cash, Receivables management (average due date and average collection period including problems), Liabilities: Types of capital, Bonds, Debentures: advantages and disadvantages, Creditors

**UNIT – IV FINAL ACCOUNTS FRAME WORK**

**9 hours**

Preparation of Trading Account, Profit and loss Account, Profit and loss Appropriation method, preparation of Balance sheet with adjustments(bad debts and providing provision for doubtful debts, discounts , contingencies, prior year expenses etc.) .Preparation of Income and Expenses statement, Concepts of Capital and Revenue. Various methods of Financial Statement Analysis. (simple problems)

**UNIT – V DEPRECIATION**

**9 hours**

Introduction, need, methods of depreciation: ., Straight line method, Written down value method, annuity method (Including problems) with provision for depreciation, Sinking fund, Depletion, Insurance policy, etc

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Asish K. Bhattacharyya ,*Financial accounting for Business manager* PHI Publication, 3rd Edition, 2006, ISBN: 8120330137, 9788120330139
2. M.P.Guptaand B.M.Agarwal, Grewals, *Accountancy for C.A. Foundation*, S.Chand Publication, 4th Edition, 2014, ISBN: 9788121928717
3. T.S.Grewal, *Introduction to Accountancy*, S.Chand and Co. Publication. Dec 1, 2010, ISBN-10: 8121905699, ISBN-13: 978-8121905695
4. Pauline Weetman, *Financial and Management Accounting*, *Financial Times* Prentice Hall, 2006, ISBN: 0273703692, 9780273703693
5. S.p.Jain and K.L.Narang *Cost Accounting*, *Kalyani Publishers*, Ludhiana, 2000, ISBN: 8176635243, 9788176635240



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**MBA13G005**

**BUSINESS LEGISLATIONS**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- The objective of this course is to acquaint the student with various laws which are to be observed in performing the day-to-day business.
- The emphasis here is on different latest provisions of the law and how these can be used in the best interest of the organization without violating them.

**UNIT – I Business Organization & Contract Act, 1872**

**9 hours**

Types of Business Organization: Proprietorship, Partnership and Company, Various Registrations under different acts, The Indian Contract Act, 1872: Essentials of a Valid Contract, Section 18, 29, Void and Void able Contracts and Void Agreements, Section 19 to 30, 32, 36, 56, Performance of Contracts, Breach of a Contract and its Remedies, Quasi-Contracts.

**UNIT – II Companies Act, 1956:**

**9 hours**

The Companies Act, 1956: Types of Companies, Formation of a Company, Memorandum and Articles of Association, Shareholders and Debenture Holders, Section 41, Promoters of Company, Duties of promoters, Directors: Types of Director, Legal position of director, Qualification & Disqualification of a director, Restriction on no. of directors.

**UNIT – III Indian Partnership Act, 1932:**

**9 hours**

The Indian Partnership Act, 1932: Definition and Nature of Partnership, Section 2 to 8, Formation of Partnership, Section 56 to 71, Rights, Duties and Liabilities of Partners, Section 17, 21, 25 to 27, 29,31 to 33,35 –37, Dissolution of Partnership Firm.

**UNIT – IV Sales of Goods Act, 1930:**

**9 hours**

The Sales of Goods Act 1930:Contract of sale, Essential elements of contract of sale, Warranties & Condition, Difference between sale & Agreement to sale, Sale & Hire purchase, Types of Goods(Existing, Future ,Contingent).

**UNIT – V**

**Negotiable Instrument Act, 1881:**

**9 hours**

The Negotiable Instrument Act, 1881: Nature and Types, Negotiation and Assignment, Holder in due course, Dishonor and Discharge, Crossing of Cheques.

**TOTAL NO OF PERIODS: 45**

**REFERENCE BOOKS:**

1. R.C. Shukla *A Manual of Mercantile Law* , S. Chand & Co. Ltd., 7th Edition, 2014, ISBN: 0706999010
2. Avtar Singh, *Mercantile Law*, Eastern Book Company, 4th Edition, ISBN: 0785551352, 9780785551355
3. Bulchandani, *Business Law of Management*, Himalaya Publishing House, 2011, ISBN-10: 8184881649, ISBN-13: 978-8184881646
4. K.C. Garg, V.K. Sareen, Mukesh Sharma, R.C. Chawla *Mercantile Law*, Kalyani Publishers, 15th Edition
5. M. C. Kuchhal, *Business Law* (5th Edition), Vikas Publishing House (P) Ltd., 6th Edition, ISBN: 97893259639625.



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**DEPARTMENT OF MANAGEMENT STUDIES**

**MBA13G006**

**ENTREPRENEURSHIP DEVELOPMENT**

L	T	P	C
2	0	0	2

**OBJECTIVE:**

- The course aims to acquaint the students with challenges of starting new ventures and enable them to investigate, understand and internalize the process of setting up a business.

**UNIT – I**

**6 hours**

Nature and Development of Entrepreneurship; Entrepreneurial Decision Process; Role of entrepreneurship in economic development; Entrepreneurial process; managerial vs. entrepreneurial approach and emergence of entrepreneurship. Entrepreneurial background; Skills and characteristics of successful entrepreneurs; Motivation; Role Models and Support Systems

**UNIT – II**

**6 hours**

Generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; Environmental scanning, competitor and industry analysis; Feasibility study – market feasibility, technical/operational feasibility, financial feasibility; Drawing a business plan; Using and Implementing the Business plan.

**UNIT – III**

**6 hours**

Marketing plan – Marketing research for the new venture; Steps in preparing marketing plan; Contingency planning; Organizational plan – Forms of Business; Designing the organization; Building management team and Successful Organizational Culture; Role of Board of Directors; Board of Advisors; Financial plan – Operating and capital Budgets; Pro forma income statements; Pro forma cash flow; Pro forma balance sheet; Break even analysis; Pro forma Sources and Applications of Funds.

**UNIT – IV**

**6 hours**

Assessment of Risk; Sources of finance – Debt or Equity Financing, Internal or External Funds; Personal Funds, Family and Friends; Commercial Banks – types of loans, Cash flow financing, Bank lending decisions; Venture Capital – Nature, overview, process, locating and approaching Venture Capitalists.

**UNIT – V**

**6 hours**

Entrepreneurial strategy for generating and exploiting new entries; Strategies for growing the venture; Growth implications on Economy, Firm and Entrepreneur. Other routes for growth – Franchising, Joint Ventures, Acquisitions and Mergers: Going Public – Advantages & Disadvantages, Alternatives to Going Public.

**TOTAL NO OF PERIODS: 30 hours**

**REFERENCE BOOKS:**

1. Hisrich, Robert D., Michael Peters and Dean Shepherd, *Entrepreneurship*, Tata McGraw Hill, New Delhi., 9th Edition, 2012, ISBN-13: 978-0078029196, ISBN-10: 0078029198
2. Vasant Desai, *The Dynamics of Entrepreneurial Development and Management*, Himalaya Publishing House., 11th Edition, 2005, ISBN: 8178660598
3. Prasanna Chandra, *Projects – planning, analysis selection, Implementation and reviews*, Tata McGraw-Hill Publishing Company, 7th Edition, 2009, ISBN-10: 0070077932, ISBN-13, 9780070077935
4. Charantimath, Poornima, *Entrepreneurship Development and Small Business Enterprises*, Pearson Education, New Delhi, 5th Edition, 2009, ISBN: 978-81-7758-260-4
5. K.Ramachandran, *Essentials of Business Communication*, McGraw Hill Education (India) Private Limited, 9th Edition, 2013, ISBN-13: 978-1-111-82122-7, ISBN-10: 1-111-82122-4



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**DEPARTMENT OF MANAGEMENT STUDIES**

**MBA13GL01**

**BUSINESS COMMUNICATION**

L	T	P	C
2	0	0	2

**OBJECTIVE:**

- Communication is the life blood for an organization as it brings in all aspects of business together.
- The process of this course is to familiarize the students with the basic concepts of business communication in the organization backdrop and the application for the extension of communication in business.
- To acquaint the students with fundamentals of communication, help them honing oral, written and non-verbal communication skills and to transform their communication abilities.

**UNIT – I**

**6 hours**

Meaning and important of communication in business, the process of communication, models of communication, types of information-order, advise, suggestion, motivation, persuasion, warning and education. Channels of communication, their effectiveness, limitations, Media of communication, barriers of communication, approaches to effective communication, tools of communication, Diction, sentence, paragraph, punctuation and report writing.

**UNIT – II**

**6 hours**

Specific business communication: Essentials of effective business communication (7Cs model of effective communication) Group communication through committees, conference and other formal communication with public at large, interviews, seminar, symposia and conferences. Role of communication in Crisis Management business Etiquettes and Communication.

**UNIT – III**

**6 hours**

Corporate Communication: its importance and how it is different from general communication strategic communication: The congruence Model Managing the Grapevine Structure of business correspondence: Inquires and replies, orders and their executions, complaints and adjustment, credit and status inquires, agency letters and sales letters.

**UNIT – IV**

**6 hours**

Developing Effective Public Relations: Drafting of press Release, Brochures, Handouts, Leaflets, e-newsletters Letter Writing: Goods news, Bad news, Informative news, Persuasive news, memorandum drafting E-Mail writing Report writing-Short & Long Formal Reports. Strategies to improve-reading skills, speaking skills, listening skills Guidelines to effective public speaking Developing job application-Covering letter, Resume interviewing; Negotiating the job offer.

**UNIT – V**

**6 hours**

Oral communication-skills and effectiveness, principles, Planning a talk, presentations, Extempore speech, Group discussions, Interviewing skills-Appearing in interviews; chairing, attending meetings, conference, seminars; Negotiation skills, conversation control-Group communication; Importance, Meetings-group discussions. Videoconferencing.

**TOTAL NO OF PERIODS: 30 hours**

**REFERENCE BOOKS:**

1. Adair. J. *Effective Communication*, Pan McMillan., Revised Edition, 2011, ISBN: 0330530844, 9780330530842
2. Thill, J.V. & Boves, G. L. *Excellence in Business Communication*, McGraw Hill, New York., 11th Edition, 2014, ISBN-10: 0133544176, ISBN-13: 9780133544176
3. Bowman, J. P. & Branchaw, *Business Communication: From Process to Product* Dryden Press, Chicago., ISBN 10: 0030018986, ISBN 13: 9780030018985
4. Ludlow, R. & Panton., F(1998) *The Essence of Effective communications*. Practice Hall of India Pvt Ltd, ISBN:0-13-284878-3.
5. Mary Ellen Guffey, Loewy, *Essentials of Business Communication*, Cengage Learning, 9th Edition, 2012, ISBN-13: 978-1111821227, ISBN-10: 1111821224



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**MBA13GL02**

**COMPUTER APPLICATION FOR BUSINESS**

L	T	P	C
1	0	1	2

**OBJECTIVE:**

- This course introduces students to the most important concepts in modern information Technology, the physical features and functions of a computer operating system, explains the computational methods that underlie all of IT, the ability to utilize Microsoft programs.

**UNIT – I**

**6 hours**

Basic Computing Concepts: Introduction to Computers, Applications of Computer in Business, Basic computer Architecture: Systems Concept, CPU, Memory & storage Devices, Input & Output Technologies; Software: Types of Software with examples, Operating System: Functions, Types and classification

**UNIT – II**

**6 hours**

Problem Solving, steps of problem solving, tools and techniques of problem solving, Data Processing and management – Basic of data processing : data and information, data processing activities, representation of data in computer memory(binary , octal and Hexadecimal system) ASCII and EBCDIC.

**UNIT – III MS-OFFICE (Contemporary Version)**

**6 hours**

**Word Processing** : Word Basics, Creating a new document, Page-Setup, Editing Document (cut, copy, paste, paste special), hyperlink, header and footer, tables, graphics, mail merge, auto correct and auto format. **Excel**: Spreadsheets and their uses in business, Excel basics, creating a new worksheet, rearranging worksheets, excel formatting techniques, using function protection, goal seeks scenarios, pivot table and chart.

**UNIT – IV**

**6 hours**

**PowerPoint** : Creating and inserting a new slide, creating a title slide , applying a design template , creating a hierarchy, slide sorter view, printing the slides. **Access**: Creating tables, Querying, Forms, Reports.

**UNIT V**

**6 hours**

Accounting Package (Contemporary Version) :-Journal Entry, Ledger posting, Preparation of Balance Sheet.

**TOTAL NO OF PERIODS: 30 hours**

**REFERENCE BOOKS :**

1. V Rajaraman, *Introduction to Information Technology*, PHI ,2nd Edition, 2013
2. June Jamarich Parsons, *Computer Concepts*, Thomson Learning, 3rd Edition, 2000, ISBN-13: 978-0619017392, ISBN-10: 0619017392
3. Leon & Leon, *Introduction to Computers*, Vikas Publishing House, Philippines Edition, 2001, ISBN: 971233886X
4. P.K.Sinha, *Fundamental of Computers*, BPB., 2004, ISBN-10: 8176567523, ISBN-13: 978-8176567527
5. B Ram, *Computer Fundamentals*, New Age Publication, Revised Edition, 2003, ISBN: 812241267X, 9788122412673
6. Ron Masfield , *Ms-Office*, Tech Publication, 1996, ISBN: 0078821649, 9780078821646





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**MBA13G007**

**RESEARCH METHODOLOGY**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- The objective of this paper is to impart knowledge about various stages of the research processes and the intricacies involved therein and thus offering the in-depth scope of all fundamental principles of research.

**UNIT – I**

**9 hours**

Business research: Definition; its Concept, Nature, Scope and Characteristics, Types of Research, Objectives of Research, Significance of Research, Research Design- Need, Features and Important Concepts , Different Research Designs- Exploratory Research, Descriptive Research and Experimental Testing Research.

**UNIT – II**

**9 hours**

Research Process, Sampling Design: Types of Sample Design, Sampling Concepts, Sampling Principles, Simple and Multiple Sampling, Data Collection - Primary & Secondary, Methods of Data Collection – Observation, Interview, Questionnaire and Schedule.

**UNIT – III**

**9 hours**

Hypothesis testing – Null hypothesis and alternative hypothesis, Testing of hypothesis, Type I and Type II errors, Test of Significance: Small Sample Tests : t and F tests, Hypothesis F functions, Characteristics and Types, Measurement and Scaling Techniques- Attitude Measurements, Selecting a Measurement Scale, Rating Scales and Ranking Scales.

**UNIT – IV**

**9 hours**

Statistical Tools: Chi - square test- Test for Comparing Variance, Non-parametric Test. Analysis of Variance: ANOVA – Principles of ANOVA, ANOVA Technique, Analysis of Variance Table, One-way ANOVA and Two-way ANOVA. Correlation and Regression.

**UNIT – V**

**9 hours**

Research Report, Research Proposal - Different types of reports, Different formats of Research Reports, Steps in Report Writing, Research Report Components. Principles of Thesis Writing – Structures of Reports – Evaluation of Research Report.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. C.R. Kothari, *Research Methodology*, Wishva Prakashan, New Delhi, edition :Revised 2004 ISBN NO: 8122415229, 9788122415223
2. Donald R.Cooper and Pamela S.Schindler – *Business Research Methods* – Tata McGraw Hill. 12th EDITION ISBN=0077774434
3. Dr. Tripathi P C, *Research Methodology in Social Science*, 6th Edition, Sultan Chand & Sons, 2009. ISBN=0070220883
4. William G.Zikmund, *Business Research Methods*, 9<sup>th</sup> Edition, Tata McGraw Hills, New Delhi. ISBN-10: 1133190944
5. Pannerselvam, *Research Methodology*, 2nd Edition, Prentice Hall Inc 2014 ISBN NO: 8120349466
6. Geode, Millian J. & Paul K. Hatl, *Methods in Research Methods*, Tata McGraw Hills, New Delhi. 4th edition
7. Shekhran, Uma, *Business Research Method*, Miley Education, Singapore. 4 edition, ISBN NO9814126748



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**DEPARTMENT OF MANAGEMENT STUDIES**

**MMA130022**

**OPTIMIZATION TECHNIQUES FOR MANAGERS**

L	T	P	C
3	0	0	3

**OBJECTIVES:**

- Thorough knowledge of optimization techniques and their business applications help managers in the process of decision making. This course aims to develop and enrich the mindset of management students to prepare themselves for such challenges.

**UNIT – I LINEAR PROGRAMMING**

**9 hours**

Formulation of LPP – standard form of LPP – Graphical method – simplex method – big M method – two phase method.

**UNIT – II DUALITY AND INTEGER PROGRAMMING**

**9 hours**

Duality – primal – Dual relation (Definition and concepts only) – linear integer programming – Cutting plane method – branch and bound method.

**UNIT – III TRANSPORTATION AND ASSIGNMENT**

**9 hours**

Formulation of transportation problem – North West corner method – least cost method – Vogel's approximation method – optimality test – MODI method – degeneracy – assignment problem: Hungarian method – travelling salesman problem.

**UNIT – IV QUEUING**

**9 hours**

Elementary concepts – pure birth and death process – single server markovian models with infinite and finite capacity – multi server markovian models with infinite and finite capacity

**UNIT – V SEQUENCING AND GAME THEORY**

**9 hours**

Sequencing: introduction – Johnson's method – game theory: introduction – two person zero sum game – maxim in – minim principle – saddle point – game without saddle point (2 x 2 game only ) – dominance property – graphical method ( 2 x n and m x 2 games only).

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Hamdy A .Taha, *Operations Research: An Introduction* (9th Edition.), Pearson, (2010). ISBN-10: 013255593X
2. Hiller, Lieberman, *Introduction to operations research* Tata McGraw hill publishing (9th Ed.) (IAE), ISBN-13: 978-0077298340
3. Paneerselvam R., *Operations Research* (2nd Edition.), prentice hall of India, (2011). ISBN NO 9788120329287
4. Sundaresan v. et al., *Resource management techniques*, A.R Publications, (2009). 4th edition
5. Ravindran, Phillips, Solberg, *Operations Research: Principles And Practice* (2nd ed.), ISBN NO 9788126512
6. Hira D.S., gupta p.k., *Operations Research*, S. Chand & co, Reprint(2008), ISBN NO 8121902819





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**DEPARTMENT OF MANAGEMENT STUDIES**

**MBA13G009**

**FINANCIAL MANAGEMENT**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- The objective of this course is to acquaint the students regarding financial management tools and techniques in financial decision making. It to help maximize the value of money, identifying optimal capital structure, determines the dividend policy, maintenance of working capital.

**UNIT – I**

**9 hours**

Introduction and overview: Finance-functions, decision, and role. Financial management objectives-Profit Maximization Vs Shareholder's wealth Maximization. Overview of Indian financial system - Financial instruments-Financial Markets-Financial Institutions.

**UNIT – II**

**9 hours**

Financial Planning and forecasting.- Derivatives and risk management- Forward contracts- Future contracts- Swaps. Concept of risk and return of a single asset and of portfolio valuation of shares and bonds.

**UNIT – III**

**9 hours**

Leverages – Financial Leverage- Operating Leverage- Combining Leverage-and Significance. Cost of capital- Cost of equity- Cost of Debt- Cost of Retained equity- cost of preference, WACC-Capital Budgeting – Nature and Significance, Methods of evaluating Capital Expenditure-.Discounting and Non – Discounting.

**UNIT – IV**

**9 hours**

Capital structure and Dividend decisions: Capital structure- Net Income Approach- Traditional View-NOI Approach-MM Model- Trade off theory-Dividend theory- Walter Model- Gordon's Model- MM hypotheses- Forms of dividend- Objectives of dividend policy. Bonus shares.

**UNIT – V**

**9 hours**

Working Capital Management-Concepts of Working Capital, determinants, operating cycle. Inventory Management-meaning and techniques, Cash Management-meaning, collection and distribution techniques of cash.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Brigham and Houston, *Fundamentals of Financial Management*, Thompson, 13th Edition, ISBN NO 13: 9780538482127
2. James C. Van Horne, *Financial Management*, Thompson Edition, 10, illustrated, ISBN 0138596875
3. Pandey I.M., *Financial Management*, Vikas Publication, 9th Edition, 2009 ,ISBN NO 812591658X
4. Lawrence J. Gitman, *Principles of Managerial Finance*, Pearson Education, 14th edition ibsn no ISBN-13: 9780133507690
5. Prasanna Chandra – *Financial Management*, Theory and Practice Tata McGraw Hill Ltd., 5th Edition, 2008 ISBN 0070656657
6. Khan and Jain – *Basic Financial Management & Practices*, Tata McGraw Hill Ltd.6 th edition , ISBN NO 9780071067850
7. James C. Van Horne, *Financial Management and Policy*, Pearson Education Asia, 12th Edition, 2004 ISBN 13: 9780273685982



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**DEPARTMENT OF MANAGEMENT STUDIES**

**MBA13G010**

**COST & MANAGEMENT ACCOUNTING**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- The objectives of this course is to expose the students to basic concepts of cost and management accounting and to enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management.

**UNIT – I**

**9 hours**

Introduction to Costing, Terminology (Cost, costing, cost unit, cost centre, profit centre, cost object), Objectives of Cost Accounting, Cost Accounting Vs Financial Accounting, Necessity for Cost Accounting, Methods of costing & types of costing, Classification of costs (by nature, by activities, by behaviour, by time, in relation to managerial decision making Preparation of cost sheet,

**UNIT – II**

**9 hours**

Meaning and Uses of Standard Costing-procedure of setting standards- variance analysis one way and two way analysis of variance- overall cost variance- material variance ,labour variance and overhead variance And Sales Variance

**UNIT – III**

**9 hours**

Relevant Costs For Decision Making - Marginal costing - Cost volume profit analysis - Break-even point, Direct costing Vs Absorption costing ), Job costing ,Batch Costing,, Process Costing (Simple Problem

**UNIT – IV**

**9 hours**

Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Zero Base Budgeting, purchase budget, sales budget, Flexible and fixed Budgets, and Cash Budget – (simple Problems

**UNIT – V**

**9 hours**

Financial Statement Analysis -Ratio Analysis -its meaning and uses - study of liquidity ratios and leverage ratios – Study of profitability ratios and activity ratios (Inclusive of Balance sheet Construction) -Meaning - uses and preparation of functions ,flow statements -meaning, uses and preparation of cash flow statements

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Dr. Maheswari.S.N., *Management Accounting*, Sultan Chand & Sons, 14th Edition, reprint( 2014)
2. Khan.M.Y. and Jain.P.K, *Management Accounting*, Tata McGraw Hill, 7th edition (1 July 2014) ISBN NO 10: 933921305X
3. Reddy.T.S. & Hari Prasad Reddy *Cost Accounting*, 4th Edition, Margam Publication, 2012 ISBN NO 13: 978-9381430132
4. Reddy.T.S. & Hari Prasad Reddy *Management Accounting*, 3rd Edition, Margam Publication, 2003.
5. R.S.N.Pillai & Bagavathi – *Management Accounting* S.Chand & Co. Ltd., New Delhi, (2010). ISBN-10: 8121910625
6. Bhattacharya S.K.John Dearden – *Accounting for Management*- Text and cases– Vikas publishing house, New Delhi, 2000.
7. Colin Drury, *Management and Cost accounting*, Cengage Learning, New Delhi. 7th illustrated ISBN 9781408032138



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**DEPARTMENT OF MANAGEMENT STUDIES**

**MBA13G011**

**PRODUCTION & OPERATION MANAGEMENT**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- The objective of the course is to understand the complex nature of multi-functional role several mechanisms in the operation and production management of an organization and offer a broad survey of the concepts and tools used therein.

**UNIT – I**

**9 hours**

Introduction to production/operations function- objective of production management, functions & scope, production management framework, Types of production, classification of production systems, production planning, sub-functional areas of production method, other functional areas of business.

**UNIT – II**

**9 hours**

Product design, product strategies, product design process, and techniques Process design- process selection, process selection decisions, design, make or buy decisions, determinants of lay pout, cellular manufacturing, process and equipment selection, Lay out design- design of product layout& process lay out.

**UNIT – III**

**9 hours**

Facility Location – importance, Factors in Location Analysis: Location Analysis Techniques. Facility Layout – Objectives: Advantages: Basic types of layouts. Capacity Planning – Concepts: Factors Affecting Capacity Planning, Capacity Planning Decisions. Production Planning & Control (PPC) –Concepts, Objectives, Functions. Work Study – Productivity: Method Study; Work Measurement.

**UNIT – IV**

**9 hours**

Production- planning systems, Aggregate planning, Master production scheduling, Material requirement planning-, ERP, types of production planning and control systems, and Inventory systems- Fixed order quantity systems, ABC classifications of materials, & EOQ, Design of facilities and jobs- capacity Planning, JIT, Plant location, Plant layout, Job design.

**UNIT – V**

**9 hours**

Productivity and employees: Behavior, work methods and work measurement, Quality control – purposes, quality assurance – acceptance sampling – statistical quality control – control for variables and attributes – quality circles – TQM – ISO 9000.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Everest E Adam & Ebert – *Production & Operations Management*- PHI- Publication Prentice Hall, 5th , edition (1992 ),ISBNNO 013718008X
2. Chunawalla And Patil – *Production And Operations Management*, Himalaya 7th edition, (2008)
3. Modern *Production And Operations Management*-E.S.Buffa , 8th edition reprint (2009) ISBN NO 978-81-265-1372-7
4. Lee j.Krajewski and Larry P.Ritzman, *Operations Management: Strategy and Analysis* Adison Walley 6th revised edition, (2002) ISBNNO 0130423564
5. Thomas E Morton, *Production and operations management*, Vikas Publishing House, First Indian reprint 2009. 7th edition , ISBNNO - 0131016121
6. Mahapatra P B, *Computer Aided Production Management*, Prentice Hall of India, 2015 , Revised edition, ISBNNO - 8120317424
7. Pannerselvam, PHI, *Production and Operations Management* – Prentice-Hall Of India Pvt. Limited, (2006) 5th edition, ISBNNO 8120327675
8. Martand T Telsang, *Production Management*, S Chand and Company, (2007), ISBN NO 8121924626



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**MBA13G012**

**MARKETING MANAGEMENT**

L	T	P	C
2	0	0	2

**OBJECTIVE:**

- The objective of this course is to familiarize the students with the concepts, philosophies, processes and techniques and develop their analytical skills in the area of marketing.
- This course is intended not only help those who plan to specialize in marketing but also all others.

**UNIT – I**

**6 hours**

Marketing – Nature and scope, Functions of Marketing. Core concepts of Marketing – Need, Want, Desire, Benefits, Demand, Value, Exchange, Goods – Services Continuum, Product, Customer Satisfaction & Customer Delight , Markets and Marketers; Marketing Vs Selling, Consumer Markets and Industrial Markets

**UNIT – II**

**6 hours**

Market-Oriented Strategic Planning – Marketing Research Process-overcoming barriers to the use of Marketing Research- Marketing Environment – Identifying and Responding to the forces – Analyzing Consumer markets and Buyer Behaviour.

**UNIT – III**

**6 hours**

Analyzing Business Markets and Business Buying Behaviour – Dealing with the Competition – Market Segmentation - Product Positioning – Product Differentiation

**UNIT – IV**

**6 hours**

Product Life-Cycle Marketing Strategies – Challenges in New Product Development. The various P's of Marketing - Product Mix – Brand Decisions – Packaging and Labeling – Developing Price Strategies and Programs.

**UNIT – V**

**6 hours**

Marketing Channels- Managing Retailing, wholesaling and Market Logistics – Managing the sales force.

**TOTAL NO OF PERIODS: 30 hours**

**REFERENCE BOOKS:**

1. Philip Kotler – *Marketing Management* 14th Edition-2011 Prentice Hall India ISBN no ISBN-10: 0132102927
2. Rajan Saxena – *Marketing Management* – Tata Mc Graw Hill 2009 ISBN No 0070144915
3. William J. Stranton – *Fundamentals of Marketing*– Mc Graw Hill 10 th edition IBSN No 0070610150
4. Cravens.Hills.Woodruff *Marketing Management* Aitbs 14th edition, 2008, ISBNNO -8121902819
5. Douglas Jdatrymple Leonard J. *Marketing Management* Persons publications, 7th Edition (2000) ISBN-10: 0471332380



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**MBA13G013**

**HUMAN RESOURCE MANAGEMENT**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- This paper aims to increase the awareness of students of MBA with the basic aspects of human resource management and to understand the dynamics of people dimension in contemporary organizations, their positive impact in increasing organisational effectiveness.

**UNIT – I**

**9 hours**

**The Field of HRM:** Concept, Scope, Evolution of HRM, Theoretical perspectives on HRM, HR Models, Role of HRM in Business Strategy, Emerging Trends in shaping HRM Environment. Concept and Functions of HRM, Personnel to HRM.

**UNIT – II**

**9 hours**

**Acquisition of Human Resources:** Objectives, Human Resource Planning, Job Analysis, Job Description, Job Specification, Job Design- Nature, Job Characteristics, Reengineering Jobs. Recruitment, Promotion, Transfer.

**The Human Resource Organization:** Structure of Human Resource Management, Selection, Induction, Placement, Formulation and Essentials of Sound HR Policies

**UNIT – III**

**9hours**

**Development of Human Resources:** Training and Development, Evaluation of Training, Performance Appraisal, Introduction to Career and Succession Planning.

**Maintenance of Human Resource:** Job Evaluation, Designing and Administering Wage and Salary Structure, Grievance Handling Procedure.

**UNIT – IV**

**9 hours**

**Employee compensation:** Basic concepts, determinants and approaches, New Trends in Compensations and Rewards management. Industrial Relations and Trade Unions, Dispute Resolution and Grievance Management. Equal Employment Opportunity (EEO) and Affirmative Action (AA). High Performance Work Systems (HPWS): Concept, High Performance HR Policies and Practices (HPHRP). HR Ethics and Fair Treatment at Work: Methods to promote ethics and fair treatment.

**UNIT – V**

**9 hours**

**Separation Processes:** Turnover, Retirement, Layoff, Retrenchment and Discharge, VRS- Mechanism, VRS in Public and Private Sector, Rehabilitation of Surplus Employees. Emerging Trends in HRM and International HRM. E-HRM: Role and Applications .HRM and Globalization of Business

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. VSP Rao, *Human Resource Management*, 2nd Edition, Excel Publications, A, 45Naraina, Phase-I, New Delhi ISBNNO 8122001912
2. P. Subba Rao, *Human Resource Management and Industrial Relations*, 3rd Edition, Himalaya Publications House, Mumbai. revised edition(209) , ISBNNO 8184886225,
3. William B. Werther Jr. and Keith Davis, *Human Resource & Personnel Management*, Singapore, McGraw Hill, 5th edition , ISBN NO 0071148493.
4. Arun Monappa and Mirza S. Saiyadain, *Personnel Management*, New Delhi, Tata McGraw hill, 1999 2nd edition , ISBN NO -13: 978-0074622643
5. Mamoria & Memoria ,*Personnal Management and Industrial Relations* –S.Chand, 27th edition , (2009) ISBNNO 8178662035



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**DEPARTMENT OF MANAGEMENT STUDIES**

**MBA13G014**

**BUSINESS INFORMATION SYSTEM**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- The objective of the course is to learn to analyze the business model for a firm, and determine the role that the internet (and related technologies) plays in the process and understanding the key issues involved in moving to e-business.

**UNIT – I**

**9hours**

**An introduction to Management Information Systems, Re-engineering, Decision levels in MIS**

Evolution of MIS – MIS as an Evolving concept – Need of MIS – Definitions of MIS – Benefits of MIS – MIS Function – Objectives of MIS – Characteristics of MIS – Role of an MIS – Reengineering business process – role of information technology – relationship between Decision making and MIS

**UNIT – II**

**9 hours**

**Business Integration: Network and telecommunication, sharing data, and global telecommunication.** Trends in Telecommunications – business value of telecommunication — Telecommunication Network Alternatives – types of telecommunication networks - telecommunication media – wireless technologies – telecommunication processors - network topologies

**UNIT – III**

**9 hours**

Definition of E-commerce, Unique Features of E-commerce Technology: Ubiquity, Global Reach, Universal Standards, Richness, Interactivity, Information Density, Personalization/ Customization, Growth of the Internet and the Web, Origins and Growth of E-commerce.

**UNIT – IV**

**9 hours**

Building an E-commerce Website: Planning: The Systems Development Life Cycle, Systems, Analysis/Planning: Identify Business Objectives, System Functionality and Information Requirements. , System Design: Hardware and Software Platforms,

**UNIT – V**

**9hours**

Eight Key Elements of a Business Model: Value Proposition, Revenue Model, Market Opportunity, Competitive Environment, Competitive Advantage, Market Strategy, Major Business to-Consumer (B2C), Major Business-to-business (B2B), Consumer-to-consumer (C2C), Mobile commerce: Introduction to mobile commerce; benefits of mobile commerce; mobile commerce framework

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. James A O'Brien, *Management Information Systems*, Tata McGraw Hill, New Delhi, 2006, ISBN NO 0073323098
2. Hanson & Kalyanam, *Internet marketing & e-commerce*, Thomson Learning, Bombay 2nd edition (2007) ISBNNO 0324074778
3. Kosiur, *Understanding E-Commerce*, Prentice Hall of India, Delhi 2nd review ISBN NO -13: 978-1572315600
4. Brien, James, *Management System*, Tata McGraw Hill, Delhi. 5th edition ,(2001) ISBN NO 0071123733
5. Stair, *Information system, cencage Learning*, Bombay (2010) 9th edition , ISBN NO 0324781660
6. Gordon B.Davis, *Management Information Systems: Conceptual Foundations, Structure and Development*, McGraw Hill,2nd Edition , ISBN NO 0070158304
7. Joyce J Elam, *Case Series for Management Information Systems*, Simon and Schuster Custom Publishing, 1997, ISBN NO 0132075989
8. Steven Alter, *Information Systems – A Management Perspective – Addison –Wesley*, 1999,3rd edition , ISBNNO 0201521083,





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**MBA13G015**

**STRATEGIC MANAGEMENT**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- The objective of this course is to develop a holistic perspective of an organization and to enable the students to analyze the strategic challenges of different organization and make strategic decisions that influence
- The future direction and competitive position of an organisation and to implement the strategic choices made by it.

**UNIT – I**

**9 hours**

Introduction, Concept of strategy, Vision, Mission, Goal, Objective, Strategic Management Process, Corporate planning –an overview, SBU, Modes of strategic decision making.

**UNIT – II**

**9 hours**

Strategy formulation. Environmental Scanning, SWOT analysis, Internal and External environmental analysis. Competition Analysis: Porter's Five Forces Theory, Competitive, Advantage, Value chain analysis, Mckinesey's 7s frame work, Balance Score card.

**UNIT – III**

**9 hours**

Strategic Implementation and Contro lStability, Growth, Turnaround, Retrenchment, Diversification, vertical integration, Horizontal integration, Strategic alliance, merger and acquisition, Divestment, Business Portfolio analysis– BCG & GEC matrix – Strategic Choice Strategic evaluation and control

**UNIT – IV**

**9 hours**

Strategic Analysis & choice ,Strategy implementation: aspects, structures implementation, behavioural implementation-, Functional implementation issues – Functional plans and policies – Financial, Marketing, Operations, Personnel, IT.

**UNIT – V**

**9 hours**

Strategic evaluation and control – an overview of strategic evaluation and control, techniques of strategic evaluation and control. Global ramification on the evolution of competitive strategies of transnational organizations in the knowledge-driven economy.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Lawrence R.Jauch.,Glueck William F., *Business Policy and Strategic Management* (Frank Brothers) 5th Edition ISBN 0071005072 9780071005074
2. Pearce II John A. and Robinson J.R. and Richard B. – *Strategic Management* (AITBS). Published by Richard D Irwin (1994) 5th edition ISBN 10: 0256113629 ISBN NO 13: 9780256113624
3. Wheelen Thomas L., Hunger J. David and Rangaragjan Krish – *Concepts in Strategic Management and Business Policy* 13th Edition 2013. ISBN 13: 9780256113624
4. Budhiraja S.B. and Athreya M.B. – *Cases in Strategic Management* (Tata McGraw Hill, 1st Ed.) ISBN NO: 0074620975/9780074620977
5. Thomson - *Strategic Management: Concepts and Cases* (Tata McGraw Hill) Edition 13<sup>th</sup> ISBN NO 13: 978-0072443714 ISBN-10: 0072443715
6. Cliff Bowman - *Business Policy and Strategy* (Prentice Hall of India) Published by Palgrave Macmillan, 1987 ISBN NO 10: 0333387651 / ISBN NO 13: 9780333387658
7. Kazmi, Azhar, *Business Policy and Strategic Management*, Tata McGraw Hill Publishing Company Ltd., New Delhi. 3rd Edition ISBN NO : 9780070263628
8. David, Fred R. *Strategic Management-Concept and Cases*, Pearson Education, Delhi.15 Edition ISBN NO 13: 9780133444797



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**MBA13G016**

**INTERNATIONAL BUSINESS MANAGEMENT**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- The course is designed to familiarize the students with the intricacies of international business in terms of investment, monetary systems and strategies.
- The course explains what constitute international business and then analyze how various national differences give shape to different business strategies.

**UNIT - I**

**9 hours**

An Introduction to Global Business Meaning ,nature and significance of international Business, Drivers of International Business, players in international business, Environment of International Business – Economical, Political, Demographical, Global, Social, Cultural, Technological, Legal – Entry strategies for International Business.

**UNIT - II**

**9 hours**

International Business Theories: Introduction Mercantilism, Absolute Advantage Theory Comparative Cost Theory, Hecksher-Ohlin Theory, Product Cycle Theory. Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

**UNIT – III**

**9 hours**

Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates. International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO. TRIPS, TRIMS, GATS, MFA, AOA, International Monetary system, Pre-Bretton woods periods, Bretton woods systems.

**UNIT – IV**

**9 hours**

Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A., ASEAN, SAARC, Integration for Business. Regional block – International commodity agreement – Global Trade – Global Supply Chain and Logistics Management – Investment Environment International Economic Institutions – IMF, World Bank, UNCTAD, UNIDO – Asian Development Bank, - International Trade center.

**UNIT – V**

**9 hours**

Globalization Trends and Challenges; Balance Of Payments Trends; Environment For Foreign Trade and Investment; Exchange Rate Movements and their impact; India's competitiveness in the world economy; external influences on India's business environment.

**TOTAL NO OF PERIODS: 45**

**REFERENCES BOOKS:**

1. Sundaram and Black, *International Business Environment*. Publisher Prentice hall, Latest Edition 1995 ISBN NO: 03131104969 9780131104969
2. Bhalla and Raju – *International Business Environment* Publisher Anmol Publications Pvt. Limited 2010 13th Edition ISBN NO 812614632X, 9788126146321
3. P.G.Apte, *International Financial Management*. Publisher Tata McGraw-Hill companies 5th Edition ISBN NO 9790070221161
4. Francis Cherulinam, *International Business*. Publisher PHI 5TH Edition ISBN NO 9788120342149
5. Lee H. Radebaugh, Daniel P. Sullivan, *International Business Environment & Operations*, Publisher Pearson Education, Limited, 2014 ISBN NO 0133457230, 9780133457230
6. John D.Daniels- *International Business Environment & Operations* Published by Pearson Education 12th Edition ISBN NO 9780136029656





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**MBA13G017**

**BUSINESS ETHICS**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**OBJECTIVE:**

- This course has been designed to create a mindset of value system among the students who are the future managers. Business ethics make the students open to inherent ethical principles of business.
- The course will sensitise the students to their ethical standards. Also, the students will be exposed to ethical problems and issues in various situations.
- Ultimately, it is to produce a balance, pleasant, flexible and effective managers in today's liberalized and democratic ambience.

**UNIT – I**

**6 hours**

Importance of Ethics in Business, Traditional Theories of Ethics, Overview of Ethics Value Systems, Values and its relevance in Management, Values for Managers, Business and Society - Changing concepts and objectives of Business, Responsive Management, Corporate Social policy, Management by Values, Social responsibility and profitability, Forces inducing Social Responsibility. Social responsibilities of Business Organization.

**UNIT – II**

**6 hours**

Ethical Corporate Behavior, its Development, Ethical Decision Making, Ethical Aspects of Corporate Policy, Morality and Rationality in Organisation, Moral Relationship between Individual and Organisation. Ethical issues at workplace, Ethics and cultural issues, Environmental Ethics, Ethical dilemma, ethical displacement. Making Moral Decisions. Conflict between personal values and organizational goals. Corporate culture

**UNIT – III**

**6 hours**

Consumerism and Ethics - Consumer Rights, Exploitation of consumers, Consumer Protection, U.N. guidelines for Consumer Protection, Consumer Protection and Consumerism in India, Ethics in Advertising, Woman in Advertising. Responsibilities of Advertising Agencies, Business ethics and Environment Management - Basics of Environment, Environment pollution, Global Climate change, Environmental Regulations – WTO environmental provisions, Environmental Regulation in India, Environment Protection.

**UNIT – IV**

**6 hours**

Ethics in Business Disciplines - Ethics and HRM, Ethics and Marketing, Ethics in Finance and Accounting, Ethical implications of Technology. Ethics and Information Technology. Ethics in competitive business environment - Ethics in global scenario, cross-country implications of ethical issues – Ethical Challenges and strategies in conflict resolutions

**UNIT – V**

**6 hours**

Impact of Philosophical thoughts on mankind and society – Thoughts of great minds of ages: Socrates, Plato, Aristotle, Confucius, Voltaire, Francis Bacon, Ralph Waldo Emerson, Jean Jacques Rousseau, John Ruskin, Leo Tolstoy, Bertrand Russell, Albert Einstein, Gautama Buddha, Mahatma Gandhi, George Santayana, Aurobindo, Sri Ramana Maharishi, Sri Ramakrishna, Swami Vivekananda, Rabindranath Tagore, Dr S Radhakrishnan, & Dr Amritya Sen – Wisdom of Mahabharata

**TOTAL NO OF PERIODS: 30 hours**



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**REFERENCE BOOKS:**

1. By William H. shaw, *Ethics: Business Ethics: A Textbook with Cases*; Edition: 8th ISBN NO 13: 978-1133943075
2. Robert Frederick., *A Companion to business ethics*, Wiley-Blackwell; Latest Edition year 2008 ISBN NO: 978-0-470-99838-0
3. Author: O. C. Ferrell; *Business Ethics Ethical Decision Making and Cases*; Publisher: Cengage Learning 10th edition ISBN NO 13: 9781285423715
4. Jhon c.Maxwell; *There is No Such Thing As Business Ethics*; Publisher:Faithworks Edition 2003 ISBN-13: 9780446535601
5. Marshall Schminke; *Mangerial Ethics* ;Published by Taylor & Francis; Edititon 2008 ISBN NO - 13:9781410604231
6. Andrew Leigh; *Ethical Leadership Creating & Sustaining an Ethical Business Culture*; Published by Kogan Page ltd; Edition year 2013; ISBN 9780749469566.



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**MARKETING**

**MBA13GE01**

**BRAND MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**OBJECTIVE:**

- The objective of this course is to help the students specialized in marketing to understand the issues in planning and evaluating the strategies in branding of various goods and services.

**UNIT – I**

**6 hours**

Brands and Brand Management – Brand versus Product – Branding challenges and opportunities - Advantages of branding – Brand Equity – Customer based brand equity – Strategic Brand Management Process.

**UNIT – II**

**6 hours**

Building a strong Brand: The four steps of brand building – creating customer value - Establishing Brand Positioning – Guidelines & Brand Audits.

**UNIT – III**

**6hours**

Choosing Brand elements to build brand equity – Designing Marketing Programs: Developing Product Strategy – Pricing Strategy and Channel Strategy – Leveraging Brand Associations – Licensing and Celebrity Endorsements.

**UNIT – IV**

**6 hours**

Developing Brand Equity: The Brand Value Chain – Measuring Brand Equity – Outcomes of Brand Equity: Comparative & Holistic Methods

**UNIT – V**

**6 hours**

Implementing Brand Strategies – Brand Architecture, Hierarchy, Designing a Brand Strategy. New Products and Brand Extensions – Reinforcing and Revitalising Brands – Managing brands over market segments.

**TOTAL NO OF PERIODS: 30 hours**

**REFERENCE BOOKS:**

1. Kevin Lane Keller, Strategic *Brand Management*, 4th Edition , ISBN NO 97801326672577 Pearson, New Delhi
2. Kapferer, Strategic *Brand Management*, 5th edition ISBN 978-0749465155 Kogan Page, New Delhi
3. Moorthy Y.L.R, *Brand Management* -The Indian Context, 21st Edition, ISBN NO 8125907349 Vikas Publications, 2009.
4. Martin Lindstrom, *Brandwashed: Tricks Companies Use to Manipulate our Minds and Persuade Us to Buy*:Crown Business 1st edition ISBN 978-0385531733
5. Grant David McCracken, *Culture and Consumption II: Markets, Meaning, and Brand Management*, Indiana University Press 1st edition ISBN 0968225101
6. Douglas B. Ward A *New Brand of Business*: Charles Coolidge Parlin, Curtis Publishing Company, and *the Origins of Market Research* Temple University Press latest edition ISBN -1-43990015-9



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**MBA13GE02**

**RETAIL MANAGEMENT**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- The Objective of the course is to provide a foundation for an understanding of the various dimensions of Retail Management.

**UNIT – I**

**9 hours**

Introduction Retailing Definition, Functions, Importance. Types of Retailing, Organized & Un organized, Store and Non store; Retailing functions and need and scope of Retailing in India.-Current „Retailing from International perspectives; Consumer Buying Decision Process, Influencing Factors, Customer Shopping Behavior. Applications of information technology in Retail management.-High street and malls-Mall Management.

**UNIT – II**

**9 hours**

Retail planning-purpose, Method, Structure and Monitoring the Plan: Retail Marketing mix Strategies; Retail Branch Management-Positioning., personality, Merchandise Management, Meaning „Methods, Assortment and Inventory; Stores formats; store location-location analysis-store positioning-store design -Retail pricing, Purchase Negotiation, Supply Channel and Relationship; SCM Principles, and Retail Logistics.

**UNIT – III**

**9 hours**

Price Sensitivity and Mark down policy-EDLP-International retailing motives, reasons and typologies for international expansion. Inventory control-Franchisee operations. Retail service e quality Management.Macro and micro environmental influences- Creativity in retailing-Emerging trends and challenges.

**UNIT – IV**

**9 hours**

Retail Promotion-Setting Objectives, Role of Advertising, Sales promotion-Service retailing's Product retailing-Retail branding-Supply chain and logistics-Retail marketing strategies. Asker's approach, Keller's Approach.

**UNIT – V**

**9 hours**

Impact of Information Technology in Retailing-Integrated systems and Networking, EDI, Bar-coding, RFID, Database Management-Electronic Retailing-Role of web , Online Retailing. Consumerism and Ethics in Retailing. Social and Green issues. Retail Audit. Impact of Globalization on Retail Management future of retailing.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS**

1. Moorthy Y L R *Brand Management*, The Indian Context, 2<sup>nd</sup> Edition ISBN 9788125907398 Vikas Publications, 2009.
2. Gilbert, *Retail Marketing Management*, 2nd Edition ISBN 978027365514 Pearson Education, 2009.
3. Levy & Weitz, *Retail Management*, latest edition ISBN 0073530026, Tata McGraw hill, 2009.
4. Michael Levy, Barton Weitz, *Retail Management*, McGraw Hill. latest edition ISBN 9780071215132
5. Chetan Bajaj, Rajnish Arya, Nidhi Varma Srivatava, *Retail Management*: Oxford Publishing. India. 2nd Edition ISBN 978-0198061151



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**MBA13GE03**

**CUSTOMER RELATIONSHIP MANAGEMENT**

L	T	P	C
3	0	0	3

**OBJECTIVES**

- The course is designed to provide a better understanding of customer relationship management and how it can affect the business.
- The course covers various aspects of CRM such as business process models and CRM, customer centric business, customer support issues during pre-order, point of order and post-order and case studies in CRM.
- The course also deals with performance measurement and how CRM determines the effectiveness of a business.

**UNIT – I**

**9 hours**

Relationship marketing- Understanding buyers expectations – building customer loyalty – types of loyalty-influencing factors-loyalty ladder-significance of loyal customers impact of lost customers – computing cost of lost customers – Customer Lifetime Value- CRM: Definition and Concepts – The importance of effective CRM strategies as an integral part of effective marketing strategies - Consumer Behaviour principles – Organizational buyer behaviour. Understanding customer differences- strategic options for approaching customers- market segmentation.

**UNIT – II**

**9 hours**

Customer's loyalty and customer retention strategies; perspectives of brand loyalty- factors that affect customer loyalty- Attitudinal and behavioral components of loyalty; customer retention and customer complaint management. Using internal information sources-Using customer data, Data warehousing and data mining-Segmentation and targeting – Identifying cost effective external information sources : Published data, Using the Internet, Market research- Understanding and managing customer expectations – Developing customer confidence.

**UNIT – III**

**9 hours**

Measuring customer satisfaction and loyalty; conducting a customer satisfaction survey- satisfaction and quality measures- measurement of Brand loyalty – measurement of employee satisfaction and loyalty. - Building relationships by adding value to customers cost effectively- Managing customer contact strategies – Dealing with difficult situations –Measuring performance of CRM.

**UNIT – IV**

**9 hours**

The evolution of Economy business model for CRM; business process models and CRM –Foundation of customer centric business-post order, point of order and post order customer support issues. The Economics of e-Loyalty – The importance of trust - The importance of focusing on the "right" customers – Price rational vs. price obsessive consumers, loyalists vs. butterflies - Upselling and crossselling. Relationship Capital – eCRM - Internet strategies facilitating CRM – including personalization, collaborative filtering, data mining, data warehousing and real-time profiling. Introduction to Operational, Collaborative, Analytical CRM.

**UNIT – V**

**9 hours**

Planning and managing CRM program; CRM business plan – Business process- understanding business process- Analyzing business process – CRM implementation.

**TOTAL NO OF PERIODS: 45 hours**



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**REFERENCE BOOKS**

1. William G.Zikmund, *Customer Relationship management*- 2rd edition ISBN 9780471271376 John Wiley and son
2. Roland T. Rust and P.K. Kannan *e-Service-New Directions in Theory & Practice*: latest edition ISBN 076508073
3. Jagadish N. Sheth and Atul Parvatiyar *Hand book of relationship marketing*. TataMc.Graw- hill pub. Illustrated reprinted ISBN 9780761918103
4. Gosney, *Customer relationship management essentials* –prentice hall,2000 latest edition ISBN 9788120318090
5. Lakshman Jha *Customer Relationship Management: A Strategic Approach* Glonal India publications pvt. Ltd., first edition ISBN-13: 978-8190721127



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**MBA13GE04**

**BUSINESS TO BUSINESS MARKETING**

L	T	P	C
3	0	0	3

**OBJECTIVES:**

- The customer is gaining more and more importance in the current scenario. The key behind the successful organizations is retention of the customers.
- The key objective of this subject is to introduce the students to the current thinking about the customers.
- To learn about the electronics transactions like business to business, business to commerce, forsharing, processing the business activities.
- It will help the students to transact financial and document interchangebetween two or more business parties.

**UNIT – I**

**9 hours**

Introduction to Business Marketing: Meaning and Scope, Differencesbetween Industrial and Consumer Goods – Types of OrganizationalCustomers - Demand for Industrial Goods - Business Market Segmentation,Definition of E-commerce, Unique Features of E-commerce Technology: Ubiquity, Global Reach, Universal Standards,Richness, Interactivity, Information Density, Social Technology:, Growth of the Internet and the Web, Origins and Growthof E-commerce; E-Business Technologies: The Internet: Key Technology ,The Internet Today: The Internet Backbone,

**UNIT – II**

**9 hours**

Organizational Buying: Factors Influencing Organizational Buying -Models of Buyer Behavior - Buying Centre Roles - Organizational BuyingProcess Stages – Buy Classes - Organizational Buying Practices -Enquiries and Tenders - Supplier Evaluation - Buyer Seller Relationship.Market Creator, Service Provider, Community Provider; Major Business-to-business (B2B) Business Model:E-distributor, E-Procurement, Exchanges, Insight on Business, Business Models in Emerging E-commerce Areas:Consumer-to-consumer (C2C) Business Models, MOVING TO E-BUSINESS : SPOTTING E-BUSINESS TRENDS,Trends Driving e-business, Customer-Oriented Trends, e-Service Trends, Organizational Trends, Employee

**UNIT – III**

**9 hours**

Role of Marketing in Product Development Process - Managing IndustrialProduct Lines - Managing Across Product Life Cycle – ProductRevitalization/Elimination Decisions – Characteristics of Pricing in B to BMarket- Factors influencing Pricing - Pricing Methods and Strategies –Leasing.DIGITIZING THE BUSINESS: E-BUSINESS PATTERNS, e-Business Patterns: The Structural Foundation, The e-Channel Pattern, The Click-and-Brick Pattern, The e-Portal Pattern, The e-Market Maker Pattern

**UNIT –IV**

**9 hours**

Industrial Channels of Distribution: Types of Distribution Systems -Choice of Channel Systems - Channel Partners - Managing ChannelConflicts - Distribution Logistics - Personal Selling - Sales ForceManagement - Post Sales Service - Customer Satisfaction and Evaluation.Internet Exchange, Building an E-commerce Website: Planning: The Systems Development Life Cycle, Systems Analysis/Planning: Identify Business Objectives, System Functionality and Information Requirements

**UNIT – V**

**9 hours**

Industrial Goods Promotion - Branding of Industrial Products – CreatingCorporate Image - Industrial Advertising - Role of Internet in BusinessMarket - Industrial Marketing Control.The Race to Create Novel e- Business Designs, Step: 1: Self – Diagnosis, Step: 2: Reverse the Value Chain, Step: 3: Choose a Focus, Step 4: Execute Flawlessly, Lessons from e-Business Design.

**TOTAL NO OF PERIODS: 45 hours**



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**REFERENCE BOOKS:**

1. Clow, Baach, *Integrated Advertising Promotion and Marketing Communication*, Pearson Education. India. 6th edition ISBN-10: 0133126242
2. Bhaskar Bharat Electronic Commerce - *Technologies & Applications*, TMH 3rd Edition ISBN 0070600958
3. Christopher J. & Clerk T.H.K., *Global E-Commerce*, University Pre 4th Edition ISBN: 978-81-203-4505-8, PHI
4. Reynolds, *Beginning E-Commerce*, latest edition ISBN 13978-1598203123 SPD
5. Laudon & Traver – *Electronic Commerce Business, Technology, Society* (Pearson Education, 10rd Ed.) ISBN 13978-0-13-3024449
6. Kalakota R- *Electronic Commerce - Frontiers of E-Commerce* (Pearson Education, 2007, 3rd Ed.) ISBN -10-0201845202
7. Belch, George and Belch, Michael; *Advertising and Promotion*; Tata McGraw Hill, New Delhi. 2nd edition, ISBN: 81-203-2739
8. Wells, William, Burnett, John and Moriarty, Sandra; *Advertising Principles and Practice*; 7rd edition ISBN-13: 978-0131465602 Pearson Education; New Delhi.





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**MBA13GE05**

**INTERNATIONAL MARKETING MANAGEMENT**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- This subject is designed for the student to understand the importance of international marketing, which has become a necessary part of firms that wish to survive and grow in the dynamic global economy of the new millennium.

**UNIT – I**

**9 hours**

Introduction- Nature of IM: Challenges and Opportunities: Scope of IM – Nature of IM – Importance of IM – Marketing Concepts - Process and Dimensions of Marketing – Multinational Corporations [MNCs] and its characteristics – Process and Benefits of IM.

**UNIT – II**

**9 hours**

World Market Environment: The Economic Environment of IM: Macroeconomic and Microeconomic Environment- Business Opportunities in Developing Country – Cultural Environment: Cultural Influence on Marketing Mix – Business Operations with Cultural Limits – Cultural Variables and International Business Environment – Political and Legal Environment: Political Interventions – Legal Outlook on International Business – Tariff Barriers – Import Licensing.

**UNIT – III**

**9 hours**

International Pricing: Value and Skimming Price – Penetration Pricing – Dual Standards – Fundamentals of International Pricing – Planning for International Marketing: Nature of Marketing Research – Marketing Information Sources – Primary and Secondary Research – Sampling Basic Methods of Data Collection - Measurement – International Marketing Services: Government Intervention in the Trade in Services. International Retailing. Planning, Organizing and Control of International Marketing: Market-Entry Strategies-Organizing for Global Competition.

**UNIT – IV**

**9 hours**

International Promotion: Global Markets and Product Development – Quality Products – Products and Culture Green Marketing and Product Development – Global Advertising and Promotion Effort: Creative Challenges – Media Planning and Analysis – The Internet-A Media Mix Alternative - Sales Promotion - The Advertising Agency – International Control of Advertising – Global Advertising Regulations.

**UNIT – V**

**9 hours**

Developing Global Marketing Strategies - Competitions in the Global Marketplace – Strategic Planning – Market-Entry Strategies – Organizing for Global Competition – Developing Consumer Products for Global Markets – Future of International Marketing: Global Customers and Global Markets – Global Trends – Future Strategic Areas of Prime Importance – Ethical Considerations in IM.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Philip R. Cateora, John L.Graham – *International Marketing* - Edition: 16th ISBN-10: 0077642295 TATA McGraw-Hill Edition.
2. Vern Terpstra Ravi Sarathy – *International Marketing* – 10th Edition ISBN-10: 0981729355; Harcourt College Publishers.
3. Raja Gopal *International Marketing* [Global Environment, Corporate Strategy, 3rd edition ISBN 978 1 921388 16 3 Case Studies] –
4. Vikas Publishing House.
5. Philip R. Cateora – *International Marketing* – 15th Edition ISBN-13: 978-0073529943 McGraw-Hill International Editors.
6. Francis Cherunilam, *International Marketing*, 5th edition ISBN 10: 0070263647 Himalaya Publishing House, Mumbai



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**DEPARTMENT OF MANAGEMENT STUDIES**

**MBA13GE06**

**MARKETING RESEARCH**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVE:**

- This course is designed to teach several important marketing research tools. Growth in internet and related technology along with expanding globalization has made the use of marketing research tools and skills imperative for understanding the consumer behavior.

**UNIT – I**

**9 hours**

Marketing research-introduction, definition, nature, objectives and scope, marketing research process, research designs –definition, classification Measurement and scaling- fundamental and comparative scaling & non comparative scaling.

**UNIT–II**

**9 hours**

Data collection Methods, Questionnaire & form design-Definition, objectives, questionnaire design process Sampling designs-process, classification, and sample size, Application of sampling methods to marketing problems, field work and errors in field work.

**UNIT – III**

**9 hours**

Data preparation & Analysis -data preparation process-Questionnaire checking,, Editing, Coding, Transcribing, Data cleaning, Classification of statistical techniques- Frequency distribution, chi-square, Analysis of variance, Correlation and regression, factor Analysis, Cluster analysis.

**UNIT – IV**

**9 hours**

Report preparation & presentation-importance, process, research format, report writing and research process evaluation

**UNIT – V**

**9 hours**

Product research - new product & conjoint analysis, motivation research. Market & sales analysis research-market potential analysis, sales analysis & market decision support systems(MDSS)

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOK:**

1. Harper W.Boyd, Jr.Ralphwestfall, Stanley & Stasch. *Marketing research*, 4th edition ISBN-13: 978-0256068139 tata mc graw hill publishing
2. Naresh K. Malhotra satya bhusan Dash, *Marketing Research* 6<sup>th</sup> Edition ISBN 9285110045 Katar Singh Rural Development Sage Publications
3. Hair Bush Ortinall *Marketing research*, TataMcgraw Hill.5<sup>th</sup> EDITION ISBN : 0-471497703 Published 2003 by Mcgraw-Hil
4. William Zigmund; *Business research methods*: Thomson 7TH EDITION ISBN 951-791-009-6). schema: publication.
5. D.D.Sharma *Marketing Research*: Sultan chand and sons. 2nd Edition ISBN: 9788180546853. Publisher, Sultan Chand & SONS



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**MBA13GE07**

**CONSUMER BEHAVIOUR**

L	T	P	C
3	0	0	3

**OBJECTIVES:**

- To study the consumers unconscious motives that drive human behaviour at an implicit level
- The subject also reviews a range of “levers” that can influence purchase behaviour in unexpected ways and at efficient cost.

**UNIT – I**

**9 hours**

Consumer behavior – definition, nature of consumer attitude, Factors influencing decision making process, consumer research process. Introduction to Consumer Behavior: Nature and Importance of Consumer Behavior, Application of Consumer Behavior in Marketing - Factors influencing Consumer Behavior - Consumer Research Process - Models of CB - Nicosia, Howard & Sheath, Engel-Kollat Blackwell Models - Levels of Consumer Decision Making - EPS,LPS,RRB.

**UNIT – II**

**9 hours**

Market segmentation – definition, how market segment operates, bases for segmentation- geographic, demographic ,psychological, socio cultural, use-related, use-situation segmentation and criteria for effective targeting market segments-identification, sufficiency, stability and accessibility.

**UNIT – III**

**9 hours**

The consumer as an individual – consumer needs and motivation- Meaning of motivation, dynamic nature of motivation, Motivation and emotion, Attitudes and Attitude change and interactive communication. Environmental Influences on CB: Social Class, Life Style Profile of Social Class Application to CB, Social Class Mobility - Culture: Meaning, Characteristics, Factors affecting Culture, Role of Customs, Values and Beliefs in Consumer Behavior, Sub-culture: Meaning, Sub-culture Division and Consumption Pattern in India, Types of Sub-cultures, Cross cultural Consumer Analysis: Similarities and Differences among People, Cross-cultural Marketing Problems in India, Strategies to Overcome Cross-cultural Problems.

**UNIT – IV**

**9 hours**

The consumer’s decision making process – choosing and consuming, consumer perception, Personality and consumer behavior: The family decision making. Environmental Influences on CB: Social Class, Life Style Profile of Social Class Application to CB, Social Class Mobility - Culture: Meaning, Characteristics, Factors affecting Culture, Role of Customs, Values and Beliefs in Consumer Behavior, Sub-culture: Meaning, Sub-culture Division and Consumption Pattern in India, Types of Sub-cultures, Cross-cultural Consumer Analysis: Similarities and Differences among People, Cross-cultural Marketing Problems in India, Strategies to Overcome Cross-cultural Problems.

**UNIT – V**

**9 hours**

Organizational buying – the business market versus the consumer market, buying situations, systems buying and selling and industrial buying behavior, Major influences on Industrial buying behavior , Diffusion of innovation. Organization and Consumers: Factors Influencing Organisational Buying Behavior – Consumer and Marketer - Marketing Communication and Persuasion, Developing Persuasive Communication – Market Regulation – Customer Dissatisfactions – Consumer Protection Act.

**TOTAL NO OF PERIODS: 45 hours**



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**REFERENCE BOOK:**

1. Leon.G.Shiffman, Leslie Lazar Kanuk - *Consumer Behavior* – Ist EDITION ISBN 13: 9780133729887 Published by Prentice Hall, PHI
2. David L.Loudon & Albert J.Della Bitta *Consumer Behavior* 2nd edition ISBN 978-81-7758-825-5 8th edition ISBN-10: 0137228511 published in the Journal of Marketing. PHI,2003
3. Marieke K. de Mooij, *Consumer Behavior and Culture: The Consequences for Global Marketing and Advertising*, 7th edition ISBN: 1412979900. Sage Publications
4. Hellmut Schutte and Deanna Ciarlante, *Consumer Behavior in Asia*, NewYorkUniversity 5th edition ISBN-10: 1-4039-9279-7



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**MBA13GE08**

**DIGITAL MARKETING**

L	T	P	C
3	0	0	3

**OBJECTIVES:**

- To provide a solid foundation in the key concepts on digital marketing around this constantly changing field to students
- With the rapid shift of advertising from traditional media to online platforms, it is becoming increasingly important for marketing graduates to be well-versed in digital marketing fundamentals
- This subject helps the students to come away with an understanding of successful online marketing strategies, user generated content, search, social media and networks, mobile, and web analytics.

**UNIT – I**

**9 hours**

Principles and Drivers of New Marketing Environment - Digital Media Industry - reaching Audience Through Digital Channels- Traditional and Digital Marketing - Introduction to Online Marketing Environment - Dotcom Evolution - Internet Relationships - Business in Modern Economy - Integrating E-Business to an Existing Business Model – Online Marketing Mix - Mobile Marketing - Digital Signage.

**UNIT – II**

**9 hours**

Purchase Behavior of Consumers in Digital Marketing Format – Online Customer Expectations - Online B2C Buying Process - Online B2B Buying Behavior -Website Designing - Website Content - Forms of Search Engines – Working of Search Engines - Revenue Models in Search Engine Positioning – SEO - Display advertising - Trends.

**UNIT – III**

**9 hours**

Product Attributes and Web Marketing Implications - Augmented Product Concept - Customizing the Offering - Dimensions of Branding Online -Internet Pricing Influences - Price and Customer Value - Online Pricing Strategies and Tactics – Time-based Online Pricing - Personalized Pricing- Bundle Pricing.

**UNIT – IV**

**9 hours**

Internet Enabled Retailing - Turning Experience Goods into Search Goods-Personalization through Mass Customization - Choice Assistance -Personalized Messaging - Selling through Online Intermediaries – Director Customer Interaction - Online Channel Design for B2C and B2BMarketing.

**UNIT – V**

**9 hours**

Integrating Online Communication into IMC Process - Online Advertising– Email Marketing - Viral marketing - Affiliate Marketing – Participatory Communication Networks - Social Media Communities – Consumer Engagement - Co-Created Content Management-Interactive Digital Networks - Customer – Led Marketing Campaigns- Legal and Ethical aspects related to Digital Marketing

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOK:**

1. Smith P R Chaffey Dave, *E-Marketing Excellence: The Heart of E-Business*, Butterworth Heinemann, USA
2. Strauss Judy, *E-Marketing*, Prentice Hall, India
3. Fleming Hansen Emotions, *Advertising and Consumer Choice* .Copenhagen Business School Press.
4. Curtis P. Haugtvedt, Karen A. Machleit and Richard Yalch *Online Consumer Psychology: Understanding and Influencing Consumer Behavior in the Virtual World*
5. Marieke K. de Mooij *Global Marketing and Advertising: Understanding Cultural Paradoxes*, Sage publications



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**MBA13GE09**

**INTEGRATED MARKETING COMMUNICATION**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- The objective is to introduce the students to the integrated role of marketing promotion techniques with the special emphasis on advertising

**UNIT – I**

**9 hours**

Concept and Process of Integrated Marketing Communications (IMC): Elements of IMC & Developing respective communication campaign, Integrated Marketing Communication – Definition, Evolution, Concepts; Marketing Communication Mix; Models of Marketing Communication; Ethical and Social issues in Marketing Communication, integrated marketing communication; types of advertising agencies; media partners and their role; selecting desired brand position; developing brand identification; creating a brand image; creating and maintaining brand relationship with customers; brand-customer touch points; prospects and customers; AIDA model; Introduction to Integrated Marketing Communication (IMC) - IMC as an Integral Part of Marketing – Buying Decision Process – Communication Response Hierarchy – Setting Communication Objectives: DAGMAR Approach -Budgeting for Marketing Communication.

**UNIT – II**

**9 hours**

Campaign planning; IMC planning process; internal marketing; segmenting and targeting; types of segmentation; message and profitability targeting; digitization of brand information; customer database; building relationship through data management; developing creative message strategy; process of developing IMC message strategy; methods of getting creative ideas; brand-message execution; copywriting; writing for print and electronic media; print layout and design; executional and strategic consistency.

**UNIT – III**

**9 hours**

Media classification; media strength and weakness; wireless communication; e-mail marketing; website marketing; integrating online brand communication; media planning; consumer sales promotion; sales promotion tools; determining consumer sales promotion strength and limitations of sales promotion; trade promotion; trade promotion for new products and existing brands; trade promotion strategies; objectives of co-marketing communication.

**UNIT – IV**

**9 hours**

Personal selling objectives and strategies; personal selling process; defining public relations; limitation of brand publicity; brand publicity tools; corporate image and reputation; mission and cause marketing; crisis communication; interactive and personal dimension of direct marketing; method of direct marketing; event marketing; trade shows and other participation events; sponsorships; strengths and customer service; objectives and strategies of customer service; social, economic and ethical issues in IMC; evaluation and measurement of brand messages measurement and evaluation methods

**UNIT – V**

**9 hours**

Fundamentals of Advertising Campaigns - Planning Process - The Creative Brief - Creating an Appeal - Strategic Approaches: Generic Approach – USP - Brand Image – Positioning - Public Service Advertising - Celebrity Endorsement - Elements of Print advertisement - Scriptwriting for Radio and Television - Legal and Ethical aspects of Advertising- Kids Advertising. Advertising; 5Ms, Social and Ethical Issues in Advertising, Integrated Marketing Communication, IMC Planning Process, Developing Ad Programmers, Setting Objectives, Ad Budgets, Designing Message, Media Selection and Planning, Ad Research, Evaluation and Control.

**TOTAL NO OF PERIODS: 45 hours**



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**REFERENCE BOOKS:**

1. Clow, Kenneth & Back, Donald; *Integrated Advertising, Promotion and Marketing Communication*; Pearson Education, 6th edition ISBN-10: 0133126242 Himalaya Publishing House New Delhi.
2. Belch, George and Belch, Michael; *Advertising and Promotion* 10th Edition ISBN-10: 0078028973; Tata McGraw Hill, New Delhi.
3. Wells, William, Burnett, John and Moriarty, Sandra; *Advertising Principles and Practice*; Pearson Education; 2nd edition ISBN 0130835714 New Delhi.
4. Jethwaney, Jaishree and Jain, Shruti; *Advertising Management*; 2nd Edition ISBN: 0262083574. Oxford University Press; New Delhi.
5. Belch & Belch, *Advertising and Promotions* Tata McGraw Hill 9th edition ISBN-13: 978-0073404868
6. Rajeev Batra, John G. Myers & David A. Aaker *Advertising Management* - 5th Edition ISBN-13: 978-0133057157 - PHI
7. Otto Kleeper's *Advertising Procedure* – 9th Edition ISBN 13: 9780136432555 PH
8. S.A. Chunawalla & K.C. Sethia *Foundations of Advertising Theory & Practice* – Himalaya Publishing





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**MBA13GE10**

**INDUSTRIAL MARKETING**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- The objective of this course is to help the students specialized in marketing to understand the issues in planning and evaluating the strategies in branding of various goods and services

**UNIT – I**

**9 hours**

Dimensions of Industrial Marketing: Nature and scope, difference between consumer marketing and industrial marketing, industrial marketing concepts – Distinctive characteristics of industrial marketing – understanding industrial marketing environment – inter relationship with other functions.

**UNIT – II**

**9 hours**

Industrial Buyer Behavior: Industrial Buyer Behavior- different buyer situation – industrial buyer activities and objectives , procedures and policy aspects in industrial buying decisions – industrial buying practices – buying center – models of industrial buyer behavior

**UNIT – III**

**9 hours**

Industrial Product Development: Industrial Products – Development – product life cycle – segmentation – experience curve – positioning strategy – process of new product development – personal selling – industrial sales force management – sales force selection – training and control - evaluation

**UNIT – IV**

**9 hours**

Selection of Vendors: Selection of Vendors – evaluation – industrial product and service pricing methods – competitive bidding – negotiation skills.

**UNIT – V**

**9 hours**

Distribution and customer communication : Industrial products distribution channels – physical distribution – logistics – communicating with industrial customers .

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Michael H Morris, *Industrial & Organizational Marketing*, Mac Millian 1999.2nd Edition ISBN 13: 9780023841354
2. Krishnan K Havaladar, *Industrial Marketing*, McGraw Hill, 2001 Reeder. *Industrial Marketing*, Prentice Hall, 2001 F. Fobert Dwyer John F.Tanner, *Business Marketing*, McGraw Hill, 2001 2nd Edition ISBN 9780071249829
3. Michael D. Hutt, Thomas W. Speh *Industrial Marketing* Dryden Press, 1981 11th Edition ISBN-10: 1133189563
4. Hory sankar Mukerjee *Industrial Marketing* published by Excel Books. 1st Edition 2009 ISBN: 978.81–7446-700
5. H. Robert Dodge *Industrial marketing* McGraw-Hill, 1970 2nd Edition ISBN-13: 978-0-675-09847-2





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**MBA13GE11**

**EVENT MANAGEMENT**

L	T	P	C
3	0	0	3

**OBJECTIVE**

- To help the students learn how to design, plan, market and stage an event.
- To learn what is needed to know about legal compliance, risk management, financial control and how to evaluate the success of the events you stage.

**UNIT – I**

**9 hours**

Introduction - Definitions and frameworks - Categories and typologies -Historical contexts and precedents - Characteristics of events -The market demand for events -Introduction - Size and scope of the events market - Determinants and motivations- The structure of demand for events. The events business: supply and suppliers: Introduction - The structure of events services: public sector - The structure of events services: private sector - Companies and their roles -Voluntary bodies, committees and individuals. Social, Economic, Political and development implications: Introduction - Social and community implications - Economic implications - Political implications - Developmental implications

**UNIT – II**

**9 hours**

Making a Start: Introduction - Getting organized- Event feasibility: finding and testing an idea - The screening process - Progressing the idea. Events planning: Introduction - The planning process - Objectives, environmental search and information-gathering - Demand and operational planning - Financial planning - Marketing planning - Getting it together

**UNIT – III**

**9 hours**

Financial Management and the Budget: Introduction - Objectives and financial planning - Creating a budget - The detailed budget -Who spends what -Other sources of income -Sponsorship and public funding. Creating the ambience

**UNIT – IV**

**9 hours**

Marketing and Public relations for events: Introduction - The target market - How to influence the target market - The marketing plan -Marketing for a new event - Marketing for repeat events and new editions. MANAGING THE EVENT AS A PROJECT: Introduction - The event as a project - Risk management - Legalities and insurance - Systems set-up and ticketing - Operational activities

**UNIT – V**

**9 hours**

The organization manager and the Team: Introduction - Organization - Organizational effectiveness -Staffing: professional or volunteer - Factors influencing the number and type of staff - Finding staff - Running the event on the day. Close-down, Evaluation and Legacies: Introduction - Close-down Evaluation - Divestment and legacies

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Anton Shone & Bryn Parry, *Successful Event Management*, Cengage Learning India Edition Fenich, G. (2005). Meetings, Expositions, Events, and Conventions: An introduction to the industry. New Jersey: Pearson Prentice Hall. 4TH EDITION ISBN-10: 1408075997
2. Getz. D (1997). *Event Management & Event Tourism*. New York: Cognizant Communication Corporation. 2nd Edition ISBN-13: 978-1882345465
3. Montgomery, R. J. and Strick, S. K. (1995). *Meetings, Conventions, and Expositions: An Introduction to the Industry*. New York: John Wiley & Sons, Inc.5th Editon ISBN: 9780521150088
4. Devesh Kishore, Ganga Sagar Singh - *Event Management: A Blooming Industry and an Eventful Career* Anand Publications Pvt. LATEST EDITION ISBN - 1551803674
5. Savita Mohan, *Event Management & Public Relations*, Adhyayan Publisher 2014 Edition ISBN – 1551803674



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**MBA13GE12**

**SERVICES MARKETING**

L	T	P	C
3	0	0	3

**OBJECTIVES**

- The course is designed to understand how services marketing are different from goods marketing.
- The course content focuses on knowledge needed to implement quality service and service strategies for competitive advance across industries.
- Included are frameworks for customer focused management and strategies for how to increases customer satisfaction and retention through service strategies.
- The course also deals with how service marketing determines the effectiveness of a business.

**UNIT – I:**

**9 hours**

Development of service marketing: Introduction to service marketing- Marketing Foundation of services marketing – concepts – scope and dimensions – services marketing environment – global and national perspective - special characteristics of services.

**UNIT – II:**

**9 hours**

Scope and range of Services Marketing: Classification of Services and Various sectors of services- Distinctive features of Service Market potential - Factors contributing to the growth of service marketing in the Indian context

**UNIT – III:**

**9 hours**

Service marketing strategies: Functions of services marketing - assessing service marketing opportunities – Services Market Segmentation - Targeting service users - Positioning strategies - developing brand new services - Pricing of services – issues relating to distribution.

**UNIT – IV:**

**9 hours**

Services Marketing Mix: Price, Place, Product, Promotion, People, Process, Physical Evidence. Advantages and disadvantages of service marketing mix, Proportion of service marketing mix for various services, Importance of after sales service: Consumer/ Industrial markets.

**UNIT – V:**

**9 hours**

Service Marketing promotions: Designing communication mix for Hospitality , Tourism, Travel, Medical field , Information Technology, Educational sector, Financial sector , Entertainment Services and Marketing of non- profit organizations.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Steve Baron and Kim Harris – *Service Marketing*– 3rd Edition ISBN-13: 978-0230520936. PALGRAVE 2003.
2. Roland T Rust – *Service Marketing*–Addison – latest edition ISBN 91-. 7698-029-4. Wesley 1989.
3. Roland T Rust – *Marketing of non- profit organizations*. - Philip Kotler – Prentice hall 2000.11th Edition ISBN 978-0-13-210292-6 1
4. Kruise, *Service Marketing* –John wiley and sons Ltd. 5<sup>th</sup> Edition ISBN 0749421231 2000
5. Christopher Love Lock, *Service Marketing* – 7<sup>th</sup> Edition ISBN-13: 978-9810686185 Pearson Education 2001
6. Helen Woodruff – *Service Marketing*: 6th edition ISBN: 978-0-07-313686 Macmillan India Ltd.2001.
7. Valarie A.Zeithml – *Service Marketing* – 6th edition SBN-10: 0078112052 Tata Mc Graw Hill2004.



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**HUMAN RESOURCE MANAGEMENT**

**MBA13GE13**

**PERFORMANCE MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**OBJECTIVES:**

- The objective of this paper is to make the students learn about the performance management and prepare them as effective managers using the knowledge and techniques of behavioral science.

**UNIT – I**

**6 hours**

Performance Management-objectives, scope and benefits, Job role and competency analysis, Goal setting process, Organizational, functional and individual Key result areas, Key performance indicators. Quality Performance Management - Concept - Dimensions - Mechanics - Features of Facilitating Organizations for Performance .

**UNIT – II**

**6 hours**

Performance appraisal methods : traditional & modern - MBO,BSC,BOS, assessment centers, Multi rater assessment, Potential appraisal, , Documentation and appraisal communication, appraisal interview, feedback , Performance coaching. - Organizational Dynamics and Employee Performance, Management of Employee Performance - Team Building, Culture, Effectiveness and Empowerment, Potential measurement Performance v/s Potential assessment.

**UNIT – III**

**6 hours**

Measuring performance – objectives, measurement approaches – traits, behavior, results based types, measurement issues, and Performance communication – formal & informal methods. Employees Efficiency and Reward system: Quality Circle - Features -Process - Pre-requisites for their Efficiency, Industrial Restructuring - Reward System and Employee Productivity. Performance Management Techniques: Quality Performance Management - Indian and Western Thought.

**UNIT – IV**

**6hours**

Job Evaluation: Job Evaluation - Definition - Traditional and new Techniques, Compensation - Definition - classification - fringe benefits, wage structure - wage payment - salary administration. Job worth, Job evaluation of global position and compensation and Incentive management. Developing, implementing and maintaining PMS, Performance improvement and performance management discipline, PMS in public and private organizations.

**UNIT – V**

**6 hours**

Competency mapping – concept, competency mapping process & models, competency assessment personal competency framework, Core competencies PCMM – concept, benefits, HR score card. Rewards for Sales Personnel: Performance based pay system, Incentives – meaning, purpose, types of incentive payments in India. Wage Boards - Pay Commissions - Compensation Management in Multi-National organizations.

**TOTAL NO OF PERIODS: 30 hours**

**REFERENCE BOOKS:**

1. Malik Pravir & Sri Aurobindo Society, *The Flowering of Management*, Pondicherry Edition 1997, ISBN-13: 978-8170601067
2. William G. Dyer, *Team Building, Issues and Alternatives*, Addison-Wesley Publishing Company. ISBN-10: 0201180375, ISBN-13: 978-0201180374
3. G K Suri, C S Venkataraman, N K Gupta, *Performance measurement and management*, Excel Books Pvt Ltd. Edition April 30, 2005 ISBN-10: 817446395X ISBN-13: 978-8174463951
4. R K Sahu, *Performance Management System*, Excel Books Pvt Ltd. Edition 2009 ISBN 817446512X, 9788174465122
5. Udai Pereekh & T V Rao, *Designing and managing Human Resource Systems* Edition 1993 ISBN-10: 8120400127 ISBN-13: 978-8120400122



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**MBA13GE14**

**EMPLOYMENT LEGISLATION**

L	T	P	C
3	0	0	3

**OBJECTIVES:**

- To make the students know that work force represents human beings in dire need of justice and in turn the economic development parameters of any nation are wholly dependent upon the legal status and protection assigned to them in a legal system
- The subject gives knowledge on Indian employment laws, its relevance, utility and significance in the present international context

**UNIT – I**

**9 hours**

The Factories Act 1948 – Approval, Licensing and Registration of Factories, Health, Safety and Welfare, Working Hours of Audit, Employment of Women, Penalties and Procedures. The Trade Unions Act 1926 – Registration of Trade Unions, Dissolutions of Trade Unions. The payment of Wages Act 1936 – Rules for Payment of Wages, Deductions from Wages, Registers and Records, Death of Employed persons.

**UNIT – II**

**9 hours**

The Minimum Wages Act 1948 – Object and Scope of the Act, Definition, The Industrial Disputes Act 1947 – Authorities under the Act, Notice of Change, Reference of Disputes Award and Settlement, Strikes and Lock-outs, Lay-off and Retrenchment Unfair Labour Practices. The Workmen's Compensation Act 1923 – The Workmen's Compensation Act – Method of Calculating Wages, Notice and Claim, Penalties.

**UNIT – III**

**9 hours**

The Payment of Gratuity Act 1972 – Payment of gratuity, nomination, Determination and Recovery of Gratuity. The Payment of Bonus Act 1965 – Eligibility and Disqualification for Bonus, Determination of Bonus. Penalties, Offences. The Employee's Provident Fund and Miscellaneous Act, 1952 – Employees Provident Fund Schemes, Employee's Family Pension Scheme and Fund.

**UNIT – IV**

**9 hours**

Employees State Insurance Act 1948 - Administration of Scheme – General Provisions of the Corporation, Committee and Council, Benefits, General Provision regarding Benefits. The Industrial Employment (Standing Orders) Act 1946 – Procedure for Certification of Standing Orders. The Apprentices Act 1961 – Definition, Apprentices and their Training, Authorities under the Act.

**UNIT – V**

**9 hours**

The Equal Remuneration Act 1976 – Scope and Application of the Act. Increasing Employment Opportunities for Women. The Maternity Benefit Act 1961 – Definitions, Prohibition of Employment, Maternity Benefit, Leave and Nursing Breaks. The Employees Exchange Act 1959 – Object of the Act, Notifications of Vacancies, Penalties.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Kapoor N.D. *Elements of Industrial Law*, 11th Reprint Edition 2013, ISBN NO - 8180548970
2. Srivastava, *Industrial Relations and Labour Laws*, Vikas Publishing House; 6th Edition (2012), ISBN NO - 13: 978-9325955400
3. Padhi P. K *Industrial And Labour Laws*, PHI; 2nd Edition (2012), ISBN NO 10: 8120344987
4. S K Pandab, *Commercial and Industrial Law*, Lawpoint Publications; 1st edition (2013), ISBN -10: 9382472045
5. Das Gupta, *Maintaining Industrial Discipline*, sage publications pvt. ltd (19 Feb 2002), ISBN -13: 978-0761995685



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**MBA13GE15**

**TALENT MANAGEMENT**

L	T	P	C
3	0	0	3

**OBJECTIVE**

- The objective of this course is designed to create symbiotic relationship between talent and organization to accelerate Performance improvements; by instituting talent management system that ensures identification, management, development of talent portfolio.

**UNIT – I**

**9 hours**

Talent Management: definition, elements, process, focus, employer branding, creating a great place to work, talent management in global level. TMS as engine for new economy, difference between talents and knowledge workers, leveraging talent friendly organizations.

**UNIT – II**

**9 hours**

Talent Management system-element and benefits of Talent Management system: creating TMS Building blocks of talents management competencies- recruitment processes, development strategies, career planning, retention of talent workers, performance management system (PMS) and reward mechanism New framework of talent management Performance management, evaluating employee Potential, 360-degree feedback system , using feedback.

**UNIT – III**

**9 hours**

Talent Planning-succession management process; cross functional capabilities an fusion of talent; talent development budget, value driven cost structure; contingency plan for talent; building a reservoir of talent, leadership coaching.

**UNIT – IV**

**9 hours**

Return on talent: ROT measurements; optimizing investment in talent, integrating compensation with talent management; developing talent management information system. Competency mapping: concept, types, technique used for competency mapping.

**UNIT – V: Tools to measure talent**

**9 hours**

Identifying Strategically Important Competencies, Competency Models for Managerial, Sales and IT Positions, Linking Competency Models to Human Resource Systems , Common Talent Management Mistakes, Assessing the Distribution of Existing Talent, Evaluating Talent Management Strengths and Weaknesses, Developing an Integrated Talent Management Strategy

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Berger, Lance A and Dorothy Berger (Eds) *The Talent management Handover*, Tata McGraw Hill New Delhi 2 edition (1 January 2011) ISBN-10: 007173905X ISBN-13: 978-0071739054
2. Chowdhary, Subnit *The Talent Era, Financial Times/Prentice*, Hall International. (September 2003) ISBN 10: 0273662694 ISBN-13: 978-0273662693
3. Management 21C; *Financial Times* Prentice Hall, Edition 2000. ISBN 978-0273639633
4. Sanghi, Seema, *The Handbook of Competency mapping*, Response Books, New Delhi. Second Edition (1 October 2007) ISBN-10: 0761935983 ISBN-13: 978-0761935988
5. Toni Hodges De Tuner,Lynn Schmidt *Integrated Talent Management Score Card* ASTD Press Edition (January 13, 2014) ISBN: 1562868659



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**DEPARTMENT OF MANAGEMENT STUDIES**

**MBA13GE16**

**STRATEGIC HUMAN RESOURCE MANAGEMENT**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- The Primary concern to this course is to develop in depth understanding of the strategic role performed by HR in business organization and to gain insight of the alignment between different HR systems and practices and organization outcomes.

**UNIT – I**

**9 hours**

**Introduction to Strategic HRM** Definition, need and importance; Introduction to business and corporate strategies; Integrating HR strategies with business strategies; Developing HR plans and policies

**UNIT – II**

**9 hours**

**Strategies for Human Resource Acquisition and Placement** Strategic HR planning and staffing – nature of HR planning, Job analysis, conducting a job analysis. Job design – strategic guidelines, strategies for Recruitment and selection– Recruitment Methods, Selection process, strategies for effective Recruiting and Selection.

**UNIT – III**

**9 hours**

**Performance Management Strategies** Defining key result areas (KRA); Result based performance Linking performance to pay; Merit based promotions. **Reward And Compensation Strategies-** Performance based pay; Skill based pay; Team based pay broad banding; Profit sharing; Executive Compensation; Variable pay.

**UNIT – IV**

**9 hours**

**Retrenchment Strategies** Downsizing; Voluntary retirement schemes (VRS) HR outsourcing; Early retirement plans; Project based employment **Strategies for Maintaining Human Resources** Strategies for improving Health and safety, Managing the problem Employee, Building a Good disciplinary climate.

**UNIT – V**

**9 hours**

**Strategies for Dealing with Unions** Role of Unions – Strategic collective Bargaining – CB Process, The Grievance Process. **Global Hr Strategies-** Introduction to global HR strategies; Developing HR as a value added function

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Mello, Jeffrey A., *Strategic Human Resource Management*, Cengage Learning. '004 edition (January 1, 2014)
2. Agarwala, Tanuja, *Strategic Human Resource Management*, Oxford University Press, New Delhi. Edition 25 January 2007) ISBN-10: 0195683595 ISBN-13: 978-0195683592
3. Dreher, George and Thomas Dougherty, *Human resource Strategy*, Tata McGraw Hill edition 1st ISBN-13: 978-0256211894 ISBN-10: 0256211892
4. Charles Greer, *Strategic HRM* – Pearson education Asia, New Delhi edition 19 APR 2004
5. Michael Armstrong, *Strategic HRM* - Kogan page, London 5 edition (3 August 2011) ISBN-10: 0749463945 ISBN-13: 978-0749463946





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**MBA13GE17**

**HUMAN RESOURCE PLANNING**

L	T	P	C
3	0	0	3

**OBJECTIVE**

- To introduce the students to the concepts and practices involved in Human Resource planning and implementation

**UNIT – I**

**9 hours**

Human Resource Planning ; Concept and Objectives - HRP at Micro and Macro levels ; HRP and Business plans - Different Approaches – Human Resource Planning Process; Demand and Supply Forecasting ; Different tools and techniques ; Labor wastage – Absenteeism and labor turn over.

**UNIT – II**

**9 hours**

Job Analysis; Job Descriptions, Job Specification - Human Resource Inventory - Career Management; Career Planning, Career Paths, Career Anchors, Career Development.

**UNIT – III**

**9 hours**

Recruitment: Recruitment Policy, Approaches, Sources of Recruitment, Advertisements, Web Recruitment, The Employment Exchange (Compulsory Notification of Vacancies) Act, 1959. Selection: Concept and Process of Selection; Application blank, Weighted Application Blank, Resume, Resume Scanning Psychological Tests – definition ,Purpose, Characteristics and Developing Psychological Tests, Different Types of Tests – Attitude, Aptitude, Traits, Interpreting Test Results, Reliability and Validity.

**UNIT – IV**

**9 hours**

Selection, Interviewing ; Purpose; Types of Interviews ; Interview Techniques; Interviewing skills ; Advantages and Limitations of Interviews; Do's and don'ts of selection Interviewing, Medical Checkups, Reference and back ground check, Choice of selection methods, assessment Centers, Reliability and validity of selection tools.

**UNIT – V**

**9 hours**

Employment offers; service conditions, contract of employment, Psychological contract - Induction. Importance, Socializing the new employee, Different types of Socialization. Placement, Probation and Confirmation, Promotion and Transfer; Policies and Procedures, Retraining, Out placements, HR out Sourcing.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Gary Desler, *Human resource management*, PHI., 14th Edition, 2014, ISBN-10: 0133545172 ISBN-13: 9780133545173
2. D K Bhattacharya, *Human Resource Planning* –Excel Books., 2009, ISBN: 8174464980, 9788174464989
3. Anne Anastasi, Susan Urbina, *Psychological Testing* , PHI, 7th Edition, 1997, ISBN-13: 978-0023030857, ISBN-10: 0023030852
4. Michael Armstrong, Ann Cummins ,Sue Hastings, Willie Wood, *Job Evaluation; A guide to achieving equal pay*, Kogan page, New Delhi., 20058, ISBN-10: 0749444819, ISBN-13: 978-0749444815
5. Allen Bandt, Stephen G Haines *Successful Strategic Human Resource Planning*, Thinking Press, 2002, 0971915903, 9780971915909





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**MBA13GE18**

**INDUSTRIAL RELATION & LABOUR WELFARE**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- To sensitize students to issues of Industrial Relations.

**UNIT – I**

**9 hours**

Industrial Relations – an overview: Meaning & Objectives, Importance, Approaches to IR-Unitary, Pluralistic, Marxist – Development of IR System in India, Labor – management Relations: Trade Unionism – Industrial Conflicts.

**UNIT – II**

**9 hours**

Trade Unions: Meaning, Justification, Theories of TU, Types of TU, Trade Union Movement in India, Problems of Trade Unions, Functions of Trade Unions, Measures to strengthen Trade Unions, Trade Union Act Registration & Recognition-Issues arising there off- Inter-union rivalry Role of State and Politics of Mobilization – Judicial Activism, Labor aristocracy and Segmentation of Labor Markets-Issues arising – Contract Labor and contract labor abolition act, Organized Unions vs. Unorganized unions and labor – splintering of unions – Central Trade Unions – Unionism in Emergent sectors.

**UNIT – III**

**9 hours**

Industrial Disputes – Definition, Causes of Industrial Disputes, Types of Industrial Disputes, Prevention of Industrial Disputes, Settlement of Industrial Disputes, Industrial Disputes Act: Conditions to Strike & Lockouts, Lay-off, retrenchment & Closure, Rights of Union Representatives and Protections thereof, Conciliation, Adjudication, Laws relating to standing orders – Misconduct and Disciplinary Procedures, Model Standing Orders, Grievance Handling – Meaning, Need and Procedure, Payment of Wages Act, Bonus – Rules and Regulations, Provident Fund Regulations, Factories Act, Hospitals and Institutions Bill, ESMA, Maternity Benefits Act, Recent Amendments in Various Acts, Judicial Interpretations.

**UNIT – IV**

**9 hours**

Factories Act 1948, Collective Bargaining – Definition, Importance, Prerequisites of Collective Bargaining – Union Bargaining Process – Types of Bargaining – Collective bargaining in India, Joint Consultative Machineries, Workers Participation In Management, ESOP, Profit Sharing, Quality of Work-life and Quality Circles, Worker Empowerment. Negotiations – Process, Strategies and Tactics, Theories, Models, Steps.

**UNIT – V**

**9 hours**

Strategic Management of Industrial Relations – Alternative Strategies in Labour Management Relations – Labour Laws in the Context of Structural Changes – Labour laws in the context of structural change – Industrial relations in Turnaround Management – Globalization, Liberalization, Mergers, Acquisitions, New Manufacturing reforms and their implications for labour force, ILO, AFL-CIO, International Coordination amongst unions as response to Internationalization and Global Markets.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS**

1. C B Marmoria, *Dynamics of Industrial Relations in India*, Vikas Publishing, New Delhi. ISBN-10: 9350971429 ISBN-13: 978-9350971420
2. P C Tripathi, *Personnel management and Industrial Relations*, S Chand, New Delhi. ISBN-10: 8180546578 ISBN-13: 978-8180546570
3. Jerome joseph, *Industrial Relations: Towards a theory of Negotiated Connectedness*, Response Books. (April 15, 2004) ISBN-10: 076199839X ISBN-13: 978-0761998396
4. C.S. Venkataratnam, *Globalization and Labour-management Relations*, Sage Publications, New Delhi. (30 June 2001) ISBN-10: 0761994890 ISBN-13: 978-0761994893



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**MBA13GE19**

**ORGANIZATIONAL CHANGE & DEVELOPMENT**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- In line with liberalization and globalization MNCs from abroad are branching into India and Indian MNCs are branching out globally leading to drastic changes in managerial style, technological up-gradation, work culture, work environment etc.
- Every manager should know how to cope with these changes and ensure success to themselves and their organization.

**UNIT – I**

**9 hours**

Organizational Change - Meaning, Nature, Types; Theories of Planned Change; Organizational Development – Nature and Characteristics; Process of Organizational Development. Barriers to change; Resistance to Change – Overcoming Resistance.

**UNIT – II**

**9 hours**

Human Process Interventions-T-group, Process Consultation, Third Party Interventions, Team Building; Organizational Confrontation Meeting, Coaching and Mentoring, Role Focused Interventions.

**UNIT – III**

**9 hours**

Techno Structural Interventions - Restructuring Organization, Reengineering, Employee Involvement, Work Design; Strategic Interventions – Organization and Environment Relationships, Organization Transformation. Planning, Implementing Change, Levin's three Phases of Planned Change.

**UNIT – IV**

**9 hours**

Contemporary Issues and Applications – Organizational Development in Global Context, Organizational Development in Service Sector, OD Practitioners – Role, Competencies Requirement, Professional Ethics and value and experiences. Future trends in OD.

**UNIT – V**

**9 hours**

Communication Change: Communication during Change – Feedback – Constructive Feedback - Feedback Skill – Personal Change and Organizational Change – Interrelationship and Integration of Managerial Roles – Corporate Entrepreneurs at work.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Heinemann; *Organization Development & Transformation*, 1 Edition (21 April 2010), ISBN -10: 0435026968
2. Udai Pareek , *Organizational Behaviour and Process*, Rawat Publication (1996), ISBN - 13: 978-8170333296
3. Cummings, Thomas G. and Christopher G. Worley, *Organisation Development and Change*, Cengage Learning Australia; 3rd edition (29 June 2007), ISBN -10: 0170132803
4. Chowdhury, Subir, *Organisation 21C*, Prentice Hall; 1 edition (10 September 2002), ISBN -13: 978-0130603142
5. Gene deszca, Cynthia ingols organisational change, sage publications, inc; 3rd edition (14 April 2015), ISBN -10: 1483359301



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**MBA13GE20**

**MANAGEMENT TRAINING & DEVELOPMENT**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- This course is designed to provide in depth understanding and enable the students to manage training processes and system for developing human resource of the organization.
- The present course is designed to study the concepts and processes of training and development (T&D).

**UNIT – I**

**9 hours**

Training – Introduction, Training Policies, Organization and Management of Training Function; Training Needs Assessment – Organizational Analysis, Operational Analysis, and Competency Mapping.

**UNIT – II**

**9 hours**

Designing the Training Programme: Learning Process in Training - Attributed and Factors Influencing; Learning Process; Learning Styles; Training Climate and Pedagogy; Developing Training Modules; Training Aids. Role of Trainers, Qualities of a Good Trainers, Internal Training vs. External Training.

**UNIT – III**

**9 hours**

Training Methods and Techniques - Role Playing, Business Games, Incidents and Cases; Seminars, Syndicates and Group Discussion; Lecture, Programmed Instructions; Inspirational Techniques - Brainstorming, Mind Mapping, Creative Problem Solving.

**UNIT – IV**

**9 hours**

Evaluation of Training - Need for Evaluation, Principles of Evaluation, Criteria and Approaches; Return on Investment in Training, Process of Calculating ROI in training; Emerging Trends in Training and Development; New Perspectives on Training – Cross Culture Training, E-learning, Knowledge Management.

**UNIT – V**

**9 hours**

Outsourcing Training and Development- The Strategic Move-Advantages of Outsourcing-Role of the Training Managers - The 21<sup>st</sup> Century Trainer.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Agochia, Devendra, *Every Trainer's Handbook*, New Delhi; sage Publications., 2nd Edition, 2009, ISBN: 9788132100812
2. *Training and Development – Trends and Experience*– Sumati Reddy, Published by ICFAI University Press., ISBN-10: 81-7881-237-1 / 8178812371, ISBN-13: 978-81-7881-237-3 / 9788178812373
3. Dessler, Gary, *Human Resource Management*, Prentice Hall, 11th Edition, 2008, ISBN: 9780131746176
4. Sahu, R.K., *Training for Development*, Excel Books, New Delhi., 2009, ISBN: 8174464476, 9788174464477
5. Blanchard, P Nick, and James W. Thacker, *Effective Training-Systems, Strategic and Practices*, Pearson Education, New Delhi., 1998, ISBN-10: 0132681609, ISBN-13: 978-0132681605
6. Goldstein, *Training in Organization*, Thomson learning, Bombay, 2001, ISBN 10: 0534345549 / 0-534-34554-9, ISBN 13: 9780534345549



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<b>MBA13GE21</b>	<b>TRANSNATIONAL HUMAN RESOURCE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVES:**

- To make students understand the problems faced by Transnational Company in this globalised era.
- To be aware of cross cultural issues and the global training required to meet the challenges.

**UNIT – I** **9 hours**  
Introduction of HRM - Transnational Company – Globalization Process, Components of Globalization: Markets, Production, Investment and Technology – Advantages and Disadvantages of Globalization – Different types of International Human Resources.

**UNIT – II** **9 hours**  
Cross-Cultural Introduction – Cultural Universals: Communication through Languages, Non-verbal Communication, Social Environment: Religion, Behavioural factors affecting Business, Behaviour Based on Group Membership, Motivation and Achievement. Hofstede's Model of Four Cultural Dimensions: Power Distance, Individualism, Uncertainty Avoidance and Masculinity.

**UNIT – III** **9 hours**  
Managing Culture Diversity: Introduction, Culture and its Factors, Cross-cultural Differences in Work place, Globalization and Mobility of Human Resources. Global Strategic Management Process: MNC's Business Strategies and IHRM Strategies, Indirect Exporting and Direct Exporting.

**UNIT – IV** **9 hours**  
Global Human Resource Planning – Demand for Human Resources - International Division of Labour, Global HR Planning, Issues in Supply of International HR. Recruitment and Selection: Recruitment sources at Macro Level- Ethnocentric Approach, Polycentric Approach, Regiocentric Approach and Geocentric Approach, Centralized vs. Decentralized Recruitment.

**UNIT – V** **9 hours**  
Changing Role of Top Management – Leadership. Global Training and Development - Areas of Global Training and Development –Trainees- Training for Expatriates, International Team Training – Job Satisfaction to Job Delight - International Compensation Management – Objectives – Factors – International Compensation package – International Industrial Relations – Trade Unions in Multinational Companies – Disputes/Conflicts.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. *The Essence of Human Resource Management*, Aswathappa, McGraw Hill Education (India) Private Limited; 7TH edition (1 May 2013) ISBN -13: 978-1259026829
2. Simantee Sen – *Changing Role of Top Management in the Era of Globalization* ICFAI university press (2008), ISBN -10: 813141535X
3. K B S Kumar, *Global Challenges for HR Professionals* –ICFAI UNIVERSITY PRESS (2008), ISBN -13: 978-8131414743
4. P.Subba Rao, *International Human Resource Management* –Himalaya Publishing House.(2012), ISBN -13: 978-9350247181
5. Peter Dowling Masion Festing *International Human Resource Management*, Cengage Learning EMEA; International 6th revised Edition (1 March 2012), ISBN -10: 1408032090



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**MBA13GE22**

**COUNSELING SKILLS FOR MANAGERS**

L	T	P	C
3	0	0	3

**OBJECTIVE**

- To introduce the students to the concept of counseling, its usefulness, its mechanisms and preparation

**UNIT – I**

**9 hours**

Workplace today, why counseling, history of counseling, dimensions of counseling, basics of workplace counseling, common criticisms. Orientation models, brief therapy models, problem focused models, work oriented models, manager based models, externally based models, internally based models, welfare based models, organization change models.

**UNIT – II**

**9 hours**

Multiple roles of counselors, counseling values Vs business values, training for counselors, ethical issues in counseling, stress and counseling, impact of organizations; systematic approaches; organization culture: different cultures and counseling.

**UNIT – III**

**9 hours**

Preparation for counseling, assessing workplace counseling, contracting for counseling, introducing counseling in the workplace, terminating counseling.

Preparation of employee, assessment of employee, contracting / referring, engaging in counseling and terminating counseling.

**UNIT – IV**

**9 hours**

Usefulness of evaluation, record keeping, evaluation, formative and summative evaluation, different methods of counseling evaluation. Training in ethical decision-making, making ethical decisions, ethical responsibilities for and to clients and organizations; employee counselors; ethical responsibilities for and to themselves; organisation's ethical responsibilities.

**UNIT – V**

**9 hours**

Methods of training counselors, dynamics of training, the training team, facilities, context, student group, curriculum, assessment, learning community Supervision – Definition, supervisory relationships, supervision for counselors parallel process in workplace counseling, helping counselors for supervision.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Michael Carroll *Workplace Counseling*, Sage Publications, 1996, ISBN: 9780761950219, 9780761950202
2. *Introduction to Counseling skills – Texts and Activities*, Edward S Neukrug, Cengage Learning counseling & negotiations skills for managers wiley india pvt ltd, 4th Edition, 2011, ISBN-10: 0840034334, ISBN-13: 978-0840034335
3. Kavitha singh *Counseling & Skills for Managers* PHI, 2007, ISBN: 8120330846, 9788120330849
4. Narayana Rao, *Counselling and guidance* S. Tata McGraw Hill, 2nd Edition, 2011, 0074604740
5. Micheal Carrol *Work Place Counseling* sage publications, 1996, ISBN: 9780761950219, 9780761950202, 9781446264287
6. Dr. B. J. Prasantham, *Indian Case Studeis in Therapeutic* - Counselling, Christian Counselling Center, Vellore 632001, 1975



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**MBA13GE23**

**CROSS-CULTURAL MANAGEMENT**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- Globalization and expansion of business across national borders has lead to diversity in workforce composition.
- This course on cross-cultural and global HR is designed to enable the participants understand degrees of managing workforce diversity in terms of motivating them and help the employees function in the new environment and deliver the best in them.

**UNIT – I**

**9 hours**

Introduction to IHRM: International Business Approaches – Modes of Entry – Goals of International Business – Advantages of International Business - Social and Cultural Context of IHRM: Cultural Sensitivity – Social Environment - Managing Cultural Diversity: Strengths and Weaknesses - Cultural and its Factors - Cross Cultural Differences in the workplace – Glass-ceiling – Strategies for Managing Workforce Diversity.

**UNIT – II**

**9 hours**

Recruitment: Recruitment Sources at Macro Level – Ethnocentric – Polycentric – Regiocentric and Geocentric – Approaches, Advantages and Disadvantages of all Levels – Centralised vs. Decentralised Recruitment – Micro Level Sources of Recruitment: Subsidiaries, Parent Companies, Campus Recruitment, Private Employment, Professional Associations, Data Banks and Internships – Selection: The Expatriate System – Issues in Staff Selection Factors.

**UNIT – III**

**9 hours**

International Training and Development: Areas of Global Training and Development – Training for Expatriate – International Team Training – Trends in International Training and Development – Compensation Management: Objectives – Complexities – Factors – Compensation Packages – Approaches to International Compensation Management – Compensation Approaches in Various Countries.

**UNIT – IV**

**9 hours**

Re-entry and Career Issue: The Repatriation Process – Individual Reaction to Re-entry-Multinational Response – Designing Repatriation Programme – IHRM Host Country Context: Monitoring HRM Practices in Host Countries - Managing human Resources in off shoring countries.

**UNIT – V**

**9 hours**

International Industrial Relations: Issues in International Industrial Relations – Trade Unions and International Relations – Concerns of Trade Unions in Multinational Companies – Collective Negotiations – Performance Management: Challenges of International Performance Management - System of Performance Appraisal – Performance Appraisal of International Employees.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. P.Subba Rao *International Human Resource Management* - Hph (2011), ISBN -10: 9350247186
2. asswatappa, *Human Resource Management*, McGraw Hill Education (India) Private Limited; 2 edition (17 September 2012) ISBN -10: 0071077944
3. Wayon F *Managing Human Resources*. Hill Publishing Company, Prentice Hall; 1 edition (22 September 2004) ISBN 10: 0273674307
4. Stephen P. Robbins, *Organizational Behaviour* (Mc Graw Hill Company). Pearson; F15TH edition (2013), ISBN -13: 978-9332500334
5. Bhattacharyya Dipak kumar *Cross Culture Management* EEE, PHI, PHI (2010), ISBN -10: 8120340094





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**MBA13GE24**

**CORPORATE GOVERNANCE**

L	T	P	C
3	0	0	3

**OBJECTIVES:**

- To familiarize the students with the knowledge of ethics, emerging trends in good governance practices
- To make them understand the corporate social responsibility in the global and Indian context.

**UNIT – I**

**9 hours**

Introduction - Meaning and Overview of corporate governance , Origin and Development of Corporate governance, Corporate Board: Attributes, Duties, Responsibilities, Liabilities. - Shaping Directorial Competence and Board Effectiveness. Models of Corporate Governance - Mechanisms of Corporate Governance. - Choice of governance models - Governance issues and national cultures.

**UNIT – II**

**9 hours**

Shareholders and Stakeholders - Shareholder Rights - Responsibilities of Shareholders - Minority Shareholders' Protection - Stakeholder Protection - Influence of informal agrarian institutions on stakeholder protection .Theories underlying Corporate Governance Stake holder's theory and Stewardship theory, Agency theory, Separation of ownership and control, corporate Governance Mechanism: Anglo-American Model, German Model, Japanese Model, Indian Model, OECD, emphasis on Corporate governance, Ethics and Governance, Process and Corporate Governance (Transparency Accountability and Empowerment).

**UNIT – III**

**9 hours**

Role Players: Role of Board of Directors and Board Structure, Role of Board of Directors, Role of the Nonexecutive Director, Role of Auditors, SEBI Growth of Corporate Governance. Role of Government, Corporate governance in India, Kumaramangalam Birla Committee, CII, Report, Cadbury Committee. Corporate Governance Risks - Board and risks - Risk monitoring - Shareholders risks - Risk cycles Sat yam's Case and Lessons for corporate governance Corporate Social Responsibility - Meaning, Definition and Scope - Operational zing CSR for sustainable Development Responsibility of various stakeholders, perspectives and initiatives - Environment and Ecology - Health and well being - Diversity and Human Rights Community.

**UNIT – IV**

**9 hours**

Corporate Restructuring and Responsibilities - Corporate Restructuring and Revival of Sick Units. - Corporate Reputation, Corporate Legitimacy and Corporate Crime - Structure and Independence of the Board - Responsibilities and Duties of the Board, Selection, Remuneration and Evaluation of the Board, Board Committees - The Board and the Management - Legal issues . CSR and its significance in Business, social audit – Ethical Issues-Corruption, - whistle blowing-competition-privacy-trade secrets, IP rights, Harassment & Discrimination.

**UNIT – V**

**9 hours**

Corporate Governance, Corporate Governance initiatives in India and abroad. Corporate Governance failures with examples, General ethical issues and the court verdicts in the domain of business ethics, obligation to stakeholders. Corporate Disclosure and Investor Protection. - Recent theoretical development on corporate governance. - Globalization and Corporate Governance - Compliance checklist for Corporate Social Responsibility - Management Market & Work place - Regulatory framework, - Welfare, Safety& Social Initiatives - Community Initiatives - Workplace Initiatives - Environmental Initiatives - Market Initiatives .Emerging Areas and Trends in Corporate Social Responsibility - Business - Social - Environmental - Regulatory - Case Study in CSR and Corporate Governance.

**TOTAL NO OF PERIODS: 45 hours**





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**REFERENCE BOOKS:**

1. Christine .A. Mallin, *Corporate Governance*, 2nd Edition, Oxford, 2008.
2. C.V.Baxi *Corporate Governance*, Excel books, 2007.
3. Donald.H.Chew JR., *Corporate Governance at the Cross Roads*, TMH, 2006.
4. Dr.S.Singh, *Corporate Governance*, Excel books, 2005.
5. J.Fred Weston, *Takeovers, Restructuring & Corporate Governance*, Pearson Education, 2007.
6. Jill Solomon, *Corporate Governance & Accountability*, Wiley, 2007.
7. Kesho Prasad, *Corporate Governance*, PHI, 2006.



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**MBA13GE25**

**LEADERSHIP MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVES**

- This subject is designed to fit course in management development that emphasis the leadership the leadership function.
- In addition, it can serve as a supplement to organizational behavior that emphasizes leadership.
- From this subject students can acquire an overview of leadership and also a feel for how leadership is practiced and information to enhance leadership skills.
- Additionally it takes into consideration various organizational expectations and prospective of employees.

**UNIT – I**

**9 hours**

The nature and importance of leadership, leadership and management, traits, motives, and characteristics of leaders, charismatic and transformational leadership.

**UNIT – II**

**9 hours**

Effective leadership behaviors and Attitude, leadership styles – autocratic, democratic, free rein, etc., contingency and situational leadership.

**UNIT – III**

**9 hours**

Power and politics, Bases of power dependency: the key to power identifying the key to power, influence tactics of leader developing teamwork, contrasting leadership and power

**UNIT – IV**

**9 hours**

Motivation and coaching skills, creative problem solving, communication and conflicting resolution skills.

**UNIT – V**

**9 hours**

Strategic leadership, international and cultural diverse aspect of leadership , leadership development , succession and the future.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Gary yukL, *Leadership in organizations* 5th Edition, Pearson
2. *Leadership: Research Findings, Practice And Skills* AIPD Durbin
3. *Leadership: Magic , Myth, or Methods*:J.W McLean And William Wetzal: First Edition, Jan 2001, Magna Publishers
4. *The Leadership Challenges*: Jom kouzes And Barry Psner: Wiley India. 3<sup>rd</sup> Edition , 2006
5. Carlson, T. J. LT, USN (Ed.) (2000). *Leadership and Management* (LM). Boston: Pearson Custom Publishing. (ISBN: 0-536-62210-8)



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**DEPARTMENT OF MANAGEMENT STUDIES**

**FINANCE**

**MBA13GE26**

**TAXATION MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVES:**

- To familiarize and update the students with the basic principles of taxation, Structure of Indian Taxation system and provisions of indirect tax.
- To acquire knowledge and develop understanding of the management framework of companies with reference to various provisions of the Companies Act, 2013 and a number of other corporate law

**UNIT – I**

**9 hours**

Accessibility Criteria -Definitions, Basic concept, person, Assessment year; previous year, assesses, Residential status; Incidence of tax, income exempt from tax.

**UNIT – II**

**9 hours**

**Computation of Income Under Various Heads- Income under head salary:** Meaning of salary, Basis of charge of salary income, different forms of salary, different forms of allowances, perquisites, permissible deductions from salary income, tax treatment of provident fund & approved super annotation fund, special tax treatment of salary income of non resident Technicians, deduction under section-80C, FBT.

**UNIT – III**

**9 hours**

**Income from house property:** Basis of charge, property income not charge to tax, basis of computing income from let out house property, computing income from self occupied property. **profits and gains of business or profession:** chargeable incomes; expenses expressly allowed as deduction; general deductions; expenses specifically disallowed. Computation of taxable income as profit and gain from business or profession.

**UNIT – IV**

**9 hours**

**Capital gains:** Meaning of capital asset, valuation of capital asset; transfer, considered to be transfer, chargeability; computation of capital gain: short term and long term; computation of tax on capital gains. Exemption from capital gains. **Income from other sources:** basis of charge; chargeable incomes; specific deductions; amount not deductible; computation of taxable income from other sources.

**UNIT – V**

**9 hours**

**Computation of net taxable income:** computation of total income, carry forward and set-off of losses and deductions under sec 80 and net taxable income and tax thereof. Cases of Indian as well as foreign companies, provision of minimum alternate tax and declaration and payment of dividend, Tax provision in case of mergers, acquisition or amalgamation of company. **Income –tax Payment and Assessment** Tax deduction at source; advance tax; self-assessment tax; assessment procedure regular and best judgment assess revision, rectification and appeal, provision relating to interest and refund of tax. **Tax Planning** -Tax planning in capital budgeting

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Dr. H.C.Mehrotra & S.P.Goyal, *Income Tax Law and Practice*, Publisher, Sahitya Bhawan Publications, edition 30 , ISBN-13: 9788172881481 India
2. Singhania V.K., *Corporate Tax Planning*, TMH. Publisher Tax Man publications, Edition 6th, 2008, ISBN-13: 978-0764114052
3. Gupta and Gupta, *Corporate Taxation in India*, Himalya Publishing House, NewDelhi., Edition 2nd August 2011 ISBN 81-7866-882-3
4. Singhania, Vinod, *Direct Taxes – Law and Practice*, Taxmann Publications. edition August 2014 ISBN 9789350715765
5. *Income tax law and practise* Margam publication, Edition 2014-15 ISBN : 9350715093



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**MBA13GE27**

**INTERNATIONAL FINANCIAL MANAGEMENT**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- This goal of this course is to provide a knowledge of multinational financial management; international monetary and financial systems, IBRD and development banks
- Finance function in a multinational firms; international flow of funds and evaluation many opportunities, cost and risks of multinational operations in a manner that allows students to see beyond the algebra and terminology to general principles.

**UNIT – I**

**9 hours**

International Monetary and Finance System: Importance of international finance, Bretton woods conference and afterwards, European monetary system – Meaning and Scope. Balance of payment and International Linkages: Balance of payments and its components, International flow of Goods, Services and Capital.

**UNIT– II**

**9 hours**

Foreign Exchange Markets: Determining exchange rates, fixed and flexible exchange rate system, Exchange rate theories, Participants in the foreign exchange markets, Foreign exchange market spot markets, Exchange rate quotes, LERMS, Factors affecting exchange rates – spot rates, forward exchange rates, forward exchange contracts, Foreign exchange and currency possession, Information and Communication, Foreign exchange trades.

**UNIT – III**

**9 hours**

Foreign Exchange Risk: Transaction exposure, Transaction exposure and Economic exposure, Management of exposures – Internal techniques, netting, marketing, leading and lagging, pricing policy, asset and liability management and techniques. Management of Risk in Foreign Exchange Markets: Forex derivatives – Swaps, Future and Option and Forward Contracts.

**UNIT – IV**

**9 hours**

International Capital and Money Market and Instruments: Salient features of different international markets, GDRs, ADRs, IDRs, Eurobonds, Euro loans, CPs, Floating rate instruments, Loan syndication and Euro deposits.

**UNIT – V**

**9 hours**

Multilateral Finance Institutions: Role of IMF, IBRD and other development banks, International investors and foreign investment institutions.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Butler C. Kirt, *Multinational Finance*, Thompson-Vikas, John Wiley & Sons 5th Edition, ISBN - 13: 9781270110392 New Delhi
2. Buckley Adrian, *Multinational Finance*, Prentice hall of India Publisher: *Financial Times Management*, 3rd Edition, New Delhi, ISBN-13: 978-0273682097
3. Shapiro C. Alan, *Multinational Financial Management*, Prentice Hall of India Publisher: John Wiley & Sons, 10th Edition, New Delhi ISBN 978-1-118-80118-5
4. Apte, *International Financial Management*, Publisher, Tata McGraw-Hill Education, 2010 , 6 th edition ISBN, 0070221162, 9780070221161
5. Kevin.s *Fundamentals of International Financial Management* Paperback –Publisher: PHI (2009)ISBN-10: 8120337913,ISBN-13: 978-8120337916
6. Sharan Vyuptakesh *International Financial Management* Paperback – 9 May 2012 (Author) Publisher: PHI; 6 Edition (9 May 2012) ISBN-10: 812034586XISBN-13: 978-8120345867.



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**MBA13GE28**

**STRATEGIC FINANCE MANAGEMENT**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- This subject will deal with financial policies and the decision making at the top level pertaining Finance.

**UNIT – I**

**9 hours**

Financial Policy and Strategic Planning: Components of financial strategy; Objectives and goals; Strategic planning process- Meaning of SFM- costs and benefits- 9s model for SFM.

**UNIT – II**

**9 hours**

Investments Decisions under Risk and Uncertainty: Techniques of investment decision risk adjusted discount rate, certainty equivalent factor, statistical method, sensitivity analysis and simulation method- Corporate strategy and high technology investments

**UNIT – III**

**9 hours**

Expansion and Financial Restructuring: Mergers and amalgamations - corporate restructuring, reasons for merger, legal procedure for merger, benefits and cost of merger; Determination of swap ratios; Evaluation of merger proposal; Corporate and distress restructuring- Reasons for Strategic Failures in mergers/acquisitions/Joint Ventures.

**UNIT – IV**

**9 hours**

Leasing: Meaning, importance, types, tax considerations, and accounting considerations. Evaluation of lease from the point of view of lessor and lessee; Lease versus buy decision; Venture capital: Concept and developments in India; Process and methods of financing, fiscal incentives.

**UNIT – V**

**9 hours**

Financing strategy: Hybrid securities namely convertible and non-convertible debentures, deep discount bonds, secured premium notes, convertible preference shares; Option financing, warrants, convertibles and exchangeable

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Pandey, I.M *Financial Management*, Vikas Publishing House, New Delhi. Edition 10, ISBN, 812591658X, 9788125916581
2. Khan M.Y. and Jain P.K. *Financial Management*, Tata McGraw Hill, New Delhi. Publisher Himaliya Publishing House. 8th Edition, ISBN: 9780071276320
3. Keown, Arthu J., Martin, John D., Petty, J. William *Financial Management*. Pearson Education Publisher: Prentice Hall; 7 edition (February 7, 2010) .ISBN-13: 978-0136113652
4. Chandra, Prasanna; *Financial Management* TMH, New Delhi. Edition 5th Publisher: Tata McGraw-Hill Education Pvt. Ltd. ISBN 13: 9780071078405
5. Van Horn, James C., *Financial management and Policy*, Prentice Hall of India. 13th Edition ISBN: 978-81-203-3897-5
6. Brigham & Houston, *Fundamentals of Financial Management*, Thomson Learning, edition 13th Bombay. ISBN-13: 978-0538482127
7. Kishore, R, *Financial Management*, Taxmans Publishing House, New Delhi. Edition 2005 ISBN: 81-7496-168-2



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**MBA13GE29**

**MANAGEMENT OF FINANCIAL SERVICES**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVE:**

- This course is intended to familiarize the students with the various financial services and their role in the financial system

**UNIT – I**

**9 hours**

Introduction to financial Services - characteristics of services - Distinctiveness of Financial services - financial systems and markets - concepts, Nature and Scope in India - Financial Intermediaries - Corporate financial services - Retail financial services - financial institutions changing technologies and regulations - The management and development of financial services, sales and service outlets in western and emerging economies.

**UNIT – II**

**9 hours**

Regulatory and supervisory frame work - Role of RBI, SEBI, and Ministry of Finance, Govt. of India- finance Bill and financial services - supervision and regulation of banking companies in India - Regulatory/ Institutional / and Environmental constraints.

**UNIT – III**

**9 hours**

Corporate financial services, organizational frame work - functions regulatory and supervisory guidelines and procedures - merchant Banking - Mutual funds – credit rating services - venture capital services - leasing - factoring and forfeiting - securitization - Banking services - Non banking financial companies, corporate Insurance.

**UNIT – IV**

**9 hours**

Retail financial services - credit cards Debit cards -smart cards - automated Teller Machines - Electronic fund Transfer - Electronic clearing - Portfolio management services - Broking services - Consumer credit - Hire purchase finance – housing finance - personal tax counseling - Internet Banking - Virtual Banking.

**UNIT – V**

**9 hours**

Financial services marketing - characteristic of the consumer of financial services -segmentation of financial services markets - market research - principles and techniques, financial services market mix, product design - development and test marketing in financial service sector - advertisement and sales promotion of financial services - pricing strategies for financial products - distribution channels customer care and quality - marketing of banking services - marketing of insurance products.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Shanmugham R, *Financial Services*, Wiley India Pvt. Ltd., New Delhi, 2010. Edition 2nd ISBN – 0-7803-4707-2
2. Khan M.Y., *Financial Service*, Tata McGraw Hill Publication Limited, New Delhi. Edition 3rd ISBN 0-7069-9777-8
3. Bhole L.M and Jitendra Mahakud, *Financial Institutions and Markets: Structure, Growth and Innovations*, Tata McGraw Hill Publication Limited, New Delhi. Edition ISBN 13: 9780070080485
4. Dr. Roshna Varghese & Dr. K. Sreeranganadhan, *Corporate Disclosure by Indian Companies*, Seral Publications, New Delhi. 1st Edition ISBN: 8186771069
5. Gordon & Natrajan, *Financial Markets and Services*, Himalaya Publishing House edition 3rd ISBN: 9789350970010
6. S Gurusamy, *Merchant Banking and Financial Services*, TMH edition 3rd ISBN-10: 0070153620



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**MBA13GE30**

**BANKING MANAGEMENT**

L	T	P	C
2	0	0	2

**OBJECTIVE:**

- To Provide an in-depth analysis of the banking in the liberalized Indian economy familiarizing the students with the regulating framework for banks, and banking practices and processes as regards to Banking Sectors.

**UNIT – I**

**6hours**

Evolution of Commercial Banks-Banking System-Structure of Commercial Bank-RBI Role & functions- Method of Credit Control--Banking Regulation ACT –Recent trends in Indian Banking Sector.

**UNIT – II**

**6 hours**

Functions of Commercial Banks- Agency Services –General utility services-Credit Creation- Banker–Customer Relationship-Bankers as a trustee & an Agent-Appropriation of Payment- Right of Lien &Set off–Garnishee Order- Law of Limitation.

**UNIT – III**

**6 hours**

Banking Technology; Electronic Banking-Core Banking –Distribution Channels- Remittance Facilities &Clearing System-Online Banking-Electronic Fund Transfer System- RTGS, SWIFT.

**UNIT – IV**

**6hours**

Evaluating Banking Performance –ROE Model- CAMEL Rating-GAAP Probability Analysis- Balance Score Card- Asset Liability Management PA- BASEL Norms.

**UNIT – V**

**6 hours**

International Banking- Types-Offshore Banking- Bank for International Settlement (BIS)-London Inter-Bank Offered Rate (LIBOR) –Bank Accounts NOSTRO, VOSTRO, LORO, Indian Rupee & Foreign Currency Accounts- EXIM Bank – Facilities to Exporters & Importers.

**TOTAL NO OF PERIODS: 30 hours**

**REFERENCE BOOK:**

1. *Institute of Banking & Finance, Principles and Practice of Banking*, McMillanpublishers, Second Edition (2012) ISBN-10: 023063611X New Delhi.
2. Muraleedharan D, *Modern Banking-Theory and Practice*, PHI Learning Pvt. Ltd. 2nd Edition ISBN-13: 978-8120336551
3. Shekhar K C &LekshmyShekar, *Banking Theory and Practice*, VikasPublication House, New Delhi. Edition, 20 ISBN, 9789325964853
4. Dr D.M.Mithani, *Money, Banking and Public Finance Publisher: Himalaya* Year of publishing: 2012 Edition ISBN: 978-93-81546-92-5
5. Ansari. M.I, *Monetary vs. fiscal policy* edition 2nd ISBN 978-0-387-77666-8. Publishers, Harvard University;
6. T. R. Manaktala, *Economic development and Monetary Management in India*, edition 1st ISBN 0-19-564468-9. published by The Levy Economics Institute of Bard
7. Jagdish Narain Srivastava. *Fiscal Policy and Economic Development of India*, edition 1st ISBN-13: 978-1-60244-128-6





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<b>MBA13GE31</b>	<b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVES:**

- To make the students familiar with various aspects of portfolio management ranging from analysis to performance evaluation
- To make students understand trading system and helping them to make quality investment decisions

**UNIT – I** **9 hours**

Investment Setting & Analysis, Securities And Markets, Financial System In India , Investment Avenue Avenues And Their Features, Tax And Transaction Cost In Investment Common Forms Of Investment, Types of Securities , Government Securities And Its Markets , Economic And Financial Data For Investment.

**UNIT – II** **9 hours**

Financial Markets And Institutions – Overview of Capital Market, Institutional Structure In Capital Markets, Reforms And Market And State of Capital Markets, SEBI-Trends of Savings And Financial Flow Indian The Money Market And Capital Market Institutions,

**UNIT – III** **9 hours**

Stock Markets And Institutions –Securities Trading Regulation , Instrument's of Issue And Trading , Structure And Functioning – The Stock Markets In India , Listing of Securities In Stock Exchange OTCEI-New Issue Markets-Mechanics of Trading In Stock Exchanges.

**UNIT –IV** **9 hours**

Prediction of Share Prices – Factors Influencing Share Prices, Forecasting Stock Prices- Fundamental Analysis, Technical Analysis- Efficient Market Theory- Risk And Return.

**UNIT – V** **9 hours**

Portfolio management- Portfolio construction – portfolio theory, portfolio evaluation and management, portfolio revision practical aspects.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Donald E. Fischer & Ronald J. Jordan, *Security Analysis & Port Folio Management* Prentice Hall Of India Private Ltd., New Delhi 2000 Edition: 5th ISBN-13: 978-0137991495
2. V. A. Avadini, *Securities Analysis & Portfolio Management* – Vikas Publishing House Pvt Ltd, 2001 Edition 10th ISBN: 978-81-203-4830-1
3. V.K.Bhalla, *Investment Management* –S.Chand Publishing -7th Edition -2000 ISBN 13: 9788121912488
4. Kevin S. *Security Analysis and Portfolio Management* (Author) Publisher: PHI (2006) ISBN-10: 8120329635, ISBN-13: 978-8120329638
5. Punithavathy Pandian *Security Analysis and Portfolio Management* publisher: Vikas publication. 2nd Edition ISBN, 9789325963085
6. E. Fischer, Ronald J. Jordan *Security Analysis and Portfolio Management* publisher Pearson Education India, 01-Sep- 1995 – ISBN:9788177588118



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**DEPARTMENT OF MANAGEMENT STUDIES**

**MBA13GE32**

**WORKING CAPITAL MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVES:**

- The objective of this course is to acquaint the students regarding working capital management tools and techniques in decision making of current affairs.

**UNIT – I**

**9 hours**

Concept and meaning of working capital – Liquidity and profitability – identification of factors affecting working capital requirements – theories of working capital- Approaches to estimation of working capital – operating cycle approach.

**UNIT – II**

**9 hours**

Management of inventories – determination of optimum inventory– Inventory management techniques – Levels of inventory.

**UNIT – III**

**9 hours**

Overview of management of receivables – credit and Collection policy – Credit standards – Credit terms – Credit analysis –management of payables – Maturity matching.

**UNIT – IV**

**9 hours**

Management of cash – Accelerating cash inflows – Managing collections – Concentration banking –Control of disbursements –models for determining optimum level of cash – inventory model, stochastic – Cash budgeting

**UNIT – V**

**9 hours**

Financing of Working Capital- Short- Term Sources, Long-Term Sources, Inflation and Working Capital, Mechanics Of Working Capital Financing in India, Bank Lending, Control of Working Capital.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Agarwal, J D –*Working Capital Management* [J.D.Agarwal] Institute of Finance; 1ST edition (2005); ISBN-10: 8185225117
2. Scherr – *Modern Working Capital Management* - Text Published by Prentice Hall College Div (1989). ISBN 20 11th Edition., ISBN:0135944252
3. I M Pandey, *Working Capital Management*, Vikas Publication, India Publisher Tenth Edition (2010); L; ISBN-10: 812590638X, 9788125906384
4. C. S. R. Murthy, *Working Capital Management* publisher Himalaya Publishing edition [2006], ISBN0761934685.
5. Krish Rangarajan, Anil Mishra, *Working Capital Management* –Excel Publication, New Delhi, Anil MisraPaperback, Published 2006 by Excel Books, New Delhi ISBN-13: 978-81-8069-125-6
6. Satish P Mathur, *Working Capital Management & Control* - New Age Publication, New Delhi. Edition 2<sup>nd</sup> ISBN 9788122428353,



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**MBA13GE33**

**CORPORATE FINANCE**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVES**

- The primary objectives of this course is to provide a frame work , concepts, and tools for analyzing financial decisions based on fundamental principles of modern financial theory .
- Being an elective course in finance, greater stress will be on the issue like capital structure and the methods of financing, both in the short term and long term.
- Special emphasis will be laid on issues like mergers and acquisition and corporate restructuring.

**UNIT – I**

**9 hours**

Introduction –To Corporate Finance & Overview; Review of Capital Budgeting.NPV, Valuation of Bonds And Stocks, Alternatives Investment Rules And Real Options, Risk Analysis

**UNIT – II**

**9 hours**

CAPM, Arbitrage Pricing Theory; Capital Structure, Limits To The Use of Debts Valuation of Levered Firms; Dividends And Other Payouts

**UNIT – III**

**9 hours**

Long Term Financing –Public Issue, IPO; LT DEBT –Issue of Bonds; Leasing; Short Term Financing Cash Management, Credit Management

**UNIT – IV**

**9 hours**

Options And Futures- Call , Put; Valuation By Black – Schools Model; ESOP; Warrants ; Convertible Bonds ; Derivatives –Forward Contracts ,Hedging ,Swaps.

**UNIT – V**

**9 hours**

Merges & Acquisition –Forms of Acquisition, Defensive Tactics, Calculating the Value of Firm Tax Implication, Synergy After Acquisition; Financial Distress Bankruptcy, Liquidation And Reorganization

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Stephen A Ross, Randolph W .Westerfield And Jeffrey Jaffe, *Corporate Finance*, Tata McGraw-Hill, 2004, 6th Edition ISBN-13: 978-0072831931 ISBN-10: 0072831936
2. Aswatha Damodaran, *Corporate Finance*, John Wiley And Sons, 2002, 2nd Edition ISBN-13: 978-0471283324 ISBN-10: 0471283320
3. Brealey , R.A And Myers, S.C.Principles of Corporate Finance ,–Tata McGraw Hill , 6th Edition 2003 ISBN-10: 0471361909, ISBN-13: 978-0471361909
4. Stephen A. Ross, Randolph Westerfield, BradfordD Fundamentals of Corporate Finance. Jordan publisher Tata McGraw-Hill Education ISBN: 9780077474638 / 0077474635;
5. Ross *Corporate Finance* 8E By Tata McGraw-Hill Education edition 8th. ISBN-13, 9780077246099.



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**MBA13GE34**

**FINANCIAL DERIVATIVES**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- This course aims at helping finance majors to understand and analyze the derivatives market for valuing derivatives.

**UNIT – I**

**9 hours**

Introduction to derivatives- Forward contract- Future Contract- Options and other derivatives- Types of traders- Trading of future contract-Specification and Settlement of future contract- Hedging using futures- Optimal Hedge ratios- Rolling and Hedge forwards-Forward and future prices- Stock index future- Forward contracts on currencies- Futures on commodities.

**UNIT – II**

**9 hours**

Interest rate futures- Treasury bond and Treasury note futures- Treasury bill future- Euro dollar future- Swaps- Mechanism of interest rate swaps- Valuation of interest rate swaps- Currency swaps- Valuation of currency swaps- Credit risk.

**UNIT – III**

**9 hours**

Options market- Exchange traded option- Over the counter options- Commission and margin-Factors affecting option prices-Upper and lower bounds for option prices-Put call parity- Strategies involving a single option and a stock-Spreads- Combinations- Other payoff.

**UNIT – IV**

**9 hours**

The Black-Scholes analysis-Concepts underlying Black Scholes differential equation- Black Scholes Pricing Formulas-Options on stock indices- General approach to pricing derivatives- Single underlying variable- Interest rate risk-Interest rate derivatives and the use of black's model- Exchanges traded interest rate option- Embedded bond option

**UNIT – V**

**9 hours**

The management of market risk- Naked and covered positions- A stop loss strategy- Delta, Theta and Gamma Hedging-Scenario analysis- Portfolio insurance-Credit risk and regulatory environment- Adjusting the prices of options for credit risk- The BIS capital requirement- reducing exposure to credit risk.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS**

1. Pandey I.M., *Financial Management*, Vikas Publication, 2009, ISBN: 812591658X, 9788125916581
2. Khan and Jain - *Basic Financial Management & Practices*, Tata McGraw Hill Ltd., 3rd Edition, 2012, ISBN: 9781259004636
3. N.D.Vohra and B.R.Bagri, *Futures and Options* – Tata McGraw Hill Ltd., 2nd Edition, 2007, ISBN-13: 978-0-07-048386-6, ISBN-10: 0-07-048386-8
4. S.L.Gupta, *Financial derivatives, theory, concepts and problems*, Prentice Hall India, 2005, ISBN-10: 8120328639, ISBN-13: 978-8120328631
5. Hull C. John, *Option, Futures and other derivatives*, Prentice Hall of India, New Delhi, 9th Edition, 2014, ISBN-13: 978-0133456318, ISBN-10: 0133456315
6. Chance C. Don, *An Introduction to Derivatives and Risk Management*, Thompson- SPD, 9th edition, 2013, ISBN: 9788131519103



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**MBA13GE35**

**MANAGING NON-PROFIT ORGANIZATION**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVES:**

- This course aims to understand the concept, types, characteristics and strategic development of not –for-profit organizations.
- The course covers strategic planning and organization, developing and organizing resources, Design marketing mix and controlling marketing strategies

**UNIT – I**

**9 hours**

Developing a customer orientation. The growth and development of non-profit marketing –Developing a customer centered mindset.

**UNIT – II**

**9 hours**

Strategic planning and organization: strategic market planning – understanding target audience behavior- Acquiring and using marketing information- segmentation, positioning and branding.

**UNIT – III**

**9 hours**

Developing and organizing resources: Generating funds- Attracting human resource- Planning And budgeting Marketing Mix.

**UNIT – IV**

**9 hours**

Project formulation and management: project planning matrix- Project feasibility- Survey- Project monitoring – Project Evaluation.

**UNIT – V**

**9 hours**

Rural Development program: social development –Education awareness – Thrift Schemes- Women development programs –Micro Water shed development a holistic approach for rural development – people participation in resource management – PRA and RRA for appraising the rural issues.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Alan Anderson and Philip Kotler *Prentice Strategic Marketing for Nonprofits Organization* – Hall of Publisher: Prentice Hall; 7 edition (October 20, 2007) ISBN-10: 013175372X;
2. Philip Kotler *Marketing of non- profit organization* - Prentice Hall 2000 ISBN-13: 978-0130419774 ISBN-10: 013041977X Edition: 6th
3. John Zietlow, Jo Ann Hankin, Alan G. Seidner *Financial Management for Nonprofit Organizations: Policies and Practices* publisher wiley 1807 Edition 1st ISBN: 978-0-471-74166-4
4. Thomas Wolf *Managing a Nonprofit Organization in the Twenty-First Century* e-book simon & Schuster.com ISBN-10:1451608462
5. Thomas Wolf *Managing a Nonprofit Organization: Updated Twenty-First-Century Edition* ISBN 97-8-0-75062-6910



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**DEPARTMENT OF MANAGEMENT STUDIES**

**INFORMATION SYSTEMS**

**MBA13GE36**

**DATABASE MANAGEMENT SYSTEM**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVE:**

- The goal of this subject to evaluate a real life business situation and build a suitable database. Additionally this course will give the insight into aspects such as database design

**UNIT – I**

**9 hours**

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

**UNIT – II**

**9 hours**

Relational Model: Structure of Relational Database, Fundamental Relational-Algebra Operations, -Algebra Operations, Null Values, Modification of the Database SQL: Background, Data Definition, Basic Structure of SQL Queries, Set Operations, Aggregate Functions, Null Values, Nested Sub queries,

**UNIT – III**

**9 hours**

Database Design and the E-R Model: Overview of the Design Process, The Entity-Relationship Model, Constraints, Entity-Relationship Diagrams, Entity-Relationship Design Weak Entity Sets, Extended E-R Features, of Database Design Relational Database Design: Features of Good Relational Designs, Atomic Domains and Normal Form

**UNIT – IV**

**9 hours**

Backup and Recovery: Overview of Integrity Control Functions, The Processes of Database Backup and Recovery, Backup Strategies, Quality Control and Concurrent Update: Data Validation, Update Authorization, Concurrent Update Control, Update Synchronization; Access Control and Encryption: Data Access Control Policies and Approaches, A General Model of Data Access Control, User Identification and Authentication, Authorization, Controlling Inferences from Statistical Data, Encryption, Threat Monitoring

**UNIT – V**

**9 hours**

Database-System Architecture: Centralized and Client-Server Architecture, Server System Architectures, Parallel Systems, Distributed Systems, Object Oriented database Network Types.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Henry F Korth, Abraham Silberschatz, Sudharshan, S, *Database System Concepts* (6th Edition) 2010, McGraw Hill, ISBN 0-07-352332-1.
2. Raghu Ramakrishnan & Johannes Gehrke, *Database Management Systems* (3rd Edition) 2003, McGraw Hill, ISBN-13: 978-0072465631, ISBN-10: 0072465638.
3. C.J.Date, A.Kannan & Swamynathan. S, *An Introduction to Database Systems* (7th Edition) 2009, Pearson Education, ISBN 9788177585568.
4. Elmasri. R & Navathe.S.B, *Fundamentals of Database Systems* (6th Edition) 2010, Pearson Education/Addison Wesley, ISBN-10: 0136086209, ISBN-13: 9780136086208.
5. Thomas Cannolly & Carolyn Begg, *Database Systems, A Practical Approach to Design, Implementation and Management* (5th Edition) 2014, Pearson Educations, ISBN-10: 0132943263, ISBN-13: 9780132943260.



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**MBA13GE37**

**ENTERPRISE RESOURCE PLANNING**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVE:**

- This course is designed to help students understand issues affecting ERP systems and ERP implementation. Real application reviews will be used to give the students a grounding real practice.

**UNIT – I**

**9 hours**

ERP: An Overview, Enterprise – An Overview, Benefits of ERP, Development of ERP, ERP and Related Technologies, Business Process Reengineering (BPR), Data Warehousing, Data Mining, OLAP, SCM.

**UNIT – II**

**9 hours**

Project approval –ERP Proposal Evaluation – Project-Evaluation Techniques. ERP Implementation-ERP Implementation Lifecycle, Implementation Methodology, Hidden Costs, Organizing the Implementation, Vendors, Consultants and Users, Contracts with Vendors, Consultants and Employees, Project Management and Monitoring.

**UNIT – III**

**9 hours**

The Business Modules-Business modules in an ERP Package, Finance, Manufacturing, Human resources, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution.

**UNIT – IV**

**9 hours**

ERP Market - Market Place, SAP AG, PeopleSoft, Baan, JD Edwards, Oracle, QAD, SSA

**UNIT – V**

**9 hours**

ERP – Present and Future - Turbo Charge the ERP System, EIA, ERP and-Commerce, ERP and Internet, Future Directions

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. *Maximizing your ERP System – A practical guide for managers*; Scott Hamilton, latest Edition 2004, TMH, ISBN – 0070590389.
2. Joseph A Brady, Ellen F Monk, Bret Wagner, *Concepts in Enterprise Resource Planning*, Thompson Course Technology, USA, 4th Edition 2013, ISBN - 9781111820411, 1111820414.
3. David Olson; *Managerial issues of Enterprise Resource Planning*, latest Edition 2004, TMH, ISBN- 9780072861129, 0072861126.
4. Alexis Leon, *ERP Demystified*, 3rd Edition 2014, Tata McGraw Hill, New Delhi, ISBN: 9780070656642.
5. Alexis Leon *Enterprise Resource Planning*, 3rd Reprint 2008, Tata McGraw-Hill, New Delhi, ISBN: 0070656800, 9780070656802.





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**MBA13GE38**

**SOFTWARE QUALITY & PROJECT MANAGEMENT**

L	T	P	C
3	0	0	3

**OBJECTIVES:**

- To gain knowledge on software requirements for project development
- To familiarize them with reliability models for software quality

**UNIT – I**

**9 hours**

**INTRODUCTION** - Product life Cycle, Project Life Cycle Models for software and Process MODELS.

**UNIT – II**

**9 hours**

**PROJECT MANAGEMENT PROCESS AND ACTIVITIES** - Project Initiation, Project Planning and Tracking, Project Closure.

**UNIT – III**

**9 hours**

**ENGINEERING ACTIVITIES** - Software requirements gathering, estimation, design and development phase. Project management in the testing and maintenance phase.

**UNIT – IV**

**9 hours**

**INTRODUCTION TO SOFTWARE QUALITY** - Software Quality Views & Standards –Fundamental measures, size effort, defects. Software quality metrics, complexity metrics. Defect Identification and removal efficiency. Function Points – Benchmarking for software quality.

**UNIT – V**

**9 hours**

**SOFTWARE QUALITY ASSURANCE** - Reliability models for software quality – ISO 9000 for software quality – CMM, CMMI, PCMM, PSP, and COCOMO-TQM for software quality.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Roger S Pressman, *Software Engineering – A Practitioners Approach*, 7th Edition, McGraw Hill International Edition, New Delhi, ISBN: 0073375977.
2. Stephen Kan, *Software Quality Metrics and Models*, 8th Edition 2009, Pearson Education Asia, ISBN: 9788131703243.
3. Walker Royce, *Software Project Management – A unified Framework*, Pearson Education, ISBN: 8177583786, 9788177583786.
4. Alan Gillies, *Software Quality – Theory and Management*, 3rd Edition, Thomson Learning, 2011, ISBN: 9781446753989.
5. Bob Hughes and Mike Cotterell, *Software Project Management*, 5th Edition 2010, Tata McGraw Hill, ISBN 10: 0071072748, 9780071072748.



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**MBA13E39**

**MANAGEMENT SUPPORT SYSTEM**

L	T	P	C
3	0	0	3

**OBJECTIVES:**

- To make students aware of computerized decision support system
- To make them understand executive support system and decision support system

**UNIT – I**

**9 hours**

An overview of Decision Support Systems Decision Making at Different Levels of Management, Decision making situation, Decision Support System (DSS), Computerized DSS, Characterized of Decision support systems, Other Information Systems The Decision Making Process Characteristics of Business Decisions, Information Needs of Decision Making, Information Concepts, The Quality of Information, Characteristics of Information Qualityhuman Decision Making process

**UNIT - II**

**9 hours**

System Concepts System, System Elements and their Relationship, Types of Systems, Common Features of Systems, Systems Analysis and Design Anatomy of Decision Support Systems Model Sub System, Knowledge Based Systems, The User Interface, Types of Decision Support Systems Classification of Decision support systems based on Usage Modes, Approaches to the Design of Decision Support System Architecture

**UNIT – III**

**9 hours**

Hardware, Software and User Interfaces, Decision Support Systems Basic Considerations for Acquiring Hardware, The Role of External Consultants, Stages in Acquiring Hardware, Financial Resources, Questionnaire, Acquisition of Software, Criteria for the Evaluation of the Software, Questionnaire for Selection, Maintenance of the Equipment, Decision Support system User Interface.

**UNIT – IV**

**9 hours**

Expert Systems for Decision Support Need for an Expert system, Concept of an Expert System, Expert systems and Conventional Information Systems, Types of Expert System, Design of an Expert system, limitation of Expert systems, Reasons for the Failure of an Expert System. Executive Support Systems Introduction, Functions of an Executive, Design of an Executive Support System, Frequency Analysis, Comparison between Executive support system and the decision support system, Factors for the Failure of ESS

**UNIT – V**

**9 hours**

Group Decision Support Systems, Concepts of Group Decision Support systems. Advantages of G.D.S.S., How G.D.S.S. is Developed, Advantages and Disadvantages of G.D.S.S

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Turban, Efrain: *Decision Support & Business Intelligent Systems* (8e) - 9th Edition, Pearson Education, ISBN-10: 013610729X, ISBN-13: 9780136107293.
2. Marakas, George. M.: *Decision Support Systems in the 21st century*, 2nd Edition 2007, Pearson Education, ISBN - 9861545611, 9789861545615.
3. Mallach, Efreem G.: *Decision Support & data Warehouse Systems*, 14th reprint 2008, Tata McGraw-Hill, ISBN 10: 0070486840 ISBN 13: 9780070486843.
4. Laudon: *Managing A Digital Firm*, 13th Edition, Pearson Publishing. ISBN-10: 0133050696, ISBN-13: 9780133050691.
5. Keen Peter G.W: *Decision Support System and Organizational Perspective*, Addison-Wesley Pub. ISBN: 0201036673.
6. Management information System- 1st edition ,Macmillian Publishing Company, New York, ISBN : 9789381335055.



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**MBA13GE40**

**KNOWLEDGE MANAGEMENT**

L	T	P	C
3	0	0	3

**OBJECTIVES:**

- This course is about knowledge, how to identify it, how to capture it, how to transfer it, how to share it and how to manage it.
- Knowledge will be examined from three levels namely, the overall structure and organizational processes at the knowledge community level, strategies to encourage adoption of these processes at the organizational unit level, and finally the mechanism to guide and support the individual to play a key part in generating an effective knowledge community.
- Efforts will also be made to deal with issues like Knowledge leadership, factors promoting a knowledge Culture, knowledge and Knowledge Management System, HRM practices which empower knowledge workers etc.,

**UNIT – I**

**9 hours**

The Basics- definitions of KM, Myths: Types of knowledge: Human thinking and Learning; Challenges in building KM systems; KM Systems Life cycle

**UNIT – II**

**9 hours**

Knowledge Creation & Capture:-Knowledge creation: Transformation; Knowledge Architecture: Knowledge Capture: Capturing Tacit Knowledge- Evaluating the experts: Quality of knowledge Capture: Interview as a tool for Knowledge Capture: other knowledge Capture techniques-Brainstorming, Repertory grid, Nominal group technique, Delphi Method, Concept Mapping, Black boarding.

**UNIT – III**

**9 hours**

Knowledge Codification and System implementation:-Codification: Tools & Procedures: knowledge Testing-logical & user-acceptance testing: KM systems Deployment: User training & Deployment: knowledge transfer Methods: Internet in knowledge transfer; E-world & E-business.

**UNIT – IV**

**9 hours**

KM tools and knowledge portals Data Visualization: Neural Network as a learning model: Classification Trees: Data Mining and Business intelligence: Data Management: Customer Relationship Management: KM Portals.

**UNIT – V**

**9 hours**

Ethical and managerial issues-Knowledge owners: Legal issues: Ethical factors: Knowledge workers: Learning organizations: Work Adjustment and knowledge worker; Technology and knowledge worker: Managing knowledge projects.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Shelda Debowski, *Knowledge Management*, John Wiley, reprinted 2007, 1st Edition, ISBN: 9788126514502
2. Amrit Tiwana, *The Knowledge Management Toolkit*, Pearson 2002, 2nd Edition. ISBN: 9780130092243, 013009224X.
3. Elias M Awad and Hassan M Ghaziri, *Knowledge Management*, 2nd edition. ISBN: 0130348201, 9780130348203.
4. Guus Schreiber, Hans Akkermans, Anjo Anjewierden, Robert de Hoog, Nigel Shadbolt, Walter Van de Velde and Bob Wielinga, *Knowledge Engineering and Management*, Universities Press, 2001. ISBN : 0262193000.
5. C.W. Holsapple, *Handbooks on Knowledge Management*, 2003 Edition, *International Handbooks on Information Systems*, Vol 1 and 2, 2003, ISBN: 3540438483, 978-3540438489



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**MBA13GE41**

**E-COMMERCE TECHNOLOGY MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**OBJECTIVE:**

- The objective of the course is to learn types, process of e-commerce, the tools, channels and the related issue in implementing the e-commerce practices.

**UNIT – I**

**6 hours**

E-commerce Technology : principles – potential – Data Warehousing –Temporal Coherency – Networking Infrastructure – Software Tools – IP, TCP HTTP, HTML – Cryptography – Consumer Interface Technologies – OLAP & Data mining.

**UNIT – II**

**6 hours**

E-commerce: Effect on job, growth, trade, international co-operation – Tax problems – Application of E-commerce in different Sectors – Service, industry, Domestic Etc., -multidisciplinary approach to E-commerce-soft wares.

**UNIT – III**

**6 hours**

E-commerce Management: Net Centrism –Navigation – Digital Design –Web Metrics – Business models –Hyper Markets- Intelligent Agents – Auctions –Design, Protocol

**UNIT – IV**

**6 hours**

Channel conflict Management : Security and Encryption –Abuse and Netiquette- Internet Governance –Economics Of E –Commerce –Equilibrium price – Electronic Marketing –Taxing-E-business-road map for success

**UNIT – V**

**6 hours**

E-commerce –Legal Issues: Software Intellectual property law –Contract law fore-commerce, Warranties and New products –Cyber law issues –Privacy and Transborder flows, Fraud –Security of information and Risks –Electronic Highway Robbery – Consumer Protection

**TOTAL NO OF PERIODS: 30 hours**

**REFERENCE BOOKS:**

1. Nabil R.Adam, OktayDogramaci, Aryya Fanfopadhyay And Yelena Yesha, *Electronic Commerce*, 1st Edition (20 August 1998), ISBN :0139490825, 978-0139490828
2. Nabil R.Adam and Oktay Dogramaci, *Electronic Commerce: Technical Business and Legal Issues*, Prentice Hall USA, ISBN: 0139490825, 9780139490828.
3. Doernberg, Richard Land Hinnekens Luc, *Electronic Commerce and International Taxation*, 1st Edition 1998, Peachpit Press, USA, ISBN-13: 978-9041110534, ISBN-10: 9041110534.
4. Greenstein Firsman, *Electronic Commerce*, 2nd Edition 2002, Tata Mcgraw Hill, ISBN: 0072410817, 9780072410815.
5. Charles Trepper, *E-commerce strategies*, Latest Edition 2000, Microsoft, Eastern Economy Edition, ISBN: 0735607230, 9780735607231.
6. Napier, Judd, Rivers and Wagner, *Creating a winning E-Business*, 2nd Edition 2005, Thomson learning, ISBN: 0619217421, 978061921742



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**MBA13GE42**

**MODELING & SIMULATION**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- This course aims at introducing modeling and simulations as a management technique to analyze, understand, and restructure complicated business process.
- During the course students will learn different types of modeling and simulation and their application

**UNIT – I**

**9 hours**

Introduction to simulation in Management ; Types of modeling-The computer simulation approach- Models, experiments and computers- Some applications of computer simulation- Models in management science- Simulation as experimentation- Simulation versus direct experimentation- Simulation versus mathematical modeling- A variety of modeling approaches: General considerations- Time handling-Time slicing- Next-event technique- Time slicing or next event-Stochastic or deterministic- Discrete or continuous change- Computer simulation in practice-Process, content, problem and project-The simulation problem part of the study-problem structuring- Modeling-The project part of the study

**UNIT – II**

**9 hours**

**Static Modeling; Discrete Modeling.** - Basic ideas.- Static Monte Carlo simulation defined- Some simple static simulations- Simulation on spreadsheets-Discrete event modeling: Fundamentals- Terminology- The organization of entities- Operations of the entities -Activity cycle diagrams.

**UNIT – III**

**9 hours**

**Visual interactive modeling-** Basic ideas- Visual interactive modeling- Visual simulation output- A caveat- Designing a visual simulation display- Iconic displays- Visual interactive modeling and simulation (VIMS).

**UNIT – IV**

**9 hours**

**Planning and analyzing discrete simulation-** Fundamental ideas- Simulation as directed experimentation- Estimation and comparison- Three important principles- Dealing with transient effects- Welch's method for determining the run-in period- Dealing with lack of independence- Variance reduction- Descriptive sampling- Experimentation

**UNIT – V**

**9 hours**

**Dynamics modeling and simulation-** Introduction- Stock and flow diagrams- A stock and flow diagram for Big Al's problem- Time handling in system dynamics- Equation types- Powersim equations for Big Al's problem- Simulating delays in system dynamics- Pipeline delays- Exponential delays - Information delays. -Modeling from the outside in- Modeling from the inside out.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS :**

1. Olivia parrRud; *Data Mining: Modeling Data For Marketing Risk And CRM*; 1st Edition 2001, Wiledy-Dreamtech, ISBN: 0471385646, 978-0471385646.
2. Marget H.Dunham; *Data Mining-Introductory And Advanced Topics*; 4th edition, pearson Education, ISBN: 8177587854, 9788177587852.
3. *Data Mining Concepts And Techniques*; Jiawei Han, Micheline Kamber; Elsevier, 3rd Edition 2011, ISBN: 9780123814791.
4. Michael J.A.Berry, Gordon S.Linoff; *Data Mining Techniques*; 2nd Edition 2004, Wiley-Dreamtech, ISBN: 8126505176, 9788126505173.
5. Michael Pidd; *Computer Simulation in Management Science*, john Wiley and sons, 5th Edition 2006, ISBN: 0470092300, 9780470092309.



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**MBA13GE43**

**SYSTEMS ANALYSIS & DESIGN**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- This course is designed to help students understand issues affecting ERP systems and ERP implementation. Real application reviews will be used to give the students a grounding real practice

**UNIT – I**

**9 hours**

Approaches to systems Development - Structured approach- Information Engineering Approach, Object oriented Approach. Players in the systems game , system Characteristics, Information System building block, Creativity Vs Diversity, Development, project initiation, project management.

**UNIT – II**

**9 hours**

Feasibility Analysis – Systems Analysis, Gathering Information, Discovery, Feasibility- Economics technical operational, Schedule, Analysis, Cost Benefit Analysis, Risk Analysis, System Proposal.

**UNIT – III**

**9 hours**

System Analysis Task - Investing system requirement, Data Modeling and Analysis, Process Modeling, Logic Modeling ,Conceptual Modeling, Alternative Design Strategy, Distributed data Modeling.

**UNIT – IV**

**9 hours**

Designing Data Bases - Systems Design, Application Architecture and Modeling ,Forms and Reports, Interfaces and Dialog, Logical data modeling, Designing relational data bases, Output design and prototyping, Input design and prototyping, User Interface design, Designing distributed systems

**UNIT – V**

**9 hours**

Implementation and Support - Systems construction and Implementation, Maintenance, Systems Operations and Support, Object Oriented Analysis and Design, Rapid Application development, Documentation, Training and Support

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Hoffer, Joey F.George, Joseph.S Valacich, *Modern Systems Analysis and Design*, 3rd Edition 2002, Addison Wesley, ISBN: 0130339903, 9780130339904.
2. Alan Dennis and Barabara Haley Wixom, *Systems Analysis and Design*, 6th Edition 2014, John Wiley & Sons, Inc., 2000, ISBN: 9781118897867.
3. Jeffrey L.Whitten, Lonnie D.Bentley and KevinC.Dittman, *Systems Analysisi and Design Methods*, 6th edition 2003, McGraw Hill, Irwin, ISBN: 0073052337, 9780073052335.
4. Hawryszkiewicz, I.T, 'Introduction to System Analysis and Design, 4th Edition, Prentice Hall, ISBN: 0134845854, 9780134845852.
5. Ivar Jacobson, *Object Oriented Software Engineering*, Latest Edition 2005, Addison Wesley, ISBN: 0321268881, 9780321268884.
6. By Gary Shelly, Harry J. Rosenblatt, *System analysis and design*, 9th Edition, Nicole pinard, ISBN: 9780538481618, 0538481617.





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**SUPPLY CHAIN MANAGEMENT**

**MBA13GE44**

**ADVANCED SUPPLY CHAIN MANAGEMENT**

L	T	P	C
2	0	0	2

**OBJECTIVES:**

- This course is designed to provide insight into concepts underlying advanced planning systems with an emphasis on modeling.
- Advanced planning systems are used to supplement ERP modules that handle transactions and order execution.
- Case studies will be used to enhance understanding of advanced planning systems.

**UNIT – I**

**6 hours**

Fundamentals of supply chain-Concept of advance planning system—structure, a verbal formulation of the strategic Network Design problem, Successful applications of strategic supply chain modeling, features in current APS. Demand Planning- Planning framework, statistical forecasting Techniques, incorporation of judgmental factors. Master planning- Decision Situation, model Building, Generating a Plan. Demand fulfillment- (ATP), Allocated ATP, order promising.

**UNIT – II**

**6 hours**

Production planning and scheduling- description of the Decision situation, Model Building, Updating production Schedules, Number of planning levels, & limitations. Distribution and transport Planning - planning situations, models.

**UNIT – III**

**6 hours**

Coordination and Integration-Coordination of APS modules, Integration of APS. Collaborative Planning- Types, A generic collaboration process, Software support.

**UNIT – IV**

**6 hours**

Implementation of APAS- Supply chain review, supply chain potential analysis, project roadmap, creation of a short list, functional requirements, implementation and integration, post implementation, project de4finition, solution design, solution details, execution and deployment.

**UNIT – V**

**6 hours**

Cases

**TOTAL NO OF PERIODS: 30 hours**

**REFERENCE BOOKS:**

1. R.P. Mohanty, S.G.Deshmukh: Biztantra *Supply Chain Management Theory and Practices*; (Edition Publisher: Wiley and Dreamtech Press Publications, 2005 ISBN : 9788177221916)
2. Pierre David: *Biztantra International Logistics*: ( PUBLISHER: Wiley Publications) (1<sup>st</sup> Edition, ISBN-10: 8177224301) (ISBN-13: 9788177224306)
3. Harmut standler, Christopher Kilger. *Supply Chain Management and Advanced Planing* (Publisher: Springer publications) 4th EDITION 2008, ISBN 9783540745112)
4. B.S. Shay *Supply Chain Management for Global Competitiveness*: (Publisher: Mac millan publications, 2nd Edition: 2007, ISBN 10: 1403931992, ISBN: 9781403931993)
5. Harmut Stadler: Christopher *Supply Chain Management and Advanced Planning*: (Publisher: Springer publications, 4th Edition 2008, ISBN 9783540745112)





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**MBA13GE45**

**BUSINESS LOGISTICS**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- The course is designed to give students an insight into the importance of logistics as a business process.
- The course covers various aspects of logistics such as inventory management and transportation, warehousing, and information systems.
- The course also deals with performance measurement and how logistics determine the effectiveness of a supply chain.

**UNIT – I**

**9 hours**

Introduction to logistics management- Definition, scope, functions, objectives - Integrated logistics management, role of logistics in the Supply chain - Logistics & customer service, Role of logistics in competitive strategy, Demand Management and Customer Service

**UNIT – II**

**9 hours**

Inventory planning, inventory costs, classifying inventory, Nature & importance of warehousing, types of warehouses, warehousing functions, warehouse layout & design. Material handling- objectives, guidelines & principles, selection of material handling equipment's. Packaging-role of packaging, packaging materials, consumer & industrial packaging, material handling efficiency. Introduction to Global Logistics.

**UNIT – III**

**9 hours**

Transportation- role of transportation in logistics, transportation selection decision, basic modes of transportation- Rail, Road, Water, Air, Pipeline- characteristics of different modes- transport economics - Inter modal operations

**UNIT – IV**

**9 hours**

Containerization-concept, types, benefits, Types of carriers- indirect & special carriers, Role of intermediaries- shipping agents, brokers- freight management- route planning Role of ports, ICDs, CONCOR - Global shipping options

**UNIT – V**

**9 hours**

Logistics Relationships and Third-Party Logistics: Logistics Relationships- third-Party Logistics – Industry –Third party Logistics Research Study – Profile of Logistics Outsourcing Activities –Strategic Role of Information Technology.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. R.P.Mohanty, S.G.Deshmukh *Supply chain Management Theory and Practices*; Biztantra (edition Publisher: Biztantra and Wiley Publications 2005 (ISBN: 8177221914)
2. B.S.Shay *Supply Chain Management For Global Competitiveness*; (Publisher: Mac millan publications, 2nd Edition: 2007, ISBN 10: 1403931992, ISBN: 9781403931993)
3. Ailawadi C Sathish & Rakesh Singh *Logistics Management*, Prentice Hall, India, (Publisher: Phi Learning Private Limited, Edition: 2005, ISBN: 9788120345041)
4. Agrawal D K, *Textbook of Logistics & Supply Chain Management*, Publisher: Macmillan India Ltd, Edition: 2003, ISBN 10: 1403909954, ISBN 13: 9781403909954)
5. Coyle et al., *The Management of Business Logistics*, (Publisher: South-Western/Thomson Learning Publications, Edition 2003, ISBN: 9780324007510)



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**DEPARTMENT OF MANAGEMENT STUDIES**

**MBA13GE46**

**PURCHASING & SUPPLYCHAIN MANAGEMENT**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- Supply management has be the front line defense of containing costs.
- Establishing relationships and building network is the essence of good supply chain management.
- This course focuses on purchasing and supplier relation issues in the context of supply chain

**UNIT – I**

**9 hours**

Role of purchasing in Supply Chain-impact on the business strategies and structures, role of purchasing in the value chain, Importance of purchasing to business, Purchasing, cost reduction and technological innovation, Classification of purchasing goods, New developments in purchasing.

**UNIT – II**

**9 hours**

Industrial buying behavior- organizational buying behavior, purchasing process, major bottlenecks and problems, Models of industrial buying behavior. Purchasing process- Steps in the buying process. Buyer supplier relationship- Supply chain partner relationship, Vendor Relations in Managing faster supply chain, Manufacturer vendor co-ordination, Strengthening supply chains through measurement of vendors satisfaction.

**UNIT – III**

**9 hours**

Strategic sourcing- Linking purchasing and corporate strategy, purchasing strategy development process, types of purchasing strategies, Evolving sourcing strategies.

**UNIT – IV**

**9 hours**

Requirement process – New product development, specifications and standardization, the process of equipment, purchasing services.

**UNIT – V**

**9 hours**

Requirement process- New product development, specifications and standardization, the process of equipment, purchasing services.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. David N.Burrt, Donald W. Dobler, Stephen L. *Starling: & ed World class supply chain management* (Publisher: Tata Mcgraw-Hill Limited, 8th Edition 2008, ISBN 10: 0070499330, ISBN 13: 9780070499331)
2. Arjan J van weele *Purchasing and supply chain management*, (Publisher:Thomson learning ltd, 1st Edition 2011, ISBN : 9783834929877)
3. David Simchi-Levi, Philip Kaminsky and Edith Simchi-Levi *Designing and Managing the Supply Chain* (Publisher: Tata MCgraw-hill ltd, 2nd edition 2004, ISBN: 0071410317)
4. Martin Christopher *Logistics and Supply Chain Management* (Publisher: Dorling Kindersley India Pvt Ltd, 2nd Edition 2007, ISBN: 8177588346)
5. Michael H. Hugos *Essentials of Supply Chain Management* (Publisher: John Wiley & Sons, Inc, Edition 2003, ISBN: 0471235172)



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**MBA13GE47**

**GLOBAL LOGISTICS**

L	T	P	C
3	0	0	3

**OBJECTIVES:**

- To make students aware of global environment and how it helps in growth of business
- To make students understand how global logistics operate
- To explain the students how the business operates through modern logistics network

**UNIT – I**

**9 hours**

Global economic environment: Global logistics, Global supply chain management, Global supply chain strategy, Global sourcing, Global purchasing and supplier relation

**UNIT – II**

**9 hours**

Introduction to Global logistics: Logistics in global level, management of international logistics, stages in international development

**UNIT – III**

**9 hours**

International sourcing: low cost sourcing, challenges in sourcing, guidelines for sourcing

**UNIT – IV**

**9 hours**

Outsourcing and logistics service providers: Intermediaries in global logistics, meaning of 3PL and 4PL service providers, need for outsourcing, determinants for outsourcing

**UNIT – V**

**9 hours**

Planning Global Logistics: Planning the global logistics, Network design for global logistics management, Risk management in the global level, Benchmarking logistics, evaluation in global logistics

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Donald Bowersox, David Closs, Bixby Cooper, *Supply Chain Logistics Management* (Edition: McGraw-Hill Education, Edition 2012, ISBN: 0078024056, 9780078024054)
2. Lalwani, Tim Butcher - *Global Logistics and Supply Chain Management* (Publisher: John Wiley & Sons, Inc, Edition 2008, ISBN: 9780470066348)
3. Douglas Long, *International Logistics: Global Supply Chain Management*: (Publisher: Springer, Edition 2003, ISBN 1402074530, 9781402074530)
4. Mangan, J., Lalwani, C., and Butcher, T, *Global Logistics & Supply Chain Management*, (Publisher: John Wiley & Sons, Inc, Edition 2008, ISBN: 9780470066348)
5. G Raghuram & N Rangaraj, *Logistics and Supply Chain Management - Cases and Concepts*, (Publisher: Mac millan publications, 2nd Edition: 2007, ISBN 10: 1403931992, ISBN: 9781403931993)



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**MBA13GE48**

**INTERNATIONAL SUPPLY CHAIN MANAGEMENT**

L	T	P	C
3	0	0	3

**OBJECTIVES:**

- To train and certify a new genre of dynamic shipping and logistics professionals, who know the latest trends and are capable of handling new challenges.
- While millions of new jobs are being created, most multinationals and conglomerates are finding it difficult to head-hunt for key positions in the Shipping and logistics industry.

**UNIT – I**

**9 hours**

**Introduction to Logistics and Supply Chain Management:** Basic terminology, including supply chain, supply chain management, distribution channel, demand management, distribution management, and logistics management, the controllable elements of a logistics system, major categories of service complaints as they relate to logistics, and cost trade-offs in logistics. Relationship between supply chain/logistics strategy and the structure of the organization; the influence of organizational structure on logistics performance; and the changing appearance of logistics and supply chain organizations within the firm.

**UNIT – II**

**9 hours**

**Relationship Between Purchasing and Supply Chain Management:** Types of transportation for domestic and international shipments, Purchasing management, primarily from a domestic (generic) perspective. procurement (pre award) processes and the two contract administration (post award) processes Solicitation planning: documenting product requirements and identifying potential sources, Solicitation: obtaining quotations, bids, offers, or proposals as appropriate, Source selection: choosing from among potential suppliers, Contract administration: managing the relationship with the supplier, and Contract close-out: completion and settlement of the contract). Methods of procurement and contract types are addressed in summary detail. International purchasing, focusing on those issues which make international purchasing different from domestic purchasing. International contract law, INCOTERMS, documentation, and payments are all addressed.

**UNIT – III**

**9 hours**

**The Domestic and International Transportation Systems:** macroeconomic and microeconomic roles of transportation; the characteristics of various transportation modes; escalating importance of international logistics as crucial tools for competitiveness; difference between materials management and physical distribution; globalization and business competitiveness; transportation requirements of competitive firms; transportation sector response to competitiveness; information requirements; and data needs (counting the emerging freight sector). Extensive treatment is given to International Commercial Terms (Incoterms).

**UNIT – IV**

**9 hours**

**Production Planning and Scheduling:** Approach to producing goods and services and explains the various production-related decisions, including that of capital intensity, process flexibility, vertical integration, and customer involvement. The different production methodologies, including project, mass, batch, and continuous, are covered in detail. Production planning and control methodologies are discussed in detail. Material requirements planning (MRP), manufacturing resource planning (MRPII) and just-in-time (JIT) systems, selection of dynamic locations, and the production-inventory-transportation relationship. “Green Logistics” minimized in order to minimize the problem of “Reverse Logistics”.

**UNIT – V**

**9 hours**

**Inventory Management and Warehousing:** Inventory management in detail fundamental purpose of maintaining inventory; an understanding of the benefits and costs of inventory; an examination of the tradeoffs present among inventory, customer service and other functional costs in logistics; and the rationing methods and inventory performance measurement. the role and importance of inventory in the economy and why inventory levels have declined relative to Gross Domestic Product (GDP); an awareness of inventory management



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techniques; practical insight toward common management tools; and practice with the application of inventory management decision tools. demand influences replenishment model selection; the strategic, operational and performance differences between PUSH and PULL inventory systems; and awareness of the shift from PUSH to PULL systems and reasons for the shift. the modern purpose and function of warehouses; warehouse activities; warehouse strategies; and changes in the operational scope and capabilities of warehouses; fundamental warehouse decisions; warehouse and materials handling operations; and the functionality and requirements of product packaging. In-depth understanding of the operational, financial and managerial aspects of the physical distribution of industrial goods to develop and manage marketing channels. Inventory, Warehousing, and Transportation

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Lambert, James R Stock & Lisa M. Ellram *Fundamentals of Logistics Management*, Douglas ISBN-0256141177
2. John J. Coyle, Edward J. Bardi, Robert, A *Transportation*. Novack Publisher: Southwestern College Publishing, 5th Edition Language: English ISBN-0-538-88180-1 ISBN-13: 978-1402074530
3. *Logistics & Supply Chain Management: Creating value-adding networks* (3rd Edition) by Martin Christopher FT Press
4. *International Logistics: Global Supply Chain Management*, Author Douglas Long, Publisher Springer, 2003, ISBN 1402074530, 9781402074530
5. *Managing the Global Supply Chain, Managing the Global Supply Chain*, Tage Skjøtt-Larsen, publisher Copenhagen Business School, 2007 ISBN 8763001713, 9788763001717.



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**SPORTS MANAGEMENT**

<b>MBA13GE49</b>	<b>ORGANIZATION AND MANAGEMENT IN SPORTS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>

**OBJECTIVE**

- The main objective of the course is to inculcate the organizational behaviour for better understanding of the individual decision making, group dynamics conflicts and improving leadership effectiveness.

**UNIT – I** **9 hours**  
Concept of organisational behaviour and structure: Meaning of O.B., Contributing Disciplines to O.B, individual Behaviour – ability, learning, values, attitudes, personality, perceptions, Organisation Structure: Meaning of Organisation structure, types of Organisation Structure, Flat Organisations, Reporting relationship, Channels of communication, Organisation Structure as Applied to Sports Organizations.

**UNIT – II** **9 hours**  
Decision Making Process and Leadership: Individual Decision Making, Rational Decision making, Decision making Styles, Creativity in Decision Making, Participate Decision Making, Group decision Making. Leadership: What is Leadership, Trait Theories of Leadership, Leadership Styles, How Leaders influence People, Fielder Model, Trust and Leadership, improving Leadership Effectiveness.

**UNIT – III** **9 hours**  
Group, Teams and Conflicts: Meaning of a Group, Group Dynamics, Group Cohesiveness, Types of Groups, Task Groups, Work Teams, Nature of Teams, Team Building, Group/Teams Effectiveness, How to Make Teams More Effective, Conflict: Definition of Conflict, Stages in Conflict Process, Functional Conflict, Dysfunctional Conflict, Managing Conflict, Negotiation.

**UNIT – IV** **9 hours**  
Managing For high Performance: High Performance Work Practices, Goal Setting, Performance Management Techniques Associated with Goal Setting, Application of Goal Setting to Organisational Performance.

**UNIT – V** **9 hours**  
Management of Sports: Management of Sporting and Recreation Organisation, Decision process and Leadership in Sports Management, Delivery of Recreation Services, Impact of Organisational Process on Individual.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCES:**

1. Fred Luthans – *Organizational Behaviour*: McGraw Hill International, 12th Edition, ISBN-10: 007115471 ISBN-13: 978-0071154710
2. S P Robins – *Organizational Behaviour*: Prentice Hall India Ltd, 15th Edition, ISBN-13: 978-0132834872 ISBN-10: 0132834871
3. Anjali Ghanekar – *Organizational Behaviour Concepts & Cases*: everest publishing house, latest Edition, ISBN10: 818631412X
4. Daniel Covell, Sharienne Walker, *Managing Sports Organizations (Fundamentals of sports management)* Edition: 2nd 2013, ISBN-13: 978-0750682381 ISBN-10: 0750682388
5. E. Eksteen *Sport Management Manual for Sport Management* 1st Edition, 2014 ISBN 978-87-403-0644-6



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**MBA13GE50**

**AMATEUR AND PROFESSIONAL SPORTS**

L	T	P	C
2	1	0	3

**OBJECTIVES**

- This paper gives a wide scope of the knowledge of amateur and professional sports, regulation, various constitutional issues governing them and the national sports policy.

**UNIT – I**

**9 hours**

Regulation of Amateur Sports: Govt. regulation relating to Amateur sports, role of amateur athletic Association in promotion of sports, analyzing the legal ramification of actions of amateur association and their athletes, Regulation of Amateur , bodies empowered to control Amateur sports.

**UNIT – II**

**9 hours**

Constitutional Issues: Constitutional provision for development and Promotion of sports, 3. Tort liability: Meaning of Tort liability, Implication for Athletes, impact on other Amateur Sports.

**UNIT – III**

**9 hours**

Professional Team sports: Sports based on Team performance – Football, Volley ball, Basketball, Cricket, Hockey, Rowing. Guiding principles for conduct of team sports, organization of tournaments, leagues, knock-out.

**UNIT – IV**

**9 hours**

Individual Sports: An overview of individual Sports, Emerging Trends, future potential, studies related to governance of individual sports like Golf, Tennis, Badminton, Auto Racing, Track Race.

**UNIT – V**

**9 hours**

National Sports Policy- The Preamble - Broad basing of sports – integration with education- Infrastructure development- excellence in sports – national sports federations – scientific backup to sports persons- sports equipment's- Training and development of sports personal- incentives to sports persons.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Dr.Thirumalaisamy, *An anthology of physical Education and sports*, 2nd, Edition 2007, ISBN-10: 8131408299 ISBN-13: 978-8131408292
2. Bucher, Charles. A. *Foundation of Physical education*, prentice Hall Inc, 2nd edition 2010 ISBN-10: 8125911316 ISBN-13: 978-8125911319





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**MBA13GE51**

**MANAGING AND PROMOTING SPORTS EVENTS**

L	T	P	C
2	1	0	3

**OBJECTIVE**

- A great scope is given to the readers for understanding Risk and safety measure, planning and conducting sports events, career opportunities in sports management and to manage sports bodies.

**UNIT – I**

**9 hours**

Introduction Definition, scope of Event Management, risk & safety measures. Managing sports events-planning, organizing, coordinating, controlling pre events, During the events & post Events issues.

**UNIT – II**

**9 hours**

World of sports event management-sponsors ,sports management companies, spectators ,sports personalities, media etc.

**UNIT – III**

**9 hours**

Sports management companies-Introduction, Role, Scope of Work, Service rendered tot the clients, Ways of functioning-team work, Departments etc. Career opportunity in sports management companies.

**UNIT – IV**

**9 hours**

Case study presentation-promoting national & international Sporting Events. Importance of IMC in promoting sports Events Successfully. Role of Advertising, PR etc.

**UNIT – V**

**9 hours**

Case study and presentation-Managing Sporting Bodies, Association-AIFF, IFA, BCCI, CAB, LEADING INDIAN football clubs etc.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Thirunarayanan and Hariharan, *Organization and Administration in Physical Education*, CT&SH Publication ,Karariludi, latest edition 2005, ISBN-10: 8175242876 ISBN-13: 978-8175242876



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**MBA13GE52**

**ADMINISTRATION OF SPORTS ORGANIZATIONS**

L	T	P	C
2	1	0	3

**OBJECTIVE**

- The emphasis on sports organization of India that promotes sports and culture through their organizational and administrative set up, knowledge is aimed to be imparted on sports and physical education

**UNIT – I**

**9 hours**

History of modern sports and other forms of organized physical activity; A historical overview of sports, Evolutionary processes of modern sports, Relation between physical education and sports , Exercise physiology

**UNIT – II**

**9 hours**

Physical Education And Sports: History and Principles of Physical Education, Organization, Administration and Methods in Physical Education, Elements of Statistics for Physical Education, Supervision and Curriculum Design in Physical Education.

**UNIT – III**

**9 hour**

Role of Government in promotion of sports: Role of the Ministry of Human Resource Development in Development of Sports and Physical Education ,Various Boards and Statutory Bodies established by Govt for control and Promotion of sports ,their roles an functions, importance and contribution

**UNIT – IV**

**9 hours**

Roles and Function of National/ International sports Organization: Roles of IFA, FIFA, BCCI ,ICC, CAB, Sports Authority of India (SAI), National Hockey Association, Bengal volley Ball Association, Bengal Tennis Association, their Functions Importance in the Promotion and Management of Sports

**UNIT – V**

**9 hours**

Social, cultural and Political Environment of Sports Organization: Role of sports in society ,issues that sports Administrators face on day to day basis in the contemporary World, Drug abuse and gratuitous Violence

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Kathaleen armour, *Methods in physical education and sports*, Latest Edition 2012, ISBN-10: 0415618851 ISBN-13: 978-0415618854
2. Jesse Feiring Williams, *Organization and Administration in Physical Education*, BiblioBazaar, 2008, ISBN: 0559274912, 9780559274916



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**MBA13GE53**

**ETHICS IN SPORTS**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>

**OBJECTIVE**

- This course aims and inculcating the important social values and life as a whole. The emphasis is on the following the professional ethics while managing the events.

**UNIT – I**

**9 hours**

Values-Importance, Sources of Value System, Types, Loyalty and Ethical Behaviour.

**UNIT – II**

**9 hours**

Ethics in sports-Nature, Characteristics and Needs, Ethical practices in the field of Sports, Sports Code of Conduct, Indian values and ethics-Respect for elders, Hierarchy and Status, non-violence and tolerance, cooperation. Rights and Duties. Hostile relation between Man. Attitudes, Beliefs.

**UNIT – III**

**9 hours**

Ethical Value system-Distributive Justice, Individual freedom of Choice, Professional Codes. Their application in the field of sports.

**UNIT – IV**

**9 hours**

Sports as a profession-Conflict between organization demand, Individual needs and professional ideal, Conflicts the Sports Managers face.

**UNIT – V**

**9 hours**

Social and ethical responsibilities of different Sports Association, Clubs, manager, Coach and Sports Persons. Morale of sportsmen-Role of Organizations / Association and Sports Managers in the area.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Ruben Acosta Hernandez *Managing Sports Organizations* 2nd Edition 2002, ISBN-10 ;0736038264, ISBN-13;978-0736038263
2. Janet B Parks & Jerome *Quarterman Contemporary Sports management* (Publishers Human Kinetics) 2nd Edition 2010, ISBN- 0736091599, ISBN- 97800736091596
3. William John Morgan, *Ethics in Sport Human Kinetics*, William John Morgan, *Ethics in Sport Human Kinetics*, 2007 , ISBN-13: 9780736064286
4. William John Morgan, Klaus V. Meier, Angela Jo-Anne Schneider *Human Kinetics Ethics in Sport* 2nd Edition – 2001, ISBN: 0736036431, 9780736036436
5. David Kirk,Doune Macdonald,Mary Sullivan *Handbook Of Physical Education* Latest Edition -2013, ISBN-13: 978-1446270509 ISBN-10: 1446270505



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**MBA13GE54**

**SPECTATOR MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>

**OBJECTIVE**

- The course is structured in a fashion to control the crowd of spectators, to control the unruly mob using and order mechanism.

**UNIT – I**

**9 hours**

Spectators and crowd defined, How spectators become a crowd-types and nature of crowd and spectators.

**UNIT – II**

**9 hours**

Importance of spectators for sports & games. Expectation of spectators from sports organizing authorities.

**UNIT – III**

**9 hours**

Facilities to be provided to the spectators. Misconduct by spectators during a sports event. Analysis of different reasons & effect of such misconduct. Some important press releases from the various publications.

**UNIT – IV**

**9 hours**

Prerequisites of a spectator management policy. Factor to be taken into consideration for developing a spectator control mechanism.

**UNIT – V**

**9 hours**

Spectator management tactics-in general. Spectator management tactics-with special service force. Dispersal of spectators-By organizer law and order agencies.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. *Managing Sporting Events*-Jerry Solomon(human kinetics) 2nd Edition-2001, ISBN; 0736031081, ISBN; 9780736031080
2. *Contemporary sports management* - Janet.B.parks & Jerome Quarterman (publishers human kinetics) 2nd Edition-2010, ISBN; 0736091599, ISBN- 9780736091596



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**MBA13GE55**

**FUNDING IN SPORTS**

L	T	P	C
2	1	0	3

**OBJECTIVES**

- The objective of the course is to give an insight into the sports management with relevance to the fundraising techniques for the successful conduct and completion of any Sports event

**UNIT – I**

**9 hours**

Why Sports need to be funded: Role of Fund in Sports Management, sources of funds available for Sports, Budgeting of Sports funds

**UNIT – II**

**9 hours**

Broadcasting- What is broadcasting, the basic of sports broadcasting rights, Where does the money go, Sports Leagues and their broadcasting rights, Benefits to the broadcasting Media providers- Who are the media providers- How do they fund sports- Media provider owner of Sports teams- Why do media providers own teams- Benefits to a media provider owning a team

**UNIT – III**

**9 hours**

Sponsorship- Meaning of Sponsorship- sports and Sponsorship- sports events likely to be Sponsorship- major Sponsors in sports – team Sponsors and individual Sponsors – Sponsorship opportunities in sports – benefits of Sponsorship- Effects of Sponsorship – How to get Sponsors for –table tennis, football, badminton etc – Sponsor proposal –guidelines

**UNIT – IV**

**9 hours**

Endorsement What is an endorsement, Sports and celebrity endorsement, sportspersons and their recent endorsements, Endorsement strategy, Marketing and endorsement, Benefits of endorsements

**UNIT – V**

**9 hours**

Advertisements- sports and advertisement, Advertisement preferences, Advertisement and brand choice, Aiming the right target, Top sports ad companies, Firms and their advertisement choices, Effects of advertisement, Game theory in advertisement, Others suppliers, gate money

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Prasanna Chandra: *Financial Management –Theory and Practice*; Tata McGraw Hill. 8th Edition 2011, ISBN-10: 0071078401 ISBN-13: 978-0071078405
2. Pandey I.M. *Financial Management*: Vikas Publishing House. New Edition-2009, ISBN 812591658X, 9788125916581



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**MBA13GE56**

**SPORTS TRAINING AND CONDITIONING**

L	T	P	C
2	1	0	3

**OBJECTIVES**

- The course tasks of sports training loading ,conditional and motor abilities which are very important for the managers to have knowledge about.

**UNIT – I**

**9 hours**

Introduction to sports training –meaning and definition of sports training. Aims and tasks of sports training, characteristics of sports training. principles of sports training. Training Means. Training methods.

**UNIT – II**

**9 hours**

Training load – meaning and definition of load. Components of load. Measurement of load. Overload : meaning and definition, causes, symptoms and tackling of overload.

**UNIT – III**

**9 hours**

Conditional abilities – strength: meaning, forms of strength, factors determining strength, training methods for strength improvement, general guidelines for strength training speed : meaning, forms of speed, factors determining speed. Training methods for speed improvement . endurance : meaning, forms of speed factors determining endurance. Training methods for endurance improvement.

**UNIT – IV**

**9 hours**

Motor abilities - flexibility : meaning , forms of flexibility, factors determining flexibility .training methods for flexibility improvement . coordinative abilities : meaning, forms of coordinative abilities, factor determining coordinative abilities training methods for improvement of coordinative abilities.

**UNIT – V**

**9 hours**

Technical training ,tactical training, per iodisation, planning and competitions – technical training : meaning ,tasks of technique, principles of technical preparation, training for technique. Tactical training: meaning, tasks of tactics, principles of tactical preparation, training for tactics. per iodisation : meaning and types of per iodisation, contents of training for different period. Planning : meaning, principles of planning, types of training plans. Competitions : importance of competition, preparation for competitions.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Caratty,B. *Perceptual And Motor Development In Infants And Children*, Prentice Hall, Edition:15 Aug 2008, ISBN: 0136571646, 9780136571643
2. Dick.F.W *Sports Training Principles*, Lepus, London, A. & C. Black, 2002, ISBN: 0713658657, 9780713658651
3. Frank W. Dick, A.G *Scientific Basis of Athletic Condition* Hendry Kimpton (publishers) ltd. 2014, ISBN: 9781472905277.
4. Matveyew.L.P. *Fundamentals of Sports Training*, Victor Kamkin, 1982, ISBN: 0828521204, 9780828521208
5. Jack H. Wilmore. *Athletic Training And Physical Fitness*, publisher: Allyn and Bacon, 1977, ISBN: 020505630X, 9780205056309



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**MBA13GE57**

**LEADERSHIP PRINCIPLES IN SPORTS**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>

**OBJECTIVES**

- The Course aims to impart leadership training for the management students which is an important aspect for managing very great sports and cultural extravaganza.

**UNIT – I**

**9 hours**

Leadership:-Meaning, Management and Leadership in the past and 21st century, Formal and Informal Leadership.

**UNIT – II**

**9 hours**

Studies in Leadership:- Chio State Leadership studies, Trait theories of Leadership. Contingency theory, Charismatic Leadership theories, Transactional and Transformational Leadership.

**UNIT – III**

**9 hours**

Issues in Leadership:- Different Leadership styles, Authentic Leadership, Trust and Leadership – a relevant issue in sports, Global Leadership in sports across culture.

**UNIT – IV**

**9 hours**

Leadership in Sporting World in the 21<sup>st</sup> Century:- National and International Sports Organizations – CAB,IFA, AIFF, BCCI, FIFA, ICC, IOA, BTTA.

**UNIT – V**

**9 hours**

Case Study on Successful Leadership from Sporting World and Presentation, Role and Activities of Successful Leaders in Sports Management Organizations.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. R.Dayal, P.Zachariah, K.Rajpal: *Personnel Management and Industrial Relations*, mittal publications, 1st Edition 1996, ISBN: 8170996341.
2. Anjali Ghanekar: *Human Resource Management*, Everest Publishing, 2004. ISBN: 8131301648
3. Russell Hoyer, Matthew Nicholson, Hans Westerbeek, Aaron Smith, Bob Stewart, *Sport Management* Allen & Unwin pvt ltd, 1999, ISBN:1864487518
4. Mike Voight *The Sports Leadership Playbook: Principles and Techniques for Coaches*, mCfARLAND & Company Inc., Publishers, 2014, ISBN:1476615446
5. Dr. Frank W. Dick O.B.E. *Sports Training Principles: An Introduction to Sports Science* 6th Edition 2014, Bloomsbury Publishing Plc, ISBN:9781472905277





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**DEPARTMENT OF MANAGEMENT STUDIES**

**MBA13GE58**

**MANAGING SPORTS ORGANIZATION**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>

**OBJECTIVES**

- This paper initiates the student of management to have an over view about the management of sports organizations, changes and the types of changes and the organizational culture

**UNIT – I**

**9 hours**

Sports organization - Definition of Sports Organization, Organization Goals, Importance of understanding Organization Goals & effectiveness.

**UNIT – II**

**9 hours**

Sports organization's operating environment Meaning, Nature of Organizational Environment, Macro Environment & Micro Environment, Relationship between an Organization's Structure and it's Environment.

**UNIT – III**

**9 hours**

Sports organization culture- Meaning of Organization Culture, Strong VS Weak organizational culture, Learning Organizational Culture, THICK & THIN Organizational culture, Managing a Sports Organizational Culture

**UNIT – IV**

**9 hours**

Sports organization strategy - Meaning, Deliberate & Emergent Strategies, Strategy Formulation & Implementation, SWOT analysis.

**UNIT – V**

**9 hours**

Dealing with organizational change- Meaning of Organizational change, Planned Change, Resistance to change- Overcoming Resistance to change & implementation, Managing Resistance to change, Lewin's and Kotter's model. Managing STRESS in work Place.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Ruben Acosta Hernandez, *Managing Sports Organization*, Ruban Acosta Hernandez, 2002 ISBN: 0736038264
2. Janet.B.Parks & Jerome *Quarterman Contemporary sports management* - Publishers Human Kinetics, 2011, ISBN: 0736081674



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**MBA13GE59**

**PSYCHOLOGY OF SPORTS**

L	T	P	C
2	1	0	3

**OBJECTIVES**

- Sports psychology is an important aspect for the sports managers to be well versed with. The learning theories, motivation, goal setting and the self confidence part is also emphasized.

**UNIT – I**

**9 hours**

Introduction-definition, scope, branches of psychology, concept of sports psychology, major view points- psychology school, personality-meaning .personality-meaning, types, personality traits of sports person.

**UNIT – II**

**9 hours**

Learning-definition, theories on learning-classical and operant conditioning.

**UNIT – III**

**9 hours**

Motivation-definition, important of motivation in sports performance, reaching and sustaining ideal motivation. how sports person can be motivated. bachelor of sports management syllabus(revised)2008

**UNIT – IV**

**9 hours**

Confidence-defining confidence and role of sports manager in developing confidence among sports personalities, emotions-definition, relation between emotions and sports performance, why sportsmen respond emotionality.

**UNIT – V**

**9 hours**

Goal setting-meaning, goal setting principles, relation between goal setting and performance in sports .implementing sports psychology-understanding the psychology of the players and the coach and implementation, developing and facilitating coach-player relationship.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Jane Orden *Healthy Psychology*, Tata McGraw Hill Co. 6th Edition, 2002, ISBN 13: 9780335243839 ISBN 10: 0335243835.
2. Earnest R, Hillgard, Richard Atkinson And Rita L. Atkinson, *Introduction To Psychology*, Harcourt Brace Jovanovich, 1979, ISBN: 0155436759, 9780155436756
3. Clifford T. Morgan, Richarding And, R. Weiz And John Schopler, *Introduction To Psychology*, Tata McGraw Hill Co. 7th Edition 2008 ISBN: 0074622501



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**DEPARTMENT OF MANAGEMENT STUDIES**

<b>MBA13GE60</b>	<b>ADVERTISING, PUBLIC RELATION AND SPONSORSHIP IN SPORTS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>

**OBJECTIVE**

- This course aims at giving tips to the managers the technique of fund raising through advertising and making the great sport personalities to be the brand ambassadors.

**UNIT – I** **9 hours**

Introduction to advertising-History and Development in Advertising. Definition of Advertising, Objectives of Advertising in Sports. IMC in sports-Concepts of Integrated Marketing Communication in sports ,elements of integrated Marketing Communication.

**UNIT – II** **9 hours**

Business of advertising-Advertiser, Advertising Agency and World of media ,brand Manager ,Duties and Responsibilities of a Brand manager, Client Advertising Agency relationship in the 21<sup>st</sup> century.

**UNIT – III** **9 hours**

Sports personalities as brand endorser-Reputed sports persons the brand they are endorsing. Public relations-History, Definition and Role of Public Relations in promoting sporting events

**UNIT – IV** **9 hours**

Sponsorship issues in sports-Meaning and Objectives of Sponsorship, Advertising and Sponsorship, Developing Sponsorship proposal.

**UNIT – V** **9 hours**

Case study and presentation-Details of Sponsorship Agreement in National and International sports bodies.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Ajali Ghanekar: *Human Resource Management*. Everest Publishing 2004, ISBN: 8131301648
2. A. M Sheikh: *Human Resource Development and Management*, Mohit Publications, 2003, ISBN: 8174451935, 9788174451934
3. Debraj Datta & Mahua Datta, *Marketing Management* Vrinda Publications P. Ltd 2014, ISBN: 9788182812888, 8182812887
4. Mathew D.Shank *Sports Marketing –A strategic perspective*, TAYLOR & Francis Group 2015 ISBN:1317743458



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**MBA13GE61**

**SPORTS MARKETING**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**OBJECTIVE**

- This course is intended to bring about an awakening in organizations by emphasizing the all pervasive and companywide role of sports marketing.
- Sports Marketing has to take a lead in driving the company's vision, mission and strategic planning.
- Marketing is about deciding what business the company wants to be in, who the company as its customers which needs should satisfy what products / services it should offer, and what partnerships should it develop.
- Efforts will be made to use recent cases in illustrating the principles.

**UNIT – I**

**6 hours**

Basic marketing Concept – Definition, Nature, Scope and Importance of Marketing – Approaches to the study of Marketing – Marketing Mix- its importance. Environmental factors affecting marketing, Market Segmentation – Basis, evaluation and selection. Sports Marketing – Concept and major elements. Sports Marketing Mix Factors influencing the sports market segmentation. Role of event, sponsor and fan in sports marketing. Future of Sports Marketing.

**UNIT – II**

**6 hours**

Promotion of Sports – Promotion; need and importance. Promotional Methods and its determinants. Sales Promotions – concept, types, objectives, tools & techniques, advantages & disadvantages, Promotion of sports – different measures and their importance. Different steps taken by the Indian Government to promote sports.

**UNIT – III**

**6 hours**

Advertisement – Advertising – concept & objectives. Advertising copy – main steps in copy development. Evaluation of advertising effectiveness. Advertisement Cost. Advantages and Limitations of major advertising media. Effect of media broadcasting on sports.

**UNIT – IV**

**6 hours**

Sports Consumer Behavior – Consumer Behavior: meaning & importance. Consumer buying process and factors influencing this buying decision. Roles in buying decision process. Sports Consumer behavior – concept. Factors influencing sports consumer decision making.

**UNIT – V**

**6 hours**

Strategic Marketing planning for sports – Differentiating the market offering – tools for competitive differentiation. Positioning the market offering – developing a positioning strategy. Cost – effective marketing strategy. Strategic marketing planning process for sports.

**TOTAL NO OF PERIODS: 30hours**

**REFERENCE BOOKS:**

1. Rajan Saxena, *Marketing Management* – TMH. Tata mcgraw - hill 2002 ISBN: 0070144915
2. Sisir Kr.Bhattacharyya, *Marketing Management* –National Publishing House 2004 ISBN: 813176138X
3. Ebraj Datta & Mahua Datta, *Marketing Management* –Vrinda Publications 2012. ISBN 10: 8182814472 / ISBN 13: 9788182814479
4. Matthew D. Shank, *Sports Marketing – A strategic perspective* , Prentice Hall 2015, ISBN: 9781138015951
5. John G. Beech, Simon Chadwick *The Marketing of Sport*Prentice Prentice Hall/Financial Times, 2007 ISBN: 027368826X, 9780273688266



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**MBA13GE62**

**BASIS OF SPORTS MEDICINE AND NUTRITION**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>

**OBJECTIVES**

- The Concept of sports medicine and the need and scope along with the dangers of self-medication and doping have been stressed for the sports manager to get acquainted with also the necessity of having a good nutrition is impressed up on.

**UNIT – I**

**9 hours**

Concepts of sports Medicine. Aim and Objective of Sports Medicine. Need and Scope of sports Medicine. Role of sports Physician , Physical Educator/sports coaches in sports Medicine.

**UNIT – II**

**9 hours**

Meaning and definition of Kinesiology. Importance of Kinesiology for Games and Sports. Kinesiological classification of Muscles , Roles of Muscles. Joints and their Movements, sports injuries Introduction, Types of sports Injuries, Reasons of sports Injuries. Prevention and Management of sports Injuries. Therapeutic modalities Brief description of Therapeutic Modalities: Role of Ice in treatment of sports Injuries. Clinical application of Heat Modalities. Brief concept of Short Wave Diathermy (SWD) ,Whirlpool Bath, Transcutaneous Electrical Nerve Stimulation (TENS) , Interferential stimulation (IFS).

**UNIT – III**

**9 hours**

Drug abuse in sports- Meaning and Definition of Doping. Classification of Doping . Doping Methods. Why Drugs are used by Individual Why Drugs are used by sports persons The Prevention of Doping.

**UNIT – IV**

**9 hours**

Elements of physical nutrition- cell and human Physiology, Human Nutrition, Functional Anatomy, Metabolism, Nutritional physiology and Biochemistry, Food – the sources of energy-carbohydrates, monosaccharides ,disaccharides , Polysaccharides ,Fats, Protein ,Enzymes, Digestion.

**UNIT – V**

**9 hours**

Nutritional requirements- carbohydrates, Fats, Minerals, Energy requirements- Individual calorific Requirement- Basal Energy Requirements.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Anthony A. Schepesis, Brian D. Busconi, *Sports Medicine*, Lippincott Williams & Wilkins publications 2006. ISBN: 0781756537
2. Stephen Bird, Stephen R. Bird, Neil Black *Sports Injuries*, Stanley thornes publishers 1997. ISBN: 0748731814
3. Anthony A. Schepesis, Brian D. Busconi *Sports Medicine*, Lippincott Williams & Wilkins publications 2006, ISBN: 0781756537.
4. Halikis M, Taleisnik J. Soft-tissue, *Sports Medicine for Trainer*, W.B Saunders. 2013, ISBN: 1469826577
5. Harrast Mark Finn off Jonathan, Mark Harrast *Injuries and Sports*, Demos Medical publishing 2011 ISBN: 1617050547



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**DEPARTMENT OF MANAGEMENT STUDIES**

<b>MBA13GE63</b>	<b>SPORTS FACILITIES PLANNING AND MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>

**OBJECTIVE**

- The Managers of sports are given through this course a good scope of creating and maintaining the modern sports facilities inducing the security procedures.

**UNIT – I** **9 hours**

Planning and Management Infrastructure facilities like courts, tracks, gallery, provision for drinking water, lighting, sitting, managements etc.

**UNIT – II** **9 hours**

Developments & Maintenance of sports Arena, grounds, Indoor stadium, Tents, camps etc. responsibilities of facilities manager, essential knowledge and skills requires for operating a sport facility: Soft skills (interpersonal and PR skills) & hard skills – facility planning, site selection and design and construction; crowd and alcohol management.

**UNIT – III** **9 hours**

First AID and emergency arrangement.

**UNIT – IV** **9 hours**

Facility administration, including marketing and sales, finance and budgeting, human resources and legal issues. Event planning, security and procedures.

**UNIT – V** **9 hours**

Critical phase of facility management; From pre-event briefing to cleanup and closings, merchandising, housekeeping and maintenance. Study on management of sports facilities – stadium, tents, recreation facilities.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Lorin Cartwright, William Pitney. *Fundamentals Of Sports Training*, Mir Publishers, ISBN: 0736083737, 9780736083737.
2. Willmore J.H. *Athletic Training And Physical*, latest edition 2008, Allynand Bascon, Inc. Sydney, ISBN: 020505630X, 9780205056309.
3. Jerry Solomon *Managing Sporting Events* - (Human Kinetics), 1st Edition , ISBN: 0736031081, 978-0736031080.
4. Janet B.Parks Quarterman *Contemporary Sports Managements* - 4th Edition (Publishers Human Kinetics), ISBN: 0736087249, 9780736087247.



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**DEPARTMENT OF MANAGEMENT STUDIES**

**MBA13GE64**

**SPORTS LAW AND RISK MANAGEMENT**

L	T	P	C
2	1	0	3

**OBJECTIVE:**

- The objective of the course is to give an idea about the relevant articles in the constitution of India and the managers are provided with the ability to manage risks within the conformity of the existing law.

**UNIT – I**

**9 hours**

Constitution (relevant articles) i) Art 14 ii) Art 15 iii) Art 19(1)(g). Law of contract i) Essentials of a contract ii) Offer and acceptance iii) capacity of parties iv) minors contract v) void agreement and voidable contracts vi) consequence of breach of contract.

**UNIT – II**

**9 hours**

Law of torts i) principle of volenti non fit injuria ii) Negligence iii) Death in relation to tort iv) fatal accidents act, 1855.

**UNIT – III**

**9 hours**

Administrative law tribunals for resolution of disputes. Law of evidence i) opinion of experts ii) oral evidences iii) documentary evidence iv) burden of proof.

**UNIT – IV**

**9 hours**

Risk management i) identification ii) assessment iii) containment

**UNIT – V**

**9 hours**

Risk management in sports i) analysis of risk situations in sports: preventive actions and avoid such situations ii) programme / project risk analysis – methods to reduce/avoid risks in projects.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Doyice Cotten, John T, *law of recreation and sports managers*, Latest Edition, Kendall/Hunt Publishing Company, ISBN: 0787299685, 9780787299682.
2. John O. Spengler, Dan Connaughton, Andrew Pittman, *Risk Management In Sports And Recreation*, Latest Edition, Human kinetics, ISBN: 9780736056199.
3. Charles Santo, Gerard Mildner, *Sports And Public Policy*, Latest Edition, Human kinetics, ISBN: 9780736058711.
4. John O. Spengler, Paul Anderson, Dan Connaughton, Thomas Baker, *Introduction in sports law*, Latest Edition, human kinetics, ISBN: 9780736065320.
5. Linda Sharp (Author), Anita Moorman (Author), Cathryn Claussen, *Sport Law: A Managerial Approach*, 2nd Edition 2010, Holcomb Hathaway, ISBN: 1934432008, 978-1934432006.





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**DEPARTMENT OF MANAGEMENT STUDIES**

**HOSPITAL MANAGEMENT**

<b>MBA13GE65</b>	<b>HOSPITAL ARCHITECTURE PLANNING &amp; DESIGN</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVES:**

- This come is aimed at addressing the contemporary issues which falls under the broad title of hospital architecture.
- This will be also be an attempt to analyse the different kinds of hospital and their practices.

**UNIT – I** **9 hours**

Concepts of Hospitals – Planning and design of hospital [building and physical layout] – Space required for separate function – Different types of hospitals – Problems and constraints in different type of hospitals – History of hospital development – Department and organization structure of different types of hospital. Departmentation: Organization, structure, vertical and horizontal – Clinical and non-clinical – Supportive and ancillary service departments.

**UNIT – II** **9 hour**

Concepts of project management – Concept of project – Categories of projects – Projects life cycle phase – Project management concepts – Tools and techniques for project management.

**UNIT – III** **9 hours**

Project formulation – Stages – Bottlenecks – Feasibility report – Financing arrangements – Finalization of projects – Implementation of schedule.

**UNIT – IV** **9 hours**

Organizing human resources and contracting – Project manager – Project manager's authority , roles and responsibilities – Project organization – Accountability in project execution – Contracts and tendering, selection of contractors – Team building.

**UNIT – V** **9 hours**

Organizing system and procedures – Working of system – Design of system – Project work – System design – Work break down structure – Project execution plan – Project procedure manual – Project control system – Planning scheduling and monitoring – Monitoring contracts and project diary.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. S.Srinivasan *Management process in Health care*, S.Srinivasan, *Management Process In Health Care*, voluntary health association of india, ISBN: 1982.0-8342-0299-9
2. Gold Berry A.J *Hospital Department Profiles*
3. G.D.Kunders *Hospital and facilities planning and Design*, G.Kunders, *Hospital – Facilities Planning And Management Books*, MCGRAW Hill Education, 2004, ISBN: 0070502692
4. Jacob Kline *Hand Book of Bio-Medical Engineering*, Jacob kline, *Handbook of Biomedical Engineering*, Academic Press (28 January 1988), ISBN: 978-0-12-415145-1
5. Webster J.G. and Albert M.Cook *Clinical Engineering Principles and*, John G Webster, *Clinical Engineering Principles and Practices*, Prentice Hall (1 September 1979), ISBN: 978-0131377370
6. Antony Kelly *Maintenance Planning and Control*, Kelly Antony, *Maintenance Planning and Control*, Butterworths, ISBN: 0408030305.
7. Simon hog, *Transfer of hospital engineering know how*, Vdm verlag, ISBN: 978-3639275216.



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**DEPARTMENT OF MANAGEMENT STUDIES**

**MBA13GE66**

**HOSPITAL OPERATION**

L	T	P	C
3	0	0	3

**OBJECTIVES:**

- This course is aimed at addressing the contemporary issues which falls under the broad title of hospital operation.
- This will be also being an attempt to analyze the different kinds of hospital and their practices.

**UNIT – I**

**9 hours**

Meaning and scope of patient care services – Significance of patient care – Role of administration in patient care – Classification of hospital – Front office services – Outpatient services – Inpatient services – Accident and emergency services – Billing services.

**UNIT – II**

**9 hours**

Laboratory services – Radiology and imaging services – Rehabilitation services – Blood bank services – Telemedicine – Operation theatre – Intensive care units – Hospital acquired infections – Sterilization – Nursing services – Ward management.

**UNIT – III**

**9 hours**

Nutrition and dietary services – Pharmacy services – Medical records services – Facilities engineering – Maintenance of civil assets – Electrical supply and water supply – Medical gas pipeline – Plumbing and sanitation – Air conditioning system – Hot water and steam supply – Communication system – Biomedical engineering department in modern hospital.

**UNIT – IV**

**9 hours**

Laundry services – Housekeeping services – Energy conservation methods – Cost containment measures in a hospital – Transportation services – Mortuary services – Hospital security services

**UNIT – V**

**9 hours**

Disaster management – Fire Hazards – Engineering Hazards – Radiology hazards – Concept of quality – Quality Control – Quality assurance – ISO 9000 standards – TQM – Accreditation – NABL – JCAHQ – Quality manual – Medical tourism.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS**

1. S.Srinivasan *Management process in Health care*, S.Srinivasan, *management process in health care*, voluntary health association of india, ISBN: 1982.0-8342-0299-9
2. Gold Berry A.J *Hospital Department Profiles*
3. G.D.Kunders *Hospital and facilities planning and Design*, G. Kunders, *Hospital – facilities planning and management books*, MCGRAW Hill Education, 2004, ISBN: 0070502692
4. Jacob Kline, *Hand Book of Bio-Medical Engineering*, Jacob kline, *Handbook of Biomedical Engineering*, Academic Press (28 January 1988), ISBN: 978-0-12-415145-1
5. Webster J.G. and Albert M.Cook, *Clinical Engineering Principles and Practices*, John G Webster, *Clinical Engineering Principles and Practices*, Prentice Hall (1 September 1979), ISBN: 978-0131377370
6. Antony Kelly *Maintenance Planning and Control*, Kelly Antony, *Maintenance Planning and Control*, Butterworths, ISBN: 0408030305.



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**MBA13GE67**

**HOSPITAL INFORMATION SYSTEM**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVIES:**

- The objective of this course is to familiarize the students as to hospital planning and Architecture and the preparation of Project Management, for hospital and other organizations.

**UNIT – I**

**9 hours**

The need for information systems- The increasing value of information technology – The network of computing – IT as a tool for competitive advantage IS controls – Facility control and procedural control – Risks to online operations denial of service, spoofing – Ethics for IS professional – Societial challenges of IT.

**UNIT – II**

**9 hours**

Computer peripherals – Input technology trends – Voice recognition and response optical scanning – Out put technologies and trends – Video out put – Storage trends – Application software for end users – Word processing and desktop publishing – System software – Operating systems – Programming languages.

**UNIT – III**

**9 hours**

Foundation data concepts – The data base management approach – Types of database – Database structures – Data mining – Benefits and limitations of data base management.

**UNIT – IV**

**9 hours**

Business use of the Internet – Interactive marketing – E-commerce application – Business2Business commerce – Challenges of e-health – Electronic medical records.

**UNIT – V**

**9 hours**

Management decision and related information requirement – Concept of networking hospital information system – Clinical information system – Administrative information system – Support service technical information system – Archival communication system – Role of medical records in health care delivery – General medical records standards and policies – Legal aspects of medical records – Medical audit computerization of medical records information needs in the hospital information – Sources health information – Sues of health and hospital data.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. A.V. Srinivasan, *Managing a Modern Hospital*, SAGE Publications Pvt. Ltd ISBN: 9780761936299.
2. A.K.Saini, *Mgt Information System in Hospital*, Deep & Deep Publication, ISBN:978-8176291699
3. Gilad J.Kuperman, *Dynamic Hospital Information*, 1991, ISBN: 9780387974316.
4. Smith Jack, *Health Mgt information System*, Open University Press, ISBN:978-0335205653
5. GD.Mogli, *A Handbook for decision makers Medical Records*, pmm05479.



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**MBA13GE68**

**HEALTH LAWS AND POLICIES**

L	T	P	C
2	0	0	2

**OBJECTIVES**

- To Make Students aware of ethics health related issues & Legal terms
- To make students understand the current trend.

**UNIT – I**

**6 hours**

Code of Ethics – Introduction – Professional Ethics – Personal qualities of the medical professional. Medical Council Act – Clinical trials – Disability Act – Legal aspects of medical records – Transplantation of human organ act – Prevention of food and adulteration act – Medical termination of pregnancy act 1971 – Birth and death registration act – Sex determination act – Indian mental health act 1987.

**UNIT – II**

**6 hours**

Companies act – Law of contracts – Consumer protection act – Biomedical waste [management and handling rules] – Atomic energy act – Indian electricity act 1956 – Indian boiler act – Pollution control act – Securities and exchange board of India [SEBI] – Securities contract regulation act – Negotiable instruments act – Value added act [VAT] – Patient bill – IRDA – Service tax.

**UNIT – III**

**6hours**

Overview of health care delivery system – Brief history of evolution – Growth of health care services after independent – Salient features of various committees – Health care infrastructure – National level – State level – District level – Block legal, primary, health center level – Sub-center level – Village level – Role of private sector and voluntary organization.

**UNIT – IV**

**6 hours**

National health care agencies – Indian red cross/society – Hind Kusht Nivaran Singh – Indian council for child welfare – Tuberculosis association of India – Bharat sevak samaj – Central social welfare board – Family Planning Association of India – An Indian International Health Care agencies – UNICEF, WHO, UNDP, World Bank, CARE – Rockefeller Foundation – Ford Foundation – Colombo Plan

**UNIT – V**

**6 hours**

National health policy – Salient features – Population Policy 2000 – Pharmaceutical legislation in India – Historical development of pharmaceutical education in Indian and its present status – Pharmacy act – Drugs and cosmetics act – Narcotics and psychotropic substances act - Drug and magic remedies act – Poisons act and rules

**TOTAL NO OF PERIODS: 30 hours**

**REFERENCE BOOKS**

1. N.D.Kapoor – *Elements of mercantile law*, N.D.Kapoor, *General and Commercial Laws*, 2012, ISBN:8180546594
2. M.P. Agrawal - *Export management Bare acts relating to hospital laws - government of India publications. legal matrix publication*, 4th Edition 2015, ISBN: 9788192928944
3. Merills jonathan, *Pharmacy law and practice*, Hoboken, N.J. ISBN: - 9780470259597
4. L.Michele issel, *Planning health programme Planningand evolution*, Edition: 3rd, ISBN-13: 978-1284021042
5. Sunitha Patney - *Community health nursing*, CBS Publisher, Edition:1<sup>st</sup>, ISBN: 9788123915579
6. B.K. Mahajan M.C. Gupta, *Textbook Of Prevention And Social Medicine*, B.K.mahajan M. C. Gupta, *Textbook of prevention and social medicine*, Jaypee Brothers Medical Publishers, 2003, Edition: 4,ISBN: 8180610705, 9788180610707



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**MBA13GE69**

**HUMAN RESOURCE MANGEMENT IN HOSPITAL**

L	T	P	C
3	0	0	3

**OBJECTIVIES:**

- The objective of this course is to familiarize the students as to hospital and the preparation for hospital and other organizations

**UNIT – I**

**9 hours**

Nature and scope of hospitals- History of hospitals-Health committees on hospitals- Classification of hospitals- Five year plan on health services-Health for all by 2000 A.D.-Hospital Administration-Peculiar condition in hospital administration

**UNIT – II**

**9 hours**

Human Resource Management in Hospitals- Characteristics, Functions and Objectives of HRM -Evolution of HRM in India- HRM in hospital- Role of HR in hospital- Organizing the HR department in hospital- HR policy- Reiki in HRM

**UNIT – III**

**9 hours**

Manpower Planning-Objectives, benefits and steps of manpower planning-Human resource requirement in hospitals-work load ratio in various departments- Recruitment- Selection and steps in selection-techniques of induction- Training and development of HR

**UNIT – IV**

**9 hours**

Wage and salary administration-Deductions under the Payment of Wages Act,1936-Building the wage and salary structure-Performance Appraisal of employees- 360 degree appraisal-Working conditions and Safety of employees in hospital-Promotion, Transfer of employees-Retirement, Resignation, Termination of employees

**UNIT – V**

**9 hours**

Counseling of employees- Collective bargaining in hospitals- Principles of Collective Bargaining-Discipline and Disciplinary action in hospitals-Human Resource audit- Organization development –Human relations in hospitals-Motivation of human resource-Team work in hospitals

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Charles C., *Hospital HRM*, Anmol Publication Ltd. Charles C., ISBN: 9788126132898
2. Prentice hall of India, R.C. Goyal *Human resource Management in Hospitals*, Third edition, Prentice hall of India. ISBN: 978-81-203-4847-9.
3. Srinivasan A. (ed.), *Managing a modern hospital*, Response books, New Delhi, 2000, Sage publication, Edition:2, ISBN: 9788132100034
4. G D.Kunders.-*Hospital and facilites planning and Design*. Tata Mcgraw- hill Education pvt ltd, Edition year: 2004, ISBN 13 -9780070502697
5. Simon Hog - *Transfer of hospital Engineering*, BLUES KIDS OF AMER 01/03/2015 (2015) ISBN: 9783639275216.



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**DEPARTMENT OF MANAGEMENT STUDIES**

**TOURISM MANAGEMENT**

**MBA13GE70**

**HOSPITALITY MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVE:**

- The objective of this course is to help the students specialized in marketing to understand the issues in planning and evaluating the strategies in branding of various goods and services

**UNIT – I**

**9 hours**

Era of Hospitality – Introduction to Hotel, Travel and Tourism industry – Nature of Hospitality – Communication, Turnover, Demands and Rewards & Awards – Economic and other Impacts of Tourism, Travel and Hotel industries – Early history of lodging – Globalization of the lodging industry – Mechanism of franchising

**UNIT – II**

**9 hours**

Nature, organization, structure and mechanism of lodging operations – Size and Scope of the industry – Classification of Hotels – Hotel Market segments – Organization and development of Hotels – Food service industry – Composition and size thereof – Organization and scope of restaurant services – Management and operational styles of food services.

**UNIT – III**

**9 hours**

Accommodation – The front office department – Reservation department – Telecommunication and internet facilities – The uniformed service department.

**UNIT – IV**

**9 hours**

Functional of Hotels - Engineering and maintenance section – Marketing and sales section – Accounting section – Human Resources management and globalization thereof – Security aspects

**UNIT – V**

**9 hours**

Characteristics of marketing – Distinctive features – Seven Ps of the Marketing – Segmentation, Targeting and Positioning – Future trends and potential in hospitality industry – Usage of CRS in hotel industry – International chain of hotels – Role and functions of associations in hospitality management.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOK**

1. Gray and Ligouri: *Hotel and Motel Management and operations* (Delhi: Prentice Hall India) Published by Prentice Hall ISBN 10: 013394719X ISBN 13: 9780133947199
2. Hotel Front Office: *A Training Manual Paperback* – 1 Feb 2013 by Andrews (Author) Publisher: McGraw Hill Education (India) Private Limited; Third Edition (1 February 2013) ISBN-10: 125900497X ISBN-13: 978-1259004971
3. *Human Resource Development & Management in the Hotel Industry Paperback* – 2002 by Dr. Jagmohan Negi (Author) Publisher: Frank Brothers; 1st edition (2002) ISBN-10: 8171704530 ISBN-13: 978-8171704538
4. *Professional Hotel Management, 2/E Unbound*– 2002 by Jagmohan Negi (Author) Publisher: S Chand & Company (2002) ISBN-10: 812191518X ISBN-13: 978-8121915182
5. A V Srinivasan *Managing a Modern Hospital*, Publisher: Response Books; 2nd Edition (June 23, 2008) ISBN-13: 978-0761936299 ISBN-10: 0761936297 Edition: 2nd.





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**DEPARTMENT OF MANAGEMENT STUDIES**

**MBA13GE71**

**TOURISM PLANNING AND MARKETING**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVE:**

- The objective of this course is to help the students specialized in marketing to understand the issues in planning and evaluating the strategies in branding of various goods and services

**UNIT – I**

**9 hours**

Instruction – Concept of polity, formulating tourism policy – Role of government, public and private sectors – Role of international, multinational, state and local tourism organizations in carrying out tourism policies.

**UNIT – II**

**9 hours**

Tourism Policy – Study of National Tourism Policy 1982 and 2002 – National Action Plan on Tourism 1992 – Special Tourism Area Development Program – The concept of National tourism Board, National Committee on Tourism, Case study of tourism policies of few major states in India [Uttar Pradesh, Rajasthan, Kerala, Karnataka, Tamil Nadu and Madhya Pradesh] – Investment opportunities and government policy for investment in hotel/tourism industry – Sources of funding.

**UNIT – III**

**9 hours**

Understanding Tourism Planning – Conceptual meaning of Tourism planning – Evolution of Tourism Planning – General concepts of planning , levels and types of Tourism Planning – Background approach and planning scale – Public and private sectors role in Tourism development – Analysis of an individual Tourism Project.

**UNIT – IV**

**9 hours**

International Agreements – Chicago convention – Warsaw convention – Open Sky Policy – Bermuda convention – Euro agreement, Schengen Agreement

**UNIT – V**

**9 hours**

Tourism Marketing – Service characteristics of tourism – Unique features of tourism demand and tourism product – Tourism marketing mix – Marketing of Tourism – Servicess: Marketing of Airlines, Hotel, Resort, Pilgrimage centres, Travel agencies and other tourism related services – Challenges and strategies

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. New Inskeep, Edward, Tourism Planning: *An Integrated and Sustainable Development Approach*, (1991) VNR, New York. Publisher: John Wiley & Sons (28 November 1997) ISBN-10: 047129392X ISBN-13: 978-0471293927
2. Ashworth, G. J. (2000), *The Tourist Historic City. Retrospect and Prospect of Managing the Heritage City*, Pergamon, Oxford Publisher: A Pergamon Title; 2nd Revised Edition (7 November 2000) ISBN-10: 0080436757 ISBN-13: 978-0080436753
3. Marketing Management: *An Indian Perspective Paperback* – 8 Nov 2011 by Prof. Vijay Prakash Anand (Author) Publisher: Wiley India Private Limited (8 November 2011) ISBN-10: 9350042487 ISBN-13: 978-9350042489
4. New Inskeep, Edward, *Tourism planning-An Integrated and sustainable Development Approach* (1991), VNR-New York. Publisher: Wiley; 1st Edition (March 1, 1991) ISBN-10: 047129392X ISBN-13: 978-0471293927





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**DEPARTMENT OF MANAGEMENT STUDIES**

**MBA13GE72**

**INTERNATIONAL TOURISM MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVE:**

- The objective of this course is to help the students specialized in marketing to understand the issues in planning and evaluating the strategies in branding of various goods and services

**UNIT – I**

**9 hours**

Globalization & tourism sector & the business world, the tourism industry – Challenges, factors affecting global and regional tourist movements – Demand and origin factors, destination and resource factors. Contemporary trends in international tourist movements.

**UNIT – II**

**9 hours**

The emergence of international hotels and tourism – Historical aspects, development of chains, development abroad, airline connection – Political aspects of the international travel, tourism – Barriers to travel, tourism investment and business, regulations, international organizations dealing with barriers, viz., WTO, IMF, IHA, need for government support of tourism, national advisories, political risk and crisis management.

**UNIT – III**

**9 hours**

International hotels – Balancing global and local perspectives – Operating in a multinational environment – International rules & regulation – A brief study. Human resources & cultural diversity – Understanding cultural diversity, cultural perceptions, business protocol, cultural considerations in negotiations.

**UNIT – IV**

**9 hours**

International tourism sales and marketing – Market research, developing in international marketing strategy, understanding various travel distribution system viz., GDS, product positioning.

**UNIT – V**

**9 hours**

Global competition and the future – Long-term tourism growth trends, tourism growth in major regions – Transportation developments, technology and automation – Development issues, tourism and the environment.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. *International Tourism Paperback* – July 22, 2011 by Yvette Reisinger (Author), Frederic Dimanche (Author) ISBN-13: 978-0750678971 ISBN-10: 0750678976 Edition: 1st
2. Chris Cooper & C. Michael Hail *Contemporary tourism: An International Approach* ISBN-13: 978-0750663502 ISBN-10: 0750663502
3. Susan Horner & John Susan Brooke, *International cases in Tourism Management*, ISBN-13: 978-0750655149 ISBN-10: 0750655143 Edition: 1<sup>st</sup> December 9, 2003
4. *The International Marketing of Travel and Tourism: A Strategic approach*, March 24, 1997 by Allen Z. Reich (Author) ISBN-13: 978-0471310129 ISBN-10: 0471310123 Edition: 1st
5. *Contemporary Human Resource Management: Text and Cases Paperback* – May 16, 2013 by Tom Redman (Author), Adrian Wilkinson (Author) Publisher: Pearson Education Limited; 4th Revised Edition (May 16, 2013) ISBN-10: 0273757822 ISBN-13: 978-0273757825



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**MBA13GE73**

**TOURISM PRODUCTS**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**OBJECTIVE:**

- The objective of this course is to help the students specialized in marketing to understand the issues in planning and evaluating the strategies in branding of various goods and services

**UNIT – I**

**6 hours**

Definition of a product – Difference with service industry – Tourism product – its salient features – Components of tourism industry – Differentiation of tourism industry from other consumer industries – Tourism resources as products.

**UNIT – II**

**6hours**

Social Cultural Resource I : Architectural heritage of India – Historical monuments of tourism significance – Ancient, medieval and modern – Important historical/archaeological cities – Museum, art galleries and libraries – their location, assets and characteristics.

**UNIT – III**

**6 hours**

Social Cultural Resource II : Important shrines [5 each ] of the Hindus, Buddhist, Jain , Sikh, Muslim, Christians and others – Performing arts – Classical dance forms and styles – Indian folk dance, classical vocal music gharanas/schools – Handicrafts & Handloom Fairs and Festivals of India.

**UNIT – IV**

**6 hours**

National Tourism Resource: Tourist resource potential in mountain with special reference to Himalayas – India's main desert areas, desert safaris and desert festival – Coastal areas, beaches and islands: with special reference to Andaman and Nicobar islands.

**UNIT – V**

**6 hours**

Introduction to Marketing – The concept of marketing – Nature, classification and characteristics of services and their marketing implications – Methodology considerations and pricing of Tour Packing – Designing and printing of Tour Brochure.

**TOTAL NO OF PERIODS: 30 hours**

**REFERENCE BOOKS:**

1. Acharya, Ram: *Tourism and Cultural Heritage of India*, RBSA publisher, 2nd edition 2007, ISBN 8176114006.
2. Douglas Foster: *Travel and Tourism Management*, palgrave macmillan publisher, ISBN 0333364082.
3. Eck Dianna, Varanasi, *The City of Light*, knopf publisher, 1st Edition 2013, ISBN 0231114478.
4. Harle, J.C.: *The Art and Architecture of Indian sub-continent* November 30, 1994 by J. C. Harle (Author) ISBN-13: 978-0300062175 ISBN-10: 0300062176 Edition: 2nd
5. Hussain, A. A.: *The National Culture of India*, 2007 ISBN 9788123701462
6. *Framework for Marketing Management*, (4th Edition) Paperback – March 6, 2008by Phil Kotler (Author), Kevin Keller (Author) ISBN-13: 978-0136026600 ISBN-10: 0136026605 Edition: 4th
7. *Tourism & Hoteliering: A World-wide Industry*Jagmohan Negi, Gitanjali Publishing House, 1982 - Tourism - 439 pages



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**DEPARTMENT OF MANAGEMENT STUDIES**

**MBA13GE74**

**INTERNATIONAL HOSPITALITY LAW**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVE:**

- The objective of this course is to help the students specialized in marketing to understand the issues in planning and evaluating the strategies in branding of various goods and services

**UNIT – I**

**9 hours**

Basic legal principles governing hospitality operations – The Common Law – Basics for Laws governing the hotelkeeper – The Hotelkeeper and the law of contracts.

**UNIT – II**

**9 hours**

The Hotelkeeper and the Laws of Torts and Negligence – The Hotel's Duty to receive Guests and its right to refuse Guests – The Hotel's Duty to protect Guests.

**UNIT – III**

**9 hours**

The Hotel's right to evict a Guest, Tenant, Restaurant, Patron and others – The Guest's right to privacy – The Hotel's Liability regarding Guests' property – Maintenance of guest registers.

**UNIT – IV**

**9 hours**

Frauds committed against Hotels and Crimes of Trespass – Other laws relating to food services – Wage and hour Laws applicable to Hotel Employees.

**UNIT – V**

**9 hours**

Consumer protection laws affecting hotels – Public Health and Safety requirements

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Jack.P. Jeffries and Banks *Brown Understanding hospitality Law*, educational institute, 5th Edition 2012. ISBN 0133076903.
2. M.Boustiv, J.Ross, N.Geddes, W. Stewart *Hospitality and tourism law*, International Thomson Business press 1999.
3. *Food Safety and Standards Act, 2006*, International Law Book Company 3rd Edition 2009 ISBN 938055991.
4. Mike Boella, Alan Pannett, *Principles of Hospitality Law*, Cengage Learning, Business Press 2nd Edition 2000, ISBN 0826452736.



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**DEPARTMENT OF MANAGEMENT STUDIES**

**INTERNATIONAL BUSINESS MANAGEMENT**

<b>MBA13GE75</b>	<b>INTERNATIONAL BUSINESS ENVIRONMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVE:**

- The objective of the course is to acquaint students with the environmental dynamics of international business and their impact on international business operations of a firm.

**UNIT – I**

**9 hours**

International Business: Nature, importance and scope; Framework for analyzing international business environment geographical, economic ,socio cultural, political and legal environment

**UNIT – II**

**9 hours**

International Economic Environment: World economic and trading situation; International economic institutions and agreements-WTO, UNCTAD, IMF, World Bank; Generalized system of preferences, GSTP International commodity agreements. Regional Economic Co-Operation: Types and rationale of regional economic groups; Theory of customs union; EU, NAFTA, ASEAN, SAFTA and other groupings.

**UNIT – III**

**9 hours**

Multinational Corporations: Conceptual framework of MNCs; MNCs and host and home country relations; Technology transfers- importance and types. Foreign Exchange Market: Determining exchange rates: Fixed and flexible exchange system participants in the foreign exchange markets; Foreign exchange market- cash spot rates, forward exchange rates, forward exchange contracts: Foreign exchange a dealings and currency possession; Information and communication.

**UNIT – IV**

**9 hours**

Foreign Exchange Risk: Transaction exposure, translation exposure and economic exposure; Management of exposure- internal techniques, netting marketing, leading and lagging, pricing policy asset and liability management and external techniques. Management of Risk in Foreign Exchange Markets: Fore derivatives-swaps futures options and forward contracts.

**UNIT – V**

**9 hours**

Foreign Investment: Capital flows- types and theories of foreign investment; foreign investment flows and barriers. Recent Developments in International Business: Ecological issues; Social aspects; It and international business.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Daniels, D. John, Radebaugh, H. Lee, et. al, *International Business*, Dorling Kindersley Pvt Ltd. Publisher: Prentice Hall; 9 Edition (25 September 2000)ISBN-10: 0130308013, ISBN-13: 978-0130308016
2. Cherunilam, Francis, *International Economics*, TATA McGraw-Hill Publishing Company Ltd, New DelhiPublisher: PHI; 5th Edition (2010)ISBN-10: 8120342143,ISBN-13: 978-8120342149
3. Sherlock, Jim, *Physical Distribution*, Wiley Blackwell ISBN-10: 0631191690 ISBN-13: 978-0631191698
4. Francis Cherunilam, *International Business Environment*, Himalaya Publishing House, Mumbai Publisher: PHI; 5th Edition (2010) ISBN-10: 8120342143 ISBN-13: 978-8120342149
5. International Management: *Managing Across Borders And Cultures*, 4th Edition, Deresky Helen, Prentice Hall India (8th Edition) Hardcover – January 19, 2013 by Helen Deresky (Author) ISBN-13: 978-0133062120 ISBN-10: 0133062120 Edition: 8th



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**DEPARTMENT OF MANAGEMENT STUDIES**

**MBA13GE76**

**INTERNATIONAL ECONOMIC ORGANISATIONS**

L	T	P	C
2	0	0	2

**OBJECTIVE:**

- To make students aware of international institutions and its functions

**UNIT – I**

**6 hours**

Economics – Meaning, Scope, Objectives, Micro, Macro. International Economics, International Economic Organizations and Development Diplomacy: Regimes and Regimes theory.

**UNIT – II**

**6 hours**

International Organizations as international institutions; International Monetary Fund (IMF): World Bank Group- International Bank for Reconstruction and Development (IBRD), International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA).

**UNIT – III**

**6 hours**

General Agreement on Tariffs and Trade (GATT); World Trade Organization (WTO); WTO Agreement, Tariff and Non- Tariff restrictions, Investment and transfer of technology, Quota restriction and anti- dumping, Permissible regulations, Dumping of discarded technology and goods in International Markets. Modeled Nations Conference on Trade and Development (UNCTAD); International Labor Organization (ILO).

**UNIT – IV**

**6 hours**

Economic Integration and Cooperation-Meaning and Scope, rationale and Objectives, Forms of Integration, Integration Theory. Benefits and Disadvantages of RIAs. Economic Integration of Developed Countries and Developing countries..

**UNIT – V**

**6 hours**

Selected Regional Blocks- NAFTA, EU, ASEAN, SAARC, SAPTA, Indo-Lanka Free trade, Indo -Singapore CECA Globalization vs. Regionalization

**TOTAL NO OF PERIODS: 30 hours**

**REFERENCE BOOKS:**

1. Balassa, Bela, *Theory of Economic Integration*, Routledge. Publisher: Routledge (30 September 012) ISBN-10: 0415681243 ISBN-13: 978-0415681247
2. Krugman, P. R. and M. Obstfeld, *International Economics : Theory and Policy*, Pearson, Publisher: Pearson Education; Eighth edition (2013) ISBN-10: 9332518238 ISBN-13: 978-9332518230
3. Daniels, D. John, Radebaugh, H. Lee, et.al, *International Business*, Dorling Kindersley Pvt Ltd. Publisher: Prentice Hall; 9th Edition (25 September 2000) ISBN-10: 0130308013, ISBN-13: 978-0130308016
4. Cherunilam, Francis, *International Economics*, TATA McGraw-Hill Publishing Company Ltd, New Delhi Publisher: PHI; 5th Edition (2010) ISBN-10: 8120342143, ISBN-13: 978-8120342149
5. Governing Risk: *The IMF and Global Financial Crises (International Political Economy Series)* Paperback – Import, 17 Feb 2012 by Manuela Moschella (Author) ISBN-10: 023036795X ISBN-13: 978-0230367951



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**MBA13GE77**

**INTERNATIONAL BUSINESS ETHICS**

L	T	P	C
3	0	0	3

**OBJECTIVES:**

- To make the students understand the importance of Ethical and social implications of business policies
- To make them aware of prevention of pollution and depletion of natural resources and Conservation of natural resources

**UNIT – I**

**9 hours**

Introduction – nature, purpose of ethics and morals for organizational interests - ethics and conflicts of interests international Business Ethics) Ethical and social implications of business policies and decisions - corporate social responsibility - ethical issues in corporate governance.

**UNIT – II**

**9 hours**

Ethics in marketing and consumer protecting - healthy competition and protecting consumer's interest - culture impact on culture diversification.

**UNIT – III**

**9 hours**

Ethics in workplace – individual in the organization - discrimination - harassment - gender equality – RACE resources – Conservation of natural resources.

**UNIT – IV**

**9 hours**

Environmental issues - protecting the natural environment - prevention of pollution and depletion of natural resources - Conservation of natural resources.

**UNIT – V**

**9 hours**

Ethics in accounting and finance - importance, taxation issues and common problems

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. William A. Wines *Ethics, law, and business* Publisher: Psychology Press (4 April 2006) ISBN-10: 0805854967 ISBN-13: 978-0805854961
2. *Business Ethics With Webcard 6th Ed + Business Ethics Reader + 15 Week Wallstreet Journal Subscription* Paperback – Import, 26 Oct 2005 by O. C. Ferrell (Author) ISBN-10: 0618739394 ISBN-13: 978-0618739394
3. *Emerging Global Business Ethics: 9th Conference on Business Ethics* : Selected Papers Hardcover – Import, 30 Dec 1993 by W. Michael Hoffman (Editor), Judith Brown Kamm (Editor), Robert E. Frederick (Editor), Edward S., Jr. Petry (Editor) ISBN-10: 0899307493 ISBN-13: 978-0899307497
4. M.karpagam *Environmental Economics* 8 Aug 2012 by Karpagam (Author), M. (Author) ISBN-10: 8120721462 ISBN-13: 978-8120721463
5. John M. Kline *Ethics for International Business: Decision-Making in a Global Political Economy* Paperback – Kindle Edition Publisher: Routledge (17 February 2005) ISBN-10: 0415351030 ISBN-13: 978-0415351034



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**MBA13GE78**

**CROSS CULTURAL BUSINESS MANAGEMENT**

L	T	P	C
3	0	0	3

**OBJECTIVES:**

- To familiarize the students with Global business scenario and role of culture
- To design the strategy for a cultural change building – Successful implementation of culture in change phase

**UNIT – I**

**9 hours**

Introduction – Concept of culture for a business context – Brief wrap up of organizational culture and its dimensions – cultural background of business stake-holders [managers – employees, share holders, suppliers, customers and others] – An analysis frame work.

**UNIT – II**

**9 hours**

Cultural and global management – Global business scenario and role of culture – A frame work for analysis – Elements and processes of communication across cultures – Communication strategy for/of an Indian MNC and Foreign MNC [with five illustrations on each drawing from different geo-economc and social contexts] and High Performance winning teams and cultures – Culture implications for team building.

**UNIT – III**

**9 hours**

Cross-culture – Negotiation and decision making – Process of negotiation and needed skills and knowledge base – Over view with four illustrations from multi-cultural contexts [India-US, India-Europe, India-Japan, Japan-US, etc] – International and global business operations - Strategy formulation and implementation – Aligning strategy, structure and culture in an organizational context.

**UNIT – IV**

**9 hours**

Global human resources management – Staffing and training for global operations – developing a global management cadre – Motivating and leading – Developing the values and behaviour necessary to build high-performance organizational personnel – both individual and team.

**UNIT – V**

**9 hours**

Corporate culture – The nature of organizational cultures diagnosing the As-Is condition – designing the strategy for a cultural change building – Successful implementation of culture change phase – Measurement of ongoing improvement.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. *International Management: Managing Across Borders And Cultures*, 4th Edition, Deresky Helen, Prentice Hall India (8th Edition) Hardcover – January 19, 2013 by Helen Deresky (Author) ISBN-13: 978-0133062120 ISBN-10: 0133062120 Edition: 8th
2. *The Secret of a Winning Culture: Building High-Performance Teams Hardcover – Import*, 31 Aug 1999 by Warren G. Bennis (Foreword), Larry E. Senn (Author), John R. Childress (Author) ISBN-10: 0964846691, ISBN-13: 978-0964846692
3. *Revitalize Your Corporate Culture: Powerful Ways To Transform Your Company Into A High-Performance Organization, Cash*, by Franklin, Prentice Hall India, ISBN: 81-203-1693-2. 27 Aug 1999 ISBN-10: 0884152790, ISBN-13: 978-0884152798
4. David C. Thomas: *Cross Cultural Management*, 1 Jun 2003 by David C. Thomas (Author) Sage Publications, 2008. ISBN-10: 0761926372 ISBN-13: 978-0761926375
5. Richard Mead: *International Management-Cross cultural Dimension*, Publisher: Wiley-Blackwell; 3rd Edition (1 Sept. 2004) ISBN-10: 0631231773 ISBN-13: 978-0631231776





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**MBA13GE79**

**INTERNATIONAL LOGISTICS MANAGEMENT**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- To impart knowledge on General Structure of Shipping and Developments in Ocean Transportation

**UNIT – I**

**9 hours**

Marketing Logistics: Concept, objectives and scope; System elements; Relevance of logistics in international marketing; International supply chain management and logistics; Transportation activity – internal transportation, inter-state goods movement; Concept of customer service.

**UNIT – II**

**9 hours**

General Structure of Shipping: Characteristics, liner and tramp operations; Code of conduct for liner conferences; Freight structure and practices; Chartering principles and practices; UN convention on shipping.

**UNIT – III**

**9 hours**

Developments in Ocean Transportation: Containerization; CFS and inland container depots; Dry ports; Multi-modal transportation and CONCOR; Role of intermediaries including freight booking, shipping agents, C&F agents, Ship owner and shipper consultation arrangements.

**UNIT – IV**

**9 hours**

Air Transport: Air transportation –total cost concept, advantages, freight structure and operations; Carrier consignee liabilities.

**UNIT – V**

**9 hours**

Inventory Control and Warehousing: Inventory management – concepts and application to international marketing; Significance and types of warehousing facilities; Total cost approach to logistics.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. D. M. Lambert, S. R. James, *Strategic Logistic Management*, Tata McGraw Hill, New Delhi, ISBN-13: 978-0256136876 ISBN-10: 0256136874 Edition: 4th
2. Branch, Alan, *Global supply chain management and International logistics*, Routledge. Publisher: Routledge (20 February 2009) ISBN-10: 0415398452 ISBN-13: 978-0415398459
3. Sherlock, Jim, *Physical Distribution*, Wiley Blackwell Publisher: Wiley-Blackwell; 1 edition (September 20, 1994) ISBN-10: 0631191690 ISBN-13: 978-0631191698
4. Pierre David *International Logistics* Wiley India Private Limited Publisher: Wiley India Private Limited (5 November 2003) ISBN-10: 8177224301 ISBN-13: 978-8177224306



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**DEPARTMENT OF MANAGEMENT STUDIES**

**MBA13GE80**

**FOREX MANAGEMENT**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- To make students understand the documents involved in International trade and International Financial Institution available to promote foreign trade

**UNIT – I**

**9 hours**

Meaning of the Term “Foreign Exchange”, Exchange Market, Statutory basis of Foreign Exchange, Evolution of Exchange Control, Outline of Exchange Rate and Types, Import Export India’s Forex Scenario: BOP crisis of 1990, LOERMS, Convertibility.3Introduction to International Monetary Developments: Gold standard, Breton Woods’s system, Fixed-Flexible Exchange Rate Systems, Euro market.

**UNIT – II**

**9 hours**

Finance Function: Financial Institutions in International Trade. 5 Non resident Accounts: Repatriable and Non Reparable, Significance for the Economy and Bank. -- Methods of in Trade Settlement: Open Account, Clean Advance, Documentary Credit, Documentary Collection. -- Documentary Credits (Letter of Credit): Types of LC – Parties, Mechanism with illustration.

**UNIT – III**

**9 hours**

Documents involved in International trade: Statutory Documents, Financial Documents, Transport Documents, Risk Bearing Documents. 9 INCOTERMS: C.I.F., F.O.B., C.I.P. --Financing of Imports by Opening of Letter of Credit: Documents required, Trade and Exchange Control Formalities, Sanction of LC Limit. -- Export Finance: Financing of Export/ Deemed Export: Pre ship, and Post Ship Finance, Export Methods --, E.C.G.C. and other formalities Uniform Custom Practices of Documentary Credits – Uniform Rules Collection

**UNIT – IV**

**9 hours**

Introduction to Exchange Rate Mechanism: Spot- Forward Rate, Exchange Arithmetic.-- Deriving the Actual Exchange Rate: Forwards, Swaps, Futures and Options. Guarantees in Trade: Performance, Bid Bond etc.

**UNIT – V**

**9 hours**

International Financial Institution--• International Monetary Fund—functions-- Special Drawing Rights • International Bank for Reconstruction and Development-- International Finance Corporation-- • International Development Association

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. B.P.Mathur, *Foreign Money in India*, Macmillan 01-Jan-2000 - 320 page ISBN 0333933311, 9780333933312
2. Yarbrough, *The World Economy, Trade & Finance*, 7th Edition, Cengage Learning. Paperback – April 26, 2005 by Beth V. Yarbrough (Author), Robert M. Yarbrough (Author) ISBN-13: 978-0324321524 ISBN-10: 032432152X Edition: 7th
3. M.VY.Phansalkar, *All about Foreign Exchange & Foreign Trade*, English Edition, 2005. Publisher: English Edition Publishers And Distributors (2005 ISBN-10: 8189066560 ISBN-13: 978-8189066567.
4. Julian Walmsley, *Foreign Exchange & Money Markets Guide*, John wiley, 2006. 30 Mar 2000 Publisher: John Wiley & Sons; 2nd Edition (30 March 2000) ISBN-10: 0471348988 ISBN-13: 978-0471348986



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<b>MBA13GE81</b>	<b>INTERNATIONAL TRADE –EXPORT PROCEDURE &amp; PROMOTION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVE:**

This course discusses in detail the different theories that explain why nations trade with each other. Additionally the course explains various factors that impact international trade.

Contents:

**UNIT – I** **9 hours**  
 International trade – meaning, definition, objectives of international trade, Advantages & disadvantages of international trade - Emerging Global Scenario.

**UNIT – II** **9 hours**  
 Theories of international trade – Comparative cost theory; Opportunity cost theory; Heckscher-Ohlin theory; availability approach.; Gains from trade & terms of trade; different concepts of terms of trade; problems of measurement of terms of trade.

**UNIT – III** **9 hours**  
 Trade barriers – Tariffs – Classification of tariffs; impact of tariff; nominal tariff & effective tariff optimum tariff; non –tariff barriers; Foreign exchange.

**UNIT – IV** **9 hours**  
 Export procedures and Document – Documents related to payment , Document related to inspection and Documents related to excisable goods; Documents related to inspection and Documents related to excisable goods; Documents related to foreign regulation.

**UNIT – V** **9 hours**  
 Export promotion –A brief review of export promotion policy through plans; organizational set up; incentives; production assistance ; Export house and Trading houses state trading; an evaluation.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. M.L. Jhingan, *Money Banking and International Trade*, Vrinda Publisher: Vrinda Publications; Eighth edition (2013 ISBN-10: 8182813840 ISBN-13: 978-8182813847
2. Mehta, *Money Banking and International Trade*, Shoban Lal Nagin Chand And Co Publisher: Wiley-Blackwell (19 December 2003) ISBN-10: 1405111283 ISBN-13: 978-1405111287
3. Trade Harold KerznerSeth *Money Banking and International Trade* Publisher: The Lehrman Institute; Second edition (29 May 2012) ISBN-10: 098401781X ISBN-13: 978-0984017812
4. T.A.S Balagopal, *Export Management*, Himalaya Publishing House 1999 Publisher: Himalaya Pub.House-New Delhi (2014) ISBN-10: 9351422704ISBN-13: 978-9351422709



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**MBA13GE82**

**INTERNATIONAL BUSINESS NEGOTIATIONS**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- To make students understand cultural aspects of International Business negotiation
- To bring awareness on best practices in negotiations, business etiquette, Personality and negotiation skills

**UNIT – I**

**9 hours**

Nature of International Business Negotiations: Framework for international business negotiations - Background factors - Impact of national culture, organizational culture and personality on buyer-seller interaction – a model of the negotiation process with different strategies and planning – Distributive bargain and integrative negotiations.

**UNIT – II**

**9 hours**

Cultural aspects of International Business negotiation. Role of culture, patterns of cross-culture behavior and communication. Importance of understanding the negotiating conventions and expectations between foreign counterparts. Comparative and inter-cultural studies of negotiating behavior.

**UNIT – III**

**9 hours**

Cultural aspects of International Business negotiation. Role of culture, patterns of cross-culture behavior and communication. Importance of understanding the negotiating conventions and expectations between foreign counterparts. Comparative and inter-cultural studies of negotiating behavior.

**UNIT – IV**

**9 hours**

Frameworks and support for international business negotiations: multinational, bilateral trade agreements, government supported trade delegations, international trade fairs, international trading houses, industry associations.

**UNIT – V**

**9 hours**

Ethics in negotiations. Differences from an ethical perspective of the importance of relationship development, negotiating strategies, decision making methods, contracting practices, illicit behaviours such as bribery. Best practices in negotiations, business etiquette. Personality and negotiation skills.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Claude Cellich, Subhash Jain, *Global Business Negotiations: A Practical Guide*, South-Western Educational Publishing. Publisher: South-Western (1 February 2003) ISBN-10: 053872658X ISBN-13: 978-0538726580
2. Pervez N. Gauri and Jean Claude Usunier, *International Business Negotiations*, Elsevier Ltd. Publisher: Pergamon; 2nd Edition (30 September 2003) ISBN-10: 0080442927 ISBN-13: 978-0080442921
3. *Negotiation Theory and Research (Frontiers of Social Psychology)* Hardcover – Import, 23 Feb 2006 by Leigh L. Thompson (Editor) Publisher: Psychology Press (23 February 2006) ISBN-10: 1841694169, ISBN-13: 978-1841694160
4. Pervez N. Ghauri, Jean-Claude Usunier, *International Business Negotiations* Emerald Group Publishing, Publisher: Pergamon; 2nd Edition (30 September 2003) ISBN-10: 0080442927, ISBN-13: 978-0080442921
5. Lothar Katz, *Negotiating International Business: The Negotiator's Reference Guide to 50 Countries Around the World*, Kindle Edition, 2011 Publisher: BookSurge Publishing (28 April 2008) ISBN-10: 1419695037 ISBN-13: 978-1419695032



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**OPERATIONS MANAGEMENT**

**MBA13GE83**

**ADVANCED MATERIALS MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVE:**

- The objective of this course is to help the students specialized in marketing to understand the issues in planning and evaluating the strategies in branding of various goods and services

**UNIT – I**

**9 hours**

Integrated Materials Management-Costs involved in Materials management- Need for material management-Scope of Material Management- Functions of Inventory management- Classification and Codification of Inventory- Alphabetical, Numerical and Brisch System- Marking of Stores, Color and secret Marking-

**UNIT – II**

**9 hours**

Specifications in Material Management- Categories of specification (Simple & Complex)- Development of Specification- Introduction to Standard- Dimensions and levels of standards-Foreign standards used in India- Indian Standards-Variety reduction in product- Techniques of Variety reduction-The Three S's

**UNIT – III**

**9 hours**

Material Planning- Techniques of materials planning- MRP-Budgeting and Material Planning-Sales, Production, Material. Labor, Budget- Aggregate Inventory management- Exchange Curves- LAGRANGE Multipliers-Unit Stockout Objective

**UNIT – IV**

**9 hours**

Purchase Management- Purchase Parameters-International Purchasing- Procedure and Documents-EXIM Policy-Exchange Rate Management- Stores Management- Purpose, Location and Layout of stores- Stores systems and Procedure-Rectification AOQL- OC Curve-Store Accounting and Verification

**UNIT – V**

**9 hours**

Policies – Standards and Practice- Procedures- Transportation- Insurance

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS**

1. Narasimhan L., McLeavey W. Dennis, Billington J. Peter, *Production Planning and Inventory Contro*, Prentice Hall of India, New Delhi, 1997 2nd Edition ISBN-10: 0131862146 ISBN-13: 978-0131862142
2. Terasine, Richard, *Principles of Inventory and Material Management* 4th Edition ISBN-13: 978-0134578880 ISBN-10: 0134578880
3. Chitale, A.K., Gupta, R.C., *Materials Management: Text and Cases*, Prentice Hall of India, New Delhi, 2006 2nd Edition ISBN 978-81-203-4285-9
4. Gopalakrishnan, P & Sundararajan, *Maintenance Management*, Prentice hall of India, New Delhi, 1996 ISBN 10: 8120306694 ISBN-13: 978-8120306691
5. MM Varma *Materials Management* Sultan Chand ISBN 8180547132 ISBN 13- 9788180547133
6. JR Tony Arnold, Stephen N Chapman *Introduction To Materials Management* 7th Edition ISBN 10: 0131376705 ISBN-13: 978-0131376700



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**MBA13GE84**

**ADVANCED OPERATIONS RESEARCH**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- The objective of this course is to help the students specialized in marketing to understand the issues in planning and evaluating the strategies in branding of various goods and services.

**UNIT – I**

**9 hours**

Linear Programming- Application of Linear Programming for Business- Simplex Method- Special Cases of Simplex Methods- Sensitivity Analysis of L.P- The Dual Problem

**UNIT – II**

**9 hours**

Transportation Problem- L.P. For transportation problem- VAM and MODI Method- Degeneracy in Transportation problem- Assignment problem- Replacement Decision- Gradual Failure- Sudden failure-

**UNIT – III**

**9 hours**

Sequencing- Processing n jobs through two machines- processing n jobs through three machines- processing Two jobs through m- machines- processing n- jobs through m- machines-Queuing theory- Multiple Chanel queuing model- Poisson Arrivals and Erlang Service Distribution

**UNIT – IV**

**9 hours**

Decision theory- Decision making under certainty, risk and uncertainty- Posterior probability and Bayesian Analysis- Decision tree analysis- Project Management- PERT and CPM

**UNIT – V**

**9 hours**

Simulation- Monte Carlo Simulation- Simulation of inventory problems- Work Measurement (Time Study) – Markov Analysis- n-steps Transition Probabilities- Goal Programming- Integer Programming- Branch and bound Method- Dynamic Programming

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS**

1. Thomas M. Cook & Robert A. Russell, *Introduction to Management Science*, Prentice Hall, 3rd Edition ISBN-13: 978-0134857077 ISBN-10: 0134857070
2. Hamdy a. Taha, *Operations Research - An Introduction*, PHI, Edition. 2001 9th Edition ISBN-13: 978-0132555937 ISBN-10: 013255593X
3. Kapoor, V.K., *Operations Research- Techniques for Management*, Sultan Chand & Sons, New Delhi, 7th Edition ISBN 8170148286, 9788170148289
4. Sharma, J.K., *Operations Research - Theory and Applications*, Macmillan India, 2000 5th Edition 0230638856, 9780230638853
5. Hillier Liberman, *Introduction To Operation Research*, Tata Mc Graw Hill 9th Edition ISBN-10: 0077298349 ISBN-13: 978-0077298340



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**DEPARTMENT OF MANAGEMENT STUDIES**

**MBA13GE85**

**MAINTENANCE MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVE:**

- The objective of this course is to help the students specialized in marketing to understand the issues in planning and evaluating the strategies in branding of various goods and services.

**UNIT – I**

**9 hours**

Production and Distribution Process- Process Functions- Functional Block Diagram- Reliability Engineering- Failure Histogram- Probability Density Function- Hazard rate and failure pattern- The Nature and role of maintenance- Maintenance: Its role and scope in total organization context, Centralized and decentralized maintenance organization structure. Design of maintenance organization in multi echelon repair inventory systems

**UNIT – II**

**9 hours**

Maintenance Systems- Design and its selection- Break down maintenance- Planned and Unplanned maintenance- Routine maintenance- Remedial Maintenance- Predictive maintenance- Preventative maintenance-Corrective Maintenance- Total Productive Maintenance- Design maintenance- Contract Maintenance- Benchmarking maintenance

**UNIT – III**

**9 hours**

Pareto's Principles for repetitive breakdown analysis- Spares Management- Planning consideration for each type of activities- Human Resource management for maintenance- Selection- Training-

**UNIT – IV**

**9 hours**

Maintenance Budget- Budgetary control- Scheduling maintenance costs- control of maintenance expenditure- Maintenance effectiveness- monitoring of maintenance performance- Replacement Technique

**UNIT – V**

**9 hours**

Maintenance Quality improvement- ISO 9000 and Its relation to Maintenance- Techniques for continuous improvement in maintenance -Reliability enhancement program me- FMCEA, RCM & POM

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS**

1. Chanter Barrie & Swollow Peter, *Building Maintenance Management*, Blackwell science, 2nd Edition ISBN-10: 1405135069 ISBN-13: 978-1405135061
2. Levitt Joel, *Comptler Guide to Predictive and Prventive Mainintnec, Industrial Press*, 2nd Edition ISBN10: 0831134410 ISBN-13: 978-0831134419
3. Gopalakrishnan, P & Sundararajan, *Maintenance Management*, Prentice hall of India, New Delhi, 1996 ISBN10: 8120306694 ISBN-13: 978-8120306691
4. Narayan V., *Effective Maintenance Management: Risk and reliability strategies for optimizing performance*, Industrial Press, 2004 ISBN-10: 0831132493 ISBN-13: 978-0831132491
5. Mishra Pathak, *Maintenance Engineering & Management*, Prentice Hall ISBN-10: 8120317467 ISBN-13: 978-8120317468





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**DEPARTMENT OF MANAGEMENT STUDIES**

**MBA13GE86**

**PRODUCTION PLANNING AND CONTROL**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- The objective of this course is to help the students specialized in marketing to understand the issues in planning and evaluating the strategies in branding of various goods and services.

**UNIT – I**

**9 hours**

Manufacturing and Service Strategies-Role of Manufacturing strategy in corporate strategy-Forecasting-Time Series Forecasting Models-Controlling the Forecasting System- Multi-item Forecasting-Blending Methods-Slow moving item forecasting

**UNIT – II**

**9 hours**

Facilities Decision- Measuring Capacities of Facilities- Determining Facility needs- Economies of Scale- Feasibility study of potential sites

**UNIT – III**

**9 hours**

Aggregate Planning: The Value of Decision Rule- Aggregate Planning Strategies-Aggregate Planning methods- Planning by Linear Programming- Planning by Linear-Decision Rule Methods- Planning by Heuristic method- Planning by Computer Search Method

**UNIT – IV**

**9 hours**

Scheduling- Single machine sequencing with independent jobs- Parallel machine models- Flow shop scheduling- Job shop scheduling- Simulation studies of the Dynamic Job Shop- Dispatching

**UNIT – V**

**9 hours**

Process Planning- Group Technology- Classification and coding system for process planning, expediting and monitoring

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Narasimhan sim, et.al, *Production Planning and Inventory Control*, Prentice Hall 2nd Edition., New Jersey 2nd Edition ISBN-10: 0131862146 ISBN-13: 978-0131862142
2. Knight, W.A. & Gdlagher, C.C., *Group Technology Production Methods in Manufacture*, 1996 ISBN10: 0133671038 ISBN-13: 978-0133671032
3. S.N Chary, *Production & Operations Management*, Tata Mc Graw Hill 3rd edition ISBN-10: 0070583552 ISBN-13: 978-0070583559
4. Adam JR Ebert, *Production & Operations Management- Concepts Models & Behaviour*, Prentice Hall ISBN10: 0137249551 ISBN-13: 978-0137249558
5. Parissa Hagharian: *Multinational and Cross Cultural Management*, Routledge, 2010. ISBN10: 0415731496 ISBN-13: 978-0415731492
6. Burbidge, John L. *Principles of Production Control*. London, Donald and Evans, 1981. 2nd Edition ISBN10: 0712116176 ISBN-13: 978-0712116176
7. Caubang, Ted C. *Readings on Production Planning and Control*. Geneva. ILO. ISBN-10: 9283310179 ISBN-13: 978-9283310174



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**MBA13GE87**

**PURCHASING AND INVENTORY MANAGEMENT**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- The objective of this course is to help the students specialized in marketing to understand the issues in planning and evaluating the strategies in branding of various goods and services.

**UNIT – I**

**9 hours**

Introduction to Inventory control-Inventory as Money- Static Inventory problems under risk- Static Inventory problems under uncertainty- Cost Concepts- Activity Based Costing

**UNIT – II**

**9 hours**

Dynamic Inventory models- Models with fixed and variable lead time -Under certainty- Under risk- Under uncertainty. Simulation- Many items simulation in process inventories- Inventory queue of slow moving spare parts- multi product inventory systems- Coverage analysis

**UNIT – III**

**9 hours**

Demand Management- Forecasting for Material Purchasing Procedures- Forecasting Methods-Forms and Records for Purchasing- Review & Selection of sources of Supplies- Purchasing Personnel Management- Changing Role of Purchasing- Legal Aspects of Purchasing. Purchasing Budget- Material management performance- Buyer, seller relations

**UNIT – IV**

**9 hours**

Distribution management-Value analysis- Standardization- Variety Reduction- MAPI formulas-Quality Management. Just in time Production, MRP- Vendor Evaluation & Vendor Rating

**UNIT – V**

**9 hours**

Stores & Control- Store keeping, Procedures and records- Relations with accounting and inventory control, ABC systems of Stock control- Diminishing Population Cycle Counting Method- Materials movement and handling Protecting Inventory- Power outages – Weather Disasters-Fire- Theft Assessment and remediation

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS**

1. Starr & Miller, *Inventory Control Theory and Practice*, Prentice Hall of India, New Delhi, 1989 ISBN10: 111481816X ISBN-13: 978-1114818163
2. Ahuja, K.K, *Materials Management*, CBS Pub., New Delhi, 1992 ISBN-10: 8123900651 ISBN-13: 978-8123900650
3. Mullar Max, *Essentials of MAterial Management*, Amacom, 2000 2nd Edition ISBN-10: 0814416551 ISBN-13: 978-0814416556
4. Lenders, Fearon & England, *Purchasing & Materials Management*, Universal Book Stall 10th Revised Edition ISBN-10: 0256103348 ISBN-13: 978-0256103342
5. Gopala Krishnan, *Purchasing & Materials Management*, Tata Mc Graw Hill ISBN 0074516507, 9780074516508



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**MBA13GE88**

**TOTAL QUALITY MANAGEMENT**

L	T	P	C
2	0	0	2

**OBJECTIVES**

- This is the philosophy, methodology and system of tools aimed to create and maintain mechanism of organization continuous improvement
- It involves all departments and employees into improvement of process and product.
- The main principles of business and social excellence to generate knowledge and skills of students to use models and quality management methodology for implementation of tqm in any sector

**UNIT – I**

**6 hours**

Evolution of quality as a strategy- Definitions of quality, Quality Philosophies of Deming, Crosby and Miller, Service Vs product Quality, Customer focus, Quality and Business performance leadership for quality management, Quality planning, Designing for Quality and Manufacturing for Quality, Vision, Mission statements and Quality policy.

**UNIT – II**

**6 hours**

Total Quality management- TQM models, human and system Components, Continuous Improvement Strategies, Deming wheel, Internal External Customer concept, Customer satisfaction Index, Customer retention, Team work and team building, Empowerment, TQM culture, Quality Circle, 5S principle, Top Management commitment and involvement.

**UNIT – III**

**6 hours**

Quality management tools- principles and applications of quality Function deployment, Failure Mode and Effect Analysis, Taguchi Techniques, Basic tools- Statistical techniques and graphical tools and diagrams- Statistical process control- Control charts and probability distribution. Advanced tools; seven step method, six sigma quality Mistake proofing, Benchmarking, 8D methodology, JIT, and Kanban.

**UNIT – IV**

**6 hours**

Quality imperatives for Business improvement-Dimensions of quality, Reliability prediction analysis, Total productive maintenance, Costs of quality, Business process reengineering, process Capability analysis, Quality assurance and ISO9001 and QC certification.

**UNIT – V**

**6 hours**

TQM Implementation Strategies-Organizational structure and mindset of individuals, Motivational aspects of TQM, Change management Strategies, Training for TQM, TQM Road map, Quality improvement index.

**TOTAL NO OF PERIODS: 30 hours**

**REFERENCES BOOKS:**

1. Jill A. Swift, Joel E. Ross and Vincent K. Omachonu, *Principles of Total Quality*, St. Lucie Press, US, 1998. 2nd Edition ISBN-10: 1574440942 ISBN-13: 978-1574440942
2. Samuel K. Ho, TQM, *An integrated approach*, Kogan Page India Pvt Ltd, 2002 ISBN-10: 0749415614 ISBN-13: 978-0749415617
3. Dale H. N. Besterfield et al, *Total Quality management*, Pearson Education Asia, 2001 3rd edition ISBN-10: 0130993069 ISBN-13: 978-0130993069
4. Subburaj Ramaswamy *Total Quality Management* ISBN-10: 0070223971 ISBN-13: 978-0070223974
5. Jayakumar V, Dr R. Raju, *Total Quality Management*, Lakshmi Publications 2014 latest edition ISBN 978-0029266250



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**ENTREPRENEURSHIP MANAGEMENT**

**MBA13GE89**

**ENTREPRENEURIAL FINANCE**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVE:**

- To explain how financing for entrepreneurship is done

**UNIT – I**

**9 hours**

Project planning & Project Appraisal: Concepts Capital Expenditures - Importance and difficulties - Phases of Capital budgeting Levels of Capital budgeting - Estimation of Project Cash flows -Expenditures- Time value of money. Payback period - NPV of inflows - IRR concepts -Cost of acquiring capital - Planning of portfolio. Risk Analysis - Economic Risk -Industry Risk - Company Risk - Financial Risk.

**UNIT – II**

**9 hours**

Sources of Finance: Various sources of Finance available: Long term sources -Equity Shares, Preference Shares and debentures- Kinds Private Placements- IPO-SEBI- FDI- Institutional Finance - Banks -IDBI, IFCI, IIBI, ICICI, SIDBI, SFC's in India - Merchant Banks in India - NBFC's in India -their way of financing in India for small and medium business.

**UNIT – III**

**9 hours**

Short Term Sources: Short term sources: Short term sources - banks and financial Institutions that give short term finance - Bills Discounting - Factoring - Working Capital - Concepts - Importance -Cash Management - Inventory Management - Receivables Management - Sources of Working Capital.

**UNIT – IV**

**9 hours**

Venture Capital, Hire Purchase and Leasing: Venture capital - Meaning - origin - Importance - Venture capital in India - Benefits. Hire Purchase - Concept - Evaluation of Hire Purchase Proposals - Leasing - Overview -Tax aspects - Lease Accounting - Evaluation of Leasing Proposals.

**UNIT – V**

**9 hours**

Preparing the Financing Plan General considerations-Construction Financing- Long term financing- Withholding Tax Considerations- Estimating the Borrowing capacity of a project- Loan repayment Parameters- Borrowing Capacity-, Assuming full Draw down Immediately prior to project Completion & Periodic Loan Draw downs- applications to Hypothetical High Speed rail Project- Annual Coverage Tests.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Prasanna Chandra. *Projects - Planning, Analysis, Selection, Implementation and Review*-(Tata McGraw - Hill Publishing Corporation Limited, New Delhi). Edition 4 reprint ISBN NO 0074620495, 9780074620496
2. M. Y. Khan, *Indian Financial System*, (Tata McGraw - Hill Publishing Corporation Limited, New Delhi). 7th Edition ISBN no 0071333355 978-0071333351
3. L. M. Bhole, *Financial Institution & Markets*, (Tata McGraw - Hill Publishing Corporation Limited 5th Edition ISBN NO 0070080488 978-0070080485
4. Gordon & Natarajan, *Financial Markets*, (BPB Publications). 4th Edition ISBN NO 8183184642
5. V. K. Blialla, *Investment Management*, (S. Chand & Company Publishers Ltd.,) ISBN NO 8121912482 978-8121912488
6. John D Finnerty, *Project Financing- Asset based Financial Engineering*, John Wiley & Sons Inc, New York 3rd Edition ISBN: 978-1-118-39410-6



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**MBA13GE90**

**ENTREPRENEURSHIP DEVELOPMENT**

L	T	P	C
3	0	0	3

**OBJECTIVE**

- To explain development of entrepreneurs.

**UNIT – I**

**9 hours**

Entrepreneur - meaning- importance-Qualities, nature, types, traits, culture, similarities and economic and differences between Entrepreneur and Intrapreneur. Entrepreneurship development-its importance- Role of Entrepreneurship - Entrepreneurial environment.

**UNIT – II**

**9 hours**

Evolution of Entrepreneurs- Entrepreneurial promotion. Training and developing motivation : factors - mobility of Entrepreneurs - Entrepreneurial change - occupational mobility-factors in mobility - Role of consultancy organizations in promoting Entrepreneurs-Forms of business for Entrepreneurs.

**UNIT – III**

**9 hours**

Creating and starting the venture - Steps for starting a small industry - selection of types of organization - International entrepreneurship opportunities.

**UNIT – IV**

**9 hours**

Managing, growing and ending the new venture - Preparing for the new venture launch -early management decisions Managing early growth of the new venture- new venture expansion strategies and issues - Going public - ending the venture.

**UNIT – V**

**9 hours**

Entrepreneurship Development and Government: Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available. Women Entrepreneurs Reasons for low / no women Entrepreneurs their Role, Problems and Prospects

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Vasanth Desai, *Dynamics of Entrepreneurial Development and Management*, Himalaya Publishing House. 11th Edition ISBN: 8178665832
2. N.P.Srinivasan & G.P.Gupta, *Entrepreneurial Development*, Sultanchand & Sons. 1st edition ISBN no 978-81-8054-979-3
3. S.S. Khanaka, *Entrepreneurship Development*, S. Chand Limited, 2006 reprint ISBN NO 8121918014, 9788121918015
4. Satish Taneja, *Entrepreneur Development New Venture Creation*, 1st Edition ISBN 9788185989594
5. Robert D.Hisrich, Michael P.Peters, *Entrepreneurship Development*, Tata McGraw Hill Edition Reprint ISBN NO 007125952



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**DEPARTMENT OF MANAGEMENT STUDIES**

**MBA13GE91**

**PROJECT MANAGEMENT**

L	T	P	C
2	0	0	2

**OBJECTIVE:**

- To explain project management for entrepreneurs

**UNIT – I**

**6 hours**

Project management – Concept of a Project – Categories of Project - Project life cycle Definition of project management - The project as a conversion Process - project environment - complexity of projects - the relationship between project Management and line management - current issues in project management- system approach to project management - Roles and responsibilities of project manager.

**UNIT – II**

**6 hours**

Project planning - project planning as a value adding activity - process of project planning -managing the planning process - communicating project plans - dealing with increased complexity through net work diagrams - Analyzing the network- Critical Path Analysis -Activity on Nodes diagramming- Dealing with the uncertainty Programme Evaluation and Review Technique- Computerized Project Management - planning with standards.

**UNIT – III**

**6hours**

Project financing and development banks - Development banking and western world - debt Equity ratio-Equity and Preference Share Capital- Internal Generation of Funds- Leasing Financing - Public sector bonds-Debentures- Assistance from International financial- Short Ten Rupee Funds for Working capital- All India Development Corporation- Specialized Institution - Investment Institution - means of financing - project financing package - procuring funds.

**UNIT – IV**

**6 hours**

Project implementation - stages - Bottlenecks in project implementation -Guidelines for effective implementation - Management techniques for project management - project monitoring - essentials - roles - tools and techniques Project management performance indicators performance improvement - project management environment -management reporting - report designing - project evaluation - project review.

**UNIT – V**

**6hours**

Project feasibility study- Market Feasibility- Technical Feasibility-Financial Feasibility - Economic Feasibility- Critical Success factors- Demand forecasting techniques.

**TOTAL NO OF PERIODS: 30 hours**

**REFERENCE BOOKS:**

1. Harvey Maylor, *Project Management*, Macmillan India Ltd. 4th Edition ISBN-10: 027370432X ISBN-13: 978-0273704324
2. S. Choudhury, *Project Management*, Tata McGraw Hill publishing ISBN-10: 0074600680 ISBN-13: 978-0074600689
3. B.B. Goel, *Project Management Principles & Techniques*, Deep & Deep publications Pvt Ltd. Reprint ISBN NO 8171007880, 9788171007882
4. Prasanna Chandra Project Planning, Analysis, Selection, implementation and Review- Tata McGraw Hill Publishing Company Ltd 8th edition ISBN: 9789332902572
5. Harold Kerzner, *Project Management A systems Approach to Planning Scheduling and Controlling*, CBs Publishers & Distributors, New Delhi. 10th Edition ISBN: 978-0-470-27870-3





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<b>MBA13GE92</b>	<b>TECHNOLOGY INNOVATION &amp; SUSTAINABLE ENTERPRISE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVE:**

- To explain technology Innovation and Enterprise resource planning for sustainable enterprise

**UNIT – I** **9 hours**  
Innovation: - Need - Objectives of innovation - Technology innovation - its importance -Knowledge Management-need - Business strategies related to knowledge management -Knowledge Management Approaches-Transformation of an enterprise through Knowledge Management - Creating Knowledge Management System in Organization Establishing Knowledge Management through IT- Organizational culture for Knowledge Management -Future of Knowledge Management

**UNIT – II** **9 hours**  
Technology Transfer and Joint Ventures -Policy, Procedure & Practices-India's Technology base and Capabilities-Preference of Indian Technology-major Constraints and problems Operational constraints Problems in Indian Business Environment Problems in Finalization of Agreement-Major Problems in Technology transfer Collaboration Agreements, R& D, Import Substitution, Scaling, Diagrams- Patterns and Intellectual Property rights.

**UNIT – III** **9 hours**  
Web Marketing- Meaning- Benefits of Web Marketing-Myths and Facts in Web Marketing Web Psychology: Understanding the Internet mind- The Internet and the Law: Copyright, Censorship, Privacy, Jurisdiction- Do's and Don'ts on Web.

**UNIT – IV** **9 hours**  
Web marketing Strategies- Choosing the strategy- Online store fronts -Target Marketing Attracting Customers- Web Advertising - E-Mail Marketing-Instant market research -Securities Issues.

**UNIT – V** **9 hours**  
Enterprise Resource Planning: The E- Business backbone -Meaning- ERP decision Enterprise Architecture Planning-ERP Implementation- The Future of ERP Applications- Procurement-Business Blueprint Planning.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Harish chandra Chaudharaty, *Knowledge Management for Competitive advantage*, Excel Books Publications New Edition ISBN NO 978-81-7446-437-8
2. R.R.Azad, *Technology Transfer and Joint Ventures Abroad*, Deep& deep Publications, New Delhi 1st Edition ISBN: 817629294X ISBN-13: 9788176292948
3. J Kuegler, Jr. *Web Advertising And Marketing*, Thomas 3rd Edition-Prentice- Hall of India, New Delhi 3rd Edition ISBN-10: 0761528539 ISBN-13: 978-0761528531
4. Dr. ravi Kalakotae, *Business Roadmap for Success*, Perason Education 2nd Edition ISBN-10: 0201721651 ISBN-13: 978-0201721652
5. Ravi Kalakota, Andrew B. Whinston, *Frontiers of Electronic Commerce*, Addition -Wesley, 2000 1st Edition ISBN-10: 0201845202 ISBN-13: 978-0201845204





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**DEPARTMENT OF MANAGEMENT STUDIES**

**MBA13GE93**

**BUSINESS PLAN & ETHICS**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- To explain relevance of Ethics while taking business decisions.

**UNIT – I**

**9 hours**

Business Plan - Meaning- The why of business plan - Basic parameters - Timing of decision undertaken Project parameters - the common considerations - Factors of successful business -capital management- financial control - anticipating change and adaptability.

**UNIT – II**

**9 hours**

Business plan process - sources of information - Internet, government sources and statistics -offline research resources - library - SBDC'S -Trade and industries associations - sources of market research - evaluating data- benefits of market study -coverage of market study -information sources.

**UNIT – III**

**9 hours**

Business plan components - The Executive summary - company description - Industry analysis and trends - Target market - Competition - strategic position and risk assessment -Marketing plan and sales strategy - operations - Technology plan -management and organization.

**UNIT – IV**

**9 hours**

Business ethics - Definition and importance. Benefits of business ethics. Emerging ethical issues in business. Ethics as a dimension of social responsibility.

**UNIT – V**

**9 hours**

The ethical decision making process - understanding ethical decision making and corporate governance. Individual factors, organizational factors. Implementing and auditing ethics programs. Business ethics in a global economy.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. O.C.Ferrell John Paul, *Business ethics – Ethical decision making and case,s* 10th Edition ISBN-10: 1285423712 ISBN-13: 978-1285423715 Fraedrich, Linda Ferrell. 6<sup>th</sup> Edition, Biztantra. ISBN=8177225138
2. *Business ethics* - William H. Shaw 4th Edition Published by Thompson Wadsworth 8th edition ISBN-10: 1133943071 ISBN-13: 978-1133943075
3. Rhonda Abrams, *The Successful business Plan Secrets Strategies*, prentice 6th Edition ISBN-10: 1933895462 ISBN-13: 978-1933895468
4. Rhonda Abrams, *The business plan in a day Prentice*, 3rd Edition ISBN-10: 1933895373 ISBN-13: 978-1933895376
5. *Business plan preparation - Entrepreneurship Development Institute of India*



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**DEPARTMENT OF MANAGEMENT STUDIES**

**MMG13GE94**

**MANAGING DIVERSITY**

L	T	P	C
3	0	0	3

**OBJECTIVE:**

- To explain relevance of Ethics while taking business decisions.

**UNIT – I**

**9 hours**

Business - Concepts and Significance - Entry of Multinationals - New Changes in Business –Innovation of new products - Technological changes – Competition in Business - Social Responsibility of Business.

**UNIT – II**

**9 hours**

Cultural concept - Cultural change - Culture and Workplace - Cross culture - Culture and Competition - Differences in culture - Cultural theories - Impact of Culture on Business -Managing Cultural impacts and changes.

**UNIT – III**

**9 hours**

Nature of Competition - Heckscher Ohlin Theory - The new Trade Theory - National Competitive Advantage - Porter's Diamond - Impact of Competition - Managing Competition - Updating of new technology. Era of Globalization - Significance - Strategy and the firm -Profiting from Global Expansion - Pressures for cost reductions and Local responsiveness -Strategic Choice - Entry mode - Liberalization of Indian economy - Export and Import acts.

**UNIT – IV**

**9 hours**

Strategic Responses to changing environment-Portfolio Related, Process Related and Structure Related- Aligning HR Strategy-strategic Changes- Planned Changes – drawbacks Unplanned Change- Steps in Planned Change -Changes and Amendments in Labors Laws International Trade Unions and Business Associations.

**UNIT – V**

**9 hours**

Legal acts in India - Industrial Developmental Regulation Act (IDRA) - New Industrial Policy - New Economic Policy - Abolition of MRTP Act and introduction of Competitive Act -Consumer Protection Act - Imposing of MODVAT in India. Political Environment -Political uncertainty - Impact of Politics on Business- GATT -WTO- TRIPS-TRIMS-Consumer movements, Right to information.

**TOTAL NO OF PERIODS: 45 hours**

**REFERENCE BOOKS:**

1. Francis Cherunilam, *Business Environment*, (Himalaya Publishers) 17th Edition ISBN NO 8183182240
2. Aswathappa, *Business Environment*, (Himalaya Publishers) New Edition ISBN-10: 8183189156 ISBN-13: 978-8183189156
3. Francis Cherunilarn, *International Business*, (Prentice Hall of India). New Edition ISBN no 8120342143
4. *Competing in the Global Market Place International Business*, Hill. C. W. (Tata McGraw -Hill Publishing Corporation Limited, New Delhi). New Edition ISBN-10: 0070221790 ISBN-13: 978-0070221796
5. N. Agarwal, *Indian Economy*, (Wishwa Prakashan). 4th Edition, ISBN no 8173280983, 9788173280986.