



SENGUNTHAR ENGINEERING COLLEGE (AUTONOMOUS)

(Approved by AICTE, New Delhi & Affiliated to Anna University, Chennai)
Recognized Under Section 2(f) & 12(B) of the UGC Act, 1956
NAAC Accredited with 'A' Grade

TIRUCHENGODE - 637 205 NAMAKKAL (Dt) TAMILNADU



M.B.A. DEGREE PROGRAMME

CURRICULUM AND SYLLABI

(For the Students admitted in the Academic Year 2019-2020 onwards)

FIRST SEMESTER

Course Code	Name of the Subject	Category	Hours / Week			Credit	Maximum Marks		
			L	T	P		C	CIA	ESE
THEORY									
19BAT101	Economic Analysis for Business	PC	4	0	0	4	40	60	100
19BAT102	Principles of Management	PC	3	0	0	3	40	60	100
19BAT103	Accounting for Management	PC	4	0	0	4	40	60	100
19BAT104	Legal Aspects of Business	PC	3	0	0	3	40	60	100
19BAT105	Organizational Behaviour	PC	3	0	0	3	40	60	100
19BAT106	Statistics for Management	PC	3	0	0	3	40	60	100
19BAT107	Total Quality Management	PC	3	0	0	3	40	60	100
EMPLOYABILITY ENHANCEMENT COURSES									
19BAL108	Spoken and Written Communication#	EEC	0	0	4	2	100	-	100
TOTAL CREDITS IN SEMESTER I						25			

No end semester examination is required for this course.

PC:Professional Core, EEC: Employment Enhancement Courses, L : Lecture, T: Tutorial, P: Practical , C :Credit Point , CIA : Continuous Internal Assessment, ESE : End Semester Examination, TOT : Total



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SECOND SEMESTER

Course Code	Name of the Subject	Category	Hours / Week			Credit C	Maximum Marks		
			L	T	P		CIA	ESE	TOT
THEORY									
19BAT201	Applied Operations Research	PC	3	0	0	3	40	60	100
19BAT202	Business Research Methods	PC	3	0	0	3	40	60	100
19BAT203	Financial Management	PC	3	0	0	3	40	60	100
19BAT204	Human Resource Management	PC	3	0	0	3	40	60	100
19BAT205	Information Management	PC	3	0	0	3	40	60	100
19BAT206	Operations Management	PC	3	0	0	3	40	60	100
19BAT207	Marketing Management	PC	4	0	0	4	40	60	100
EMPLOYABILITY ENHANCEMENT COURSES									
19BAL208	Data Analysis and Business Modeling	EEC	0	0	4	2	40	60	100
TOTAL CREDITS IN SEMESTER II			24						

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THIRD SEMESTER

Course Code	Name of the Subject	Category	Hours / Week			Credit	Maximum Marks		
			L	T	P		C	CIA	ESE
THEORY									
19BAT301	International Business Management	PC	3	0	0	3	40	60	100
19BAT302	Strategic Management	PC	3	0	0	3	40	60	100
	Professional Elective I***	PE	3	0	0	3	40	60	100
	Professional Elective II***	PE	3	0	0	3	40	60	100
	Professional Elective III***	PE	3	0	0	3	40	60	100
	Professional Elective IV***	PE	3	0	0	3	40	60	100
	Professional Elective V***	PE	3	0	0	3	40	60	100
	Professional Elective VI***	PE	3	0	0	3	40	60	100
EMPLOYABILITY ENHANCEMENT COURSES									
19BAL303	Summer Training	EEC	0	0	2	1	40	60	100
TOTAL CREDITS IN SEMESTER III						25			

***Chosen electives should be from two streams of management of three electives each.

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FOURTH SEMESTER

Course Code	Name of the Subject	Category	Hours / Week			Credit	Maximum Marks		
			L	T	P		C	CIA	ESE
EMPLOYABILITY ENHANCEMENT COURSES									
19BAL401	Project Work	EEC	0	0	24	12	40	60	100
TOTAL CREDITS IN SEMESTER IV						12			

TOTAL NUMBER OF CREDITS: 86

EEC :Employment Enhancement Courses, L : Lecture, T: Tutorial, P: Practical ,
C : Credit Point , CIA : Continuous Internal Assessment, ESE : End Semester Examination, TOT : Total



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PROFESSIONAL CORE (PC)

Sl. No.	Course Code	Name of the Subject	CATEGORY	L	T	P	C
1.	19BAT101	Economic Analysis for Business	PC	4	0	0	4
2.	19BAT102	Principles of Management	PC	3	0	0	3
3.	19BAT103	Accounting for Management	PC	4	0	0	4
4.	19BAT104	Legal Aspects of Business	PC	3	0	0	3
5.	19BAT105	Organizational Behaviour	PC	3	0	0	3
6.	19BAT106	Statistics for Management	PC	3	0	0	3
7.	19BAT107	Total Quality Management	PC	3	0	0	3
8.	19BAT201	Applied Operations Research	PC	3	0	0	3
9.	19BAT202	Business Research Methods	PC	3	0	0	3
10.	19BAT203	Financial Management	PC	3	0	0	3
11.	19BAT204	Human Resource Management	PC	3	0	0	3
12.	19BAT205	Information Management	PC	3	0	0	3
13.	19BAT206	Operations Management	PC	3	0	0	3
14.	19BAT207	Marketing Management	PC	4	0	0	4
15.	19BAT301	International Business Management	PC	3	0	0	3
16.	19BAT302	Strategic Management	PC	3	0	0	3



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PROFESSIONAL ELECTIVES (PE)

Sl. No.	Course Code	Name of the Subject	CATEGORY	L	T	P	C
Stream/ Specialization : Marketing Management							
1.	19BATM01	Brand Management	PE	3	0	0	3
2.	19BATM02	Consumer Behaviour	PE	3	0	0	3
3.	19BATM03	Customer Relationship Management	PE	3	0	0	3
4.	19BATM04	Integrated Marketing Communication	PE	3	0	0	3
5.	19BATM05	Retail Marketing	PE	3	0	0	3
6.	19BATM06	Services Marketing	PE	3	0	0	3
7.	19BATM07	Social Marketing	PE	3	0	0	3
Stream/ Specialization : Financial Management							
8.	19BATF01	Banking Financial Services Management	PE	3	0	0	3
9.	19BATF02	Corporate Finance	PE	3	0	0	3
10.	19BATF03	Derivatives Management	PE	3	0	0	3
11.	19BATF04	Merchant Banking and Financial Services	PE	3	0	0	3
12.	19BATF05	Security Analysis and Portfolio Management	PE	3	0	0	3
13.	19BATF06	Strategic Investment and Financing Decisions	PE	3	0	0	3
14.	19BATF07	International Trade Finance	PE	3	0	0	3
Stream/ Specialization : Human Resource Management							
14.	19BATH01	Entrepreneurship Development	PE	3	0	0	3



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15.	19BATH02	Industrial Relations and Labour Welfare	PE	3	0	0	3
16.	19BATH03	Labour Legislations	PE	3	0	0	3
17.	19BATH04	Managerial Behaviour and Effectiveness	PE	3	0	0	3
18.	19BATH05	Organizational Theory, Design and Development	PE	3	0	0	3
19.	19BATH06	Strategic Human Resource Management	PE	3	0	0	3
Stream/ Specialization : Systems Management							
20.	19BATS01	Advanced Database Management System	PE	3	0	0	3
21.	19BATS02	Datamining for Business Intelligence	PE	3	0	0	3
22.	19BATS03	Enterprise Resource Planning	PE	3	0	0	3
23.	19BATS04	Software Project Management and Quality	PE	3	0	0	3
24.	19BATS05	E-Business Management	PE	3	0	0	3
Stream/ Specialization : Operations Management							
25.	19BATO01	Logistics Management	PE	3	0	0	3
26.	19BATO02	Materials Management	PE	3	0	0	3
27.	19BATO03	Product Design	PE	3	0	0	3
28.	19BATO04	Project Management	PE	3	0	0	3
29.	19BATO05	Services Operations Management	PE	3	0	0	3
30.	19BATO06	Supply Chain Management	PE	3	0	0	3



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EMPLOYABILITY ENHANCEMENT COURSES (EEC)

SL. NO.	Course Code	Name of the Subject	CATEGORY	L	T	P	C
1.	19BAL108	Spoken and Written Communication#	EEC	0	0	4	2
2.	19BAL208	Data Analysis and Business Modeling	EEC	0	0	4	2
3.	19BAL303	Summer Training	EEC	0	0	2	1
4.	19BAL401	Project Work	EEC	0	0	24	12

SUMMARY OF CREDIT DISTRIBUTION

Category	Sem 1	Sem 2	Sem 3	Sem 4	Total
FC	-	-	-	-	-
PC	23	22	6	-	51
PE	-	-	18	-	18
EEC	2	2	1	12	17
Total	25	24	25	12	86

FC: FOUNDATION COURSES, PC: PROFESSIONAL CORE
PE: PROFESSIONAL ELECTIVES,, EEC: EMPLOYABILITY ENHANCEMENT COURSES



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SEMESTER I

19BAT101

ECONOMIC ANALYSIS FOR BUSINESS

L T P C

4 0 0 4

OBJECTIVES

- To introduce the concepts of scarcity and efficiency
- To explain principles of micro economics relevant to managing an organization
- To describe principles of macro economics
- To have the understanding of economic environment of business.

UNIT I INTRODUCTION

8

The themes of economics - scarcity and efficiency - three fundamental economic problems - society's capability - Production possibility frontiers (PPF) - Productive efficiency Vs economic efficiency - economic growth & stability - Micro economies and Macro economies - the role of markets and government - Positive Vs negative externalities.

UNIT II CONSUMER AND PRODUCER BEHAVIOUR

13

Market - Demand and Supply - Determinants - Market equilibrium - elasticity of demand and supply - consumer behaviour - consumer equilibrium - Approaches to consumer behaviour - Production - Short-run and long-run Production Function - Returns to scale - economies Vs diseconomies of scale - Analysis of cost - Short-run and long-run cost function - Relation between Production and cost function.

UNIT III PRODUCT AND FACTOR MARKET

13

Product market - perfect and imperfect market - different market structures - Firm's equilibrium and supply - Market efficiency - Economic costs of imperfect competition - factor market - Land, Labour and capital - Demand and supply - determination of factor price - Interaction of product and factor market - General equilibrium and efficiency of competitive markets.

UNIT IV PERFORMANCE OF AN ECONOMY - MACRO ECONOMICS

13

Macro-economic aggregates - circular flow of macroeconomic activity - National income determination - Aggregate demand and supply - Macroeconomic equilibrium - Components of aggregate demand and national income - multiplier effect - Demand side management - Fiscal policy in theory.

UNIT V AGGREGATE SUPPLY AND THE ROLE OF MONEY

13

Short-run and Long-run supply curve - Unemployment and its impact - Okun's law - Inflation and the impact - reasons for inflation - Demand Vs Supply factors - Inflation Vs Unemployment tradeoff - Phillips curve - short-run and long-run - Supply side Policy and management - Money market - Demand and supply of money - money-market equilibrium and national income - the role of monetary policy.



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TOTAL: 60 PERIODS

OUTCOMES

- Students are expected to become familiar with both principles of micro and macro economics.
- Students also become familiar with application of these principles to appreciate the functioning of both product and input markets as well as the economy.

TEXT BOOKS

- Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2010
- Gregory Mankiw, N. Principles of Economics, 7th edition, Cengage, New Delhi, 2014

REFERENCES

- Richard Lipsey and Alec Charystal, Economics, 12th edition, Oxford, University Press, New Delhi, 2011
- William Boyes and Michael Melvin, Textbook of economics, Biztantra, 9th Edition, 2012

E-RESOURCES

- <https://www.intelligenteconomist.com/types-of-economies/>
- <https://www.econlib.org/library/Topics/College/whatiseconometrics.html>



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19BAT102

PRINCIPLES OF MANAGEMENT

L T P C

3 0 0 3

OBJECTIVES

- To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions,
- To understanding the complexity and wide variety of issues managers face in today's business firms.

UNIT I INTRODUCTION TO MANAGEMENT

9

Organization- Management- Role of managers- Evolution of management thought- Organization and the environmental factors- Managing globally- Strategies for International business.

UNIT II PLANNING

9

Nature and purpose of planning- Planning process- Types of plans- Objectives- Managing by Objective (MBO) strategies- Types of strategies - Policies - Decision Making- Types of decision- Decision making process- Rational decision making process- Decision making under different conditions.

UNIT III ORGANISING

9

Nature and purpose of organizing- Organization structure- Line and staff authority- Departmentation- Span of control- Centralization and decentralization- Delegation of authority- Staffing- Selection and Recruitment- Career development- Career stages- Training- Performance appraisal.

UNIT IV DIRECTING

9

Managing people- Communication- Hurdles to effective communication- Organization culture- Elements and types of culture- Managing cultural diversity.

UNIT V CONTROLLING

9

Process of controlling- Types of control- Budgetary and non-budgetary control techniques- Managing productivity- Cost control- Purchase control- Maintenance control- Quality control- Planning operations.

TOTAL : 45 PERIODS

OUTCOMES

- The students should be able to describe and discuss the elements of effective management
- Discuss and apply the planning, organizing and control processes,



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- Describe various theories related to the development of leadership skills, motivation techniques, team work and effective communication,
- Communicate effectively through both oral and written presentation.

TEXT BOOKS

1. Harold Koontz and Heinz Wehrich, Essentials of management: An International & Leadership Perspective, 9th edition, Tata McGraw-Hill Education, 2012.
2. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9th edition, 2012.

REFERENCES

1. Heinz Wehrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 13th edition, 2010.
2. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competency-based approach, Thompson South Western, 11th edition, 2008.

E-RESOURCES

1. <https://www.slideshare.net/imee5/theories-of-educational-management>
2. <https://www.managementstudyhq.com/functions-of-management.html>



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19BAT103

ACCOUNTING FOR MANAGEMENT

L T P C

4 0 0 4

OBJECTIVES

- Acquire a reasonable knowledge in accounts.
- Analyse and evaluate financial statements.

UNIT I FINANCIAL ACCOUNTING 12

Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts-Balance sheet and related concepts- Profit and Loss account and related concepts - Introduction to inflation accounting- Introduction to human resources accounting.

UNIT II COMPANY ACCOUNTS 12

Meaning of Company -Maintenance of Books of Account- Statutory Books- Profit or Loss Prior to incorporation- Final Accounts of Company- Alteration of share capital- Preferential allotment, Employees stock option- Buyback of securities.

UNIT III ANALYSIS OF FINANCIAL STATEMENTS 12

Analysis of financial statements - Financial ratio analysis, cash flow (as per Accounting Standard 3) and funds flow statement analysis.

UNIT IV COST ACCOUNTING 12

Cost Accounts - Classification of manufacturing costs - Accounting for manufacturing costs. Cost Accounting Systems: Job order costing - Process costing- Activity Based Costing- Costing and the value chain- Target costing- Marginal costing including decision making- Budgetary Control & Variance Analysis - Standard cost system.

UNIT V ACCOUNTING IN COMPUTERISED ENVIRONMENT 12

Significance of Computerised Accounting System- Codification and Grouping of Accounts- Maintaining the hierarchy of ledgers- Prepackaged Accounting software.

TOTAL: 45+15 = 60 PERIODS

OUTCOMES

- Possess a managerial outlook at accounts.



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TEXT BOOKS

1. R.Narayanaswamy, Financial Accounting - A managerial perspective, PHI Learning, New Delhi, 2011.
2. Jan Williams, Financial and Managerial Accounting - The basis for business Decisions, 15th edition, Tata McGraw Hill Publishers, 2010.

REFERENCES

1. M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill, 2011.
2. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2011.

E-RESOURCES

1. <https://www.myaccountingcourse.com> › Accounting Dictionary
2. <https://www.accountingtools.com/accounting-for-managers>



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19BAT104

LEGAL ASPECTS OF BUSINESS

L T P C

3 0 0 3

OBJECTIVE

- To create the knowledge of Legal perspective and its practices to improve the business.

UNIT I COMMERCIAL LAW THE INDIAN CONTRACT ACT 1872

Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.

THE SALE OF GOODS ACT 1930

9

Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller - Negotiable Instruments Act 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments-GST

UNIT II COMPANY LAW 2013

9

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

UNIT III INDUSTRIAL LAW

9

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

UNIT IV CORPORATE TAX AND GST

9

Corporate Tax Planning, Income Tax, Goods and Services Tax – Introduction, Objective, Classification and Practical implications of GST

UNIT V CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS

9

Consumer Protection Act - Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums- Competition Act 2002 - Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR - Copy rights, Trade marks, Patent Act.

TOTAL: 45 PERIODS



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OUTCOMES

- Legal insight will be established in the business practices according to the situation of changing environment.

TEXT BOOKS

1. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2009.
2. Kapoor, N. D.; Elements of Mercantile Law, 30th edition, Sultan Chand & Sons, NewDelhi,2015

REFERENCES

1. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, 11th Edition, 2015
2. Maheshwari, S.N. and S.K. Maheshwari; A Manual of Business Law, 6th Edition, Himalaya Publishing House, 2015

E-RESOURCES

1. www.gurukpo.com/legal-aspects-of-indian-business/
2. <https://www.mbanotescorner.com/2012/10/legal-aspects-notes.html>



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19BAT105

ORGANIZATIONAL BEHAVIOUR

LT P C

3 0 0 3

OBJECTIVES

- To provide an overview of theories and practices in organizational behavior in individual, group and organizational level.

UNIT I FOCUS AND PURPOSE 5

Definition, need and importance of organizational behaviour - Nature and scope - Frame work - Organizational behaviour models.

UNIT II INDIVIDUAL BEHAVIOUR 12

Personality - types - Factors influencing personality - Theories - Learning - Types of learners - The learning process - Learning theories - Organizational behaviour modification. Misbehaviour - Types - Management Intervention. Emotions - Emotional Labour - Emotional Intelligence - Theories. Attitudes - Characteristics - Components - Formation - Measurement-Values. Perceptions - Importance - Factors influencing perception - Interpersonal perception-Impression Management. Motivation - Importance - Types - Effects on work behavior.

UNIT III GROUP BEHAVIOUR 10

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

UNIT IV LEADERSHIP AND POWER 8

Meaning - Importance - Leadership styles - Theories - Leaders Vs Managers - Sources of power - Power centers - Power and Politics.

UNIT V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR 10

Organizational culture and climate - Factors affecting organizational climate - Importance. Job satisfaction - Determinants - Measurements - Influence on behavior. Organizational change - Importance - Stability Vs Change - Proactive Vs Reactive change - the change process - Resistance to change - Managing change. Stress - Work Stressors - Prevention and Management of stress - Balancing work and Life. Organizational development - Characteristics -objectives -. Organizational effectiveness, Developing Gender sensitive workplace

TOTAL: 45 PERIODS



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OUTCOME

- Students will have a better understanding of human behavior in organization. They will know the framework for managing individual and group performance.

TEXT BOOKS

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, Edition 17, 2016 (Global edition)
2. Fred Luthans, Organisational Behavior, McGraw Hill, 12th Edition,

REFERENCES

1. Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007.
2. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 7th edition, Tata McGraw Hill, 2008.

E-RESOURCES

1. https://ebrary.net/2819/management/group_behaviour
2. www.nptel.ac.in/courses/122106031/Pdfs/7_1.pdf



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19BAT106

STATISTICS FOR MANAGEMENT

LT P C

3 0 0 3

OBJECTIVES

- To learn the applications of statistics in business decision making.

UNIT I INTRODUCTION

9

Basic definitions and rules for probability, conditional probability independence of events, Baye's theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

UNIT II SAMPLING DISTRIBUTION AND ESTIMATION

9

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

UNIT III TESTING OF HYPOTHESIS - PARAMETRIC TESTS

9

Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA : one and two way.

UNIT IV NON-PARAMETRIC TESTS

9

Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov - test for goodness of fit, comparing two populations. Mann - Whitney U test and Kruskal Wallis test. One sample run test.

UNIT V CORRELATION AND REGRESSION

9

Correlation - Coefficient of Determination - Rank Correlation - Regression - Estimation of Regression line - Method of Least Squares - Standard Error of estimate.

TOTAL: 45 PERIODS

OUTCOME

- To facilitate objective solutions in business decision making under subjective conditions.

TEXT BOOKS

- Richard I. Levin, David S. Rubin, Sanjay Rastogi Masood Husain Siddiqui, Statistics for Management, Pearson Education, 7th Edition, 2016.
- Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, An Introduction to Statistical Learning with Applications in R, Springer, 2016.



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REFERENCES

1. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.
2. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South - Western) Asia, Singapore, 2012.

E-RESOURCES

1. <https://www.datasciencecentral.com/.../difference-between-correlation-and-regression..>
2. <https://www.statpac.com/statistics-calculator/correlation-regression.htm>



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19BAT107

TOTAL QUALITY MANAGEMENT

LT P C

3 0 0 3

OBJECTIVES

- To learn the quality philosophies and tools in the managerial perspective.

UNIT I INTRODUCTION

9

Quality - vision, mission and policy statements. Customer Focus - customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

UNIT II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT

9

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques - introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

UNIT III STATISTICAL PROCESS CONTROL

9

Meaning and significance of statistical process control (SPC) - construction of control charts for variables and attributes. Process capability - meaning, significance and measurement - Six sigma - concepts of process capability. Reliability concepts - definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TPM), Terotechnology. Business process Improvement (BPI) - principles, applications, reengineering process, benefits and limitations.

UNIT IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT

9

Quality Functions Deployment (QFD) - Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) - requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven Tools (old & new). Bench marking and POKA YOKE.

UNIT V QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION

9

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

TOTAL: 45 PERIODS

OUTCOME

- To apply quality philosophies and tools to facilitate continuous improvement and ensure customer delight.



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TEXT BOOKS

1. Dale H.Besterfield, Carol Besterfield - Michna, Glen H. Besterfield, Mary Besterfield - Sacre, Hermant - Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, Revised Third edition, Pearson Education, 2011
2. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited, 2008.

REFERENCES

1. James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005.
2. Poomima M.Charantimath, Total Quality Management, Pearson Education, Second Edition, 2011

E-RESOURCES

1. <https://www.business-online-learning.com> › Dimensions of Quality
2. <https://www.simplexpayroll.com/blog/.../the-philosophies-of-total-quality-management>



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19BAL108

SPOKEN AND WRITTEN COMMUNICATION

L T P C

0 0 4 2

OBJECTIVES

- To familiarize learners with the mechanics of writing
- To enable learners to write in English precisely and effectively.
- To enable learners to speak fluently and flawlessly in all kinds of communicative contexts with all nationalities.

UNIT I PERSONAL COMMUNICATION

12

Day-to-day conversation with family members, neighbours, relatives, friends on various topics, context specific - Journal writing, mails/emails, SMS, greeting cards, situation based - accepting/declining invitations, congratulating, consoling, conveying information, oral reports, extempore.

UNIT II EMPLOYABILITY SKILLS

12

Interview skills - HR and technical - Types of interview, preparation for interview, mock interview, Group Discussion - Communication skills in Group Discussion, Structure of GD, GD process, successful GD techniques. Time management and effective planning - identifying barriers to effective time management, time management techniques, relationship between time management and stress management.

UNIT III WORK PLACE COMMUNICATION

12

E-mails, minutes, reports of different kinds - annual report, status report, survey report, proposals, memorandums, presentations, interviews, profile of institutions, speeches, responding to enquiries, complaints, resumes, applications, summarizing, strategies for writing.

UNIT IV RESEARCH WRITING

12

Articles for publication (Journals), developing questionnaire, writing abstract, dissertation, qualities of research writing, data (charts, tables) analysis, documentation.

UNIT V WRITING FOR MEDIA AND CREATIVE WRITING

12

Features for publication (Newspapers, magazines, newsletters, notice board), case studies, short stories, travelogues, writing for children, translation, techniques of writing.

TOTAL: 60 PERIODS

Note: It is an activity based course. Student individually or as a group can organize event(s), present term papers etc. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark.



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No end semester examination is required for this course.

OUTCOMES

Learners should be able to

- Get into the habit of writing regularly.
- Express themselves in different genres of writing from creative to critical to factual writing.
- Take part in print and online media communication
- Read quite widely to acquire a style of writing
- Identify their area of strengths and weaknesses in writing.
- Speak confidently with any speakers of English, including native speakers.
- Speak effortlessly in different contexts - informal and formal.

TEXT BOOKS

1. Raymond V Lesikar, John D Pettit, and Mary E Flatly, 2009. Lesikar's Basic Business Communication, 11th ed. Tata McGraw-Hill, New Delhi.
2. E.H. McGrath, S.J. 2012, Basic Managerial Skills for All. 9th ed. Prentice-Hall of India, New Delhi.

REFERENCES

1. Richard Denny, 'Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2008.

E-RESOURCES

Blogs : Seth Godwin, Guy Kawasaki, Kiruba Shankar
Review : Harvard Business review
Reports : Deloitte Netsis
Magazines: Bloomberg Business week, Economist



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SEMESTER II

19BAT201

APPLIED OPERATIONS RESEARCH

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OBJECTIVES

- To learn the concepts of operations research applied in business decision making.

UNIT I INTRODUCTION TO LINEAR PROGRAMMING (LP) 9

Introduction to applications of operations research in functional areas of management. Linear Programming-formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases. Dual simplex method. Principles of Duality. Sensitivity Analysis.

UNIT II LINEAR PROGRAMMING EXTENSIONS 9

Transportation Models (Minimising and Maximising Problems) - Balanced and unbalanced Problems - Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Case of Degeneracy. Transshipment Models. Assignment Models (Minimising and Maximising Problems) -Balanced and Unbalanced Problems. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.

UNIT III INTEGER PROGRAMMING AND GAME THEORY 9

Solution to pure and mixed integer programming problem by Branch and Bound and cutting plane algorithms. Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.

UNIT IV INVENTORY MODELS, SIMULATION AND DECISION THEORY 9

Inventory Models - EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Decision making under risk - Decision trees - Decision making under uncertainty. Monte-carlo simulation.

UNIT V QUEUING THEORY AND REPLACEMENT MODELS 9

Queuing Theory - single and Multi-channel models - infinite number of customers and infinite calling source. Replacement Models-Individuals replacement Models (With and without time value of money) - Group Replacement Models.

TOTAL: 45 PERIODS

OUTCOMES

- To facilitate quantitative solutions in business decision making under conditions of certainty, risk and uncertainty.



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TEXT BOOKS

1. N. D Vohra, Quantitative Techniques in Management, Tata Mcgraw Hill, 2010
2. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Ninth Edition, 2010

REFERENCES

1. Bernard W. Taylor, Introduction to Management Science, 12 th edition, 2012
2. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008

E-RESOURCES

1. <https://www.shmula.com/queueing-theory>
2. <https://businessjargons.com/linear-programming.html>



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19BAT202

BUSINESS RESEARCH METHODS

L T P C

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OBJECTIVES

- To familiarize the students to the principles of scientific methodology in business enquiry.
- To develop analytical skills of business research.
- To develop the skills for scientific communications.

UNIT I INTRODUCTION

9

Business Research - Definition and Significance - the research process - Types of Research - Exploratory and causal Research - Theoretical and empirical Research - Cross -Sectional and time - series Research - Research questions / Problems - Research objectives - Research hypotheses - characteristics - Research in an evolutionary perspective - the role of theory in research.

UNIT II RESEARCH DESIGN AND MEASUREMENT

9

Research design - Definition - types of research design - exploratory and causal research design - Descriptive and experimental design - different types of experimental design - Validity of findings - internal and external validity - Variables in Research - Measurement and scaling - Different scales - Construction of instrument - Validity and Reliability of instrument.

UNIT III DATA COLLECTION

9

Types of data - Primary Vs Secondary data - Methods of primary data collection - Survey Vs Observation - Experiments - Construction of questionnaire and instrument - Validation of questionnaire - Sampling plan - Sample size - determinants optimal sample size - sampling techniques - Probability Vs Non-probability sampling methods.

UNIT IV DATA PREPARATION AND ANALYSIS

9

Data Preparation - editing - Coding -Data entry - Validity of data - Qualitative Vs Quantitative data analyses - Bivariate and Multivariate statistical techniques - Factor analysis - Discriminant analysis - cluster analysis - multiple regression and correlation - multidimensional scaling - Conjoint Analysis - Application of statistical software for data analysis.

UNIT V REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH

9

Research report - Different types - Contents of report - need of executive summary - chapterization - contents of chapter - report writing - the role of audience - readability - comprehension - tone - final proof - report format - title of the report - ethics in research - ethical behaviour of research - subjectivity and objectivity in research.

TOTAL: 45 PERIODS



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OUTCOMES

- Students would become acquainted with the scientific methodology in business domain.
- They would also become analytically skillful.
- They would become familiar with the nuances of scientific communications.

TEXT BOOKS

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012
2. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012

REFERENCES:

1. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.
2. Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012

E-RESOURCES

1. <https://research-methodology.net/research-methods/data-collection/>.
2. <https://businessjargons.com/data-collection.html>



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19BAT203

FINANCIAL MANAGEMENT

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OBJECTIVES

- Understand the operational nuances of a Finance Manager
- Comprehend the technique of making decisions related to finance function

UNIT I FOUNDATIONS OF FINANCE 9

Introduction to finance- Financial Management - Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions -Time value of money - features and valuation of shares and bonds - Concept of risk and return -single asset and of a portfolio.

UNIT II INVESTMENT DECISIONS 9

Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques Concept and measurement of cost of capital - Specific cost and overall cost of capital.

UNIT III FINANCING AND DIVIDEND DECISION 9

Leverages - Operating and Financial leverage - measurement of leverages - degree of Operating & Financial leverage - Combined leverage, EBIT - EPS Analysis- Indifference point. Capital structure - Theories - Net Income Approach, Net Operating Income Approach, MM Approach - Determinants of Capital structure. Dividend decision- Issues in dividend decisions, Importance, Relevance & Irrelevance theories - Walters - Model, Gordon's model and MM model. - Factors determining dividend policy - Types of dividend policies - forms of dividend.

UNIT IV WORKING CAPITAL MANAGEMENT 9

Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Accounts Receivables Management and factoring - Inventory management - Cash management - Working capital finance: Trade credit, Bank finance and Commercial paper.

UNIT V LONG TERM SOURCES OF FINANCE 9

Indian capital and stock market, New issues market Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity

TOTAL: 45 PERIODS

OUTCOMES

- Possess the techniques of managing finance in an organization



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TEXT BOOKS

1. I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10th edition, 2012
2. James C. Vanhorne -Fundamentals of Financial Management- PHI Learning, 11th Edition, 2012

REFERENCES

1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6th edition, 2011
2. Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2012

E-RESOURCES

1. www.economicdiscussion.net/investment-decisions/investment-decisions.../21976
2. <https://financial-dictionary.thefreedictionary.com/Investment+decisions>



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19BAT204

HUMAN RESOURCE MANAGEMENT

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OBJECTIVES

- To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration.
- To compliance with human resource requirements.

UNIT I PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT 5

Evolution of human resource management - The importance of the human factor - Challenges - Inclusive growth and affirmative action -Role of human resource manager - Human resource policies - Computer applications in human resource management - Human resource accounting and audit.

UNIT II THE CONCEPT OF BEST FIT EMPLOYEE 8

Importance of Human Resource Planning - Forecasting human resource requirement -matching supply and demand - Internal and External sources. Recruitment - Selection - induction - Socialization benefits.

UNIT III TRAINING AND EXECUTIVE DEVELOPMENT 10

Types of training methods -purpose- benefits- resistance. Executive development programmes - Common practices - Benefits - Self-development - Knowledge management.

UNIT IV SUSTAINING EMPLOYEE INTEREST 12

Compensation plan - Reward - Motivation - Application of theories of motivation - Career management - Development of mentor - Protégé relationships.

UNIT V PERFORMANCE EVALUATION AND CONTROL PROCESS 10

Method of performance evaluation - Feedback - Industry practices. Promotion, Demotion, Transfer and Separation - Implication of job change. The control process - Importance - Methods - Requirement of effective control systems grievances - Causes - Implications - Redressal methods.

TOTAL: 45 PERIODS

OUTCOMES

- Students will gain knowledge and skills needed for success as a human resources professional

TEXT BOOKS

1. Dessler Human Resource Management, Pearson Education Limited, 14th Edition, 2015
2. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012



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REFERENCES

1. Decenzo and Robbins, Fundamentals of Human Resource Management, Wiley, 11th Edition, 2013.
2. Bernadine, Human Resource Management, Tata Mcgraw Hill, 8th edition 2012.

E-RESOURCES

1. <https://www.questionpro.com/blog/performance-evaluation/>
2. <https://www.scribd.com/doc/23262764/Unit-4-Sustaining-Employee-Interest>



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19BAT205

INFORMATION MANAGEMENT

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OBJECTIVES

- To understand the importance of information in business
- To know the technologies and methods used for effective decision making in an organization.

UNIT I INTRODUCTION

10

Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System development methodologies, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.

UNIT II SYSTEM ANALYSIS AND DESIGN

10

Case tools - System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER), Object Oriented Analysis and Design (OOAD), UML diagram.

UNIT III DATABASE MANAGEMENT SYSTEMS

9

DBMS - HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart.

UNIT IV SECURITY, CONTROL AND REPORTING

8

Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.

UNIT V NEW IT INITIATIVES

8

Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

TOTAL: 45 PERIODS

OUTCOME

- Gains knowledge on effective applications of information systems in business

TEXT BOOKS

1. Gordon Davis, Management Information System: Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008
2. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013



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REFERENCES

1. James O Brien, Management Information Systems - Managing Information Technology in the E-business enterprise, Tata McGraw Hill, 2004
2. Robert Schultheis and Mary Summer, Management Information Systems - The Managers View, Tata McGraw Hill, 2008

E-RESOURCES

1. <https://www.ecampusnews.com/2017/01/25/strategies-tech-initiatives>
2. https://www.tutorialspoint.com/system_analysis_and_design/system_design.html



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19BAT206

OPERATIONS MANAGEMENT

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OBJECTIVES

- To provide a broad introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.

UNIT I INTRODUCTION TO OPERATIONS MANAGEMENT 9

Operations Management - Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends; Operations Strategy - Strategic fit, framework; Supply Chain Management.

UNIT II FORECASTING, CAPACITY AND FACILITY DESIGN 9

Demand Forecasting - Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning - Long range, Types, Developing capacity alternatives. Overview of sales and operations planning. Overview of MRP, MRP II and ERP. Facility Location - Theories, Steps in Selection, Location Models. Facility Layout - Principles, Types, Planning tools and techniques.

UNIT III DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS 9

Product Design - Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process - Planning, Selection, Strategy, Major Decisions. Work Study - Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity - Measuring Productivity and Methods to improve productivity.

UNIT IV MATERIALS MANAGEMENT 9

Materials Management - Objectives, Planning, Budgeting and Control. Purchasing - Objectives, Functions, Policies, Vendor rating and Value Analysis. Stores Management - Nature, Layout, Classification and Coding. Inventory - Objectives, Costs and control techniques. Overview of JIT.

UNIT V SCHEDULING AND PROJECT MANAGEMENT 9

Project Management - Scheduling Techniques, PERT, CPM; Scheduling - work centers - nature, importance; Priority rules and techniques, shop floor control; Flow shop scheduling - Johnson's Algorithm - Gantt charts; personnel scheduling in services.

TOTAL: 45 PERIODS



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OUTCOMES

- Understanding of the strategic and operational decisions in managing manufacturing and service organizations and appreciation of the role of operations management function in an organization.

TEXT BOOKS

1. Chary S. N, Production and Operations Management, Tata McGraw Hill, 5th Edition, 2013
2. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008

REFERENCES

1. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage, 2002.
2. Russel and Taylor, Operations Management, Wiley, 8th Edition, 2015.

E-RESOURCES

1. <https://www.studytonight.com/operating-system/process-scheduling>
2. www.materialsmanagement.info/defscope/index.html



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19BAT207

MARKETING MANAGEMENT

L T P C

4 0 0 4

OBJECTIVES

- Developing an understanding of ideas and nuances of modern marketing
- Describe the process to formulate and manage the B2B marketing strategy including all key components.
- Explain the techniques to conduct market analysis practices including market segmentation and targeting.
- Compare and contrast different perspectives that characterize the study of consumer behavior.
- Explain the role of IMC in the overall marketing program.

UNIT I INTRODUCTION

12

Marketing - Definitions - Conceptual frame work - Marketing environment : Internal and External - Marketing interface with other functional areas - Production, Finance, Human Relations Management, Information System. Marketing in global environment - Prospects and Challenges.

UNIT II MARKETING STRATEGY

12

Marketing strategy formulations - Key Drivers of Marketing Strategies - Strategies for Industrial Marketing - Consumer Marketing - Services marketing - Competitor analysis - Analysis of consumer and industrial markets - Strategic Marketing Mix components.

UNIT III MARKETING MIX DECISIONS

12

Product planning and development - Product life cycle - New product Development and Management - Market Segmentation - Targeting and Positioning - Channel Management - Advertising and sales promotions - Pricing Objectives, Policies and methods.

UNIT IV BUYER BEHAVIOUR

12

Understanding industrial and individual buyer behavior - Influencing factors - Buyer Behaviour Models - Online buyer behaviour - Building and measuring customer satisfaction - Customer relationships management - Customer acquisition, Retaining, Defection.

UNIT V MARKETING RESEARCH & TRENDS IN MARKETING

12

Marketing Information System - Research Process - Concepts and applications : Product - Advertising - Promotion - Consumer Behaviour - Retail research - Customer driven organizations - Cause related marketing - Ethics in marketing -Online marketing trends.

TOTAL: 60 PERIODS



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OUTCOMES

- Knowledge of analytical skills in solving marketing related problems
- Awareness of marketing management process

TEXT BOOKS

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 2012
2. Micheal R.Czinkota & Masaaki Kotabe, Marketing Management, Cengage, 2000.

REFERENCES

1. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2nd Edition, 2011.
2. KS Chandrasekar, "Marketing management-Text and Cases", Tata McGraw Hill, First edition, 2010

E-RESOURCES

1. <https://www.mymarketresearchmethods.com/the-market-research>
2. <https://www.mbaskool.com> › Concepts › Marketing and Strategy



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SEMESTER II

19BAL208

DATA ANALYSIS AND BUSINESS MODELING

L T P C

0 0 4 2

OBJECTIVES

- To have hands-on experience on decision modeling.

[Business models studied in theory to be practiced using Spreadsheet / Analysis Software]

S.No.	Exp. No.	Details of experiments	Duration
		Name	
1	1	Descriptive Statistics	4
2	2	Hypothesis - Parametric	4
3	3	Hypothesis – Non-parametric	4
4	4	Correlation & Regression	4
5	5	Forecasting	4
6	-	Extended experiment – 1	4
7	6	Portfolio Selection	4
8	7	Risk Analysis & Sensitivity Analysis	4
9	8	Revenue Management	4
10	-	Extended experiment – 2	4
11	9	Transportation & Assignment	4
12	10	Networking Models	4
13	11	Queuing Theory	4
14	12	Inventory Models	4
15	-	Extended experiments – 3	4

- Spreadsheet Software and
- Data Analysis Tools

TOTAL: 60 PERIODS

OUTCOMES

- Knowledge of spreadsheets and data analysis software for business modeling.

TEXT BOOKS

- Hansa Lysander Manohar , “ Data Analysis and Business Modelling using MS Excel “,PHI Learning private Ltd, 2017.
- David M. Levine et al, “Statistics for Managers using MS Excel’ (6th Edition) Pearson, 2010



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REFERENCES

1. Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012
2. Kiran Pandya and Smriti Bulsari, SPSS in simple steps, Dreamtech, 2011

E-RESOURCES

1. https://en.wikipedia.org/wiki/Descriptive_statistics
2. <https://study.com/academy/.../the-transportation-problem-features-types-solutions.html>



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SEMESTER III

19BAT301

INTERNATIONAL BUSINESS MANAGEMENT

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OBJECTIVES

- To familiarize the students to the basic concepts of international business management.

UNIT I INTRODUCTION

6

International Business -Definition - Internationalizing business-Advantages - factors causing globalization of business- international business environment - country attractiveness -Political, economic and cultural environment - Protection Vs liberalization of global business environment.

UNIT II INTERNATIONAL TRADE AND INVESTMENT

11

Promotion of global business - the role of GATT/WTO - multilateral trade negotiation and agreements - VIII & IX, round discussions and agreements - Challenges for global business - global trade and investment - theories of international trade and theories of international investment - Need for global competitiveness - Regional trade block - Types - Advantages and disadvantages - RTBs across the globe - brief history.

UNIT III INTERNATIONAL STRATEGIC MANAGEMENT

11

Strategic compulsions-Standardization Vs Differentiation - Strategic options - Global portfolio management- global entry strategy - different forms of international business - advantages - organizational issues of international business - organizational structures - controlling of international business - approaches to control - performance of global business- performance evaluation system.

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

11

Global production -Location -scale of operations- cost of production - Make or Buy decisions - global supply chain issues - Quality considerations- Globalization of markets, marketing strategy -Challenges in product development , pricing, production and channel management- Investment decisions - economic- Political risk - sources of fund- exchange rate risk and management - strategic orientation - selection of expatriate managers- Training and development - compensation.



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UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT

6

Disadvantages of international business - Conflict in international business- Sources and types of conflict - Conflict resolutions - Negotiation - the role of international agencies -Ethical issues in international business - Ethical decision-making.

TOTAL: 45 PERIODS

OUTCOMES

- Students would be familiar with global business environment, global strategic management practices and get acquainted with functional domain practices.
- Students would be familiar with conflicts situations and ethical issues in global business.

TEXT BOOKS

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata McGraw Hill, New Delhi, 2010. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata McGraw Hill, New Delhi, 2010.
2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, Edition, New Delhi, 2010

REFERENCES

1. K. Aswathappa, International Business,6th Edition, Tata Mc Graw Hill, New Delhi, 2015.
2. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.

E-RESOURCES

1. <https://www.investopedia.com/insights/what-is-international-trade>
2. <https://www.hrpersonality.com/resources/conflict-management-techniques>



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19BAT302

STRATEGIC MANAGEMENT

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OBJECTIVES

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

UNIT I STRATEGY AND PROCESS

9

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process - Stakeholders in business - Vision, Mission and Purpose - Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.

UNIT II COMPETITIVE ADVANTAGE

9

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalisation and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies-core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage-Case study.

UNIT III STRATEGIES

10

The generic strategic alternatives - Stability, Expansion, Retrenchment and Combination strategies -Business level strategy- Strategy in the Global Environment-Corporate Strategy- Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile -Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - McKinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card-case study.

UNIT IV STRATEGY IMPLEMENTATION & EVALUATION

9

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

UNIT V OTHER STRATEGIC ISSUES

8

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

TOTAL: 45 PERIODS



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OUTCOMES

- This Course will create knowledge and understanding of management concepts principles and skills from a people, finance, marketing and organisational perspectives the development of appropriate organisational policies and strategies within a changing context to meet stakeholder interests information systems to learn from failure key tools and techniques for the analysis and design of information systems, including their human and organisational as well as technical aspects.

TEXT BOOKS

1. Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2008
2. Hill. Strategic Management : An Integrated approach, 2009 Edition Wiley (2012).

REFERENCES :

1. Hill. Strategic Management : An Integrated approach, 2009 Edition Wiley (2012).
2. John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).

E-RESOURCES

1. <https://www.tutor2u.net/business/reference/competitive-advantage>
2. <https://www.strategicmanagementinsight.com> › Topics



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19BATM01

BRAND MANAGEMENT

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OBJECTIVES

- To understand the basic Principles of branding.
- To understand the key issues in crafting and evaluating brand strategies
- To improve the skills in delivering persuasive brand presentations.
- To evaluate brand extension and its contribution to parent brand
- To develop an understanding of brand equity and a range of performance related outcomes.

UNIT I INTRODUCTION

8

Basics Understanding of Brands - Definitions - Branding Concepts - Functions of Brand - Significance of Brands - Different Types of Brands - Co branding - Store brands.

UNIT II BRAND STRATEGIES

10

Strategic Brand Management process - Building a strong brand - Brand positioning - Establishing Brand values - Brand vision - Brand Elements - Branding for Global Markets - Competing with foreign brands

UNIT III BRAND COMMUNICATIONS

8

Brand image Building - Brand Loyalty programmes - Brand Promotion Methods - Role of Brand ambassadors, celebrities - On line Brand Promotions.

UNIT IV BRAND EXTENSION

9

Brand Adoption Practices - Different type of brand extension - Factors influencing Decision for extension - Re-branding and re-launching.

UNIT V BRAND PERFORMANCE

10

Measuring Brand Performance - Brand Equity Management - Global Branding strategies - Brand Audit - Brand Equity Measurement - Brand Leverage -Role of Brand Managers- Branding challenges & opportunities.

TOTAL: 45 PERIODS

OUTCOMES

- Have a solid understanding of the key 'branding' concepts, methods and tools used by marketing practitioners. .
- Be able to more confidently engage in and contribute to 'brand building' projects, developments, and discussions.



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TEXT BOOKS

1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Pearson, 4th Edition, 2013
2. Aker, David, Building Strong Brands, Simon and Schuster, 1995

REFERENCES

1. Kapferer J.N, Strategic Brand Management, 4th edition, Kogan Press, 2008
2. Moorthi YLR, Brand Management - I edition, Vikas Publishing House 2001

E-RESOURCES

1. <https://stickybranding.com/how-to-measure-brand-performance>
2. <https://www.amplimark.com/brand-strategy>



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19BATM02

CONSUMER BEHAVIOUR

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OBJECTIVES

- To understand the concepts of consumer behaviour and its application in purchase decisions.
- To Analyse of the reasons and motives for consumer buying behaviour
- To analyse the relationship between psychological social and cultural drivers behind consumer behaviour and marketing
- To identify the dynamics of human behaviour and the basic factors that influence the consumers decision process.

UNIT I INTRODUCTION

9

Concepts - Significance - Dimensions of Consumer Behavior - Application of knowledge of Consumer Behaviour in marketing decisions.

UNIT II CONSUMER BEHAVIOR MODELS

9

Industrial and individual consumer behaviour models - Howard- Sheth, Engel - Kollat, Webstar and wind Consumer Behaviour Models - Implications of the models on marketing decisions.

UNIT III INTERNAL INFLUENCES

9

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

UNIT IV EXTERNAL INFLUENCES

9

Socio-Cultural, Cross Culture - Family group - Reference group - Communication - Influences on Consumer behavior

UNIT V PURCHASE DECISION PROCESS

9

High and low involvement - Pre-purchase and post-purchase behavior - Online purchase decision process - Diffusion of Innovation - Managing Dissonance - Emerging Issues.

TOTAL: 45 PERIODS

OUTCOMES

- Identify the major individual, social and cultural factors that affect consumers' decision making process;
- Explain and analyze the major stages which consumers usually go through when making a consumption-related decision
- Understand the essence of how consumers make decisions and assess the relevant implications for marketing practitioners



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TEXT BOOKS

1. Leon G Schiffman, Joseph Wisemblit, S Ramesh Kumar , Consumer Behaviour, 11th edition, Pearson, 2015
2. Dinesh kumar, Consumer Behaviour, Oxford University Press, 2015

REFERENCES

1. Assael, Consumer Behavior - A Strategic Approach, Biztranza, 2008
2. P.C.Jain and Monika Bhatt., Consumer Behavior in Indian Context, S.Chand & Company, 2013

E-RESOURCES

1. <https://bbamantra.com/consumer-behaviour-models>
2. https://www.tutorialspoint.com/consumer_behavior



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19BATM03

CUSTOMER RELATIONSHIP MANAGEMENT

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3 0 0 3

OBJECTIVES

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

UNIT I INTRODUCTION 9

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

UNIT II UNDERSTANDING CUSTOMERS 9

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

UNIT III CRM STRUCTURES 9

Elements of CRM - CRM Process - Strategies for Customer acquisition - Retention and Prevention of defection - Models of CRM - CRM road map for business applications.

UNIT IV CRM PLANNING AND IMPLEMENTATION 9

Strategic CRM planning process - Implementation issues - CRM Tools- Analytical CRM - Operational CRM - Call center management - Role of CRM Managers.

UNIT V TRENDS IN CRM 9

e- CRM Solutions - Data Warehousing - Data mining for CRM - an introduction to CRM software packages.

TOTAL: 45 PERIODS

OUTCOMES

- To use strategic customer acquisition and retention techniques in CRM.

TEXT BOOKS

- Francis Buttle, Customer Relationship Management: Concepts & Tools, Elsevier, 2004.Zikmund.
- G.Shainesh, Jagdish, N.Sheth, Customer Relationship Management A Strategic Perspective, Macmillan 2010 Customer Relationship Management, Wiley 2012



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REFERENCES

1. Alok Kumar et al, Customer Relationship Management : Concepts and applications, Biztantra,2008
2. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007.

E-RESOURCES

1. <https://www.scribd.com/doc/86718107/5-Models-of-CRM>
2. <https://www.projectguru.in/publications/customer-relationship-management>



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19BATM04

INTEGRATED MARKETING COMMUNICATION

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OBJECTIVES

- This course introduces students to the basic concepts of advertising and sales promotion and how business organizations and other institutions carry out such activities.

UNIT I INTRODUCTION TO ADVERTISEMENT

9

Concept -definition-scope-Objectives-functions-principles of advertisement - Social, Economic and Legal Implications of advertisements - setting advertisement objectives - Advertisement Agencies -Selection and remuneration - Advertisement campaigns - case studies.

UNIT II ADVERTISEMENT MEDIA

9

Media plan - Type and choice criteria - Reach and frequency of advertisements - Cost of advertisements - related to sales - Media strategy and scheduling. design and execution of advertisements -Message development - Different types of advertisements - Layout - Design appeal - Copy structure - Advertisement production - Print - Radio. T.V. and Web advertisements - Media Research - Testing validity and Reliability of ads - Measuring impact of advertisements - case studies.

UNIT III SALES PROMOTION

9

Scope and role of sale promotion - Definition - Objectives of sales promotion - sales promotion techniques - Trade oriented and consumer oriented. Sales promotion - Requirement identification -Designing of sales promotion campaign - Involvement of salesmen and dealers - Out sourcing sales promotion national and international promotion strategies - Integrated promotion - Coordination within the various promotion techniques - Online sales promotions- case studies.

UNIT IV PERSONAL SELLING

9

Introduction - Meaning - Functions- Personal selling process - Evaluation - Compensation - Motivation- Territory Management - Sales Report Preparation and Presentation- Ethical Issues.

UNIT V PUBLICITY AND PUBLIC RELATIONS

9

Introduction - Meaning - Objectives -Scope-Functions-integrating PR in to Promotional Mix-Marketing Public Relation function- Process of Public Relations-advantages and disadvantages of PR-Measuring the Effectiveness of PR- PR tools and techniques. Difference between Marketing, PR and Publicity -Social publicity - Web Publicity and Social media - Publicity Campaigns.

TOTAL: 45 PERIODS



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OUTCOMES

- Insight into the importance of advertising and sales promotion campaigns planning and objective setting in relation to consumer decision making processes.

TEXT BOOKS

1. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education, 7th Edition, 2007.
2. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 3rd Edition, 2006.

REFERENCES

1. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 3rd Revised edition edition, 2008.
2. George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 10th edition, 2014

E-RESOURCES

1. <https://www.toppr.com/guides/business-studies/marketing/personal-selling>
2. www.businessmanagementideas.com/advertisement



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19BATM05

RETAIL MARKETING

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OBJECTIVES

- To understand the concepts of effective retailing

UNIT I INTRODUCTION 9

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

UNIT II RETAIL FORMATS 9

Organized and unorganized formats - Different organized retail formats - Characteristics of each format - Emerging trends in retail formats - MNC's role in organized retail formats.

UNIT III RETAILING DECISIONS 9

Choice of retail locations - internal and external atmospherics - Positioning of retail shops - Building retail store Image - Retail service quality management - Retail Supply Chain Management - Retail Pricing Decisions. Mercandising and category management - buying.

UNIT IV RETAIL SHOP MANAGEMENT 9

Visual Merchandise Management - Space Management - Retail Inventory Management - Retail accounting and audits - Retail store brands - Retail advertising and promotions - Retail Management Information Systems - Online retail - Emerging trends..

UNIT V RETAIL SHOPPER BEHAVIOUR 9

Understanding of Retail shopper behavior - Shopper Profile Analysis - Shopping Decision Process -Factors influencing retail shopper behavior - Complaints Management - Retail sales force Management - Challenges in Retailing in India.

TOTAL: 45 PERIODS

OUTCOMES

- To manage the retail chains and understand the retail customer's behavior

TEXT BOOKS

- Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 3rd Edition 2016.
- Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 4th Edition, 2012.



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REFERENCES

1. Dr.Harjit Singh, Retail Management A Global Perspective, S.Chand Publishing, 3rd Edition,2014
2. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007

E-RESOURCES

1. <https://www.managementstudyguide.com/retail-formats>
2. www.authorstream.com/.../kalapriya61091-1611506-retail-shopper-behavior



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19BATM06

SERVICES MARKETING

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3 0 0 3

OBJECTIVE

- To understand the meaning of services and the significance of marketing the services.

UNIT I INTRODUCTION

9

Definition - Service Economy - Evolution and growth of service sector - Nature and Scope of Services - Unique characteristics of services - Challenges and issues in Services Marketing.

UNIT II SERVICE MARKETING OPPORTUNITIES

9

Assessing service market potential - Classification of services - Expanded marketing mix - Service marketing - Environment and trends - Service market segmentation, targeting and positioning.

UNIT III SERVICE DESIGN AND DEVELOPMENT

9

Service Life Cycle - New service development - Service Blue Printing - GAP model of service quality - Measuring service quality - SERVQUAL - Service Quality function development.

UNIT IV SERVICE DELIVERY AND PROMOTION

9

Positioning of services - Designing service delivery System, Service Channel - Pricing of services, methods - Service marketing triangle - Integrated Service marketing communication.

UNIT V SERVICE STRATEGIES

9

Service Marketing Strategies for health - Hospitality - Tourism - Financial - Logistics - Educational - Entertainment & public utility Information technique Services.

TOTAL: 45 PERIODS

OUTCOMES

- Will be able to apply the concepts of services marketing in promoting services.

TEXT BOOKS

- Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007.
- Christropher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 7th edition, 2011.



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REFERENCES

1. Hoffman, Marketing of Services, Cengage, 4th Edition, 2010.
2. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Pearson, 4th Edition, 2013

E-RESOURCES

1. <https://www.managementstudyguide.com/definition-and-characteristics-of-services.html>
2. <https://www.marketingteacher.com/introduction-to-services-marketing>



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19BATM07

SOCIAL MARKETING

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3 0 0 3

OBJECTIVES

- To enhance Competiveness in Social Marketing by ethical values and social media in Marketing.

UNIT I INTRODUCTION 9

Social marketing - Definition - Scope and concept - Evolution of Social marketing - Need for Social marketing - A comparative study between Commercial and Social marketing - Use of market research - social change tools - Factors influencing Social marketing - Challenges and opportunities.

UNIT II SOCIAL MARKETING PROCESS AND PLANNING 9

Introduction - Environment Monitoring - Social Class and self-efficacy - social capital - Social ecology -Advocacy - A global phenomenon - Social marketing Process - Stages - Ethical considerations. Planning - Formative Research in Social marketing. Analysis - Problem - Environment - Resource.

Segmentation - Motives and benefits - Sheth's and Frazier's attitude - behavior segmentation - Stage approach to segmentation - Selecting target audiences - Cross cultural targeting - cultural and individual tailoring.

UNIT III SOCIAL MARKETING MIX 9

Social marketing mix - policy - product - place - price - promotion - people - partnership. Rating & Reviews - Virtual world - Using media in social marketing - Importance - effectiveness of mass media in social marketing - Practical model for media use in social marketing - Advertisement -Publicity - Edutainment - Civic or Public - Choosing media & methods.

Role of media in social marketing campaigns - planning and developing Social media campaigning -Campaign vs Programme - Programme planning models - conceptual model Lawrence Green's PRECEDE-PROCEED model.

UNIT IV ETHICAL ISSUES AND CHALLENGES 9

Ethical principles - Codes of behaviour - Critics of social marketing - Critic of power imbalance in social marketing - Criticism of unintended consequences - Competition in social marketing- Definition -monitoring - countering competition - competition and principle of differential advantage - Internal competition.

UNIT V TRENDS IN SOCIAL MARKETING 9

Future of Social marketing - setting priorities in social marketing - Repositioning strategies- Future of Public sector - NGO - Private sector social marketing.



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Social Media marketing - Importance - Big Brands & Small business - E mail marketing -Social Media Tools -Marketing with Social network sites, blogging, micro blogging, podcasting with Podomatic

TOTAL: 45 PERIODS

OUTCOMES

- Applying Ethical Principles in Social Marketing through advanced marketing Medias.

TEXT BOOKS

1. Rob Donovan & Nadine Henley. (2011). Principles and Practice of Social Marketing-an international perspective. Cambridge University Press.
2. Kotler, P., Roberto, N., & Lee, N. (2008). Social Marketing - Influencing Behaviors for Good. (3rd ed.). Thousand Oaks, CA: Sage Publications, Inc.

REFERENCES

1. Hastings, G. Social Marketing: Why should the Devil Have All the Best Tunes, Routledge 2013
2. Social marketing in the 21st Century- Alan R. Andreasen- sage Publication, 2012

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1. https://en.wikipedia.org/wiki/Social_marketing
2. <https://www.marketing-schools.org/types-of-marketing/social-marketing.html>



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19BATF01

BANKING FINANCIAL SERVICES MANAGEMENT

L T P C

3 0 0 3

OBJECTIVES

- Grasp how banks raise their sources and how they deploy it and manage the associated risks
- Understand e-banking and the threats that go with it.

UNIT I OVERVIEW OF INDIAN BANKING SYSTEM 9

Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system - RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 - Rights and obligations of a banker, Overview of Financial statement of banks - Balance sheet and Income Statement.

UNIT II SOURCES AND APPLICATION OF BANK FUNDS 9

Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds - Investments and Lending functions, Types of lending - Fund based, non-fund based, asset based - Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.

UNIT III CREDIT MONITORING AND RISK MANAGEMENT 9

Need for credit monitoring, Signals of borrowers' financial sickness, Financial distress prediction models - Rehabilitation process, Risk management - Interest rate, liquidity, forex, credit, market, operational and solvency risks - risk measurement process and mitigation, Basic understanding of NPAs and ALM.

UNIT IV MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION 9

Mergers and Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks - background factors, ratio analysis and CAMELS.

UNIT V HIGH TECH E-BANKING 9

Payment system in India - Paper based, e-payments - Electronic banking - advantages - Plastic money, E-money - Forecasting of cash demand at ATMs - Security threats in e-banking and RBIs initiatives.

TOTAL: 45 PERIODS

OUTCOMES

- Price various types of loans proposed by banks to various prospective borrowers with different risk profiles and evaluate the performance of banks



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TEXT BOOKS

1. Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi, 2012.
2. Peter S. Rose and Sylvia C. and Hudgins, "Bank Management and Financial Services", Tata McGraw Hill, New Delhi, 2012.

REFERENCES

1. Madura, Financial Institutions & Markets, 10th edition, Cengage, 2016.
2. Meera Sharma, "Management of Financial Institutions - with emphasis on Bank and Risk Management", PHI Learning Pvt. Ltd., New Delhi 2010.

E-RESOURCES

1. <https://www.vidyarthiplus.com/.../Thread-BA7026-Banking-Financial-Services-Management>
2. www.bu.edu/academics/programs/banking-financial-services-management



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19BATF02

CORPORATE FINANCE

L T P C
3 0 0 3

OBJECTIVES

Student will acquire

- Nuances involved in short term corporate financing
- Good ethical practices

UNIT I INDUSTRIAL FINANCE 9

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

UNIT II SHORT TERM-WORKING CAPITAL FINANCE 6

Estimating working capital requirements - Approach adopted by Commercial banks, Commercial paper- Public deposits and inter corporate investments.

UNIT III ADVANCED FINANCIAL MANAGEMENT 12

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

UNIT IV FINANCING DECISION 10

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

UNIT V CORPORATE GOVERNANCE 8

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

TOTAL: 45 PERIODS

OUTCOMES

- Good ethical corporate manager



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TEXT BOOKS

1. I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition, 2012
2. Richard A.Brealey, Stewart C.Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 9th Edition, 2011

REFERENCES

1. M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2011
2. Madura, International Corporate Finance, 10th edition, Cengage Learning, 2014

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1. https://en.wikipedia.org/wiki/Corporate_finance
2. <https://corporatefinanceinstitute.com>



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19BATF03

DERIVATIVES MANAGEMENT

LT P C

3 0 0 3

OBJECTIVES

- To understand the nuances involved in derivatives
- To understand the basic operational mechanisms in derivatives.

UNIT I INTRODUCTION

9

Derivatives - Definition - Types - Forward Contracts - Futures Contracts - Options - Swaps - Differences between Cash and Future Markets - Types of Traders - OTC and Exchange Traded Securities - Types of Settlement - Uses and Advantages of Derivatives - Risks in Derivatives.

UNIT II FUTURES CONTRACT

9

Specifications of Futures Contract - Margin Requirements - Marking to Market - Hedging uses Futures - Types of Futures Contracts - Securities, Stock Index Futures, Currencies and Commodities - Delivery Options - Relationship between Future Prices, Forward Prices and Spot Prices.

UNIT III OPTIONS

9

Definition - Exchange Traded Options, OTC Options - Specifications of Options - Call and Put Options - American and European Options - Intrinsic Value and Time Value of Options - Option payoff, options on Securities, Stock Indices, Currencies and Futures - Options pricing models - Differences between future and Option contracts.

UNIT IV SWAPS

9

Definition of SWAP - Interest Rate SWAP - Currency SWAP - Role of Financial Intermediary - Warehousing - Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs - Credit Risk.

UNIT V DERIVATIVES IN INDIA

9

Evolution of Derivatives Market in India - Regulations - Framework - Exchange Trading in Derivatives - Commodity Futures - Contract Terminology and Specifications for Stock Options and Index Options in NSE - Contract Terminology and specifications for stock futures and Index futures in NSE - Contract Terminology and Specifications for Interest Rate Derivatives.

TOTAL: 45 PERIODS

OUTCOMES

- This course aims at providing an in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management.



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TEXT BOOKS

- David Dubofsky - 'Option and Financial Futures - Valuation and Uses, McGraw Hill International Edition
- John. C. Hull, Options, Futures and Other Derivative Securities', PHI Learning, 9th Edition, 2012

REFERENCES

- S. L. Gupta, Financial Derivatives- Theory, Concepts and Practice, Prentice Hall of India, 2011
- Varma, Derivatives and Risk Management, 2nd Edition, 2011

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- <https://www.investopedia.com/ask/.../how-can-derivatives-be-used-risk-management.asp>
- <https://efinancemanagement.com/derivatives>



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19BATF04

MERCHANT BANKING AND FINANCIAL SERVICES

L T P C

3 0 0 3

OBJECTIVES

To enable student

- Understand the modes of issuing securities
- Acquire financial evaluation technique of leasing and hire purchase.

UNIT I MERCHANT BANKING

5

Introduction - An Over view of Indian Financial System - Merchant Banking in India - Recent Developments and Challenges ahead - merchant banking services offered by banks - NBFC'S offering merchant banking - Banking system - types of banks - payment banking -Legal and Regulatory Framework - Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI.

UNIT II ISSUE MANAGEMENT

12

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments - Issue Pricing - Book Building - Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars -Bankers to the Issue, Underwriters, and Brokers. - Offer for Sale - Green Shoe Option - E-IPO, Private Placement - Bought out Deals - Placement with FIs, MFs, FIIIs, etc. Off - Shore Issues. - Issue Marketing - Advertising Strategies - NRI Marketing -Post Issue Activities.

UNIT III OTHER FEE BASED SERVICES

10

Mergers and Acquisitions - Portfolio Management Services - Credit Syndication - Credit Rating - Mutual Funds - Business Valuation.

UNIT IV FUND BASED FINANCIAL SERVICES

10

Leasing and Hire Purchasing - Basics of Leasing and Hire purchasing - Financial Evaluation.

UNIT V OTHER FUND BASED FINANCIAL SERVICES

8

Consumer Credit - Credit Cards - Real Estate Financing - Bills Discounting - factoring and Forfeiting - Venture Capital - venture debt funds - start up financing.

TOTAL: 45 PERIODS

OUTCOMES

- Good knowledge on merchant banking activities



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TEXT BOOKS

1. Nalini Prava Tripathy, Financial Services, PHI Learning, 2011
2. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010

REFERENCES

1. Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 2nd Edition, 2011.
2. Madura, Financial Institutions & Markets, 10th edition, Cengage, 2016

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1. <https://www.slideshare.net/.../merchant-banking-and-financial-services>
2. <https://businessjargons.com/merchant-banking.html>



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19BATF05 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT L T P C
3 0 0 3

OBJECTIVES

Enables student to

- Understand the nuances of stock market operations.
- Understand the techniques involved in deciding upon purchase or sale of securities.

UNIT I INVESTMENT SETTING 8

Financial and economic meaning of Investment - Characteristics and objectives of Investment - Types of Investment - Investment alternatives - Choice and Evaluation - Risk and return concepts.

UNIT II SECURITIES MARKETS 10

Financial Market - Segments - Types - - Participants in financial Market- Regulatory Environment, Primary Market - Methods of floating new issues, Book building - Role of primary market - Regulation of primary market, Stock exchanges in India - BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges - Trading system in stock exchanges -SEBI.

UNIT III FUNDAMENTAL ANALYSIS 9

Economic Analysis - Economic forecasting and stock Investment Decisions - Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle - Company Analysis Measuring Earnings - Forecasting Earnings - Applied Valuation Techniques - Graham and Dodds investor ratios.

UNIT IV TECHNICAL ANALYSIS 9

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

UNIT V PORTFOLIO MANAGEMENT 9

Portfolio analysis - Portfolio Selection -Capital Asset Pricing model - Portfolio Revision Portfolio Evaluation - Mutual Funds.

TOTAL: 45 PERIODS

OUTCOMES

- Become a good investment analyst



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TEXT BOOKS

1. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage, 10th edition, 2016
2. S. Kevin, Securities Analysis and Portfolio Management , PHI Learning , 2012.

REFERENCES

1. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011
2. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011

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1. <https://nptel.ac.in/courses/110105035/>
2. <https://www.worldscientific.com/worldscibooks/10.1142/8116>



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19BATF06 STRATEGIC INVESTMENT AND FINANCING DECISIONS L T P C
3 0 0 3

OBJECTIVES

- Enable students to acquire techniques of evaluating strategic investment decisions understand the causes of prediction modes of financial distress.

UNIT I INVESTMENT DECISIONS 9

Project Investment Management Vs Project Management - Introduction to profitable projects - evaluation of Investment opportunities - Investment decisions under conditions of uncertainty - Risk analysis in Investment decision - Types of investments and disinvestments.

UNIT II CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES 10

Significance of Information and data bank in project selections - Investment decisions under capital constraints - capital rationing, Portfolio - Portfolio risk and diversified projects.

UNIT III STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS 10

Lease financing - Lease Vs Buy decision - Hire Purchase and installment decision - Hire Purchase Vs Lease Decision - Mergers and acquisition - Cash Vs Equity for mergers.

UNIT IV FINANCING DECISIONS 8

Capital Structure - Capital structure theories - Capital structure Planning in Practice

UNIT V FINANCIAL DISTRESS 8

Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy.

TOTAL: 45 PERIODS

OUTCOMES

- Possess good knowledge in techniques for making strategic investment decision and tackling financial distress

TEXT BOOKS

1. Prasanna Chandra, Financial Management, Tata McGraw Hill, 9th Edition, 2012
2. I.M. Pandey, Financial Management, Vikas Publishing House, 10th edition, 2010



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REFERENCES

1. Bodie, Kane, Marcus: Investment, Tata McGraw Hill, New Delhi, 2010
2. M. Y. Khan and P. K. Jain, Financial Management Text and Problems, Tata McGraw Hill Publishing Co, 2011.

E-RESOURCES

1. <https://cde.annauniv.edu/mbaqp/pdf/Elective/DBA1764/MBA1764.pdf>
2. <https://www.indiastudycenter.com/.../E2-Strategic-Investment-Financing-Decisions.asp>



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19BATF07

INTERNATIONAL TRADE FINANCE

L T P C

3 0 0 3

OBJECTIVES

To enable student

- Understand export import finance and forex management
- Understand the documentation involved in international trade

UNIT I INTERNATIONAL TRADE 9

International Trade – Meaning and Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy.

UNIT II EXPORT AND IMPORT FINANCE 9

Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.,) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfaiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes Import Licensing – Financing methods for import of Capital goods.

UNIT III FOREX MANAGEMENT 9

Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.

UNIT IV DOCUMENTATION IN INTERNATIONAL TRADE 9

Export Trade Documents: Financial Documents – Bill of Exchange- Type- Commercial Documents - Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents -Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.

UNIT V EXPORT PROMOTION SCHEMES 9

Government Organizations Promoting Exports – Export Incentives : Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts I Export Promotion – EPZ – EQU – SEZ and Export House.

TOTAL: 45 PERIODS



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OUTCOMES

- Possess good knowledge on international trade and the documentation involved in it.

TEXT BOOKS

1. Apte P.G. International Financial Management, Tata Mcgraw Hill, 2011
2. Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2011.

REFERENCES

1. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2010.
2. Eun and Resnik, International Financial Management, Tata Mcgraw Hill, 5th Edition, 2011

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19BATH01

ENTREPRENEURSHIP DEVELOPMENT

L T P C

3 0 0 3

OBJECTIVES

- To develop and strengthen entrepreneurial quality and motivation in students.
- To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.

UNIT I ENTREPRENEURIAL COMPETENCE

6

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

UNIT II ENTREPRENEURIAL ENVIRONMENT

12

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

UNIT III BUSINESS PLAN PREPARATION

12

Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

UNIT IV LAUNCHING OF SMALL BUSINESS

10

Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection -Growth Strategies - Product Launching - Incubation, Venture capital, IT startups.

UNIT V MANAGEMENT OF SMALL BUSINESS

5

Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units-Effective Management of small Business.

TOTAL: 45 PERIODS

OUTCOMES

- Students will gain knowledge and skills needed to run a business.

TEXT BOOKS

1. S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, (Revised Edition) 2013
2. Hisrich, Entrepreneurship, Edition 9, Tata McGraw Hill, New Delhi, 2014



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REFERENCES

1. Prasanna Chandra, Projects - Planning, Analysis, Selection, Implementation and Reviews, Tata
2. McGraw-Hill, 1996
3. P.Saravanel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai 1997

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1. <https://www.toppr.com/.../entrepreneurship-development>
2. ncert.nic.in/ncerts/l/lebs213.pdf



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19BATH02 **INDUSTRIAL RELATIONS AND LABOUR WELFARE** **LT PC**
3 0 0 3

OBJECTIVES

- To explore contemporary knowledge and gain a conceptual understanding of industrial relations.

UNIT I INDUSTRIAL RELATIONS 7

Concepts - Importance - Industrial Relations problems in the Public Sector - Growth of Trade Unions - Codes of conduct.

UNIT II INDUSTRIAL CONFLICTS 12

Disputes - Impact - Causes - Strikes - Prevention - Industrial Peace - Government Machinery - Conciliation - Arbitration - Adjudication.

UNIT III LABOUR WELFARE 8

Concept - Objectives - Scope - Need - Voluntary Welfare Measures - Statutory Welfare Measures - Labour - Welfare Funds - Education and Training Schemes.

UNIT IV INDUSTRIAL SAFETY 9

Causes of Accidents - Prevention - Safety Provisions - Industrial Health and Hygiene - Importance - Problems - Occupational Hazards - Diseases - Psychological problems - Counseling - Statutory Provisions.

UNIT V WELFARE OF SPECIAL CATEGORIES OF LABOUR 9

Child Labour - Female Labour - Contract Labour - Construction Labour - Agricultural Labour - Differently abled Labour - BPO & KPO Labour - Social Assistance - Social Security - Implications.

TOTAL: 45 PERIODS

OUTCOME

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

TEXT BOOKS

- Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007
- C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007



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1. P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2004
2. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.

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1. <https://labour.gov.in/industrial-relations>
2. cde.annauniv.edu/MBAQP/pdf/Elective/DBA1748/MBA%201748.pdf



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19BATH03

LABOUR LEGISLATIONS

LT PC

3 0 0 3

OBJECTIVES

- To have a broad understanding of the legal principles governing the employment relationship at individual and collective level.
- To familiarise the students to the practical problems inherent in the implementation of labour statutes.

Contained in the following acts are to be studied.	Periods
1. The Factories Act, 1948	3
2. The Trade Unions Act, 1926	4
3. The Payment of Wages Act, 1936	3
4. The Minimum Wages Act, 1948	2
5. The Industrial Disputes Act, 1947	5
6. The Workmen's Compensation Act, 1923	2
7. The Payment of Gratuity Act, 1972	3
8. The Payment of Bonus Act, 1965	3
9. The Employee's Provident Fund & Misc. Act, 1952	4
10. The Employees State Insurance Act, 1948	3
11. The Industrial Employment (Standing Orders) Act, 1946	3
12. The Apprentices Act, 1961	2
13. The Equal Remuneration Act, 1976	2
14. The Maternity Benefit Act, 1961	2
15. Contract Labour Regulations and Abolition Act, 1970	2
16. The Child Labour Prevention and Regulation Act, 1986	2

TOTAL: 45 PERIODS

OUTCOMES

- To appreciate the application of labour laws.
- Legal Provision relating to
 - 1) Wages
 - 2) Working Conditions and Labour Welfare
 - 3) Industrial Relations
 - 4) Social Security

TEXT BOOKS

- 1) Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012
- 2) D. R. N. Sinha, Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation Trade Union and Labour Legislation, 2004



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REFERENCES

- 1) Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2008
- 2) P.K. Padhi, Industrial Laws, PHI, 2008

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- 1) <https://www.britannica.com/topic/labour-law>
- 2) <https://www.educationobserver.com/forum/showthread.php?tid=16322>



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19BATH04

MANAGERIAL BEHAVIOUR AND EFFECTIVENESS

LT P C

3 0 0 3

OBJECTIVES

- To examine managerial styles in terms of concern for production and concern for people
- To assess different systems of management and relate these systems to organizational characteristics.

UNIT I DEFINING THE MANAGERIAL JOB

8

Descriptive Dimensions of Managerial Jobs - Methods - Model - Time Dimensions in Managerial Jobs - Effective and Ineffective Job behaviour - Functional and level differences in Managerial Job behavior.

UNIT II DESIGNING THE MANAGERIAL JOB

12

Identifying Managerial Talent - Selection and Recruitment - Managerial Skills Development - Pay and Rewards - Managerial Motivation - Effective Management Criteria - Performance Appraisal Measures - Balanced Scorecard - Feedback - Career Management - Current Practices.

UNIT III THE CONCEPT OF MANAGERIAL EFFECTIVENESS

7

Definition - The person, process, product approaches - Bridging the Gap - Measuring Managerial Effectiveness - Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

UNIT IV ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS

8

Organisational Processes - Organisational Climate - Leader - Group Influences - Job Challenge - Competition - Managerial Styles.

UNIT V DEVELOPING THE WINNING EDGE

10

Organisational and Managerial Efforts - Self Development - Negotiation Skills - Development of the Competitive Spirit - Knowledge Management - Fostering Creativity and innovation.

TOTAL: 45 PERIODS

OUTCOME

- Students will gain knowledge about appropriate style of managerial behaviour.

TEXT BOOKS

1. Milkovich and Newman, Compensation, McGraw-Hill International, 2013.
2. Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, 2015



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REFERENCES

1. Richard L.Daft, Leadership, Cengage, 1 st Indian Reprint 2008. (Tata McGraw-Hill)
2. Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2012.

E-RESOURCES

1. <https://cde.annauniv.edu/mbaqp/pdf/Elective/DBA1743/MBA1725.pdf>
2. [https://www.academia.edu/.../MANAGERIAL BEHAVIOUR AND EFFECTIVENESS](https://www.academia.edu/.../MANAGERIAL_BEHAVIOUR_AND_EFFECTIVENESS)



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**19BATH05 ORGANISATIONAL THEORY, DESIGN AND DEVELOPMENT L T P C
3 0 0 3**

OBJECTIVES

- To learn how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes.

UNIT I ORGANISATION & ITS ENVIRONMENT 8

Meaning of Organisation - Need for existence - Organisational Effectiveness - Creation of Value -Measuring Organisational Effectiveness - External Resources Approach, Internal Systems Approach and Technical approach - HR implications.

UNIT II ORGANIZATIONAL DESIGN 15

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

UNIT III ORGANISATIONAL CULTURE 6

Understanding Culture - Strong and Weak Cultures - Types of Cultures - Importance of Culture - Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers.

UNIT IV ORGANISATIONAL CHANGE 6

Meaning - Forces for Change - Resistance to Change - Types and forms of change - Evolutionary and Revolutionary change - Change process -Organisation Development - HR functions and Strategic Change Management - Implications for practicing Managers.

UNIT V ORGANISATION EVOLUTION AND SUSTENANCE 10

Organizational life cycle - Models of transformation - Models of Organizational Decision making -Organizational Learning - Innovation, Intrapreneurship and Creativity-HR implications.

TOTAL: 45 PERIODS

OUTCOMES

- Students will be able to analyze organizations more accurately and deeply by applying organization theory.



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TEXT BOOKS

1. Robbins Organisation Theory; Structure Design & Applications, Prentice Hall of India, 2009
2. Gareth R.Jones, Organisational Theory, Design & Change, Pearson Education, 6th Edition 2011

REFERENCES

1. Thomson G. Cummings and Christopher G. Worley, Organisational development and Change, cengage, 9th edition 2011
2. Adrian Thorn Hill, Phil Lewis, Mike Mill more and Mark Saunders, Managing Change -A Human Resource Strategy Approach, Wiley, 2010

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1. <https://cde.annauniv.edu/mbaqp/pdf/Elective/DBA1763/MBA1763.pdf>
2. <https://www.scribd.com/doc/.../Organisaional-Theory-Design-Development>



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19BATH06

STRATEGIC HUMAN RESOURCE MANAGEMENT

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OBJECTIVES

- To help students understand the transformation in the role of HR functions from being a support function to strategic function.

UNIT I HUMAN RESOURCE DEVELOPMENT

10

Meaning - Strategic framework for HRM and HRD - Vision, Mission and Values - Importance - Challenges to Organisations - HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices - Measures of HRD performance - Links to HR, Strategy and Business Goals - HRD Program Implementation and Evaluation - Recent trends - Strategic Capability, Bench Marking and HRD Audit.

UNIT II E-HRM

6

e- Employee profile- e- selection and recruitment - Virtual learning and Orientation - e - training and development - e- Performance management and Compensation design - Development and Implementation of HRIS - Designing HR portals - Issues in employee privacy - Employee surveys online.

UNIT III CROSS CULTURAL HRM

7

Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs - Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, Cross border Mergers and Acquisitions - Repatriation etc - Building Multicultural Organisation - International Compensation.

UNIT IV CAREER & COMPETENCY DEVELOPMENT

10

Career Concepts - Roles - Career stages - Career planning and Process - Career development Models- Career Motivation and Enrichment -Managing Career plateaus- Designing Effective Career Development Systems - Competencies and Career Management - Competency Mapping Models - Equity and Competency based Compensation.

UNIT V EMPLOYEE COACHING & COUNSELING HIGH TECH E-BANKING

12

Need for Coaching - Role of HR in coaching - Coaching and Performance - Skills for Effective Coaching - Coaching Effectiveness- Need for Counseling - Role of HR in Counseling - Components of Counseling Programs - Counseling Effectiveness - Employee Health and Welfare Programs - Work Stress - Sources - Consequences - Stress Management Techniques.- Eastern and Western Practices - Self Management and Emotional Intelligence.

TOTAL: 45 PERIODS



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OUTCOMES

- Students will have a better understanding of the tools and techniques used by organizations to meet current challenges.

TEXT BOOKS

1. Randy L. Desimone, Jon M. Werner - David M. Mathis, Human Resource Development, Cengage Learning, Edition 6, 2012
2. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage, 2007.

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1. Monir Tayeb. International Human Resource Management. Oxford. 2007
2. Jeffrey A Mello, Strategic Human Resource Management, Cengage, Southwestern 2007

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1. <https://www.citehr.com/586559-mba-notes-strategic-human-resource-management.html>
2. www.gurukpo.com/strategic-human-resource-management



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19BATS01

ADVANCED DATABASE MANAGEMENT SYSTEM

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3 0 0 3

OBJECTIVES

- To enhance Competiveness in Social Marketing by ethical values and social media in Marketing.
- To understand the various advanced databases used in the organization
- To be aware of recent trends in database management.

UNIT I INTRODUCTION

9

DBMS Models - Multimedia Databases, Parallel Databases, embedded, web, spatial, temporal databases, Virtualization, Active Databases - Embedded databases - Web databases.

UNIT II DATABASE IMPLEMENTATION

9

Query Processing basics and optimization - Heuristic Optimization - Transactions Models - Concurrency Control - Recovery - Security and Authorization - Storage - Indexing and Hashing - ISAM - B-Trees - Kd Trees - X Trees - Dynamic Hashing.

UNIT III DISTRIBUTED DATABASES

9

Distributed Databases - Queries - Optimization Access Strategies - Distributed Transactions Management - Concurrency Control – Reliability.

UNIT IV OBJECT ORIENTED DATABASES

9

Object Oriented Concepts - Data Object Models -Object Oriented Databases - Issues in OODBMS -Object Oriented Relational Databases - Object Definition Languages - Object Query Languages.

UNIT V EMERGING TRENDS

9

Data Mining - Data warehousing - Star, Snowflake, Fact Constellation; open source database systems, Scripting Language, JDBC, ODBC.

TOTAL: 45 PERIODS

OUTCOMES

- Awareness of database models
- Knowledge of database technologies



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TEXT BOOKS

1. Jeffrey A Hoffer et al, Modern Database Management, 12th Edition, Pearson Education, 2016.
2. Abraham Silberchatz, Henry F. Korth and S.Sudarsan, Database System Concepts, 6th Edition, McGraw-Hill, 2015.

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1. Rajesh Narang, Object Oriented Interfaces and Databases, 1st edition ,Prentice Hall of India, 2004.
2. Charkrabarti, Advanced Database Management Systems, Wiley India Pvt Ltd, 2011

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19BATS02

DATAMINING FOR BUSINESS INTELLIGENCE

L T P C

3 0 0 3

OBJECTIVES

- To know how to derive meaning form huge volume of data and information
- To understand how knowledge discovering process is used in business decision making.

UNIT I INTRODUCTION

9

Data mining, Text mining, Web mining, Spatial mining, Process mining, BI process- Private and Public intelligence, Strategic assessment of implementing BI.

UNIT II DATA WAREHOUSING

9

Data ware house - characteristics and view - OLTP and OLAP - Design and development of data warehouse, Meta data models, Extract/ Transform / Load (ETL) design.

UNIT III DATA MINING TOOLS, METHODS AND TECHNIQUES

9

Regression and correlation; Classification- Decision trees; clustering -Neural networks; Market basket analysis- Association rules-Genetic algorithms and link analysis, Support Vector Machine, Ant Colony Optimization.

UNIT IV MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES

9

Business intelligence software, BI on web, Ethical and legal limits, Industrial espionage, modern techniques of crypto analysis, managing and organizing for an effective BI Team.

UNIT V BI AND DATA MINING APPLICATIONS

9

Applications in various sectors - Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical.

TOTAL: 45 PERIODS

OUTCOMES

- Big Data Management
- Appreciate the techniques of knowledge discovery for business applications

TEXT BOOKS

1. Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 2005.
2. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc, 3rd Edition, 2011



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1. G. K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2014.
2. Giudici, Applied Data mining - Statistical Methods for Business and Industry, John Wiley, 2009

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19BATS03

ENTERPRISE RESOURCE PLANNING

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OBJECTIVES

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

UNIT I INTRODUCTION

8

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

UNIT II ERP SOLUTIONS AND FUNCTIONAL MODULES

10

Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, BPR, and best business practices - Business process Management, Functional modules.

UNIT III ERP IMPLEMENTATION

10

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

UNIT IV POST IMPLEMENTATION

8

Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.

UNIT V EMERGING TRENDS ON ERP

9

Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics- Future trends in ERP systems-web enabled, Wireless technologies, cloud computing.

TOTAL: 45 PERIODS

OUTCOMES

- Knowledge of ERP implementation cycle
- Awareness of core and extended modules of ERP

TEXT BOOKS

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.
2. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, second edition Prentice Hall of India, 2009.



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1. Alexis Leon, Enterprise Resource Planning, third edition, Tata McGraw-Hill, 2014.
2. Summer, ERP, Pearson Education, 2016

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2. <https://www.investopedia.com> > Business > Business Essentials



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19BATS04

SOFTWARE PROJECT MANAGEMENT AND QUALITY

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3 0 0 3

OBJECTIVES

- To understand the various project management phases - Initiation, Planning, Tracking and Closure
- To study various project estimation methodologies, process models and risk management
- To understand quality assurance in software development

UNIT I PROJECT MANAGEMENT OVERVIEW 8

What is Project and Project Management, Various phase of Project Management, Project Stakeholders, Project Management Organisation (PMO); Roles and Responsibilities of Project Manager. Brief introduction to various process models - Waterfall, RAD, V, Spiral, Incremental, Prototyping, Agile- SCRUM, Extreme Programming (XP) and Kanban **Project Initiation** - Project Charter; Statement of Work (SoW)

UNIT II PROJECT PLANNING 10

Project Planning Activities- Project Scope, Work Breakdown Structures (WBS), Software estimation methodologies - COCOMO Model and Function Point
Project Scheduling Techniques - Program Evaluation and Review Technique (PERT), Gantt Chart and Critical Path Method (CPM)

UNIT III PROJECT TRACKING 10

Monitoring and Control, Project Status Reporting; Project Metrics; Earned Value Analysis (EVA); Project Communication Plan & Techniques; Steps for Process Improvement. Risk Management: Concepts of Risks and Risk Management; Risk Management Activities; Effective Risk Management; Risk Categories; Aids for Risk Identification; Potential Risk Treatments; Risk Components and Drivers; Risk Prioritization.

UNIT IV PROJECT CLOSURE 8

Project Closure Analysis, Lesson Learnt Software Quality Assurance-Software Quality Assurance Activities; Software Qualities; Software Quality Standards - ISO Standards for Software Organization, Capability Maturity Model (CMM), Comparison between ISO 9001 & SEI CMM, Other Standards.

UNIT V AGILE PROJECT MANAGEMENT WITH SCRUM 9

Agile Manifesto and Agile Principles Agile Scrum - Purpose, Values, Scrum Framework, Scrum Roles - Product Owner, Scrum Master & Team, Scrum Events - Sprint Planning, Daily Scrum/Stand-up Meeting, Sprint Review, Sprint Retrospective, Scrum Artefacts - Product Backlog, Sprint Backlog, Increment and Definition of Done (DoD), Agile estimation - Story Point.

TOTAL: 45 PERIODS



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OUTCOMES

At the end of this course, student should be able to:

- Manage different phases of Software Project Management
- Identify Risk and create risk mitigation plan
- Apply software quality assurance for better quality software delivery

TEXT BOOKS

1. Bob Hughes and Mike Cotterell, Software Project Management, Tata McGraw Hill, 5 Edition
2. Jalote, "Software Project Management in Practice", Pearson Education

REFERENCES

1. Ramesh, Gopaldaswamy, "Managing Global Projects", Tata McGraw Hill
2. Royce, "Software Project Management", Pearson Education, 1999.

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19BATS05

E- BUSINESS MANAGEMENT

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3 0 0 3

OBJECTIVES

- To understand the practices and technology to start an online business

UNIT I INTRODUCTION TO e-BUSINESS

8

e-business, e-business vs e-commerce, Economic forces - advantages - myths - e-business models, design, develop and manage business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce.

UNIT II TECHNOLOGY INFRASTRUCTURE

10

Internet and World Wide Web, internet protocols - FTP, intranet and extranet, Cloud Service Models - SAAS, PAAS, IAAS, Cloud Deployment Models - Public Cloud, Private Cloud, Hybrid Cloud, Auto-Scaling in the Cloud, Internet information publishing technology - basics of web server hardware and software.

UNIT III BUSINESS APPLICATIONS

10

Consumer oriented e-business - e-tailing and models - Marketing on web - advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals - social media marketing.

UNIT IV e-BUSINESS PAYMENTS AND SECURITY

9

E-payments - Characteristics of payment systems, protocols, e-cash, e-cheque, e-Wallets and Micro payment systems - internet security - cryptography - security protocols - network security.

UNIT V LEGAL AND PRIVACY ISSUES

8

Legal, Ethics and privacy issues - Protection needs and methodology - consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.

TOTAL: 45 PERIODS

OUTCOMES

- At the end of this course, student should be able to know how to build and manage an e-business

TEXT BOOKS

- Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.
- Parag Kulkarni, Sunita Jahirabad, Pradeep Chande, e-business, Oxford University Press, 2012.



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2. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004

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2. <https://www.managementstudyguide.com/understanding-e-business.html>



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19BATO01

LOGISTICS MANAGEMENT

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3 0 0 3

OBJECTIVES

- To learn the need and importance of logistics in product flow.

UNIT I INTRODUCTION 9

Definition and Scope of Logistics - Functions & Objectives - Customer Value Chain - Service Phases and attributes - Value added logistics services - Role of logistics in Competitive strategy -Customer Service

UNIT II DISTRIBUTION CHANNELS AND OUTSOURCING LOGISTICS 9

Distribution channel structure - channel members, channel strategy, role of logistics and support in distribution channels. Logistics requirements of channel members. Logistics outsourcing - catalysts, benefits, value proposition. Third and fourth party logistics. Selection of service provider.

UNIT III TRANSPORTATION AND PACKAGING 9

Transportation System - Evolution, Infrastructure and Networks. Freight Management - Vehicle Routing - Containerization. Modal Characteristics, Inter-modal Operators and Transport Economies. Packaging- Design considerations, Material and Cost. Packaging as Unitisation. Consumer and Industrial Packaging.

UNIT IV PERFORMANCE MEASUREMENT AND COSTS 9

Performance Measurement - Need, System, Levels and Dimensions. Internal and External Performance Measurement. Logistics Audit. Total Logistics Cost - Concept, Accounting Methods. Cost - Identification, Time Frame and Formatting.

UNIT V CURRENT TRENDS 9

Logistics Information Systems - Need, Characteristics and Design. E-Logistics - Structure and Operation. Logistics Resource Management eLRM. Automatic Identification Technologies. Reverse Logistics - Scope, design and as a competitive tool. Global Logistics - Operational and Strategic Issues, ocean and air transportation. Strategic logistics planning. Green Logistics

TOTAL: 45 PERIODS

OUTCOMES

- To enable an efficient method of moving products with optimization of time and cost.



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1. Bowersox Donald J, Logistics Management - The Integrated Supply Chain Process, Tata McGraw Hill, 3rd edition 2016
2. Ailawadi C Sathish & Rakesh Singh, Logistics Management, PHI, 2011.

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2. Bloomberg David J et al., Logistics, Prentice Hall India, 2005

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1. <https://studymafia.org/logistics-management-ppt-with-pdf-free-to-download>
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19BATO02

MATERIALS MANAGEMENT

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OBJECTIVES

- Understand how material management should be considered for profitability

UNIT I INTRODUCTION

9

Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches-master scheduling-manufacturing planning and control system-manufacturing resource planning-enterprise resource planning-making the production plan.

UNIT II MATERIALS PLANNING

9

Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.

UNIT III INVENTORY MANAGEMENT

9

Policy Decisions-objectives-control -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand With and without shortages -Quantity discount models. Probabilistic inventory models.

UNIT IV PURCHASING MANAGEMENT

9

Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment-international purchasing.

UNIT V WAREHOUSE MANAGEMENT

9

Warehousing functions - types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis-material handling-transportation and traffic management -operational efficiency-productivity-cost effectiveness-performance measurement.

TOTAL: 45 PERIODS

OUTCOMES

- Student gains knowledge on effective utilisation of materials in manufacturing and service organisation

TEXT BOOKS

1. S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2012
2. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition



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1. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012
2. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.

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19BATO03

PRODUCT DESIGN

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OBJECTIVES

- Understand the application of structured methods to develop a product.

UNIT I INTRODUCTION

9

Defining Product, Types of products. Product development - characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Evaluation – decay curve - cost expenditure curve.

UNIT II PRODUCT PLANNING

9

Product Planning Process - Steps. Opportunity identification - breakdown structure- product development charter. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs -Disruptive Technologies- Product Specification - Concept Generation - Activity- Steps- Techniques.

UNIT III PRODUCT CONCEPT

9

Concept Selection - Importance, Methodology, concept Screening, Concept Scoring. Concept Testing. Product Architecture- Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.

UNIT IV INDUSTRIAL DESIGN AND DESIGN TOOLS

9

Industrial Design, Design for Manufacturing-Value Engineering-Ergonomics-Prototyping-Robust Design-Design for X-failure rate curve-product use testing-Collaborative Product development-Product development economics-scoring model- financial analysis.

UNIT V PATENTS

9

Defining Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patent Law.

TOTAL: 45 PERIODS

OUTCOMES

- Student gains knowledge on how a product is designed based on the needs of a customer.

TEXT BOOKS

- Harvey Maylor, Project Management, Fourth Edition, Pearson Education, 2010
- Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 6e,2014.



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REFERENCES

1. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 5th Edition 2016
2. Gido and Clements, Successful Project Management, sixth Edition, Cengage, 2015.

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1. www.edo.ca/downloads/project-management.pdf
2. ebooks.lpude.in/management/mba/term_3/DMGT521_PROJECT_MANAGEMENT.pdf



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19BATO04

PROJECT MANAGEMENT

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OBJECTIVES

- To learn the concepts of managing projects.

UNIT I INTRODUCTION TO PROJECT MANAGEMENT

9

Project Management - Definition -Goal - Lifecycles. Project Selection Methods. Project Portfolio Process - Project Formulation. Project Manager - Roles- Responsibilities and Selection - Project Teams.

UNIT II PLANNING AND BUDGETING

9

The Planning Process - Work Break down Structure - Role of Multidisciplinary teams. Budget the Project - Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.

UNIT III SCHEDULING & RESOURCE ALLOCATION

9

PERT & CPM Networks - Crashing - Project Uncertainty and Risk Management - Simulation - Gantt Charts - Expediting a project - Resource loading and leveling. Allocating scarce resources -Goldratt's Critical Chain.

UNIT IV CONTROL AND COMPLETION

9

The Plan-Monitor-Control cycle - Data Collecting and reporting - Project Control - Designing the control system. Project Evaluation, Auditing and Termination.

UNIT V PROJECT ORGANISATION & CONFLICT MANAGEMENT

9

Formal Organization Structure - Organization Design - Types of project organizations. Conflict - Origin & Consequences. Managing conflict - Team methods for resolving conflict.

TOTAL: 45 PERIODS

OUTCOMES

- To apply project management principles in business situations to optimize resource utilization and time optimisation.

TEXT BOOKS

- Harvey Maylor, Project Management, Fourth Edition, Pearson Education, 2010
- Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 6e,2014



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1. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 5th Edition 2016
2. Gido and Clements, Successful Project Management, sixth Edition, Cengage, 2015.

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1. www.edo.ca/downloads/project-management.pdf
2. ebooks.lpude.in/management/mba/term_3/DMGT521_PROJECT_MANAGEMENT.pdf



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19BATO05

SERVICES OPERATIONS MANAGEMENT

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OBJECTIVE

- To help understand how service performance can be improved by studying services operations management

UNIT I INTRODUCTION

9

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

UNIT II SERVICE DESIGN

9

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

UNIT III SERVICE QUALITY

9

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

UNIT IV SERVICE FACILITY

9

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

UNIT V MANAGING CAPACITY AND DEMAND

9

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

TOTAL: 45 PERIODS



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OUTCOME:

- To design and operate a service business using the concepts, tools and techniques of service operations management.

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1. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2nd Edition, 2005.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition ,2012

REFERENCES

1. James A. Fitzsimmons, Service Management - Operations, Strategy, Information Technology, Tata McGraw-Hill - 7th Edition 2013.
2. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006

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1. <https://examupdates.in/production-and-operations-management-notes>
2. www.vssut.ac.in/lecture_notes/lecture1429900757.pdf



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SUPPLY CHAIN MANAGEMENT

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OBJECTIVES

- To help understand the importance of and major decisions in supply chain management for gaining competitive advantage.

UNIT I INTRODUCTION

9

Supply Chain - Fundamentals -Evolution- Role in Economy - Importance - Decision Phases - Supplier-Manufacturer-Customer chain. - Enablers/ Drivers of Supply Chain Performance. Supply chain strategy -Supply Chain Performance Measures.

UNIT II STRATEGIC SOURCING

9

Outsourcing - Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base-Supplier Development - World Wide Sourcing.

UNIT III SUPPLY CHAIN NETWORK

9

Distribution Network Design - Role - Factors Influencing Options, Value Addition - Distribution Strategies - Models for Facility Location and Capacity allocation. Distribution Center Location Models. Supply Chain Network optimization models. Impact of uncertainty on Network Design - Network Design decisions using Decision trees.

UNIT IV PLANNING DEMAND, INVENTORY AND SUPPLY

9

Managing supply chain cycle inventory. Uncertainty in the supply chain - Analyzing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life - cycle products -multiple item -multiple location inventory management. Pricing and Revenue Management.

UNIT V CURRENT TRENDS

9

Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect -Effective forecasting - Coordinating the supply chain. . SC Restructuring - SC Mapping - SC process restructuring, Postpone the point of differentiation - IT in Supply Chain - Agile Supply Chains -Reverse Supply chain. Agro Supply Chains.

TOTAL: 45 PERIODS

OUTCOMES

- Ability to build and manage a competitive supply chain using strategies, models, techniques and information technology.



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TEXT BOOKS

1. Sunil Chopra, Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation, Pearson, 2010.
2. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2005.

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1. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2007
2. Shapiro Jeremy F, Modeling the Supply Chain, Cengage, Second Reprint , 2002.(Thomson)

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