

**Curriculum & Syllabus**  
**of**  
**M.B.A. Master of Business Administration**

**(For the batches admitted in 2007-08, 2008-09 and 2009-10)**



**K.S.RANGASAMY COLLEGE OF TECHNOLOGY**  
**TIRUCHENGODE – 637 215**

**(An Autonomous Institution affiliated to Anna University of Technology Coimbatore  
and approved by AICTE New Delhi)**

<b>K.S.Rangasamy College of Technology - Autonomous Regulation</b>		<b>R 2007</b>
Department	Master of Business Administration	
Programme Code & Name	61 : MBA	

K.S.Rangasamy College of Technology, Tiruchengode - 637215								
Curriculum for the programmes under Autonomous Scheme								
Regulation		R 2007						
Department		Department of Master of Business Administration						
Programme Code & Name		61 : MBA						
Trimester I								
Course Code	Course Name	Hours/Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
	THEORY							
07610101C	Value Based Management	4	0	0	4	50	50	100
07610102C	Environmental Management	4	0	0	4	50	50	100
07610103C	Economic Analysis for Business Decisions	3	1	0	4	50	50	100
07610104C	Data Analysis for Decision Making	3	1	0	4	50	50	100
07610105C	Organizational Behavior	4	0	0	4	50	50	100
07610106C	Financial and Management Accounting	3	1	0	4	50	50	100
	PRACTICAL							
07610107P	Executive Communication and Personal Growth Laboratory	0	0	4	2	50	50	100
Total		21	3	4	26	700		
Trimester II								
Course Code	Course Name	Hours/Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
	THEORY							
07610201C	Decision Models and Management Science	4	0	0	4	50	50	100
07610202C	Marketing Management	4	0	0	4	50	50	100
07610203C	Human Resource Management	3	1	0	4	50	50	100
07610204C	Management Information System	3	1	0	4	50	50	100
07610205C	Total Quality Management	4	0	0	4	50	50	100
07610206C	Legal Environment of Business	3	1	0	4	50	50	100
	PRACTICAL							
07610207P	Business Application Software Laboratory	0	0	4	2	50	50	100
Total		21	3	4	26	700		

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Trimester III								
Course Code	Course Name	Hours/Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
	THEORY							
07610301C	Financial Management	3	1	0	4	50	50	100
07610302C	Production and Operation Management	3	1	0	4	50	50	100
07610303C	International Business Management	4	0	0	4	50	50	100
07610304C	Strategic Management	4	0	0	4	50	50	100
07610305C	Application of Research Methods in Management	3	1	0	4	50	50	100
07610306C	Intellectual Property Rights	4	0	0	4	50	50	100
	PRACTICAL							
07610307P	Emerging Trends in Management Laboratory (Case Analysis and Seminar )	0	0	4	2	50	50	100
Total		21	3	4	26	700		
Trimester IV								
Course Code	Course Name	Hours/Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
	THEORY							
07610401C	Indian Ethos and Values	4	0	0	4	50	50	100
07610402C	Corporate Social Responsibility	4	0	0	4	50	50	100
076104**E	Elective I	4	0	0	4	50	50	100
076104**E	Elective II	4	0	0	4	50	50	100
076104**E	Elective III	4	0	0	4	50	50	100
076104**E	Elective IV	4	0	0	4	50	50	100
07610403C	Summer Training Report	4	0	0	4	50	50	100
	PRACTICAL							
07610404P	Workshop on Managerial Exercises I (Group Dynamics and Team Building)	0	0	4	2	50	50	100
Total		28	0	4	30	800		

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Trimester V								
Course Code	Course Name	Hours/Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
	PRACTICAL							
07610501P	Final Research Project and Viva Voce	0	0	24	26	50	50	100
Total		0	0	24	26	100		
Trimester VI								
Course Code	Course Name	Hours/Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
	THEORY							
076106**E	Elective V	4	0	0	4	50	50	100
076106**E	Elective VI	4	0	0	4	50	50	100
076106**E	Elective VII	4	0	0	4	50	50	100
076106**E	Elective VIII	4	0	0	4	50	50	100
076106**E	Elective IX	4	0	0	4	50	50	100
076106**E	Elective X	4	0	0	4	50	50	100
	PRACTICAL							
07610601P	Workshop on Managerial Exercises II (Management Games, Role Play and Leadership)	4	0	0	4	50	50	100
Total		28	0	0	28	700		

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List of Electives								
Course Code	Course Name	Hours/Week		Credit		Maximum Marks		
		L	T	P	C	CA	ES	Total
07610401E	Brand Management	4	0	0	4	50	50	100
07610402E	Advertising Management	4	0	0	4	50	50	100
07610603E	Industrial and Service Marketing	4	0	0	4	50	50	100
07610604E	Sales and Distribution Management	4	0	0	4	50	50	100
07610605E	Marketing Research and Consumer Behaviour	4	0	0	4	50	50	100
07610606E	Retail Management	4	0	0	4	50	50	100
07610407E	Security Analysis and Portfolio Management	4	0	0	4	50	50	100
07610408E	Management of Financial Services and Institutions	4	0	0	4	50	50	100
07610609E	International Financial Management	4	0	0	4	50	50	100
07610610E	Financial Derivatives	4	0	0	4	50	50	100
07610611E	Commercial Bank Management	4	0	0	4	50	50	100
07610612E	Insurance and Risk Management	4	0	0	4	50	50	100
07610413E	Organization Development and Transformation	4	0	0	4	50	50	100
07610414E	Training and Development	4	0	0	4	50	50	100
07610615E	Industrial Relations and Labour Welfare	4	0	0	4	50	50	100
07610616E	Performance Management	4	0	0	4	50	50	100
07610617E	Competency Mapping and Development	4	0	0	4	50	50	100
07610618E	Advanced Industrial Psychology	4	0	0	4	50	50	100
07610419E	Decision Support Systems	4	0	0	4	50	50	100
07610420E	Database Management System	4	0	0	4	50	50	100
07610621E	Knowledge Management System	4	0	0	4	50	50	100
07610622E	E - Commerce Technology and Management	4	0	0	4	50	50	100
07610623E	Enterprise Resource Planning	4	0	0	4	50	50	100
07610624E	Software Project and Quality Management	4	0	0	4	50	50	100
07610425E	Supply Chain Management	4	0	0	4	50	50	100
07610426E	Maintenance Management	4	0	0	4	50	50	100
07610627E	Computer Integrated Manufacturing	4	0	0	4	50	50	100
07610628E	World Class Manufacturing	4	0	0	4	50	50	100
07610629E	Logistics Management	4	0	0	4	50	50	100
07610630E	Production Planning and Control	4	0	0	4	50	50	100

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Trimester I										
Course Code		Course Name		Hours / Week			Credit	Maximum Marks		
				L	T	P	C	CA	ES	Total
07610101C		VALUE BASED MANAGEMENT		4	0	0	4	50	50	100
Objective(s)		The objective of this course is to expose the students to the theories of management, organizational theory, and the practice of management in contemporary organizations from a conceptual, analytical, and pragmatic perspective. The course will also allow the students to develop their own framework for analyzing and understanding management as well as exploring and developing their own personal philosophy of management.								
1.	INTRODUCTION					Total Hrs		6		
Management overview - Evolution of Management - Organisation, Global, Social and ethical environment - Mintzberg's Management Roles - Value Based Management: Creating Shareholder Value.										
2.	PLANNING					Total Hrs		6		
The meaning and purpose of planning - Steps in Planning - Types of Plans - Management by objectives (MBO) - Policies, procedures and methods - nature and type of policies – functional policies.										
3.	Decision Making & Organizing					Total Hrs		8		
Decision making process and fundamentals - Types of decisions - Meaning and structure - Authority and span of control - Delegation and decentralization - Line and Staff relationship.										
4.	STAFFING					Total Hrs		7		
Sources of recruitment - Selection Process - Co-ordination - Leading - Concepts and Theories.										
5.	CONTROLLING					Total Hrs		8		
Controlling in management - control Process - Innovation Management - Case studies in General Management.										
Total hours to be taught.								35		
Text book (s):										
1.	KoontZ Haroid & Weihrich Heinz, “Essentials of Management: An International Perspective”, Tata McGraw Hill, 2004.									
Reference(s):										
1.	Hellriegel Jackson & Slocum, “Management A Competency- Based Approach”, Thomson South-Western, 2007.									
2.	Heinz Weihrich, Mark.V.Cannice & Harold Koontz, “Management: A global and Entrepreneurial Perspective”, Tata McGraw Hill, 2008.									
3.	Pettinger, “Introduction to Management”, Pal grave Macmillan, 4 <sup>th</sup> Edition, 2007.									

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Trimester I										
Course Code		Course Name		Hours / Week			Credit	Maximum Marks		
				L	T	P	C	CA	ES	Total
07610102C		ENVIRONMENTAL MANAGEMENT		4	0	0	4	50	50	100
Objective(s)		The Course shall provide the students with an exposure of environmental problems and issues in a scientific framework, developing methodologies to solving problems and ultimately to master the manner of systematic implementation of existing environmental policies in achieving sustainable development.								
1.	ENVIRONMENT MANAGEMENT						Total Hrs		5	
Fundamentals - Sustainable Development - Implications of human population growth - Limits to growth.										
2.	ENERGY MANAGEMENT						Total Hrs		3	
Fundamentals - Fossils Fuels use - Energy production and trade.										
3.	NON-CONVENTIONAL ENERGY						Total Hrs		5	
Nuclear - Solar Power Market - Wind Power: Ecosystem Concepts - Basic Concepts and their application in business - Industrial Ecology and Recycling Industry.										
4.	ENVIRONMENTAL MANAGEMENT SYSTEM						Total Hrs		7	
EMS Standards - ISO 14000 - Environmental Auditing - Clearance/Permissions for establishing industry - Eco Auditing - Eco Labelling - Supplier Auditing.										
5.	CORPORATE MERGERS						Total Hrs		6	
Environmental Ethics - Trade and Environmental Management - Environmental Laws.										
6.	ROLE OF NGOS						Total Hrs		9	
Pollution & Waste Management - Air, Water, Land Pollution - Trades in wastes - Water, Forest and Biodiversity Management - Water Resources.										
Total hours to be taught.								35		
Text book (s):										
1.	Uberoi N K, "Environment Management", Excel Books, 2 <sup>nd</sup> edition, 2000.									
Reference(s):										
1.	Linda J. Speeding, "Environment Management for Business", John Wiley & sons, England, 1996.									
2.	Harley Nick, "Environmental Economics", Macmillan India Ltd, 1997.									
3.	Forest L. Reinhardt & Richard H.K. Victor, "Business Management and the Natural Environment", South Western College publishing, Ohio, USA, 1996.									



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Trimester I								
Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
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07610103C	ECONOMIC ANALYSIS FOR BUSINESS DECISIONS	3	1	0	4	50	50	100
Objective(s)	Managerial Economics is the application of economic theory and methodology to managerial decision making problems within various organizational settings such as a firm or a government agency. The emphasis in this course will be on demand analysis and estimation, production and cost analysis under different market conditions, forecasting and decision making under uncertainty. In today's dynamic economic environment, effective managerial decision making requires timely and efficient use of information. The purpose of this course is to provide students with a basic understanding of the economic theory and analytical tools that can be used in decision making problems. Students who successfully complete the course will have a good understanding of economic concepts and tools that have direct managerial applications.							
1.	INTRODUCTION TO ECONOMICS				Total Hrs		8	
Meaning and Concepts - Decision Making Principles - Demand Analysis - Supply Analysis.								
2.	PRODUCTION AND COST ANALYSIS				Total Hrs		7	
Production Function - Laws of Return to Scale - Cost Function - Cost Classification.								
3.	MARKET STRUCTURE & PRICING DECISIONS				Total Hrs		8	
Perfect Competition Meaning & Features - Imperfect or Monopolistic Competition Meaning & Features - Monopoly Meaning & Features - Duopoly Meaning & Features - Oligopoly Meaning & Features - Bilateral Monopoly Meaning & Features - Pricing and Output Decision under Perfect competition - Pricing and Output Decision Under Imperfect Competition - Price Discrimination under Monopoly - Kinked Demand Curve Under Oligopoly - Pricing Objectives - Pricing Policies and Pricing Methods.								
4.	PROFIT ANALYSIS				Total Hrs		5	
Profit Maximization - Game Theory - Strategic Behaviour of Business Firms.								
5.	BUSINESS DECISIONS AND GOVERNMENT				Total Hrs		7	
Economic Growth - Unemployment - National Income – Inflation – Multiplier - Business Cycle - Balance of Payment.								
Total hours to be taught.							35	
Text book (s):								
1.	Maheswari, “Managerial Economic”, PHI, 2008.							
Reference(s):								
1.	Mankiw, “Principles of Economics”, Thomson Learning, 2006.							
2.	Nordhaus & Samuelson, “Economics”, Tata McGraw Hill, 18th Edition, 2007.							
3.	Suma Damodaran, “Managerial Economics”, Oxford University, 2006.							

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				L	T	P	C	CA	ES	Total
07610104C		DATA ANALYSIS FOR DECISION MAKING		3	1	0	4	50	50	100
Objective(s)		The major learning objective of this course is to analyze data using statistical techniques, such as hypothesis testing and regression estimation. The course will cover hypothesis testing methods such as binomial tests of proportion, chi-square tests, t- and z-tests of mean differences, regression and correlation methods. At the end of the course participants should be able to decide how to analyze the data collected, and draw conclusions from the analyses to aid decision making.								
1.	DESCRIPTIVE STATISTICS: TABULAR AND GRAPHICAL METHODS & NUMERICAL METHODS					Total Hrs		10		
Frequency & relative frequency distributions - Cumulative frequency & Cumulative relative frequency distribution - Data presentations Bar graphs, Pie charts, Histograms, ogive and Stem -n-Leaf - Measures of Central Tendency: Arithmetic Mean; Median; Other Partition or Positional Measures: Mode; Relation Between Mean, Median and Mode - Measures of Dispersion; Range; Inter-quartile Range; Mean Deviation; Standard Deviation; Coefficient of Variation, Measures of relative location an detection of outliers – z-scores - Sample Variance and Standard Deviations, Descriptive Statistics tool in MS-Excel.										
2.	CONCEPTS OF PROBABILITY AND PROBABILITY DISTRIBUTIONS					Total Hrs		7		
Experiment and Sample Space - Events and Operations with Events - Probability of an Event - Basic Probability Rules - Conditional Probability / Bayes' Theorem -Binominal Distribution, Poisson Distribution, Normal Distribution.										
3.	CORRELATION AND REGRESSION ANALYSIS					Total Hrs		5		
Definition of Correlation; Scatter Diagram; Karl Pearson's coefficient of Linear Correlations - Spearman's Rank Correlation - Two Lines of Regression; Regression Coefficients; Simple Linear Regression Model; Estimating Slope and Intercept of the Regression Model; Least Squares Method.										
4.	TEST OF SIGNIFICANCE: PARAMETRIC TEST					Total Hrs		8		
Types of Hypothesis concerning Mean both large sample and small sample (z-Test, t-Test) - Types of Hypothesis concerning equality of two population means –both large sample and small samples (z-Test, t-Test) - Types of Hypothesis concerning proportion single proportion and difference of proportions - ANOVA – One-way and Two-Way Classification / CRD / RBD / LSD.										
5.	TEST OF SIGNIFICANCE: NON-PARAMETRIC TESTS					Total Hrs		5		
Run Test, Median Test, Sign Test - Mann-Whitney U-Test, The Kruskal-Wallis Test , Kolmogorov-Smirnov Test, Chi-Square Test.										
Total hours to be taught								35		
Text book (s):										
1.	TN Srirastava & Shailaja Rego, “Statistics for Management”, Tata McGraw Hill, 2008.									
2.	S.C.Gupta, “Business Statistics”, Himalaya Publishing, 2007.									
Reference(s):										
1.	Richard Levin and David Rubin, “Statistics for Management”, PHI, 2006.									
2.	Doane P .David Seward E.Lori, “Applied Statistics in Business and Economics”, Tata McGraw Hill, 2007.									
3.	Hooda P.R, “Statistics for Business and Economics”, Tata McGraw Hill, 3 <sup>rd</sup> Edition, 2007.									

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07610105C		ORGANIZATIONAL BEHAVIOUR		4	0	0	4	50	50	100
Objective(s)		This course will enable students to describe specific theories related to perception, motivation, leadership, job design, and organizational change. They can demonstrate effective teamwork behaviors (i.e., participating in activities, attending meetings, resolving conflict, completing subtasks in a timely manner). It will help them evaluate methods of motivating and rewarding individuals and group and integrate individual, group, and organizational level concepts.								
1.	INTRODUCTION TO OB					Total Hrs		11		
Meaning & Importance of OB - Contributing Disciplines to OB, Challenges and Opportunities for OB - Meaning of Personality - Personality Determinants, Personality Traits - Major Personality Attributes Influencing OB - Meaning of Attitude, Components of an Attitude, Major Job Attitudes.										
2.	PERCEPTION AND LEARNING					Total Hrs		8		
Meaning of Perception - Factors Influencing Perception - Person Perception: Making Judgments about others - Definition of Learning, Theories of Learning.										
3.	MOTIVATION AND GROUP BEHAVIOR					Total Hrs		6		
Definition of Motivation – Theories of Motivation: Maslow’s Theory, Theory X and Theory Y, Two factor Theory, - RG Theory, Mc clelland’s Theory - Definition and Classification - Stages for Group Development - Group Properties and Group Decision Making.										
4.	COMMUNICATION AND POWER, CONFLICT					Total Hrs		5		
Meaning, Process, Types Barriers - Power: Definition of power, - Bases of Power - Conflict Meaning and Conflict Process.										
5.	ORGANIZATIONAL CULTURE AND CHANGE					Total Hrs		5		
Organizational Culture Meaning - Strong Versus Weak Culture, - Creating and Sustaining Culture - Organizational Change Meaning - Forces and Resistance to Change - Approaches to Managing Organizational Change.										
Total hours to be taught								35		
Text book (s):										
1.	Stephen.P Robbins, “Organizational Behaviour”, Prentice Hall of India, 2007.									
Reference(s):										
1.	Fred Luthans, “Organizational Behavior”, McGraw-Hill/Irwin, 2004.									
2.	Uma Sekaran, “Organizational Behavior”, Tata McGraw Hill, 2006.									
3.	K.Aswathappa, “Organizational Behavio”, Himalaya Publishing House, 2000.									

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				L	T	P	C	CA	ES	Total
07610106C		FINANCIAL AND MANAGEMENT ACCOUNTING		3	1	0	4	50	50	100
Objective(s)		To introduce prospective managers of new ventures to prepare and analyze financial statements. The course emphasis on techniques, cash flows, and impact of accounting principles. Coverage of management control systems including: planning, budgeting, reporting, analysis, and performance evaluation.								
1.	INTRODUCTION TO ACCOUNTING					Total Hrs		4		
Meaning & Objectives of Accounting - Branches of Accounting - Fundamental Concepts - Principles and Rules of Accounting - Basic Accounting Cycles.										
2.	PREPARATION OF FINANCIAL STATEMENTS					Total Hrs		7		
Characteristics – Limitations - Trading & Profit and Loss Accounting - Balance Sheet - Inventory Pricing and valuation - Depreciation Accounting.										
3.	ANALYSIS OF FINANCIAL STATEMENT					Total Hrs		9		
Financial Ratio Analysis - Cash Flow Statement Analysis - Fund Flow Statement Analysis.										
4.	COST ACCOUNTING, STANDARD COSTING AND VARIANCE ANALYSIS					Total Hrs		8		
Meaning and Objectives – Classification - Elements of Cost Accounting - Preparation of Cost Sheet - Marginal Costing - Cost-Volume Profit Analysis - Break Even Analysis.										
5.	BUDGETARY CONTROL					Total Hrs		7		
Types of Budgeting - Techniques for Budgeting - Preparation and Interpretation of Budget.										
Total hours to be taught								35		
Text book (s):										
1.	My Khan & PK Jain, “Management Accounting”, Tata McGraw Hill, 2007.									
2.	Jain Narang, “Cost Accounting”, Kalyani Publisher, 2005.									
Reference(s):										
1.	Ramachandran.N Kakani Kumar Ram, “Financial Accounting for Management”, Tata Mcgraw Hill, 2006.									
2.	Robert N.Anthony David F.Hawkins Kenneth A. Merchant, “Accounting Text and Cases”, Tata Mcgraw Hill, 2007.									
3.	Asohok Banerjee, “Financial Accounting: A Managerial Emphasis”, Excel Books, 2005.									

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				L	T	P	C	CA	ES	Total
07610107P		EXECUTIVE COMMUNICATION AND PERSONAL GROWTH LABORATORY		0	0	4	2	50	50	100
Objective(s)		The students will be able to prepare and deliver effective oral and written communication for business situations and be able to apply business communication strategies and principles. It will help them plan the message by defining purpose, analyzing audience, selecting channel and medium and facilitate them to communicate globally with confidence. NLP and Transactional Analysis (T A) enhance gaining a stronger sense of self-esteem, greater motivation, better understanding of communication.								
1.	Writing business letters and Developing messages					Total Hrs		2		
2.	Neutral and Positive messages					Total Hrs		2		
3.	Negative & Persuasive messages					Total Hrs		2		
4.	Verbal communication & making presentations, communicating to mass					Total Hrs		3		
5.	Role playing & Team building					Total Hrs		2		
6.	Strategies for successful Business and Group meetings					Total Hrs		3		
7.	Memos, notice, agenda and minutes documentation					Total Hrs		4		
8.	Writing Reports and Proposals					Total Hrs		3		
9.	Interviewing: Types, stages, skills for interviewer and interviewee					Total Hrs		3		
10.	Understanding thinking process using NLP, NLP basics, Ego states & Transactions					Total Hrs		5		
11.	Case Presentation					Total Hrs		6		
Total hours to be taught								35		
Text book (s):										
1.	Biswajit Das Ipseeta Satpathy, "Business Communication & Personality Development", Excel Books, 2007.									
2.	Mohana Krishana Banejee Meera, "Developing Communication Skills", Macmillan India Ltd, 2007.									
Reference(s):										
1.	John M. Penrose, Robert W. Rasberry, Robert J. Myers, "Business Communication for Managers", Thomson South Western, 2007.									
2.	Hargie, "Communication Skills for Effective Management", Palgrave Macmillan, 2006.									
3.	Soundararaj Francis, "Speaking and writing for effective business communication", Macmillan India Ltd, 2007.									

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				L	T	P	C	CA	ES	Total
07610201C		DECISION MODELS AND MANAGEMENT SCIENCE		4	0	0	4	50	50	100
Objective(s)		To identify and define problems pertaining to business situations. To quantify the problem parameters and translate the mint suitable mathematical models, to use computer packages to solve the models, and to interpret, analyse and study the implications of changes in problem parameters on the solution. (What If analysis).								
1.	DECISION MODEL					Total Hrs		4		
Definition of Decision Models& Decision variables - Types of Decision Models - Steps involved in Decision Modeling - Use of Spread sheets in Decision models - Possible Problems in Developing Decision models - Spreadsheet model for Tax Computation and Break Even Analysis.										
2.	LINEAR PROGRAMMING					Total Hrs		8		
Graphical method - Simplex method - Big Method - Application of LP in Management.										
3.	TRANSPORTATION AND ASSIGNMENT MODELS					Total Hrs		6		
Initial solutions using North - West Corner Method, Matrix Minima and Vogel's Approximation Method - Optimal Solutions by Modified Distribution Method - Assignment Problems–Models & Solutions - Salesmanship Problem.										
4.	SEQUENCING					Total Hrs		8		
Sequencing of 'n jobs' on '2 machines' - Sequencing of 'n jobs' on '3 machines' - Sequencing of 'n jobs' on 'm machines' - CPM – Critical Path method - PERT & Analyzing the PERT Network.										
5.	QUEUING THEORY AND REPLACEMENT MODELS					Total Hrs		9		
Structure of Queuing System - Queuing Models - Single Channel Queuing Model with Position arrivals and exponential service times – infinite population and finite population - Multi Server Model – Infinite population - Replacement Policy for Equipment which deteriorates gradually - Replacement of items that fail suddenly.										
Total hours to be taught								35		
Text book (s):										
1.	J.K Sharma, “Operations Research: Problems and Solutions”, Macmillan India Ltd, New Delhi, 2007.									
Reference(s):										
1.	N.D Vohra, “Quantitative Techniques in Management”, TMH, 2007.									
2.	J.K Sharma, “Operations Research: Theory &Applications”, Macmillan India Ltd, New Delhi, 2007.									
3.	R.Panneerselvam, “Operations Research”, PHI 2007.									

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Course Code	Course Name		Hours / Week			Credit	Maximum Marks		
			L	T	P	C	CA	ES	Total
07610202C	MARKETING MANAGEMENT		4	0	0	4	50	50	100
Objective(s)	To understand and appreciate the concept of marketing in theory and practice. To evaluate the environment to marketing and develop a feasible marketing plan (process). To understand and apply the STP of marketing (segmentation, targeting, positioning). To have an elementary knowledge of consumer behaviour and marketing research. Planning, designing and implementing marketing strategy to achieve the long term objectives have been critical for any firm in a competitive market situation.								
1.	MARKETING AN INTRODUCTION				Total Hrs		7		
Marketing – Definition - Philosophies of Marketing - Core Marketing concepts - The Marketing Mix – STP.									
2.	MARKETING ENVIRONMENT				Total Hrs		7		
Political Environment - Economic Environment - Socio – Cultural Environment - Technological Environment - Demographic Environment.									
3.	BUYER BEHAVIOUR				Total Hrs		6		
The Buyer - Buying Process - Buying Situation - Influences on Buyer Behaviour.									
4.	PRODUCT LIFE CYCLES & NEW PRODUCT DEVELOPMENT				Total Hrs		7		
Concept Product Life Cycle - Characteristics & Strategies of the different stages of PLC - The New Product Development Process – Idea generation, concept development & testing, Product development, Market testing & commercialization									
5.	OVERVIEW OF THE FOLLOWING				Total Hrs		8		
Marketing of Services - Pricing – Methods & Strategies - Marketing Channels - Promotion Mix – Advertising, Personal Selling, Public Relations & Sales Promotion - Ethics in Marketing - Online Marketing.									
Total hours to be taught							35		
Text book (s):									
1.	Philip Kotler Kevin Lanckerrler, “Marketing Management: A South Asian Perspective”, Pearson Education, 2007.								
2.	Abraham Kashy Ranjan Sascena, “Marketing Management”, Tata McGraw Hill, 2006.								
Reference(s):									
1.	Rajan Saxena, “Marketing Management”, TMH, 2006.								
2.	Philip Kotler & Gary Armstrong, “Principles of Marketing”, Prentice Hall of India, 2007.								
3.	Philip Kotler & Kevin lane keller & Abraham Kashy, “Marketing Management: A South Asian .Perspective”, Pearson Education, 2007.								

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				L	T	P	C	CA	ES	Total
07610203C		HUMAN RESOURCE MANAGEMENT		3	1	0	4	50	50	100
Objective(s)		To familiarize the students with various functions of Human Resources Management and emphasize on the integration Human Values with the organization with particular reference to India. The objective of the course is to provide basic knowledge of functional area of Human Resource Management. This course is designed to provide the essentials of human resource management for all future managers whether or not their career orientation lies in human resources.								
1.	INTRODUCTION TO HRM					Total Hrs		5		
Meaning, Objectives - Functions of HRM - Role of HR Manager - Challenges of HRM.										
2.	HUMAN RESOURCE PLANNING					Total Hrs		4		
HRP Process - Job Analysis: Methods and Outcomes.										
3.	RECRUITMENT AND SELECTION					Total Hrs		4		
Recruitment Process and Sources - Selection Process and Types of Tests - Types of Interview.										
4.	TRAINING AND DEVELOPMENT					Total Hrs		6		
Induction and Orientation - Training Process and Methods - Development Methods.										
5.	COMPENSATION AND APPRAISAL COMPENSATION					Total Hrs		7		
Strategic Pay Plans – Incentives - Benefits and Services - Process, Methods - Appraisal Problems.										
6.	RECENT TRENDS IN HRM					Total Hrs		9		
Collective bargaining - Grievance Handling - HR Outsourcing - Employee Turnover and Retention - Workforce Diversity - Work Life Balance.										
Total hours to be taught								35		
Text book (s):										
1.	K.Aswathappa, “Human Resource and Personnel Management”, TMH, 2005.									
Reference(s):										
1.	Gary Dessler, “Human Resource Management”, Pearson Education, 2004.									
2.	Wayne F.Cascio, “Managing Human Resources”, TMH, 2006.									
3.	VSP Rao, “Human Resources Management”, Excel Books, 2007.									



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Course Code		Course Name		Hours / Week			Credit	Maximum Marks		
				L	T	P	C	CA	ES	Total
07610204C		MANAGEMENT INFORMATION SYSTEM		3	1	0	4	50	50	100
Objective(s)		To create awareness in upcoming managers, of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making. To understand various MIS operating in functional areas of an organization and explain its relationship with the various activities of the organization. To understand how MIS is developed and implemented for various levels in an organization.								
1.	INTRODUCTION TO INFORMATION SYSTEMS					Total Hrs		6		
Information Concepts - System Concepts - Information system: Definition & Components - Computer Based information Systems, Business Information Systems.										
2.	SOFTWARE: SYSTEMS AND APPLICATION SOFTWARE					Total Hrs		7		
Overview of Software - Operating Systems-Current Operating System, Workgroup Operating System and Enterprise Operating Systems - Overview of Application Software, Personal Application Software, Work Group Application Software's, Enterprise Application Software - Programming Languages.										
3.	DATABASE MANAGEMENT SYSTEMS					Total Hrs		7		
Hierarchy of Data - Data Entities, Attributes and keys - Database Approach - Relational Database Model, Types of Database - Data Definition Language, Data Manipulation Language - Popular Database Management Systems - Data Warehousing & Mining.										
4.	FUNCTIONAL ASPECTS OF MIS					Total Hrs		7		
Overview of MIS - Financial Management information systems, Manufacturing Management information Systems - Marketing Management information systems, Human resource Management information Systems - Accounting & Geographic Information Systems - Overview of Decision Support System.										
5.	SYSTEM DEVELOPMENT & ENTERPRISE RESOURCE PLANNING					Total Hrs		8		
Overview of Systems development - Systems development life cycles - Factors affecting systems development success - Overview of ERP, Modules of ERP Packages, Popular ERP Packages - ERP Implementation.										
Total hours to be taught								35		
Text book (s):										
1.	James A Oearien George M Marakas, "Management Information System", TMH, 2007.									
2.	Ralph Stair & George Reynolds, "Principles of Information Systems", Thomson Learning, 8 <sup>th</sup> e, 2008.									
Reference(s):										
1.	Jawadekar, "Management Information System", TMH, 2007.									
2.	Ashok Arora & Akshaya Bhatia, "Management Information System," Excel books, 2006.									
3.	G.V.Satya Sekhar, "Management Information System", Excel Books, 2007.									

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			L	T	P	C	CA	ES	Total
07610205C	TOTAL QUALITY MANAGEMENT		4	0	0	4	50	50	100
Objective(s)	To introduce the students to the basic concepts of total quality management and how the focus of TQM has become so important for all companies in recent times. To Familiarize the students to the Philosophy and Role of TQM in Revitalizing the Organization. To Enable them to Acquire Requisite Diagnostic Skills and understand the Use of the Tools of TQM.								
1.	INTRODUCTION TO QUALITY					Total Hrs	8		
Defining Quality - Quality as a Management framework - Quality &Competitive advantage - Three levels of Quality, Deming Philosophy - Juran Philosophy, Cross by Philosophy - Comparison of Quality Philosophies - A.V.Feigenbaum, Kaoru Ishikawa, Genichi Taguchi.									
2.	TOTAL QUALITY MANAGEMENT					Total Hrs	5		
Evolution of TQM - Definition of TQM - TQM Framework - Stages in TQM Implementation - TQM Roadmap.									
3.	COST OF QUALITY					Total Hrs	5		
Classification of failure cost - Juran's Model of optimum quality costs - Analysis of External & Internal Failure costs.									
4.	QUALITY TOOLS					Total Hrs	12		
Deming Wheel - Zero Defect Concept – Benchmarking - Seven QC Tools - FMEA, Poka Yoke, Five S - Quality Circle, Quality Function Deployment - Taguchi's Robust Design, Total Productive Maintenance - Force Field analysis, Tree & Matrix Diagram.									
5.	QUALITY SYSTEMS					Total Hrs	5		
Quality Management Systems - ISO 9000:2000 - Six Sigma – CMMI.									
Total hours to be taught							35		
Text book (s):									
1.	James R.Evans William M.Lindsay, "The Management and control of Quality", Thomson Learning, 2005.								
Reference(s):									
1.	Subbraj Ramasamy, "Total Quality Management", Tata McGraw Hill, 2005.								
2.	P.N.Mukherjee, "Total Quality Management", Prentice Hall, 2006.								
3.	Suresh Lulla, "World Class Quality", Tata McGraw Hill, 2003.								

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Course Code		Course Name		Hours / Week			Credit	Maximum Marks		
				L	T	P	C	CA	ES	Total
07610206C		LEGAL ENVIRONMENT OF BUSINESS		3	1	0	4	50	50	100
Objective(s)		The objective of this course is to provide the students with practical legal knowledge of general business law issues and topics to help become more informed, sensitive and effective business leaders. As the business managers are called up onto create value, marshal resources and manage risk, it is imperative that they should understand fundamental legal issues pertaining to business world to enhance their ability to lead and delegate. A sound knowledge of the law is a strategic asset which if timely and properly applied will provide, the prospective managers and their organizations, immediate and long term benefits and the ability to avoid costly mistakes.								
1.	LAW OF CONTRACT					Total Hrs		10		
Meaning and Essential so far valid contract - Offer, Acceptance and Agreement - Formation of Agreement Consideration and Contracts, Performance of the contract, Void Contract - Contingent Contract, Breach, Damages and compensation.										
2.	LAW OF PARTNERSHIP					Total Hrs		5		
Concept and formation of partnership - Kinds of Partners, Legal relations between partners - Rights of incoming and Outgoing partners - Retirement and Expulsion, Dissolution of firm.										
3.	LAW OF SALE OF GOODS					Total Hrs		5		
Definition and essentials of a contract of sale - Goods and their Classification - Sale and transfer of ownership, Transfer of title by non owners - Performance, Unpaid seller and his Rights –remedies for breach.										
4.	NEGOTIABLE INSTRUMENTS ACT & CONSUMER PROTECTION ACT1986					Total Hrs		5		
Concept of Negotiable Instruments and its importance - Definition of Promissory note - Cheque and bill of exchange - Holder for value and holder in due course - Types of negotiation-consignment-rights and duties of collecting and paying bankers-forgery - Object and Scope, - Definitions, Rights of Consumers, Remedies available to consumers.										
5.	COMPANY ACT					Total Hrs		10		
Types of company - Registration of company - Memorandum of Association - Articles of Association, Prospectus and raising of capital - Borrowing powers of the Company - Board of Directors-Auditors-Meetings.										
Total hours to be taught								35		
Text book (s):										
1.	Akhileshwr Pathak, “Legal Aspects of Business”, Tata mc Graw Hill, 2005.									
Reference(s):										
1.	P C Tulsian, “Business and Corporate Law”, TMH, 2007.									
2.	N.D.Kapoor, “Elements of Mercantile Law”, Sultan Chand & Sons, 2003.									
3.	C L Bansal, “Business and Corporate Laws”, Excel Books, 2006.									

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Course Code		Course Name		Hours / Week			Credit	Maximum Marks		
				L	T	P	C	CA	ES	Total
07610207P		BUSINESS APPLICATION SOFTWARE LABORATORY		0	0	4	2	50	50	100
Objective(s)		Familiarizing the students with basic computer concepts and emerging computer technology, so as to enable them to use computer resources efficiently for making effective decision. Providing the necessary skills to under stand and use various commonly used software in various functional areas in an organization.								
1.	MS OFFICE					Total Hrs		6		
MS Word - MS PowerPoint - MS Excel - MS Access.										
2.	MANAGEMENT SOFTWARE PACKAGES					Total Hrs		15		
Accounting Packages–Tally, Ex, SAPM, Meta stock etc - Marketing Research packages–SPSS, SAS and MINITAB - Production Management Packages–POM&TORA.										
3.	DATABASE MANAGEMENT PACKAGES					Total Hrs		8		
Oracle - SQL Server.										
4.	IN HOUSE DEVELOPMENT OF A PACKAGE					Total Hrs		6		
Total hours to be taught								35		
Text book (s):										
1.	Carver, “Doing Data analysis with SPSS”, Thomson Learning, 2006.									
2.	Jennifer Ackewman Ketter Guy Haut Davis Curt Simmans, “Microsoft Office 2003”, TMH, 2004.									
Reference(s):										
1.	Norman Gaither, “Operations Management with POM Software CD”, Thomson Learning, 2007.									
2.	Nargundkar, “Marketing Research–Text and Cases”, TMH, 2007.									
3.	AlexisJeon, ”Introduction to computers with MS Office”, Tata McGraw Hill , 2007.									

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Course Code		Course Name		Hours / Week			Credit		Maximum Marks	
				L	T	P	C	CA	ES	Total
07610301C		FINANCIAL MANAGEMENT		3	1	0	4	50	50	100
Objective(s)		To make the students to be known about the vital area of finance such as Capital Budgeting, Working Capital Management, Capital structure and Dividend Policy.								
1.	OVERVIEW OF FINANCIAL MANAGEMENT					Total Hrs		8		
Introduction – Nature & Scope - Finance Functions – Goals of Financial Management - Financial Manager's Role - Time value of money - Risk and Return - Valuation of shares and bounds - Long Term and Short Term Sources of Finance - Lease, Hire Purchase, Project Financing, Venture Capital Financing.										
2.	CAPITAL BUDGETING					Total Hrs		8		
Nature and Principles - Cash Flows, Discounting cash flow techniques - Non- Discounting cash flow techniques.										
3.	WORKING CAPITAL MANAGEMENT					Total Hrs		8		
Principles and Concepts of Working Capital - Operating Cycle - Determinants Of Working Capital - Receivables Management, Inventory Management - Cash Management.										
4.	COST OF CAPITAL & CAPITAL STRUCTURE					Total Hrs		5		
Concept of cost of capital - Determining Component Cost of Capital - Specific Cost of Capital, Overall cost of capital, - Theories of Capital Structure - Designing Capital structure - Financial and Operating leverages.										
5.	DIVIDEND POLICY					Total Hrs		6		
Objectives of Dividend Policy - Practical Consideration In Dividend Policy - Types of dividend, Dividend theories.										
Total hours to be taught								35		
Text book (s):										
1.	I.M.Pandey, “Financial Management”, Vikas Publishing House, 2006.									
2.	M.Y.Khan and P.K.Jain, “Financial Management”, Tata McGraw Hill, 2008.									
Reference(s):										
1.	Prasanna Chandra, “Fundamentals of Financial Management”, Tata McGraw- Hill Publishing Fourth Edition, 2008.									
2.	Eugene F.Brigham Joel F.Houston, “Fundamentals of Financial Management”, Cengage Learning, 2004.									
3.	S.N.Maheshwari, “Financial Management”, Sultan & Sons, 2008.									

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Course Code		Course Name		Hours / Week			Credit	Maximum Marks		
				L	T	P	C	CA	ES	Total
07610302C		PRODUCTION AND OPERATION MANAGEMENT		3	1	0	4	50	50	100
Objective(s)		The basic idea behind this course is to enable the students to know about Production Process, Production Planning and Control, Productivity Improvement Techniques and Plant location.								
1.	PRODUCTION AND OPERATION MANAGEMENT (POM)					Total Hrs		4		
Need, Evolution, System, Types, functions and communication in POM - Different types of Production/Operations Decisions, Operation Strategy.										
2.	PRODUCT, PROCESS AND SERVICE DESIGN					Total Hrs		4		
Developing New Product - Improving design of existing product, Designing and developing new services - Types of Process Designs - Factors affecting process design decisions.										
3.	PRODUCTION PLANNING AND CONTROL					Total Hrs		8		
Aggregate Planning - Master Production Schedule - Material Requirements Planning, Manufacturing Resource Planning - Capacity Requirements Planning, Operations Scheduling.										
4.	PRODUCTIVITY IMPROVEMENT TECHNIQUES					Total Hrs		10		
Business Process Reengineering - JIT and Kanban System - Learning Curves, Value Analysis, Manufacturing Automation- ABC and VED Analysis, Flexible Manufacturing System - Lean Manufacturing, Agile Manufacturing - E-Manufacturing - Virtual and Collaborative Manufacturing.										
5.	FACILITY AND LAYOUT LOCATION & WORK AND MOTION STUDY					Total Hrs		9		
Facility Location Decisions – Selections of country, region and site - Facility Layout Decision – Types (Fixed Position, and Production, Process, Flexible) - Methodologies (Distance Minimising, Computer software systems(CRAFT, CORELAP, ALDEP) - Concepts and Role of work study for improving productivity Work study procedure - Method Study, Work Measurement.										
Total hours to be taught								35		
Text book (s):										
1.	Norman Gaither Greg Frazier, “Operations Management”, Thomson South Western, 2007.									
2.	S.N.Chary, “Production and Operation Management”, The McGraw Hill Companies, 2004.									
Reference(s):										
1.	R.Paneer Selvam, “Productions and Operations Management”, Prentice Hall of India, 2007.									
2.	Richard B Chase F Robert Jacobs Nicholas J Aquilano Nitin K Agarwal, “Operations Management for Competitive advantages”, Tata McGraw- Hill Publishing, 2006.									
3.	S.A. Chunawalla D.R. Patel, “Production and Operations Management”, Himalaya Publishing House, 2008.									

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Course Code		Course Name		Hours / Week			Credit	Maximum Marks		
				L	T	P	C	CA	ES	Total
07610303C		INTERNATIONAL BUSINESS MANAGEMENT		4	0	0	4	50	50	100
Objective(s)		The objective of this course is to expose the students to the current scenario of International Business and make them to be aware of the input of LPG, Environment, Impact of MNC on International Business etc.,								
1.	INTRODUCTION					Total Hrs		8		
Nature and characteristics of International Business - Forms of international business - International trade - exports and imports - Foreign Direct Investment (FDI) - Economic Theories.										
2.	INTERNATIONAL BUSINESS ENVIRONMENT					Total Hrs		7		
LPG - Economic, Cultural & Political - World Trade Organization (WTO) - Regional Groupings - Trade blocks.										
3.	MULTINATIONAL CORPORATIONS					Total Hrs		8		
Features - Classification - Role of MNCs in developing countries - Advantages - Drawbacks of Multinational Corporations.										
4.	INTERNATIONAL FINANCIAL MARKET					Total Hrs		5		
NASDAC - EXIM Banking - Foreign exchange market - Export Credit Guarantee (ECGC).										
5.	EXPORT PROCEDURE AND DOCUMENTATION					Total Hrs		7		
Steps in export procedure - Documents related to goods.										
Total hours to be taught								35		
Text book (s):										
1.	Michael R. Czinkota Ilkka A.Ronkainen Michael H.Moffett, "International Business", Cengage Publishing Seventh Edition, 2005.									
2.	Charles W.L.Hill Arun Kumar Jain, "International Business", Tata McGrawHill, 2005.									
Reference(s):										
1.	Francis Cherunilam, International Business Text and Cases, Prentice Hall Publishing, 2007.									
2.	K Aswathappa, International Business, Tata McGraw- Hill, Second Edition, 2006.									
3.	Justin Paul, International Business, Prentice Hall, 2007.									

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Course Code		Course Name		Hours / Week			Credit	Maximum Marks		
				L	T	P	C	CA	ES	Total
07610304C		STRATEGIC MANAGEMENT		4	0	0	4	50	50	100
Objective(s)		This course enables the students to know about the basic areas of strategic Management viz Business level strategy, corporate level strategy etc.								
1.	INTRODUCTION TO STRATEGIC MANAGEMENT					Total Hrs		5		
Meaning - Strategic Management Process - Pitfalls in Strategic Decision Making - Mission, Vision and Major Goals - Corporate governance and Strategy.										
2.	EXTERNAL ENVIRONMENT					Total Hrs		6		
Five Forces Model - Strategic Groups - Competitive Changes During Industry Evolution - Globalization and Industry Structure - National Context and Competitive Advantage.										
3.	COMPETITIVE ADVANTAGE: RESOURCES, CAPABILITIES, AND COMPETENCIES					Total Hrs		5		
Generic Building Blocks of Competitive Advantage - Durability of Competitive Advantage - Avoiding Failure and Sustaining Competitive Advantage.										
4.	STRATEGIES					Total Hrs		10		
Value Chain, Functional Level Strategies - Business Level Strategy - Corporate Level Strategy - Strategy in Global Environment.										
5.	IMPLEMENTING STRATEGY					Total Hrs		9		
Designing Organizational Structure - Designing Strategic Control Systems - Matching Structure and Control to Strategy - Organizational Politics and Power - Organizational Conflict - Change Process.										
Total hours to be taught								35		
Text book (s):										
1.	Charles W.L.Hill Gareth R.Jones, "Strategic Management: An Integrated Approach", Wiley India, 2007.									
Reference(s):										
1.	Charles W.L.Hill Gareth R.Jones, "Strategic Management: An Integrated Approach", Biztantra an Imprint of Dreamtech, 2004.									
2.	John A.Pearce Richard B.Robinson, "Strategic Management", Tata McGraw Hill, 2005.									
3.	Michael A.Hitt Robert E.Hoskisson R.Duane Ireland, "Management of Strategy: Concepts and Cases", Cengage Learning, 2007.									



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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
07610305C	APPLICATION OF RESEARCH METHODS IN MANAGEMENT	3	1	0	4	50	50	100
Objective(s)	The main idea of this course is to enable the students to know about the application of research methods in their area of research.							
1.	INTRODUCTION				Total Hrs		6	
Research-meaning - Scope and significance, Types of research, Research Process - Characteristics of good research - Scientific method , Problems in research, Identifying research problem - Concepts, constructs and theoretical framework.								
2.	HYPOTHESIS				Total Hrs		7	
Hypothesis:-Meaning-Sources - Types-formulation Research design - Types-case study, Features of good design-measurement - Meaning – need Errors in measurement, Tests of sound measurement Techniques of measurement - Scaling Techniques-meaning, Types of scales-scale construction techniques.								
3.	DATA PROCESSING				Total Hrs		7	
Sampling design-meaning-concepts - Steps in sampling, Criteria for good sample design - Types of sample designs - Probability and non-probability samples data collection - Types of data-sources, Tools for data collection methods of data collection - Constructing questionnaire-Pilot study-case study - Data Processing: coding- editing and tabulation of data - Data analysis.								
4.	TEST OF SIGNIFICANCE				Total Hrs		10	
Test of Significance:- Assumptions about parametric and non-Parametric tests - Parametric Test -T test, F Test and z test –Non Parametric Test – U Test, Kruskal Wallis, sign test - Multivariate analysis –factor, cluster, MDS, Discriminate analysis - SPSS and its applications.								
5.	INTERPRETATION				Total Hrs		5	
Interpretation-meaning - Techniques of interpretation - Report writing:- Significance, Report writing:- Steps in report writing - Layout of report-Types of Reports, Oral presentation, Executive summary - Mechanics of writing research report, Precautions for writing report - Norms for using Tables, charts and diagrams, Appendix:-norms for using Index and Bibliographies.								
Total hours to be taught						35		
Text book (s):								
1.	William.A. Zikmund, “Business Research Methods”, Thomsons, 2007							
2.	C.R.Kothari, “Research Methods & Techniques”, New Age International (P) Ltd, 2008.							
Reference(s):								
1.	Rao K.V. “Research methods for management and commerce”, Sterling, 2008.							
2.	Donald R. Cooper and Pamela S, Schinder, “Business Research Methods”, Tata McGraw Hill, 2008.							
3.	Uma Sekaran, “Research Methods for Business”, Wiley Publications, 2008.							

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks			
		L	T	P	C	CA	ES	Total	
07610306C	INTELLECTUAL PROPERTY RIGHTS	4	0	0	4	50	50	100	
Objective(s)	The main idea behind this course is to create the awareness among the students about the vitality in connection with intellectual property Rights.								
1.	UNDERSTANDING IPR				Total Hrs		5		
Introduction to IPR, Need for IPR - IPR Legislations in India WIPO - Types of Intellectual Properties.									
2.	PATENTS AND DESIGN				Total Hrs		8		
Patent, Need for Patent - Patentable and Non-Patentable invention - Types of Patent Applications in India - PCT System - Patent Registration, Patent filing, Opposition and Grant - Design, Designs Act 2000, Registration of Design.									
3.	TRADEMARK				Total Hrs		9		
Purpose and functions of Trademark - Trademark Act, Trade secret , Registration of Trademark - NICE Classification - Collective trademark, community trademark - Sales, transfer and licensing of trademark.									
4.	COPYRIGHT AND GEOGRAPHICAL INDICATIONS				Total Hrs		8		
Concept of copy right - Works Protected and not protected by Copyright - Indian copyright law - Rights conferred by copyright - Registration of copyright, Copyright Infringement, Software Copyright - Geographical Indications. Geographical Indications Act, Registration of GI.									
5.	IP MANAGEMENT				Total Hrs		5		
IPR Audit , Trademark Audit - Range of IP Services - Important Principles of IP Management.									
Total hours to be taught							35		
Text book (s):									
1.	R.Radhakrishnan, S.Balasubramanian, "Intellectual Property Rights: Text and cases", Excel Books, 2008.								
2.	Richard Stirn, "Intellectual Property: Patents, Trademarks and Copyrights", Cengage Learning, 2000.								
Reference(s):									
1.	R.Radhakrishnan, S.Balasubramanian, "Intellectual Property Rights: Text and cases", Excel Books, 2008.								
2.	Richard Stirn, "Intellectual Property: Patents, Trademarks and Copyrights", Cengage Learning, 2000.								

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
07610307P	EMERGING TRENDS IN MANAGEMENT LABORATORY (CASE ANALYSIS AND SEMINAR)	0	0	4	2	50	50	100
Objective(s)	This course makes the students to have practical exposure on all area of management.							
1.	BUSINESS ETHICS				Total Hrs		7	
Conflict Strategy - Employee Privacy - Workplace Safety, Business Practices in Foreign Countries - Business and its Shareholders - Contract Relations - Product Safety, Advertising Ethics.								
2.	MARKETING				Total Hrs		7	
E-Marketing - Technology Marketing, CRM - Tele Marketing, Rural Marketing - Relationship Marketing - Private Labelling, Preparation of Business Plan.								
3.	HUMAN RESOURCE				Total Hrs		6	
HR forecasting - Innovation, Creativity - Knowledge management - E-Recruitment, Modern Training and Development Tools - Performance Management, Balanced Score Card.								
4.	FINANCE				Total Hrs		6	
Financial Institutions - International Finance, Mutual Benefit Funds - Preparation of Project Report for New Product / Service - Financial Management Issues in National / International Scenario - Credit Management; Wealth Management - Economic Value Added, Union Budget 2009-10, Relative Value Growth.								
5.	OPERATIONS & SYSTEMS				Total Hrs		9	
Japanese Manufacturing System - e-Production, e-Maintenance - Software Quality, Software Reengineering, Software Outsourcing - e-Business.								
Total hours to be taught						35		
Text book (s):								
1.	Francis Cherunilam, "Business Environment: Text and Cases", Himalaya Publishing, 2008.							
2.	H.Kaushal, "Case Study Solutions Finance, HR, Marketing", Macmillan, 2007.							
Reference(s):								
1.	Gareth R.Nones , "Introduction to Business, How Companies Create Value for People", Tata McGraw-Hill, 2007.							
2.	Marianne M.Jennings, "Business Ethics: Case Studies and Selected Readings", Cengage Learning, 2006.							
3.	O'Guinn Allen Semenik, "Advertising & Integrated Brand Promotion", Cengage Learning, 2006.							

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Trimester IV								
Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
07610401C	INDIAN ETHOS AND VALUES	4	0	0	4	50	50	100
Objective(s)	Provide basic understanding of Indian values and ethics. Application of Indian values and ethics to business situations in the context of globalization is practiced in class room.							
1.	MODELS OF MANAGEMENT				Total Hrs		10	
Models of Management in the Indian Socio-political environment - Work Ethos Indian heritage in production and consumption - Indian in sight TQM.								
2.	INDIAN PERSPECTIVE				Total Hrs		10	
Problems relating to stress in corporate management - Indian perspective - Teaching ethics - Trans-Cultural human values in management education.								
3.	RELEVANCE OF VALUES IN MANAGEMENT				Total Hrs		5	
Relevance of values in management - Need for values in global change - Indian perspective.								
4.	VALUES OF MANAGERS				Total Hrs		5	
Values of managers - Holistic approach for managers in decision making - Secular versus spiritual values in management.								
5.	PERSONAL GROWTH AND LESSON FROM ANCIENT				Total Hrs		5	
Personal growth and lesson from ancient - Indian educational system - Science and Human Values.								
Total hours to be taught						35		
Text book (s):								
1.	N.M.Khandelual, "Indian Ethos and Values for Managers", Himalaya Publishing House, 2007.							
Reference(s):								
1.	Sundaram & Black, "International Business Environment Text & Cases", Printice Hall of India, 2004.							
2.	S.K Chakraborty, "Work-Contribution from Indian Insight",TMH, 2006.							
3.	S.K Chakraborty, "Management Effectiveness and quality of work life-Indian insight", TMH, 2007.							

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Course Code		Course Name		Hours / Week			Credit	Maximum Marks		
				L	T	P	C	CA	ES	Total
07610402C		CORPORATE SOCIAL RESPONSIBILITY		4	0	0	4	50	50	100
Objective(s)		Focus on evaluation of corporate social responsibility & encompasses economic, legal, ethical & philanthropic components. Understand the concept of stakeholders with respect to business and not for business organizations.								
1.	WHAT IS CSR?					Total Hrs		8		
The Historical perspective - Role of CSR - Essential role of National Governance - Initiatives towards effective CSR - Conclusions and Implications for the field.										
2.	THEORIES AND MODELS					Total Hrs		6		
CSR – A conceptual framework - Generations of CSR - Arguments for and against CSR - Theories and models - Financial performance and CSR - Globalization and CSR - Social aspects of CSR - Drivers of CSR.										
3.	CORPORATE SOCIAL PERFORMANCE					Total Hrs		7		
International Business, MNCS and CSR - CSR: A Global View - Measuring the impact of CSR - Role of Government in CSR - Corporate citizenship - Limitations of approaches to CSR.										
4.	STAKEHOLDER ENGAGEMENT					Total Hrs		7		
Introduction - CSR and Stakeholder character - Stakeholder engagement - Strategic community involvement - NGO engagement with business - NGO perspective.										
5.	CSR AND ETHICS					Total Hrs		7		
Role of Social and Societal responsibility as a core value of the University and corporate sectors - Case studies on CSR.										
Total hours to be taught								35		
Text book (s):										
1.	CV Baxi Ajit Prasad, “Corporate Social Responsibility concepts and cases”, Excel books, 2005.									
Reference(s):										
1.	Roberts, Robin W, “Determinants of Corporate Social Responsibility disclosure”, Excel Books, 2005.									

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks			
		L	T	P	C	CA	ES	Total	
07610401E	BRAND MANAGEMENT	4	0	0	4	50	50	100	
Objective(s)	To increase the understanding of important issues in planning and evaluating branding strategies across goods and services.								
1.	BRANDING – AN INTRODUCTION				Total Hrs		8		
Definition of a Brand - Brands Vs Products - Significance of Branding - Types of a brand - Functions of a brand Branding Decisions.									
2.	BRAND ASSOCIATION				Total Hrs		7		
Brand Vision - Brand Ambassadors - Brand as a personality, as trading asset - Brand positioning, alternatives - Brand Repositioning.									
3.	BRANDING IMPACT				Total Hrs		6		
Branding impact on Buyers, competitors - Brand Loyalty, Loyalty programs - Brand Equity, Brand Equity Measurement.									
4.	LEVERAGING BRANDS				Total Hrs		7		
Brand Extensions, Extendibility, - Merits & Demerits - Line Extensions - Co-Branding & Licensing brands.									
5.	BRAND VALUATION				Total Hrs		7		
Methods of Valuation - Implication for buying & selling brands - Branding industrial goods, services - Indianisation of foreign brands - Taking Indian brands global – Issues & challenges.									
Total hours to be taught							35		
Text book (s):									
1.	Dr.S.L.Gupta, “Brand Management”, Himalaya, 2007.								
2.	U.C.Mathur, “Brand Management Text & Cases”, Macmillan, 2006.								
Reference(s):									
1.	Kevin Lane Keller, “Strategic Brand Management”, PHI/Pearson, New Delhi, 2003.								
2.	Kap Ferer, Jean Noel, “Strategic Brand Management – Creating and Sustaining Equity in the Long Term”, Kogan Page, New Delhi, 2004.								
3.	Harsh Varma, “Brand Management” Excel Books, New Delhi, 2006.								

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
07610402E	ADVERTISING MANAGEMENT	4	0	0	4	50	50	100
Objective(s)	The objective of this course is to provide a framework for the Advertising – Marketing Communications process. The course examines advertising across variety of media and industries, with particular emphasis on the target consumer.							
1.	INTRODUCTION AND OVERVIEW OF ADVERTISING				Total Hrs		6	
Definition - Role & Significance of advertising Economic & Social affects of advertising - Role of Advertising in Marketing Mix - Organization of advertising department - Advertising Agency Management - Choosing an ad agency - Building and maintaining relationship with ad agency - Changing agencies.								
2.	PLANNING THE ADVERTISING STRATEGY				Total Hrs		8	
Types of advertisements - Advertising Campaign - Marketing & Advertising Planning Process - Advertising objectives – DAGMAR – Budgeting.								
3.	ADVERTISING CREATIVITY				Total Hrs		9	
Advertising copy - Copy writing - Types of copy - Production of Print & TV advertisements.								
4.	ADVERTISING MEDIA				Total Hrs		7	
Print media – Television – Radio – Internet - Outdoor Media - Media Planning & Scheduling.								
5.	ADVERTISING EFFECTIVENESS				Total Hrs		5	
Pre testing - Post testing – Case Analysis.								
Total hours to be taught						35		
Text book (s):								
1.	Belch E.George & Belch A.Michael, “Advertising & Promotion”, Tata McGraw Hill, 2003.							
Reference(s):								
1.	O’Guinn, Thomas; Allen, Chris T.; and Semenik, Richard J., “Advertising and Integrated Brand Promotion”, Thomson Learning, 2007.							
2.	Mahendra Mohan, “Advertising Management: Concepts And Cases”, Tata McGraw Hill, 1989.							

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Department		Master of Business Administration			Programme Code & Name		61: MBA		
Trimester IV									
Course Code	Course Name	Hours / Week			Credit	Maximum Marks			
		L	T	P	C	CA	ES	Total	
07610407E	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	4	0	0	4	50	50	100	
Objective(s)	To make the students to know about the working of security market and principles of security analysis. To develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review of the related business decisions.								
1.	THE ROLE OF SECURITY MARKETS IN ECONOMY				Total Hrs		5		
The Organization and Mechanics of Indian security Markets - Various Securities and their Characteristics, Objective of the Security Analysis - Functions of an Organized Security Market, Mechanics of Security Trading.									
2.	OVERVIEW AND VARIOUS TYPES OF SECURITY MARKETS				Total Hrs		8		
Functions, Stock Exchanges - Primary and Secondary market - Role of SEBI with regard to Secondary Markets, Role and Functions of Various Players and Agencies in the Secondary Market.									
3.	FUNDAMENTAL ANALYSIS				Total Hrs		8		
Economic forecasting and Stock Investment Decisions – Forecasting techniques - Industry classification, Industry life cycle - Measuring earnings Forecasting earnings - Applied Valuation Techniques – Graham and Dodds Investor ratios - Securities Internal Value and Market Value.									
4.	TECHNICAL ANALYSIS				Total Hrs		7		
Charting methods - Market indicators, Trends, Moving Average - Dow Theory, Efficient Market Theory, Random Walk Theory - Rate of change Momentum - Moving Average Convergence and Divergence (MACD) - Relative Strength Index, Oscillators and stochastic.									
5.	PORTFOLIO MANAGEMENT				Total Hrs		7		
Portfolio Theory - Portfolio Criteria, Portfolio Objective - Size of Portfolio - Portfolio Selection and Diversification - The Shape and the Risk Function (including CAPM Model) - Selection Basis and Readjustment.									
Total hours to be taught							35		
Text book (s):									
1.	Reilly Brown, "Investment Analysis and Portfolio Management" , Thomson Learning , 2008.								
Reference(s):									
1.	Herbert B Mayo, "Investments: An Introduction", Thomson Learning, 2008.								
2.	Donald E. Fischer & Ronald J. Jordan, "Security Analysis and Portfolio Management", Prentice Hall India Ltd., 2000.								
3.	Frank J Faboozi, "Investment Management", Prentice Hall International , 2005.								



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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
07610408E	MANAGEMENT OF FINANCIAL SERVICES AND INSTITUTIONS	4	0	0	4	50	50	100
Objective(s)	To provide an understanding of the scope and benefits of financial services to business and investors and the need and extent of regulation of financial service industry.							
1.	MERCHANT BANKING				Total Hrs		6	
Merchant Banking –Meaning and Definition - Functions of Merchant banking - Regulatory Frame work and various types - SEBI Guidelines – Merchant Banking.								
2.	FINANCIAL SERVICES & FINANCIAL INSTITUTIONS				Total Hrs		6	
Financial services- meaning and Definition - Functions, Characteristics - Financial Services Market- Constituents. Growth of financial Services in India - Regulatory Framework-Variou Types - Financial Institutions- IDBI, SIDCS, SFCS, EXIM Bank.								
3.	LEASING AND MUTUAL FUNDS				Total Hrs		7	
Leasing –Meaning and Definition - Types of Leasing - Lease Vs Buy Decission - Test for financial Lease - Leasing Process - Advantages & Limitations - Mutual Funds-Managing Mutual funds in India – Types, AMC, Advantages & Limitations.								
4.	HIRE PURCHASE, CONSUMER FINANCE AND MUTUAL FUNDS				Total Hrs		7	
Hire Purchasing –Meaning-Definition - Lease Financing Vs Hire purchase Financial - Methods of Interest Calculation - Lease Vs hire Purchase Evaluation - Consumer Finance-Sources of Consumer Finance in India.								
5.	FACTORING AND FORFAITING AND VENTURE CAPITAL FINANCE				Total Hrs		9	
Factoring-Meaning-Characteristics - Types of factoring –Advantages &Limitations & functions - Operational Profile of Indian Factoring - Operational Problems in Indian Factoring - Forfaiting -Definition –Characteristics - Factoring Vs Forfaiting - Venture Capital-Meaning-Definition-Features-Stages of Venture capital Financing.								
Total hours to be taught							35	
Text book (s):								
1.	Dr.S. Guruswamy, “Merchant Banking and Financial Services”, Tata McGraw Hill, 2007.							
2.	L.M. Bhole, “Financial Institutions and Markets”, Tata McGraw Hill, 2005.							
Reference(s):								
1.	Vasantha Desai, “The Indian Financial System”, HPH, 2006.							

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Trimester IV								
Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
07610413E	ORGANIZATION DEVELOPMENT AND TRANSFORMATION	4	0	0	4	50	50	100
Objective(s)	To enable students to learn Contemporary thinking about organization design, Development, culture & change with classic ideas and theories.							
1.	ORGANIZATION & ITS ENVIRONMENT				Total Hrs		7	
Meaning of Organization - Need for existence, Organizational Effectiveness, Creation of Value - Measuring Organizational Effectiveness - External Resources Approach, internal System Approach and Technical approach - HR implication.								
2.	ORGANIZATIONAL DESIGN				Total Hrs		10	
Organizational Design - Determinants, Components, Types - Basic Challenges of design - Differentiation, Integration, Centralization, Decentralization, standardization, Mutual adjustment - Mechanistic and Organic Structure - Technological and Environment Impacts on Design - Importance of Design, Success and Failures in design, Implications for Managers.								
3.	ORGANIZATIONAL CULTURE				Total Hrs		5	
Understanding Culture - Strong and Weak Cultures, Types of Cultures - Importance of Culture, Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers.								
4.	ORGANIZATIONAL CHANGE				Total Hrs		5	
Meaning - Forces for Change, Resistance to Change, Types and forms of change - Evolutionary and Revolutionary change - Change process, Organization Development, HR functions and Strategic Change Management - Implications for practicing Managers								
5.	ORGANIZATION EVOLUTION AND SUSTENANCE				Total Hrs		8	
Organizational life cycle - Models of transformation, Models of Organizational - Decision making, Organizational Learning - Innovation, Entrepreneurship and Creativity, HR implications.								
Total hours to be taught							35	
Text book (s):								
1.	Gareth R. Jony, "Organisational Theory Design & change" , Person education, 2004.							
Reference(s):								
1.	Madhukar shukla, "Understanding Organizations – Organisational Theory & Practice in India", Prentice Hall of India, 2005.							
2.	Adrian Thorn Hill, Phil Lewis Mike Millmore and Mark Saunders, "Managing Change A Human Resources Strategy Approach", Wiley, 2005.							
3.	Robbins "Organisation Theory, Structure Design & Applications" , Prentice Hall of India , 2005.							

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Course Code		Course Name		Hours / Week			Credit	Maximum Marks		
				L	T	P	C	CA	ES	Total
07610414E		TRAINING AND DEVELOPMENT		4	0	0	4	50	50	100
Objective(s)		To develop knowledge on various approaches and methods of Training & development. Expose the students to various training methods followed in the organization.								
1.	INTRODUCTION					Total Hrs		6		
Introduction to training concept - Definition, Meaning - Need for training, Importance of training - Objectives of training, Concepts of Learning.										
2.	PROCESS OF TRAINING					Total Hrs		9		
Steps in training - Identification of job competencies - Criteria for identifying training needs - Person analysis, Task analysis, Organization analysis - Assessment of training needs - Methods and Process of needs assessment.										
3.	DESIGNING AND IMPLEMENTING					Total Hrs		8		
A training program - Trainer identification - Methods and techniques of training Designing a training module - Cross cultural - Leadership - Training the trainer - Change.										
4.	MANAGERIAL DEVELOPMENT					Total Hrs		6		
Concept - Definition - Nature Scope and Objectives - Methods of Executive Development.										
5.	EVALUATION OF TRAINING AND DEVELOPMENT					Total Hrs		6		
Evaluating effectiveness of training and development - Evaluation Criteria - Evaluation design - Problems and pitfalls in training and development - Training practices in organizations.										
Total hours to be taught								35		
Text book (s):										
1.	Raymond Woe, "Employee Training & Development", McGraw Hill, 2007.									
2.	Dr.B.Rathan Reddy, "Human Resource Training & Development Strategy", Himalaya Publication, 2008.									
Reference(s):										
1.	S. K. Bhatia, "Training and Development", DEEP&DEEP Publications Pvt., Ltd., 2005.									
2.	Lynton and Pareekh, "Training for Development", Vistar Publications, 2 <sup>nd</sup> Edition, 2005.									
3.	R.K. Sahu, "Training for Development", Excel Books, 2003.									

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Course Code		Course Name			Hours / Week			Credit	Maximum Marks		
					L	T	P	C	CA	ES	Total
07610419E		DECISION SUPPORT SYSTEMS			4	0	0	4	50	50	100
Objective(s)		The objective of this course is to expose the students to the theories of decision support system, model management, data management & dialog management. The course will help to develop their DSS for a organization medium size.									
1.	DECISION SUPPORT SYSTEM						Total Hrs		6		
Decision Concept - Steps, Decision Support System - Components, Characteristics - Classification & Application.											
2.	MODEL MANAGEMENT						Total Hrs		12		
Models, Modeling Process, Types of Models - Optimization, Simulation, Heuristic, Descriptive - Predictive - Model Base Management System.											
3.	DATA MANAGEMENT SYSTEMS						Total Hrs		7		
Database - Sources of Data - Data Directory - Data Structure and Database Languages - Query Facility - Data Management System - DBMS as DSS Development Tool.											
4.	DIALOG MANAGEMENT						Total Hrs		5		
User Interface - Graphics, Multimedia - Visual Interactive Modeling-Natural Languages Processing - Speech Recognition and under Standing - Issues in user interface.											
5.	DEVELOPMENT OF DECISION SUPPORT SYSTEM						Total Hrs		6		
Development Process - Software and Hardware - Implementation and Integration - Testing and Validation.											
Total hours to be taught								35			
Text book (s):											
1.	Efraim Turban and Jay E Aronson, "Decision Support Systems and Intelligent Systems", Prentice Hall International, 1998.										
Reference(s):											
1.	Janakiraman V.S. and Sarukesi.K, "Decision Support Systems", Prentice Hall of India, 1999.										
2.	Lofti, "Decision Support System and Management", McGraw Hill, 1996.										
3.	Marakas, "Decision Support System", Prentice Hall International Paper back Edition, 1998.										

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Course Code		Course Name			Hours / Week			Credit	Maximum Marks		
					L	T	P	C	CA	ES	Total
07610420E		DATABASE MANAGEMENT SYSTEM			4	0	0	4	50	50	100
Objective(s)		To study fundamentals of Database system, models. To design of various databases, object modeling. To study operation and management of data warehousing, query processing, Concurrency Management, Distributed Databases, Controls, Recovery, Security, Back-up.									
1.	INTRODUCTION						Total Hrs		8		
Database Systems - Definition, Components, Advantages - Objectives, Evolution.											
2.	MODELS						Total Hrs		7		
DBMS Architecture - Associations, Relationships - Mappings between Abstractions - Generalisation, Classifications, Conceptual Data modeling - File Organization, Data Structure - Data Models - HDBMS, NDBMS - RDBMS, OODBMS.											
3.	DATABASE DESIGN						Total Hrs		8		
Relational Data Model - Relational Algebra, ER diagrams, Data Dictionary - Normalisation, Boyce Codd Normal forms, Integrity - Relational Database Languages - Database administration, File Structures and Indexing.											
4.	OBJECT MODELING						Total Hrs		7		
Object oriented concepts - Structure, Models and Databases, Object life cycle modeling - Objects, Classes, Patterns, Object interaction modeling - Object Oriented Design, UML.											
5.	OPERATIONS AND MANAGEMENT						Total Hrs		5		
Client / Server and Databases - Data Warehousing, Query Processing - Concurrency Management, Heterogeneous and Homogenous Systems - Distributed Databases, Controls - Atomicity, Recovery, Security, Back-up and Recovery.											
Total hours to be taught									35		
Text book (s):											
1.	Gary W.Hansen and James V.Hansen, "Database Management and Design", Prentice Hall, 1996										
2.	Bipin C.Desai, "An introduction to Database Systems", Galfothia publication, 1996.										
Reference(s):											
1.	JeffreyA.Hoffer, Mary B.Prescott, Fred R.Mcfadden, "Modern Database Management" Prentice Hall, 6 <sup>th</sup> Edition, 2002.										
2.	Elmasri-Navathe, "Fundamentals of Database Systems", Addison-Wesley, 4 <sup>th</sup> Edition, 2007.										
3.	Carlo Batini. Stefano Ceri and Sham Kant B.Navathe, "Conceptual Database Design- An Entity Relationship Approach". Benjamin Cummings publishing, 1992.										

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Course Code		Course Name		Hours / Week			Credit	Maximum Marks		
				L	T	P	C	CA	ES	Total
07610425E		SUPPLY CHAIN MANAGEMENT		4	0	0	4	50	50	100
Objective(s)		To learn the strategic importance of Supply Chain design, planning and operation. To understand the role of forecasting in a supply chain. To understand key driver of supply chain performance. To learn role, impact and factors that influence the value of e-business in a supply chain. To learn predictable variability in a supply chain.								
1.	INTRODUCTION						Total Hrs		7	
Supply Chain - Fundamentals, Importance, Decision Phases, Process View - Supplier, Manufacturer, Customer Chain - Drivers of Supply Chain Performance, Structuring Supply Chain Drivers - Overview of Supply Chain Models and Modeling Systems.										
2.	STRATEGIC SOURCING						Total Hrs		8	
In-sourcing and out-sourcing - Types of Purchasing Strategies, Supplier Evaluation, Selection and Measurement - Supplier Quality Management, Creating a World Class Supply base, World Wide Sourcing.										
3.	SUPPLY CHAIN NETWORK						Total Hrs		7	
Distribution Network Design - Role, Factors Influencing, Options, Value Addition - Models for Facility Location and Capacity Location - Impact of Uncertainty on Network Design - Network Design decisions using Decision trees - Distribution Center Location Models, Supply Chain Network optimization models.										
4.	PLANNING DEMAND INVENTORY AND SUPPLY						Total Hrs		8	
Overview of Demand forecasting in the supply chain - Aggregate planning in the supply chain - Managing Predictable variability, Managing supply chain cycle inventory - Uncertainty in the supply chain , Safety inventory - Determination of Optimal level of product availability - Coordination in the supply chain.										
5.	CURRENT TRENDS						Total Hrs		5	
E-Business - Framework and Role of Supply Chain in e-business and b2b practices - Supply Chain IT Framework, Internal Supply Chain Management - Fundamentals of transaction Management, Supply Chain in IT practice - Supplier relationship Management, Information Systems Development - Packages in Supply Chain, eSRM, eLRM, eSCm.										
Total hours to be taught									35	
Text book (s):										
1.	Sunil Chopra and Peter Meindi, "Supply Chain Management – Strategy Planning and Operation", Pearson Education, Third Indian Reprint, 2004.									
2.	Altekar Rahul V, "Supply Chain Management-Concept and cases", Prentice hall India, 2005.									
Reference(s):										
1.	Monczka et al "Purchasing and Supply Chain Management", Thomson Learning, Second edition, Second Reprint, 2002.									
2.	Shapiro Jeremy F, "Modeling the Supply Chain", Thomson Learning, Secind Reprint, 2002.									
3.	Ballou Ronald H, "Business Logistics and Supply Chain Management", Pearson Education, Second Indian Reprint, 2004.									

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Course Code		Course Name		Hours / Week			Credit		Maximum Marks	
				L	T	P	C	CA	ES	Total
07610426E		MAINTENANCE MANAGEMENT		4	0	0	4	50	50	100
Objective(s)		To appreciate the role of maintenance in the overall effectiveness of the manufacturing resources. To understand the various maintenance systems and maintenance planning. To make the students expert in advanced maintenance systems.								
1.	INTRODUCTION TO MAINTENANCE MANAGEMENT					Total Hrs		6		
Objectives and Importance - Functions - Structure of the Maintenance department - Types of Maintenance - Maintenance Strategies - Organization for Maintenance.										
2.	TOTAL PRODUCTIVE MAINTENANCE (TPM)					Total Hrs		6		
Meaning - Basic Philosophy and Goal - Need for Change - Change Process - TPM and its Environment - Management Information System and TPM.										
3.	MAINTENANCE PLANNING & OVERHAUL AND REPAIR					Total Hrs		6		
Meaning and Difference - Optimal overhaul/Repair / Replace - Maintenance policy for equipment subject to breakdown - Optimal interval - breakdown, group replacement.										
4.	MAINTENANCE SYSTEMS					Total Hrs		8		
Fixed Time Maintenance - Condition based Maintenance - Operate to Failure - Opportunity maintenance - Design out maintenance - Role of Maintenance Department.										
5.	ADVANCED TECHNIQUES					Total Hrs		9		
Reliability Centered Maintenance (RCM) - Signature Analysis - MMIS - Expert Systems - Concept of Tero technology - Reengineering maintenance process.										
Total hours to be taught								35		
Text book (s):										
1.	R.C. Mishra & K.Pathak, "Maintenance Engineering & Management", Prentice Hall of India, 2005.									
Reference(s):										
1.	Sushil Kumar Srivatsava, "Industrial Maintenance Management", S. Chand & Company, 2005.									
2.	Gopalakrishnan, P. Banerji, "A.K, Maintenance and Spare Parts Management", Prentice Hall of India, 2004.									
3.	Kelly and M.J. Harris, "Management of Industrial Maintenance", Butterworth and Company Limited, 2004.									

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Course Code		Course Name			Hours / Week			Credit	Maximum Marks		
					L	T	P	C	CA	ES	Total
07610403C		SUMMER TRAINING REPORT			4	0	0	4	50	50	100
Objective(s)		Initiating the students to do the Summer Project-work related with their area of specialization viz. Marketing, HR, Finance, Production and System and submit the report in standard format for Summer Project- Work under PG.									
1.	SUMMER TRAINING REPORT					Total Hrs		--			
Total hours to be taught								--			



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Department		Master of Business Administration			Programme Code & Name		61: MBA		
Trimester IV									
Course Code	Course Name	Hours / Week			Credit	Maximum Marks			
		L	T	P	C	CA	ES	Total	
07610404P	WORKSHOP ON MANAGERIAL EXERCISES I	0	0	4	2	50	50	100	
Objective(s)	To develop knowledge in team building, team effectiveness and communication through practice.								
1.	WORKGROUP VS TEAMS				Total Hrs		8		
Transforming Groups to Teams - Team Building and its Behavioural Dynamics - Team Role - Interpersonal Process - Goal Setting and Problem Solving.									
2.	INTERPERSONAL COMPETENCE & TEAM EFFECTIVENESS				Total Hrs		8		
Influences on Team Effectiveness - Role of Interpersonal competence in Team Building.									
3.	Communication and Creativity				Total Hrs		8		
Communication Process - Communication Effectiveness & Feedback - Fostering Team Creativity.									
4.	ROLE OF LEADERS IN TEAMS				Total Hrs		11		
Supporting Teams - Rewarding Team players - Role Allocation - Resource Management for Teams - Synergy in Teams, Self-Managed Teams.									
Total hours to be taught							35		
Text book (s):									
1.	Mcshane, S.L & Glinow M.A.V, "Organizational behaviour Emerging Realities for the Workplace Revolution", TataMCGraw-Hill Publishing, 2001.								
Reference(s):									
1.	Hellriegel D 7 Slocum J. W, "Organizational Behaviour", Thomson Asia Pvt. Ltd Singapore, 2004.								
2.	Schermerhorn, J.R. Hunt, J. G & Osborn R.N, "Organizational Behaviour", John Wiley & sons Asia Pvt.Ltd Singapore, 2001.								

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Department		Master of Business Administration			Programme Code & Name		61: MBA				
Trimester V											
Course Code		Course Name			Hours / Week			Credit	Maximum Marks		
					L	T	P	C	CA	ES	Total
07610501P		FINAL RESEARCH PROJECT AND VIVA VOCE			0	0	24	26	50	50	100
Objective(s)		Initiating the students to do the Project-work related with their area of specialization viz. Marketing, HR, Finance, Production and System and submits the report in standard format for project.									
1.	FINAL RESEARCH PROJECT AND VIVA VOCE						Total Hrs		--		
Total hours to be taught									--		

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Department		Master of Business Administration			Programme Code & Name		61: MBA				
Trimester VI											
Course Code		Course Name			Hours / Week			Credit		Maximum Marks	
					L	T	P	C	CA	ES	Total
07610603E		INDUSTRIAL AND SERVICEMARKETING			4	0	0	4	50	50	100
Objective(s)		This course helps to evaluate marketing in service industries and/or organizations with a strong service component. Develop the ability to think critically and strategically about opportunities and issues that emerge in service industries and to confidently apply services marketing concepts and frameworks to formulate solutions.									
1.	INTRODUCTION						Total Hrs		6		
Introduction to Services - Services economy - Evolution and growth of service sector - Nature and scope of services, Characteristics - Classification, Service market potential, Expanded marketing mix for services.											
2.	DESIGNING NEW SERVICES						Total Hrs		7		
Levels of service product, Service life cycle - New service development, Service blueprinting - Physical Evidence and Service scape , Competitive differentiation of services - Service positioning strategies, Developing positioning maps - Pricing of services - Methods and specific issues.											
3.	SERVICE QUALITY						Total Hrs		6		
Gaps Model - SERVQUAL analysis, Assessing service marketing opportunities - Customer expectations and perceptions of services - Service Quality in - Retail, Healthcare – Education.											
4.	SERVICE DELIVERY						Total Hrs		7		
People in services, Service process - Designing communications mix for promoting services - Building service customer relationships, Service recovery - Role of internal marketing in service delivery.											
5.	MARKETING STRATEGIES FOR DIFFERENT SERVICES						Total Hrs		9		
Healthcare Services, Hospitality Services - Tourism Services, Logistics Services - Financial Services, Information Technology Services - Educational Services, Entertainment Services, Public Utility Services.											
Total hours to be taught									35		
Text book (s):											
1.	Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit, “Services Marketing – Integrating Customer Focus Across The Firm”, Tata McGraw Hill, 2008.										
Reference(s):											
1.	Halen Woodroffe, “Services Marketing”, McMillan Publishing Co, 2003.										
2.	Christopher H.Lovelock, Jochen Wirtz “Services Marketing”, Pearson Education, 2004.										
3.	Christian Gronroos “Services Management and Marketing a ‘CRM Approach” John Wiley and sons, 2005.										

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Department		Master of Business Administration			Programme Code & Name			61: MBA		
Trimester VI										
Course Code		Course Name		Hours / Week			Credit	Maximum Marks		
				L	T	P	C	CA	ES	Total
07610604E		SALES AND DISTRIBUTION MANAGEMENT		4	0	0	4	50	50	100
Objective(s)		Understand basic selling process and different directions relating to sales force management is emphasized. Exposures on sales force management, sales Territories, Sales Quotas and Sales Budget.								
1.	MEANING AND FUNCTION						Total Hrs		8	
Introduction - Meaning and objectives, Responsibilities of Sales Managers - Sales Management Vs Marketing Management - Organization Structures of the Sales Department.										
2.	SALES FORCE MANAGEMENT						Total Hrs		7	
Meaning and Importance of Salesmanship - Process of Selling, Quantitative and Qualitative Planning of Sales Force - Selection and Recruitment of Sales Force, Motivation and Training of Sales force - Compensation, Appraisal of Performance and Promotion - Direct and Control of Sales Force.										
3.	SALES VOLUME AND TERRITORY MANAGEMENT						Total Hrs		8	
Sales forecasting, Sales Budgets - Sales Territories, Sales Quotas.										
4.	SALES PROMOTION						Total Hrs		5	
Meaning and Objectives - Sales Promotion Techniques - Direct Marketing.										
5.	DISTRIBUTION MANAGEMENT						Total Hrs		7	
Meaning and importance of Distribution Management - Functions of Distribution Management - Location Analysis – Transportation - Material Handling, Warehousing - Inventory Control, Packaging - Order Processing, Customer Service.										
Total hours to be taught								35		
Text book (s):										
1.	Richard R.Still, Edward W.Coundiff, Norman A.P.Govani “Sales Management Decisions Strategies & Cases” , Printice Hall, 2005.									
Reference(s):										
1.	P.K.Sahu K.C.Raut, “Salesmanship & Sales Management”, Vikas Publication, 2007.									
2.	Charles M.Futvell “Sales Management, Team work, Leadership and Technology”, Thomson Learning, South Western 2003.									
3.	Ramneek Kapoor “Fundamentals of Sales Management” Mac Millan India (P) Ltd, 2007.									

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Department		Master of Business Administration			Programme Code & Name		61: MBA			
Trimester VI										
Course Code		Course Name		Hours / Week		Credit	Maximum Marks			
				L	T	P	C	CA	ES	Total
07610605E		MARKETING RESEARCH AND CONSUMER BEHAVIOUR		4	0	0	4	50	50	100
Objective(s)		To acquaint students with the marketing research process and to familiarize with the process and factors influencing Consumer Behaviour. To formulate marketing strategy for different types of organizations based on research and understanding of consumer behaviour.								
1.	MARKETING RESEARCH AN INTRODUCTION						Total Hrs		6	
Marketing Research - Definition - Nature and Role of Marketing Research - Marketing Research Process – Problem Identification, Research Design, Data Collection, Data Analysis & Report Preparation & Presentation.										
2.	APPLICATION OF MARKET RESEARCH						Total Hrs		4	
Product Research - Advertising Research, Market potential - Customer satisfaction, Customer Relationship Management - Distribution, Marketing Research in India.										
3.	CONSUMER BEHAVIOUR – AN INTRODUCTION						Total Hrs		7	
Concepts - Application of Consumer Behaviour knowledge in Marketing Decision - Approaches to study Consumer Behaviour - Significance of Consumer Behaviour.										
4.	INTERNAL INFLUENCES , EXTERNAL INFLUENCES						Total Hrs		10	
Needs & Motives - Personality, Perception, Learning, Attitude - Life style , Family, Reference group Opinion leadership, Cultural aspects.										
5.	CONSUMER DECISION PROCESS & POST – PURCHASE BEHAVIOUR						Total Hrs		8	
Consumer Decision Making Process - Factors influencing consumer buying behaviour - Post Purchase Behaviour of Consumers - Consumerism – consumer protection.										
Total hours to be taught									35	
Text book (s):										
1.	Boyd, Harper W. Jr., Westfall, Ralph and Stasch, Stanley “Marketing Research : Text and Cases“, Richard D. Irwin Inc., Homewood, Illinois, 2005.									
2.	Leon G. Schiffman, Leslie Lazar Kanuk “Consumer Behaviour”, Pearson Education, New Delhi, 2006.									
Reference(s):										
1.	Green, P.E. and Tull D.S., “Research for Marketing Decisions”, Prentice – Hall of India, New Delhi, 2005.									
2.	Tull, D.S. and Hawkins D.I., “Marketing Research: Measurement and Method”, Prentice Hall of India, New Delhi. 2006.									
3.	Luck D.J., Wales, H.G., Taylor, D.A and Rubin R.S., “Marketing Research”, Prentice Hall of India, New Delhi, 2007.									
4.	David L.Loudon,Albert j Della Bitta “Consumer Behaviour” McGraw Hill, New Delhi, 2007.									

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Department		Master of Business Administration			Programme Code & Name		61: MBA			
Trimester VI										
Course Code		Course Name		Hours / Week			Credit	Maximum Marks		
				L	T	P	C	CA	ES	Total
07610606E		RETAIL MANAGEMENT		4	0	0	4	50	50	100
Objective(s)		Retail Management is designed to address the initial considerations and decisions for establishing and managing a retail store. The course will provide an understanding of retailing and critically analyze the retailing process, the environment within which it Operates, and the institutions and functions that are performed.								
1.	INTRODUCTION						Total Hrs		7	
Retailing - Significance of retailing - Opportunities in retailing - Retail management Decision Process - Types of retailers.										
2.	RETAIL STRATEGY						Total Hrs		8	
Retail Models - Target Market and Retail format - Building a sustainable competitive advantage - Retail Planning Process - Retail location - Site selection.										
3.	MERCHANDISE MANAGEMENT						Total Hrs		8	
Planning merchandise assortment - Organising the buying process by categories - Setting Objectives - Assortment planning Process - Buying merchandise – Sourcing - Vendor Management.										
4.	RETAIL COMMUNICATION						Total Hrs		6	
Brand building and customer loyalty - Method of communication with customers - Planning retail communication.										
5.	STORE LAYOUT DESIGN						Total Hrs		6	
Store layout Objectives of good store design - Space Planning Merchandise - Presentation techniques Atmospherics.										
Total hours to be taught								35		
Text book (s):										
1.	Michael Levy & Berhon Weitz, “Retailing Management”, Tata McGraw Hill, 5 <sup>th</sup> Edition, 2003.									
Reference(s):										
1.	Swapha Pradhan, “Retailing Management”, Tata McGraw Hill, 2 <sup>nd</sup> Edition, 2007.									

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Trimester VI										
Course Code		Course Name		Hours / Week			Credit	Maximum Marks		
				L	T	P	C	CA	ES	Total
07610609E		INTERNATIONAL FINANCIAL MANAGEMENT		4	0	0	4	50	50	100
Objective(s)		To make the students understand the international monetary system to give inputs regarding derivative market, money market, currency market & International taxation.								
1.	BACKDROP OF INTERNATIONAL FINANCIAL MANAGEMENT						Total Hrs		8	
Introduction - Goals & growth of Multinationals, Nature of international Risk exposure - International Monetary System.										
2.	MANAGEMENT OF EXCHANGE & INTEREST RATE EXPOSURE						Total Hrs		9	
Forecasting Exchange Rates, Balance of Payment - Interest Rates Parity, International Fisher effect - Time factor in International Risks.										
3.	MANAGEMENT OF RISKS IN INTERNATIONAL TRANSACTIONS						Total Hrs		5	
Foreign Exchange market - Hedging in Derivative Market (Futures & Options) - Hedging in swap market.										
4.	MANAGEMENT OF INTERNATIONAL FINANCING						Total Hrs		5	
Operations in international money market - Operations in foreign Currency market.										
5.	INTERNATIONAL TAX ENVIRONMENT						Total Hrs		8	
The objectives of Taxation - Type of Taxation, The National Tax environment - Organizational Structure for reducing Tax Liabilities.										
Total hours to be taught								35		
Text book (s):										
1.	Eitman, Stonebill & Muffet, "Multinational Business Finance", Wesley Publishing, 1998.									
Reference(s):										
1.	Eun and Resnick, "International Financial Management", Tata McGraw Hill, 2003.									
2.	Sharpiro Alan C., "Multinational Financial Management", Prentice Hall of India, 2003.									
3.	Reed Click & Joshne Govel, "International Financial Management", Prentice Hall of India 2002.									

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Department		Master of Business Administration			Programme Code & Name		61: MBA			
Trimester VI										
Course Code		Course Name		Hours / Week			Credit	Maximum Marks		
				L	T	P	C	CA	ES	Total
07610610E		FINANCIAL DERIVATIVES		4	0	0	4	50	50	100
Objective(s)		It aims to develop an understanding of the importance of financial derivatives and the institutional structure of the markets on which they are traded as well as developing the analytical tools necessary to price such instruments.								
1.	INTRODUCTION						Total Hrs		6	
Derivatives- Definition - Derivative Markets-Forwards, Futures and Options - Difference between cash and Future Markets - Criticisms of Derivative markets - Exchange and Traded Securities Vs OTC Derivatives - Derivative market in India.										
2.	FORWARD AND FUTURES						Total Hrs		8	
Forward contracts - Limitation of forward markets - Introduction to Futures - Distinction between Futures and forward contracts - Hedging with Forwards and Futures, Interest Rate Futures - Forward and Future Prices- Market index understanding the index number - Desirable attributes of an index, Types of Indexes, The S&P, CNX Nifty-Applications.										
3.	OPTIONS						Total Hrs		8	
Option markets-option pricing principles - Distinction between Future and options - Binomial Model-Black scholes option model - Payoff for Derivatives contracts, Payoff for futures, Options payoffs.										
4.	SWAPS						Total Hrs		8	
Definition of SWAP-Interest Rate SWAP - Currency forwards-Currency Futures - Currency options, Warehousing, Credit Risk - Trading Strategies –Interest Rate Derivatives Securities.										
5.	DERIVATIVES IN INDIA						Total Hrs		7	
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 Derivates.										
Total hours to be taught								35		
Text book (s):										
1.	Eun and Resnick, “International Financial Management”, Tata McGraw Hill, 2003.									
Reference(s):										
1.	ReneM Stulz, “Risk Management & Derivatives”, Thomson south Western, 2007.									
2	Chance Don M, “An Introduction to Derivatives and Risk management”.south western 2001.									



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Trimester VI										
Course Code		Course Name		Hours / Week			Credit	Maximum Marks		
				L	T	P	C	CA	ES	Total
07610611E		COMMERCIAL BANK MANAGEMENT		4	0	0	4	50	50	100
Objective(s)		The primary thrust of the course is to provide understanding on commercial banks. The first part of the course emphasizes on functional aspects of commercial banking and investment management. The second part of the course is focused on risk management in commercial banks.								
1.	OVERVIEW OF THE BANKING INDUSTRY & REGULATION						Total Hrs		6	
History of Banking - Evolution of Commercial Banking in India - Goals & functions of Bank Regulation, Trends in federal Legislation and Regulation - Advances in Technology, Service of Commercial Banking - RBI's functions 6 roles, RBI's Credit Policies.										
2.	EVALUATING BANK PERFORMANCE						Total Hrs		6	
Analyzing Bank Performance - Commercial Bank financial statements - The Relationship between the Balance Sheet & Insurance Statement - Profitability Analysis, Managing Risk & Returns - Operation Risk, Evaluating Bank Performance – An Applications.										
3.	MEASURING INTEREST RATES & CONTROLLING INTEREST						Total Hrs		7	
Non Interest Income - Non Interest Expenses, Appropriate Business Mix - Determining & Meaning Interest Rates & Controlling Interest - Basel – II – Accord - Recent innovations in the valuation of fixed – Income securities & Total Return Analysis, Money Market Yields.										
4.	USING DERIVATIVES TO MANAGE INTEREST RATE RISK						Total Hrs		7	
Speculations versus Hedging, Micro hedging Applications - Basic Interest Rate Swaps as a Risk, Interest Rate Caps and floors.										
5.	BANKING ACTIVITIES						Total Hrs		9	
Global Banking Participants, Universal Banking Model, E-banking - E-Payments, Settlements and Data Communication - ATB, Any where Banking & Cyber law - Case study discussions.										
Total hours to be taught								35		
Text book (s):										
1.	Vasant Dasi, “Indian Financial System”, Himalaya Publishing house, 2004									
2.	S.Scott MabDonald/Timothy W. Koch, “Management of Banking”, Cengage Learning, Sixth edition, 2006.									
Reference(s):										
1.	Peter.S, Rose, Sylvia C. Hudgins, “Bank Management And Financial Services”, McGraw –Hill International Edition, 6e 1995.									
2.	C R Basu, “Commercial Banking in the planned economy on India”, Mittal Publications 1e 1991.									
3.	Bhole L.M, “Financial Institutions and Markets”, Tata Mcgraw-Hill, 2004.									

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Department		Master of Business Administration			Programme Code & Name		61: MBA			
Trimester VI										
Course Code		Course Name		Hours / Week			Credit	Maximum Marks		
				L	T	P	C	CA	ES	Total
07610612E		INSURANCE AND RISK MANAGEMENT		4	0	0	4	50	50	100
Objective(s)		This paper is planned to provide an overall view of the insurance operations and administration of insurance companies especially life and non-life insurance along with their risk management techniques.								
1.	INTRODUCTION TO INSURANCE						Total Hrs		7	
History of Development of Insurance in India - Principles and Practice of Insurance - Nature of Insurance Contracts - Insurance Intermediaries.										
2.	MANAGEMENT OF INSURANCE COMPANIES						Total Hrs		7	
Functions and organizations of Insurers - Product design and development - Insurance Pricing, Insurance Marketing, Reinsurance - Insurance Regulation in India - IRDA – Functions.										
3.	INSURANCE CLAIM PROCEDURES AND UNDERWRITING PROCESS						Total Hrs		7	
Underwriting Process - Moral Hazard, Morale Hazard, Physical Hazard, Retention - Claims Notification and Handlings - Surveyors and Loss Assessors, Franchise, Arbitration.										
4.	INTRODUCTION TO RISK MANAGEMENT						Total Hrs		7	
Concept of Risk - Risk and Uncertainty, Risk Management Process - Objectives of Risk Management, Risk Identification and Measurement - Types of Risk facing Businesses and Individuals - Pooling Arrangements and Diversification of Risk.										
5.	RISK AVERSION AND RISK MANAGEMENT BY INDIVIDUALS AND CORPORATIONS						Total Hrs		7	
Risk aversion and Demand for Insurance by individuals - Business Risk Management and Demand for Insurance - Loss Control.										
Total hours to be taught								35		
Text book (s):										
1.	Gupta R.K.” Insurance and Risk Management”, Himalaya Publishing House , 2007.									
Reference(s):										
1.	Harrington Niehaus, “Risk Management and Insurance”, Tata McGraw Hill Edition, 2007.									
2.	Emmett J.Vaughan and Therese Vaughan, “Fundamentals of Risk and Insurance”, Wiley India P Lt d.,2007.									
3.	John R.Ingrisano, “The Insurance Dictionary”, S.Chand & Company, 2000.									

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Department		Master of Business Administration			Programme Code & Name		61: MBA			
Trimester VI										
Course Code		Course Name		Hours / Week			Credit	Maximum Marks		
				L	T	P	C	CA	ES	Total
07610615E		INDUSTRIAL RELATIONS AND LABOUR WELFARE		4	0	0	4	50	50	100
Objective(s)		The objective of this course is to expose the students to the theories of Industrial relations, conflicts, welfare, safety and collective bargaining. The requirement of industrial relation is essential in towards HR it also give a depth knowledge in these areas.								
1.	INDUSTRIAL RELATIONS					Total Hrs		5		
Concepts - Importance, Industrial Relations Problems in the Public Sector - Growth of Trade unions, Codes of conduct.										
2.	INDUSTRIAL CONFLICTS					Total Hrs		10		
Disputes - Impact, Causes, Strikes, Prevention - Industrial Peace, Government Machinery - Conciliation-Arbitration, Adjudication.										
3.	LABOUR WELFARE					Total Hrs		7		
Concept - Objectives, Scopes, Need - Voluntary Welfare Measures - Statutory Welfare Measures - Labour, Welfare Funds - Education and Training Schemes.										
4.	INDUSTRIAL SAFETY					Total Hrs		8		
Causes of Accidents - Prevention, Safety Provision - Industrial Health and Hygiene - Importance, Counseling.										
5.	COLLECTIVE BARGANING					Total Hrs		5		
Meaning - Characteristics, Need - Importance, Process - Causes for failure of Collective Bargaining.										
Total hours to be taught								35		
Text book (s):										
1.	Mamoria C.B and Sathish Mamoria, "Dynamics of Industrial Relations", Himalaya Publishing, New Delhi, 1998.									
Reference(s):										
1.	Dwivedi.R.S, "Human Relations & Organisational Behaviour", Macmillan India Ltd, New Delhi, 1997.									
2.	Pylee.M.V. and Simon George, "Industrial Relations and Personnel Management", Vikas Publishing House (P) Ltd., New Delhi, 1995.									
3.	N.G.Nair, Lata Nair, "Personnel Management and Industrial Relations", S.Chand, 2001.									

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Department		Master of Business Administration			Programme Code & Name		61: MBA			
Trimester VI										
Course Code		Course Name		Hours / Week			Credit	Maximum Marks		
				L	T	P	C	CA	ES	Total
07610616E		PERFORMANCE MANAGEMENT		4	0	0	4	50	50	100
Objective(s)		To inculcate the knowledge of performance management, performance appraisal & Potential appraisal.								
1.	PERFORMANCE MANAGEMENT CONCEPTUAL FRAME WORK					Total Hrs		8		
Introduction to Performance Management - Importance, Process - Link between Performance Management and Performance Appraisal - Benefits of Performance Management, Performance Planning.										
2.	PERFORMANCE APPRAISAL & POTENTIAL APPRAISAL					Total Hrs		8		
Meaning of Performance Appraisal - Methods and Approaches, Obstacles in appraisal - Performance Appraisal Interview, Potential Appraisal.										
3.	PERFORMANCE MANAGEMENT APPLICATION & IMPROVEMENT					Total Hrs		8		
Performance Management and Development - Performance Management and Pay, Performance Management for Teams - Performance Management in Practice, Analyzing Performance Problems.										
4.	COMPETENCY MAPPING					Total Hrs		7		
Competency Mapping - 360 degree feedback, Assessment Centers - Performance Reviews, Coaching and Counseling.										
5.	MANUFACTURING, SERVICE AND IT SECTOR					Total Hrs		4		
Performance Management in Manufacturing, Service and IT Sector – Strategies for Improving Performance.										
Total hours to be taught								35		
Text book (s):										
1.	Chadha, Prem, “Performance Management”, Macmillan, 2005.									
Reference(s):										
1.	Aguinis, “Performance Management”, Prentice Hall, 2005.									
2.	Sahu R.K, “Performance Management System”, Excel Books, 2006.									
3.	Srinivas R. Kandula, “Performance Management: Strategic, Intervention, Drives”, Prentice Hall, 2006.									

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks			
		L	T	P	C	CA	ES	Total	
07610617E	COMPETENCY MAPPING AND DEVELOPMENT	4	0	0	4	50	50	100	
Objective(s)	To provide theoretical and application oriented inputs of competency mapping and develop mapped competencies.								
1.	INTRODUCTION				Total Hrs		6		
History & Origin of Competency - Reasons for popularity of Competency – Definitions - Components of Competency.									
2.	COMPETENCY CATEGORIES				Total Hrs		6		
Threshold Competencies - Differentiating Competencies - Generic or Key Competencies - Functional or Technical Competencies - Leadership or Managerial Competencies.									
3.	CAREER DEVELOPMENT –CONCEPTS				Total Hrs		7		
Introduction to Career Development –Concepts, definitions etc., - Stages of Career Development - Career Development and Organization Strategy - Career Paths, Transitions and Plateaus.									
4.	STEPS IN DEVELOPING COMPETENCY MODELS				Total Hrs		10		
Introduction to Competency Modeling - Steps in Developing Competency Model - Determining the Objective & Scope - Data Gathering & Interim Competency Models - Finalize & Validate Competency Models.									
5.	COMPETENCIES ASSESSMENT				Total Hrs		6		
Competencies Assessment (Gap Analysis) - Strategies to address the gaps - Integration the Competency Model - Reassess Competencies and evaluate ROI.									
Total hours to be taught							35		
Text book (s):									
1.	Michael Armstrong, “A handbook on Human Resources Management”, Kogan page, 2001.								
Reference(s):									
1.	Arulmani, “Career Counseling: A field book for teachers and trainers”, Tata McGraw Hill, 2000.								
2.	Radha Sharma, “360 Degree Feedback, Competency Mapping and Assessment Centre for Personal & business development”, TMH, 2002.								
3.	Sadri, Setal., “Geometry of HR”, Himalaya Publishing House, 2002.								

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Trimester VI									
Course Code		Course Name		Hours / Week			Credit	Maximum Marks	
				L	T	P	C	CA	ES
07610618E		ADVANCED INDUSTRIAL PSYCHOLOGY		4	0	0	4	50	100
Objective(s)		Knowledge on the industries is essential for all kinds of people is all kinds of organizations. After studying this courses student well able to have a clear understanding of all HR & work related HR activity.							
1.	INTRODUCTION						Total Hrs		7
Nature, Scope, and Problems and Objectives - Individual Differences and their evaluation, role of Heredity, Environment, Types individual differences - Psychological tests in industries, their utility, reliability and validity.									
2.	ATTITUDE AND INDUSTRIAL MORALE						Total Hrs		7
Meaning, characteristics, factors that influence development of attitudes, implication for organization - Meaning, characteristics, factors that influence morale, measures of improving morale.									
3.	MOTIVATION AND WORK ENVIRONMENT						Total Hrs		7
Meaning, types, applications in industry, MBO, Job design - The arousal Hypothesis, noise, illumination, color, vibration, miscellaneous factors.									
4.	LEADERSHIP AND MONOTONY						Total Hrs		7
Models, Do's and Don'ts, selection and training of leaders - Fatigue and Stress: Meaning, Impact, Causative Factors.									
5.	JOB ANALYSIS AND EVALUATION, PERSONNEL COUNSELING						Total Hrs		7
Uses and Values, methods, psychological contributions to job analysis and evaluation - Objectives, forms of counseling, steps in counseling process.									
Total hours to be taught								35	
Text book (s):									
1.	Ramnath Sharma, "Industrial Psychology", Atlantic,2004.								
Reference(s):									
1.	Blum M.L, Naylor J.C, "Industrial Psychology", C.B.S Publishing,2005.								
2.	Thomas W.Harrell, "Industrial Psychology", Oxford and IBH Publishing, 2005.								
3.	K.K.Ahuja, "Industrial Psychology and Organization Behavior", Work Computer Corporation, 2006.								

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		L	T	P	C	CA	ES	Total	
07610621E	KNOWLEDGE MANAGEMENT SYSTEM	4	0	0	4	50	50	100	
Objective(s)	Knowledge Management is one of the emerging areas of management. This course will create some exposure on it.								
1.	INTRODUCTION				Total Hrs		7		
Introduction to Knowledge Management - From Data to Information to Knowledge - Drivers of Knowledge Management.									
2.	CREATING THE KNOWLEDGE EDGE				Total Hrs		7		
Creating the Knowledge Edge - Knowledge Management Road Map - Leveraging existing Infrastructure.									
3.	DESIGNING THE KM INFRASTRUCTURE				Total Hrs		7		
Designing the KM infrastructure - Aligning knowledge Management and Business Strategy - Conducting the knowledge Audit and Analysis.									
4.	DEVELOPING AND DEPLOYING THE KM SYSTEM				Total Hrs		7		
Designing the KM Team & the reward Structures - Designing, Developing and Deploying the KM system.									
5.	PERFORMANCE OF KNOWLEDGE WORK				Total Hrs		7		
Measuring the Performance of Knowledge work - Case Studies.									
Total hours to be taught							35		
Text book (s):									
1.	Barnes, "Knowledge Management System", Cengage Learning, 2006.								
Reference(s):									
1.	Ikujiro Nonaka & Hirotaka Takeuchi, "The knowledge creating company", Oxford University Press, Newyork, 1995.								
2.	Amrit T.Warra, "The Knowledge Management", 2e Karson, 2003.								

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		L	T	P	C	CA	ES	Total	
07610622E	E-COMMERCE TECHNOLOGY AND MANAGEMENT	4	0	0	4	50	50	100	
Objective(s)	This course focuses the students on the fundamentals of E-Commerce and its application in day to day business.								
1.	FUNDAMENTAL OF E-COMMERCE				Total Hrs		7		
Driving Forces - Benefits and Limitations of e-commerce - Basis of Data Mining Datawarehousing and Network infrastructure - Overview of IP, tCP HTML, OLaP and Cryptography.									
2.	BUSINESS APPLICATION IN E COMMERCE				Total Hrs		7		
Retailing in E-Commerce - Market research on internet customers - E-commerce for service sector, Advertising in e-commerce - B2B ecommerce.									
3.	E-COMMERCE INFRASTRUCTURE				Total Hrs		7		
Intranet, Internet Extranet - Structure, Architecture, Applications & Business Models.									
4.	E-COMMERCE PAYMENTS AND SECURITY				Total Hrs		7		
E-Payments and Protocols - Security schemes against Internet fraud - Principles of e-fraud transfer - Credit and Debit card usage - E-check and unified payment systems.									
5.	LEGAL AND PRIVACY ISSUES IN E-COMMERCE				Total Hrs		7		
Legal, ethics and privacy issue - Protection needs and methodology - Consumer protection, Cyber law - Contracts and warranties, Taxation and Encryption Policies.									
Total hours to be taught							35		
Text book (s):									
1.	Sandeep Krishnamurthy, "e-commerce Management Text and Cases", Thomson Learning 2003.								
Reference(s):									
1.	Greenstein Firsman, "Electronic Commerce", TMH, 1999.								
2.	Nabil Adam et al, "Electronic Commerce-Technical, Business and Legal Issues", Printice Hall, 1998.								



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Course Code		Course Name		Hours / Week			Credit	Maximum Marks		
				L	T	P	C	CA	ES	Total
07610623E		ENTERPRISE RESOURCE PLANNING		4	0	0	4	50	50	100
Objective(s)		The objective of this course is to expose the students to the theories of enterprise Resource Planning. It also extents the exposure to he project management & its implementation practically.								
1.	INTRODUCTION						Total Hrs		8	
ERP Concepts, Enterprise System - Evolution of ERP, Tangible and Intangible Benefits - Emerging Trends in ERP adoption, ERP Implementation Stages – case Study.										
2.	PRE – IMPLEMENTATION STAGE						Total Hrs		7	
Need Analysis, Competitive Environment Analysis - Gap Analysis, Cost Elements, Feasibility Analysis - ERP Modules, ERP Industries verticals - ERP Architecture, ERP Software, SAP, Baan, IFS, Oracle - People Soft Comparison of ERP Software, ERP Package Evaluation Criteria - Package Life Cycle, Request for Information, Functional Requirement Specification - Request for Proposal, Vendor Selection, ERP Consultants, Case Studies.										
3.	IMPLEMENTATION						Total Hrs		8	
Business Process Reengineering Concepts - Reengineering and Process Improvement, BPR Steps, AS-IS and TO, BE Analysis - Modeling Business Process, Successful BPR, Reengineering - Organisational Readiness, Implementation Approaches.										
4.	PROJECT MANAGEMENT						Total Hrs		7	
Project Management, Project Team, Steering Committee, Project Manager - Functional Team, IS Team, Security Specialists. Project Deliverables - Change Management, System integration, Systems Integration standards - Middleware Development, Forward and Reverse Engineering - ERP Infrastructure Planning, System Architecture.										
5.	POST IMPLEMENTATION						Total Hrs		5	
Organisational Transformational Model of ES Success - Cross Functional, Organisational and Industrial Impacts - Measuring Business Benefits, Balanced Score card Method - ABCD Checklist Framework, Capability Maturity Framework, case study.										
Total hours to be taught								35		
Text book (s):										
1.	Mahadeo Jaiswal and Ganesh Vanapalli, “Text Book of Enterprise Resource Planning”, Macmillan India Ltd., Chennai, 2005.									
Reference(s):										
1.	Alexis Leon,” Enterprise Resource Planning Demystified”, Tata McGraw-Hill, 2004.									
2.	Vinod Kumar & Grag N.K.Venkitakrishnan, ”Enterprise Resource Planning – Concepts and Practice”, Prentice Hall of India, 1998.									

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Course Code		Course Name		Hours / Week			Credit	Maximum Marks		
				L	T	P	C	CA	ES	Total
07610624E		SOFTWARE PROJECT AND QUALITY MANAGEMENT		4	0	0	4	50	50	100
Objective(s)		The objective of this course is to expose the students to the theories of software project & Quality management. The course will also allow the students to develop their own framework for Software Quality, Testing & Quality assurance.								
1.	INTRODUCTION						Total Hrs		6	
Product life Cycle - Project Life Cycle Models for software and Process Models.										
2.	PROJECT MANAGEMENT PROCESS AND ACTIVITIES						Total Hrs		7	
Project Initiation - Project Planning and Tracking, Project Closure.										
3.	ENGINEERING ACTIVITIES						Total Hrs		8	
Software requirements gathering, estimation, design and development phase - Project management in the testing and maintenance phase.										
4.	UNIT IV: INTRODUCTION TO SOFTWARE QUALITY						Total Hrs		9	
Software Quality Views & Standards - Fundamental measures, size, effort, defects - Software quality metrics, complexity metrics, Defect Identification and removal efficiency - Function Points – Benchmarking for software quality.										
5.	SOFTWARE QUALITY ASSURANCE						Total Hrs		5	
Reliability models for Software quality - ISO 9000 for software quality – CMM, CMMI, PCMM, PSP, and COCOMO - TQM for Software quality.										
Total hours to be taught								35		
Text book (s):										
1.	Walker Royce, “Software Project Management”, Pearson Education, 2000.									
Reference(s):										
1.	Alan Gillies, “Software Quality – Theory & Management” , Thomson Learning, 2003.									

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Course Code		Course Name		Hours / Week			Credit	Maximum Marks		
				L	T	P	C	CA	ES	Total
07610627E		COMPUTER INTEGRATED MANUFACTURING		4	0	0	4	50	50	100
Objective(s)		To study automation and application of hardware and software in manufacturing and service sectors. To study fundamentals of CIMS, CAD, CAM, FMS and application of NC, CNC, DNC machines. To study current manufacturing systems of FMS, group technology, Lean production, Agile manufacturing.								
1.	INTRODUCTION						Total Hrs		7	
Computer Integrated Manufacturing - Definition, Concept, Evolution and Benefits - Types of Manufacturing Systems and Sub-system - Automated systems - Elements, Functions and Levels.										
2.	COMPUTER AND COMMUNICATION IN CIM						Total Hrs		7	
Hardware, Software and Security Requirements for implementing CI systems - Communication systems for CIMS - Communications Matrix, Network architectures and Techniques - Overview of creating and Maintaining a Manufacturing systems database.										
3.	DESIGN AND PRODUCTION						Total Hrs		7	
Fundamentals of Design for Manufacturing (DFM) - Computer Aided Design (CAD) - 3D Modeling packages, Finite Element Analysis packages and transportability - NC, CNC and DNC machines Introduction to part-programming. Tool Management - Data Logging and acquisition, Automated data collection.										
4.	MANUFACTURING SYSTEMS						Total Hrs		7	
Manufacturing systems - Components, Classifications and Functions, Flexible - Manufacturing systems (FMS), Components, Applications and benefits - Planning and Implementation issues in FMS, Group Technology - Part-Families Classification and Coding.										
5.	CURRENT TRENDS						Total Hrs		7	
Concurrent Engineering Role of Expert Systems in CIMS - Robotics-Overview, Types in CIMS - Automated Guided Vehicles, Types and Technology, Control - Overview of Automated Assembly - Systems-Lean Production, Agile Manufacturing.										
Total hours to be taught								35		
Text book (s):										
1.	Mikell P. Groover, Automatiuon, “Production Systems and Computer Integrated Manufacturing”, PHI, 2001.									
Reference(s):										
1.	Ronald G. Askin, “Modelling and analysis of Manufacturing”, John Wiley& Sons, 1993.									
2.	S.Vajpayee Kant, “Principles of Computer integrated manufacturing”, Prentice Hall India Second Indian Reprint, 2005.									

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Course Code		Course Name		Hours / Week			Credit	Maximum Marks	
				L	T	P	C	CA	ES
07610628E		WORLD CLASS MANUFACTURING		4	0	0	4	50	100
Objective(s)		To Acquaint the Students About the International Developments in the Area of Manufacturing, and the Systems, Tools and Techniques Required for Achieving Competitive Edge Through World-Class Manufacturing.							
1.	WORLD CLASS MANUFACTURING AND INFORMATION AGE COMPETITION						Total Hrs		5
Emergence of the Information Age - Competing in the Information Age, Business Challenges of the Information Age - Manufacturing Challenges of the Information Age, Problems in the Manufacturing Industry.									
2.	EMERGENCE OF WORLD CLASS MANUFACTURING						Total Hrs		5
Evolution of World Class Manufacturing - First Principles of World Class Manufacturing, The Practice of World Class Manufacturing - Current Challenges in World Class Manufacturing - Quality in World Class Manufacturing - Deming's Approach, Shingo's Approach.									
3.	GAINING COMPETITIVE EDGE THROUGH WORLD CLASS MANUFACTURING						Total Hrs		7
Manufacturing Excellence and Competitiveness - Hall's Framework of Value-added Engineering - Schonberger's Framework of WCM, Gunn's Model of WCM, Maskell's Models of WCM.									
4.	SYSTEMS AND TOOLS FOR WORLD CLASS MANUFACTURING						Total Hrs		9
Overview of Systems and Tools - Information Management Tools - Product and Process Design Tools - Barcode Systems, The Kanban, Statistical Quality Control (SQC) - Business Integration and Decision Support Tools - Material Processing and Handling Tools - FMS, Rapid Prototyping, Lean Production Tools.									
5.	STRATEGIES AND PERFORMANCE MEASUREMENT TOOLS						Total Hrs		9
Generic Manufacturing Strategies - Issues in Strategic Planning for WCM, Strategic Planning Methodology for WCM - Performance Measurement - The PO-P System, The TOPP System, The AMBITE System - Quality Performance, Cycle Time, Delivery Performance, Financial Performance - Balanced Scorecard.									
Total hours to be taught								35	
Text book (s):									
1.	John Nicholas," Competitive Manufacturing Management", Tata McGraw Hill, 2001.								
Reference(s):									
1.	Suresh Lulla, "World Class Quality", Tata McGraw Hill, 2003.								
2.	R. P. Mohanty, S. G. Deshmukh, " Advanced Operations Management", Pearson Education 2001.								
3.	B.S. Sahay K.B.C. Saxena Ashish Kumar, "World Class Manufacturing – A Strategic Perspective", Macmillan India, 2000.								

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Course Code		Course Name		Hours / Week		Credit	Maximum Marks			
				L	T	P	C	CA	ES	Total
07610629E		LOGISTICS MANAGEMENT		4	0	0	4	50	50	100
Objective(s)		The objective of this course is to expose the students to the theories of Logistics and competitive Strategy, Performance Measurement and Costs, Transportation and Packaging, Current Trends.								
1.	INTRODUCTION TO LOGISTICS AND COMPETITIVE STRATEGY						Total Hrs		6	
Definition and Scope of Logistics - Functions & Objectives, Customer Value Chain - Service Phases and attributes, Value added logistics services - Role of logistics in Competitive strategy.										
2.	WAREHOUSING AND MATERIALS HANDLING MATERIAL HANDLING EQUIPMENT AND SYSTEMS						Total Hrs		7	
Warehousing Functions - Types and Site Selection, Layout Design and Costing - Virtual Warehouse, Role of Material Handling in Logistics - Material Storage Systems - Principles, Benefits, Methods - Automated Material Handling.										
3.	PERFORMANCE MEASUREMENT AND COSTS						Total Hrs		7	
Need, System, Levels and Dimensions - Internal and External Performance Measurement - Logistics Audit, Total Logistics Cost Concept, Cost Identification - Time Frame and Formatting.										
4.	TRANSPORTATION AND PACKAGING						Total Hrs		8	
Transportation System Evolution - Infrastructure and Networks, Freight Management , Route Planning, Containerization - Design considerations, Material and Cost, Packaging as Unitization - Consumer and Industrial Packaging.										
5.	CURRENT TRENDS						Total Hrs		7	
E-Logistics Structure and Operation - Logistics Resource Management, Automatic Identification Technologies - Warehouse Simulation, Reverse Logistics - Global Logistics , Strategic logistics Planning.										
Total hours to be taught								35		
Text book (s):										
1.	Sople Vinod V, “Logistics Management – The Supply Chain Imperative”, Pearson Education, 2004.									
Reference(s):										
1.	Ailawadi C Sathish & Rakesh Singh, “Logistics Management”, Prentice Hall India, 2005.									
2.	Coyle, “The Management of Business Logistics”, Thomson Learning, 2004.									
3.	Bloomberg David J, “Logistics”, Prentice Hall India, 2005.									

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Course Code		Course Name		Hours / Week			Credit	Maximum Marks		
				L	T	P	C	CA	ES	Total
07610630E		PRODUCTION PLANNING AND CONTROL		4	0	0	4	50	50	100
Objective(s)		To study various models of forecasting for operation management. To study facilities Decisions. To study methods of aggregate planning. To learn methods of scheduling. To study process planning focusing group technology, classification, coding systems, expediting and monitoring.								
1.	FORECASTING						Total Hrs		6	
Subjective estimate survey - Delphi method - Regression models - Single variable model and Two variable model - Econometric models - Input-output model.										
2.	FACILITIES DECISIONS						Total Hrs		5	
Measuring capacities of facilities - Determining facility needs - Economies of scale.										
3.	AGGREGATE PLANNING METHODS						Total Hrs		10	
Planning by Trial and error method - Planning by Transportation method - Planning by Linear Programming - Planning by Linear - Decision rule method - Planning by Heuristic method - Planning by Computer search method.										
4.	SCHEDULING						Total Hrs		9	
Single machine sequencing with Independent jobs - Parallel machine models - Flow shop scheduling - Job shop scheduling - Simulation studies of the Dynamic job shop - Dispatching.										
5.	PROCESS PLANNING						Total Hrs		5	
Group Technology - Classification and coding systems for process planning - Expediting and monitoring.										
Total hours to be taught								35		
Text book (s):										
1.	Narasimhan Sim, "Production Planning and Inventory Control", Prentice Hall, 2002.									
Reference(s):										
1.	Ray Wild, "Operations Management", Cengage Learning,2003									
2.	William J.Stevenson, "Operations Management Eighth Edition", Tata McGraw- Hill 2005.									
3.	Kanishka Bedi, "Production and Operations management", Oxford University Press, 2004.									

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks			
		L	T	P	C	CA	ES	Total	
07610601P	WORKSHOP ON MANAGERIAL EXERCISES II	4	0	0	4	50	50	100	
Objective(s)	To provide exposure and knowledge in the area of motivation applicate leadership & crisis management through oriented methods.								
1.	MANAGEMENT GAMES				Total Hrs		11		
Motivational Games - Leadership Games - Crisis Management.									
2.	ROLE PLAY				Total Hrs		12		
Types of Personalities - Body language & Verbal Expression - Workable Knowledge of reality - Manner & Morals.									
3.	LEADERSHIP				Total Hrs		12		
Leadership assessment - Leadership Procedures - Communication skills - Team Co-Ordination.									
Total hours to be taught							35		
Text book (s):									
1.	ITom Peters & Robert H. Waterman, “In Search of Excellence”, Viva Books Delhi, 2005.								
Reference(s):									
1.	De Bono, “Later Thinking”, Penguins, 2008.								
2.	Adryan Bell, “Transforming your workplace”, University press Hyderabad, 2007.								
3.	Ravi Chopra, “Group Discussion”, Radhika Publishing Delhi, 2008.								