

Version 2.1

ANNA UNIVERSITY – COIMBATORE**FACULTY OF MANAGEMENT SCIENCES****MBA – THIRD TRIMESTER CURRICULUM AND SYLLABUS****III TRIMESTER**

Course Code	Course Title	Hours/Week			Credits	Maximum marks		
		L	T	P		CA	FE	Total
MBA 031	Financial Management	3	1		3	50	50	100
MBA 032	Production & Operation Management	3	1		3	50	50	100
MBA 033	International Business Management	4			3	50	50	100
MBA 034	Strategic Management	4			3	50	50	100
MBA 035	Application of Research Methods in Management	3	1		3	50	50	100
MBA 036	Intellectual Property Rights	4			3	50	50	100
MBA 037	Emerging Trends in Management (Case analysis & Seminar) – Practical			4	2	EXTERNAL GRADING		
	TOTAL	21	3	4	20			

MBA 031 FINANCIAL MANAGEMENT

S. no	Topic	No. of Hours
1	Overview of Financial Management <ul style="list-style-type: none"> ➤ 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 	4
2	Capital Budgeting <ul style="list-style-type: none"> ➤ Nature and Principles ➤ Cash Flows ➤ Discounting cash flow techniques ➤ Non- Discounting cash flow techniques 	8
3	Cost of Capital <ul style="list-style-type: none"> ➤ Concept of cost of capital ➤ Determining Component Cost of Capital ➤ Specific Cost of Capital ➤ Overall cost of capital 	5
4	Capital Structure <ul style="list-style-type: none"> ➤ Theories of Capital Structure ➤ Designing Capital structure ➤ Financial and Operating leverages 	5
5	Dividend Policy <ul style="list-style-type: none"> ➤ Objectives of Dividend Policy ➤ Practical Consideration In Dividend Policy ➤ Types of dividend ➤ Dividend theories 	4
6	Working Capital Management <ul style="list-style-type: none"> ➤ Principles and Concepts of Working Capital ➤ Operating Cycle ➤ Determinants Of Working Capital ➤ Receivables Management ➤ Inventory Management ➤ Cash Management ➤ Short Term finance 	8
7	Indian Financial System	1
Total		35

References

S.No	Authors Name	Book Name	Publisher	Year of Publishing
1	I M Pandey	Financial Management Ninth Edition	Vikas Publishing House	2006
2	Prasanna Chandra	Fundamentals of Financial Management : Fourth Edition	Tata McGraw- Hill Publishing	2005
3	Eugene F.Brigham Joel F.Houston	Fundamentals of Financial Management	Cengage Learning	2004
4	Eugene F.Brigham Michael C.Ehrhardt	Financial Management Theory and Practice	Cengage Learning	2005
5	I M Pandey Ramesh Bhat	Cases in Financial Management	Tata McGraw- Hill Publishing	2006
6	Khan Jain	Financial Management	Tata McGraw- Hill Publishing	2005
7	James C. Van Horne	Financial Management & Policy	Prentice Hall of India Private Ltd.	2002
8	Sudhindra Bhat	Financial Management Principles and Practice	Excel Books	2007
9	Lawrence J.Gitman	Principles of Managerial Finance : Eleventh Edition	Pearson Education	2006
10	Preeti Singh	Fundamentals of Financial Management	Ane Books	2008
11	Robert F.Bruner	Case Studies in Finance Fifth Edition	Tata McGraw- Hill Publishing	2007
12	Paresh P Shah	Financial Management	Biztantra	2007
13	Geoffrey Knott	Financial Management Fourth Edition	Palgrave Macmillan	2007
14	P.V. Kulkarni B.G. Satyaprasad	Financial Management	Himalaya Publishing House	2007

MBA 032 PRODUCTION and OPERATION MANAGEMENT

S. No	Topic	No. of Hours
1	Production and Operation Management (POM) <ul style="list-style-type: none"> ➤ Need, Evolution, System, Types, functions and communication in POM ➤ Life cycle of production system ➤ Different types of Production/Operations Decisions ➤ Operation Strategy 	4
2	Product, Process and Service Design <ul style="list-style-type: none"> ➤ Developing New Product ➤ Improving design of existing product ➤ Designing and developing new services ➤ Types of Process Designs ➤ Factors affecting process design decisions 	4
3	Production Planning and control <ul style="list-style-type: none"> ➤ Aggregate Planning ➤ Master Production Schedule ➤ Material Requirements Planning, ➤ Manufacturing Resource Planning ➤ Capacity Requirements Planning ➤ Vendor Requirements Planning ➤ Operations Scheduling 	8
4	Productivity Improvement Techniques <ul style="list-style-type: none"> ➤ Business Process Reengineering ➤ JIT and Kanban System ➤ Learning Curves ➤ Value Analysis ➤ Manufacturing Automation ➤ Project Management – Concept, Elements and Life Cycle ➤ ABC and VED Analysis 	5
5	World Class Manufacturing <ul style="list-style-type: none"> ➤ Flexible Manufacturing System ➤ Lean Manufacturing ➤ Agile Manufacturing ➤ E-Manufacturing ➤ Virtual and Collaborative Manufacturing 	5
6	Facility and Layout Location <ul style="list-style-type: none"> ➤ Facility Location Decisions – Selections of country, region and site. ➤ Facility Layout Decision – Types (Fixed Position, and Production, Process, Flexible) 	5

	➤ Methodologies (Distance Minimising, Computer software systems (CRAFT, CORELAP, ALDEP)	
7	Work and Motion Study ➤ Concepts and Role of work study for improving productivity ➤ Work study procedure ➤ Design of workplace layout ➤ Work measurement	4
Total		35

References

S.No	Authors Name	Book Name	Publisher	Year of Publishing
1	Norman Gaither & Gregory Frazier	Operations Management With CD	Cengage Learning	2007
2	S N Chary	Productions and Operations Management	Tata McGraw- Hill Publishing	2004
3	James R. Evans David A. Collier	Operations Management: An Integrated goods and Services Approach	Cengage Learning	2007
4	R. Paneer Selvam	Production and Operations Management	Prentice Hall of India	2007
5	NG Nair	Production and Operations Management	Tata McGraw- Hill Publishing	1996
6	Richard B Chase F Robert Jacobs Nicholas J Aquilano Nitin K Agarwal	Operations Management for Competitive advantages	Tata McGraw- Hill Publishing	2006
7	Ray Wild	Operations Management Sixth Edition	Cengage Learning	2003
8	William J. Stevenson	Operations Management Eighth Edition	Tata McGraw- Hill Publishing	2005
9	Joseph G. Monks	Sahaum's Outlines Operations Management	Tata McGraw- Hill Publishing	2004
10	Joseph S. Martinch	Production and Operations Management	John Wiley Publishing	1997
11	S.A. Chunawalla D.R. Patel	Production and Operations Management	Himalaya Publishing House	2008
12	Kanishka Bedi	Production and Operations Management	Oxford University Press	2004

13	Upendra Kachru	Production and Operations Management : Text and Cases	Excel Books	2007
14	Buffa	Modern Production / Operations Management 8ed	Wiley India	2007
15	Russel	Operations Management Fifth edition	Wiley India	2007

MBA 033 INTERNATIONAL BUSINESS MANAGEMENT

S. No	Topic	No. of Hours
1	Introduction <ul style="list-style-type: none"> ➤ Nature and characteristics of International Business ➤ Forms of international business ➤ International trade – exports and imports ➤ FDI ➤ Economic Theories 	5
2	International Business Environment <ul style="list-style-type: none"> ➤ Globalization of business ➤ Economic, political and cultural environment of international business ➤ WTO – Structure, features and functions ➤ Trade Liberalizations 	6
3	Multinational Corporations <ul style="list-style-type: none"> ➤ Features of MNCs, ➤ Classification of MNCs, ➤ Role of MNCs in developing countries ➤ Drawbacks of Multinational Corporations. ➤ Conflict in MNCs ➤ Role of MNCs in developing countries 	6
4	Trade Blocks <ul style="list-style-type: none"> ➤ Types of Regional Groupings ➤ Inter-regional trade among regional groups 	4
5	International Financial Market <ul style="list-style-type: none"> ➤ NASDAC ➤ EXIM Banking ➤ Exchange Rate Mechanism ➤ Foreign exchange market ➤ Export Credit Guarantee (ECGC) 	6
6	Export Procedure and Documentation <ul style="list-style-type: none"> ➤ Steps in export procedure ➤ Documents – Pre-shipment document ➤ Documents related to goods ➤ Certificate related to shipments ➤ Documents related to payment ➤ Documents related to inspection ➤ Documents related to excisable goods. 	8
Total		35

References

S.No	Authors Name	Book Name	Publisher	Year of Publishing
1	Francis Cherunilam	International Business Text and Cases	Prentice Hall Publishing	2007
2	Michael R. Czinkota Ilkka A.Ronkainen Michael H.Moffett	International Business Seventh Edition	Cengage Publishing	2005
3	Charles W L Hill Arun Kumar Jain	International Business	Tata McGraw- Hill Publishing	2005
4	K Aswathappa	International Business Second Edition	Tata McGraw- Hill Publishing	2006
5	Justin Paul	International Business	Prentice Hall Publishing	2007
6	Shekar	International Business with Geodiscoveries w/CD	Wiley India	2007
7	Mukesh Chaturvedi Aseem Kumar	Managing Global Business	Excel Books	2005
8	P Subba Rao	International Business (Text & Cases)	Himalaya Publishing House	2008
9	S Shajahan	International Business	Macmillan India Limited	2006

MBA 034 STRATEGIC MANAGEMENT

Objective

- To understand the strategic management process in an organization
- To formulate strategy for an organization
- To be able to carry out strategy audit in an organization

S. no	Topic	No. of Hours
1	Introduction to strategic management process <ul style="list-style-type: none"> ➤ Mission, Vision, Objectives, strategy ➤ Need and Challenges for strategic management model ➤ Learning organization, Role of Board of Directors and Top Management ➤ Social Responsibility of strategic decision making 	4
2	Opportunity & Threat Analysis <ul style="list-style-type: none"> ➤ Analysis of Societal Environment ➤ Scanning the external Environment, strategic Myopia, ➤ Industry analysis, Porters 5 forces model driving industry competition, Forecasting 	5
3	Strength and Weakness Analysis <ul style="list-style-type: none"> ➤ Organizational analysis ➤ Value chain analysis ➤ Scanning functional resources ➤ Strategic audit 	5
4	Business Strategy <ul style="list-style-type: none"> ➤ Situation analysis using SWOT tool, strategic gap identification ➤ Generating alternatives strategies using TOWS matrix ➤ Competitive strategies, cooperative strategies 	5
5	Corporate and Functional Strategy <ul style="list-style-type: none"> ➤ Directional Growth strategy, Merger & Acquisition, Portfolio analysis ➤ Core competencies, Outsourcing, Marketing, Financial, Operation, R&D , Purchasing, Logistics, HRM and Information system strategies, Strategic choice and Developing Policies 	8
6	Strategy Implementation <ul style="list-style-type: none"> ➤ Developing program, Budgeting, procedure ➤ Stages of corporate development, types of organization structure ➤ Staffing, Culture and Management to implement the strategy 	5

7	Evaluation and Control <ul style="list-style-type: none"> ➤ Measuring Performance, problem in measuring performance ➤ Control and strategic audit 	3
Total		35

References

S.No	Authors Name	Book Name	Publisher	Year of Publishing
1	Michael A.Hitt Robert E.Hoskisson R.Duane Ireland	Management of Strategy Concepts and Cases	Cengage Learning	2007
2	Azhar Kazmi	Business Policy and Strategic Management	Tata McGraw- Hill Publishing	2002
3	Charles W.L. Hill Gareth R. Jones	Strategic Management An Integrated Approach	Biztantra An Imprint of Dreamtech	2004
4	John A Pearce Richard B Robinson	Strategic Management	Tata McGraw- Hill Publishing	2005
5	Robert A.Pitts David Lei	Strategic Management	Cengage Learning	2006
6	Francis Cherunilam	Strategic Management	Himalaya Publishing House	1998
7	Arthur A Thompson A J Strickland John E Gamble Arun K Jain	Crafting and Executing Strategy Concepts and Cases	Tata McGraw- Hill Publishing	2006
8	Sukul Lomash P K Mishra	Business Policy and Strategic Management	Vikas Publishing House	2005
9	Melissa A Schilling	Strategic Management of Technology Management	Tata McGraw- Hill Publishing	2008
10	S B Budhiraja M B Athreya	Cases in Strategic Management	Tata McGraw- Hill Publishing	1996
11	Petter Fitzroy James M. Herbert	Strategic Management Creating value in a turbulent world	John Wiley & Sons	2006
12	M.Jeyarathnam	Business Policy and Strategic Management	Himalaya Publishing House	2007
13	Colin White	Strategic Management	Palgrave Macmillan	2004
14	Upendra Kachru	Strategic Management	Excel Books	2005
15	Hill, Jones	Strategic Management: An Integration Approach 6 th Edition	Wiley India	2007

16	Parnell	Strategic Management: Theory and Practices	Wiley India	2007
17	V S P Rao V Hari Krishna	Strategic Management Text and Cases	Excel Books	2003
18	Ajit Prasad	Extremely Short Cases on Strategic Management	Excel Books	2003
19	U C Mathur	Textbook of Strategic Management	Macmillan India Limited	2005
20	Raghavan Parthasarathy	Fundamentals of Strategic Management	biztantra	2007

MBA 035 APPLICATION OF RESEARCH METHODS IN MANAGEMENT

S. No	Topic	No. of Hours
1	Business Research <ul style="list-style-type: none"> ➤ Introduction, Definitions, nature, scope ➤ Concept, Significance ➤ Research Process ➤ Hypothesis Testing 	5
2	Research Problem <ul style="list-style-type: none"> ➤ Defining the research problem ➤ Formulation of research problem ➤ identification and selection of problems in Management ➤ Research design and experimental design in Management 	5
3	Methods of data collection <ul style="list-style-type: none"> ➤ Primary data collection: Qualitative & Observation Research ➤ Primary data-collection techniques ➤ Qualitative Research Techniques <ol style="list-style-type: none"> 1) Focus Groups 2) Depth Interviews 3) Projective Techniques ➤ Observation Research Techniques ➤ Survey Techniques- Questionnaire Design and Testing Secondary data collection <ul style="list-style-type: none"> ➤ Role of secondary data in management research ➤ Sources of secondary data ➤ Limitations of secondary data 	6
4	Measurement & Scaling Techniques <ul style="list-style-type: none"> ➤ Measurement in Research ➤ Basic Scaling Techniques: Nominal – Ordinal - Interval - Ratio ➤ Measuring Attitude : Comparative Rating Scale - Non Comparative - Rating Scale ➤ Itemized Rating Scale ➤ Meaning & Relationship of Reliability & Validity 	5
5	Sampling Theory <ul style="list-style-type: none"> ➤ Basis of sampling ➤ Sampling Process ➤ Types of sampling – probability & non probability sampling 	3
6	Data Analysis <ul style="list-style-type: none"> ➤ Multivariate Analysis 	7

	<ul style="list-style-type: none"> ➤ Factor Analysis ➤ Cluster Analysis ➤ Correspondence Analysis and ➤ Conjoint Analysis ➤ Application of SPSS and MINITAB 	
7	Report Preparation <ul style="list-style-type: none"> ➤ Interpretation and report writing ➤ Meaning and techniques of interpretation ➤ Significance of report writing ➤ Different types and steps in report writing 	4
Total		35

References

S.No	Authors Name	Book Name	Publisher	Year of Publishing
1	Donald R.Cooper Pamela S.Schindler	Business Research Methods Ninth Edition	Tata McGraw- Hill Publi	2006
2	William G.Zikmund	Business Research Methods	Cengage Learning	2003
3	R Nandagopal K Arul Rajan N Vivek	Research Methods in Business	Excel Books	2007
4	Dipak Kumar Bhattacharyya	Research Methodology	Excel Books	2006
5	Uma Sekaran	Research Methods for Business	Wiley India	2007
6	Alan Bryman Emma Bell	Business Research Methods	Oxford	2003
7	S.N.Murthy U.Bhojanna	Business Research Methods	Excel Books	2008
8	Teresa Brannick William K.Roche	Business Research Methods	Jaico Publishing House	2007
9	Kothari	Research Methodology	New Age Publishers	2005
10	Trochim	Research Methods	Wiley India	2007
11	O.R.Krishnaswami	Methodology of Research in Social Sciences	Himalaya Publishing House	2007
12	Ananthanarayanan Rama Jayashree Nimmagadda	A handbook of Research Process	Macmillan India Limited	2006

MBA 036 INTELLECTUAL PROPERTY RIGHTS

Objective

The course is aimed at providing an overview of the basic concepts of Intellectual Property. Specific emphasis is laid on Patents, Trademarks and Copyrights. The course also discusses IP Management and Licensing Issues. Certain IP skills like patent searching and drafting will also be taught. The course is highly participative and thought provoking. All concepts and cases will be explained in simplified jargon for easy understanding.

The courses on IPR are mainly geared towards latest technology trends, strategies, intellectual property laws, types of intellectual property rights: industrial, literary and information technology related, Management of IPRs, national and international IPR issues and such other aspects.

This is an introductory course designed to give an overview of the theory and practice of Intellectual Property Rights. The course will cover the Patents, Design, Trademark, Copyright, Geographical Indication, Integrated Circuit and IP Management. The objective of this course is to expose the students about theories of IP Management and practice of IPR. The course will also allow the students to develop their own framework for analyzing and understanding IPR.

S. no	Topic	No. of Hours
1	Fundamentals of IPR <ul style="list-style-type: none"> ❖ Introduction to IPR ❖ Need for IPR ❖ General framework of IPR ❖ IPR Legislations in India ❖ Agreement on Trade-related aspects of IPR ❖ WIPO ❖ Consequences of IPR Protection in developing Countries ❖ Practical IPR issues in developing business plan 	6
2	Patents and Design <ul style="list-style-type: none"> ❖ Patents and Patent information ❖ Need for Patent ❖ Patentable and Non- Patentable Invention ❖ Types of Patent application in India ❖ PCT System ❖ Guidelines for Registration of Patent ❖ Patent filing, Opposition and Grand ❖ Concept of design. ❖ Design Act 2000. 	8

	<ul style="list-style-type: none"> ❖ Need for protection of design ❖ Essential Requirements for Registration of Design ❖ Procedure for Registration of Design 	
3	<p>Trademark and Integrated Circuits</p> <ul style="list-style-type: none"> ❖ Concept, Purpose, Characteristics and functions of Trademark. ❖ Trademark Act ❖ Trademark Search ❖ Trade Secret ❖ Guidelines for Registration of Trademark ❖ Registration Procedure ❖ NICE Classification ❖ Collective Trademark ❖ Community Trademark ❖ Sales, Transfer and Licensing of Trademark ❖ Concept of Integrated Circuit Layout design ❖ Registration of Integrated Circuit Layout design ❖ Semiconductor Chip Protection 	8
4	<p>Copyright and Geographical Indications</p> <ul style="list-style-type: none"> ❖ Concept of Copyright ❖ Works Protected and Not Protected by Copyright ❖ India Copyright Law ❖ Rights Conferred by Copyright ❖ Copyright infringement ❖ Computer Program and Database Copyright ❖ Registration of Copyright in India ❖ Copyright in Digital era. ❖ Concept of Geographical Indications ❖ Geographical Indications Act ❖ Filling and Granting of Geographical Indications in India ❖ Registration of Geographical Indications in India 	7
5	<p>IP Management</p> <ul style="list-style-type: none"> ❖ IPR Audit ❖ Trademark Audit ❖ Range of IP Services ❖ Classification of IP Services ❖ IPR Regime ❖ Important Principles of IP Management ❖ Sectoral IPR 	6
	Total	35

References

S.No	Authors Name	Book Name	Publisher	Year of Publishing
1	R. Radhakrishnan, S. Balasubramanian	Intellectual Property Rights : Text and Cases	Excel Books	2008
2	Richard Stim	Intellectual Property: Patents, Trademarks and Copyrights	Cengage Learning	2000
3	Prabuddha Ganguli	Intellectual Property Rights	Tata McGraw Hill	2001
4	Deborah E. Bouchoux	Intellectual Property for Paralegals	Cengage Learning	2005

**MBA 037 EMERGING TRENDS IN MANAGEMENT
(CASE ANALYSIS & SEMINAR) – PRACTICAL**

S. No.	Topic	No. of Hours
1	Business Ethics <ul style="list-style-type: none"> ❖ Conflict Strategy ❖ Employee Privacy ❖ Workplace Safety ❖ Business Practices in Foreign Countries ❖ Business and its Shareholders ❖ Contract Relations ❖ Product Safety ❖ Advertising Ethics 	7
2	Marketing <ul style="list-style-type: none"> ❖ E-Marketing ❖ Technology Marketing ❖ CRM ❖ Tele Marketing ❖ Rural Marketing ❖ Relationship Marketing ❖ Preparation of Business Plan. 	7
3	Human Resource <ul style="list-style-type: none"> ❖ HR forecasting ❖ Innovation ❖ Creativity ❖ Knowledge management ❖ E-Recruitment ❖ Modern Training and Development Tools ❖ Performance management 	6
4	Finance <ul style="list-style-type: none"> ❖ Financial Institutions ❖ International Finance ❖ Mutual Benefit Funds ❖ Preparation of Project Report for New Product / Service ❖ Financial Management Issues in National / International Scenario 	6

5	Operation and Systems <ul style="list-style-type: none"> ❖ Japanese Manufacturing System ❖ e-Production ❖ e-Maintenance ❖ Software Quality ❖ Software Reengineering ❖ Software Outsourcing ❖ e-Business ❖ Consultancy Service Management ❖ Software Infrastructure Management 	9
Total		35

References

S.No.	Authors Name	Book Name	Publisher	Year of Publishing
1	Marianne M. Jennings	Business Ethics: Case Studies and Selected Readings	Cengage Learning	2006
2	Tata McGraw Hill	Current Readings in Management	Tata McGraw Hill	2007
3	Pandey	Contemporary Indian Marketing Cases	Wiley India	2007
4	O'Guinn Allen Semenik	Advertising & Integrated Brand Promotion	Cengage Learning	2006
5	Paul Greenberg	CRM at the Speed of Light	Tata McGraw Hill	2007
6	H Kaushal	Case Study Solutions Marketing	Macmillan India Limited	2007
7	H Kaushal	Case Study Solutions Finance	Macmillan India Limited	2007
8	H Kaushal	Case Study Solutions Human Resource Development	Macmillan India Limited	2007

Note:

For this practical course, the faculty members have to teach the students to analyse the current / emerging trends prevailing in the industry /market. Students are to be trained to prepare & analyse the cases in all aspects, keeping in mind the real life situations which they may have to confront while joining the profession.