

BHARATHIAR UNIVERSITY: COIMBATORE – 641 046
SCHOOL OF DISTANCE EDUCATION (SDE)
for the SDE students admitted during the academic year 2011-12 & Onwards

M.B.A - Information Systems
(Annual Pattern)

<u>Paper</u>	<u>Name of the Subject</u>	<u>Marks</u>
<u>First Year</u>		
1.1	Principles of Management and Organisational Behaviour	100
1.2	Managerial Economics	100
1.3	Accounting and Finance for Managers	100
1.4	Marketing Management	100
1.5	Human Resource Management	100
1.6	Quantitative Techniques for Management	100
1.7	Research Methods for Management	100
1.8	Corporate Communication	100
1.9	Operations Management	100
<u>Second Year</u>		
2.1	Software Project Management	100
2.2	Database Management Systems	100
2.3	E-Commerce	100
2.4	Enterprise Resource Planning	100
2.5	Data Mining and Data Warehousing	100
2.6	Knowledge Management and Information Systems	100
2.7	Information Security Systems, Control and Audit	100
2.8	Business Environment and Ethics	100
2.9	Strategic Management	100
TOTAL		1800

1.1.Principles of Management and Organizational Behaviour

UNIT I

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management – Functions of Management-The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

UNIT II

The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing. Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

UNIT III

The System and Process of Controlling - Control Techniques and Information Technology - Global Controlling and Global Challenges – Direction Function – Significance.

UNIT IV

Organisational Behaviour : History - evolution, Challenges & opportunities, contributing disciplines, management functions and relevance to Organisation Behaviour. Organizational Behaviour responses to Global and Cultural diversity.

Personality - Determinants, structure, behaviour, assessment, psycho-analytical social learning, job-fit, trait theories.

Emotions and Emotional Intelligence as a managerial tool. Attitudes - relationship with behaviour, sources, types, consistency, work attitudes, values - importance, sources, types, ethics and types of management ethics. Perception - Process, Selection, Organisation Errors, Managerial implications of perception. Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.

UNIT V

Stress - Nature, sources, Effects, influence of personality, managing stress- Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation. Foundations of group behaviour : team decision making. Issues in Managing teams.

Organisational change - Managing planned change. Resistance to change - Approaches to managing organisational change - Organisational Development - values - interventions, change management- Organisational culture - Dynamics, role and types of culture and corporate culture.

REFERENCE

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi.
2. Stoner, Freeman & Gilbert, Management, PHI, 6th Edition.
3. Robbins.S.P., Fundamentals of Management, Pearson, 2003.
4. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.
5. Umasekaran, Organisational Behaviour.
6. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004

1.2. Managerial Economics

UNIT I

Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics- Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

UNIT II

Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function.

Cost concepts - cost - output relationship - Economies and diseconomies of scale - cost functions.

UNIT III

Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.

UNIT IV

Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

UNIT V

National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

REFERENCE

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
3. Athmanand.R., Managerial Economics, Excel, New Delhi, 2002.
4. P.L.Mehta, Managerial Economics, S.Chand and Sons Company Ltd., New Delhi, 2004.
5. Peterson Lewis, Managerial Economics, Prentice Hall of India, New Delhi, 2002.

1.3. Accounting and Finance for Managers**UNIT I**

Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Trial Balance – Final Accounts (Problems) - Depreciation Methods-Straight line method, Written down value method.

UNIT II

Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Accounting Ratios: construction of balance sheet using ratios (problems)-Dupont analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement. Problems

UNIT III

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet - Problems. Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting.

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision- Problems

UNIT IV

Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts - Indian Financial system - Legal, Regulatory and tax framework. Sources of Long term finance - Features of Capital market development in India - Role of SEBI in Capital Issues. Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

UNIT V

Cost of Capital - Computation for each source of finance and weighted average cost of capital -EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems.

Capital Structure Theories - Dividend Policies - Types of Divided Policy.

Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

REFERENCE

1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Khan and Jain
3. Management Accounting - S.N.Maheswari
4. Prasanna Chandra, "Financial Management – Theory and Practice", Tata McGraw Hill, New Delhi (1994).
5. I.M.Pandey, "Financial Management", Vikas Publishing, New Delhi.

Note : 80% of the questions shall be theory based

20% of the questions shall be problems.

1.4. Marketing Management**UNIT I**

Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices, e-business - setting up websites; Marketing Information System, Strategic marketing planning and organization.

UNIT II

Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes.

UNIT III

Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.

UNIT IV

Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce objectives, structure, size and compensation.

UNIT V

Identifying and analysing competitors, Designing competitive strategies for leaders, challengers, followers and nichers : Customer Relationship marketing - Customer database, Data warehousing and mining. Attracting and retaining customers, Customerism in India, Controlling of marketing efforts.

Global Target market selection, standardization Vs adaptation, Product, Pricing, Distribution and Promotional Policy.

REFERENCE

1. Marketing Management - Philip Kotler - Pearson Education/PHI, 2003.
2. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
3. Marketing Management - Ramasamy & Namakumari - Macmillan India, 2002.
4. Case and Simulations in Marketing - Ramphal and Gupta - Golgatia, Delhi.
5. Marketing Management – S.Jayachandran - TMH, 2003.

1.5. Human Resource Management

UNIT I: Human Resource Function

Human Resource Philosophy – Changing environments of HRM – Strategic human resource management – Using HRM to attain competitive advantage – Trends in HRM – Organisation of HR departments – Line and staff functions – Role of HR Managers.

UNIT II: Recruitment & Placement

Job analysis : Methods - IT and computerised skill inventory - Writing job specification - HR and the responsive organisation.

Recruitment and selection process : Employment planning and forecasting - Building employee commitment : Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet.

Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

UNIT III: Training & Development

Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet.

Developing Managers: Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organisation. Management Developments and CD-Roms - Key factor for success.

Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.

Managing careers: Career planning and development - Managing promotions and transfers.

UNIT IV: Compensation & Managing Quality

Establishing Pay plans : Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerised job evaluation.

Pay for performance and Financial incentives : Money and motivation - incentives for operations employees and executives - Organisation wide incentive plans - Practices in Indian organisations.

Benefits and services : Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

UNIT V: Labour relations and employee security

Industrial relation and collective bargaining : Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation.

Labour Welfare : Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

REFERENCE

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
2. David A. DeCenzo & Stephen P. Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.
3. VSP Rao, Human Resource Management: Text and cases, First edition, Excel Books, New Delhi - 2000.
4. Dr. R. Venkatapathy & Assisi Mencheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
5. Robert L. Gibson and Marianne H. Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

1.6. Quantitative Techniques for Management

UNIT I

QT – Introduction – Measures of Central Tendency – Mean, Median, Mode.

Mathematical Models – deterministic and probabilistic – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution – simplex – solution.

UNIT II

Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy and degeneracy model – Trans-shipment Model – Assignment Model – Travelling Salesmen problem.

UNIT III

Network Model – networking – CPM – critical path – Time estimates – critical path – crashing, Resource levelling, Resources planning. Waiting Line Model – Structure of model – M/M/1 for infinite population.

UNIT IV

Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poisson and Normal – Simple problems applied to business.

UNIT V

Inventory Models – Deterministic – EOQ – EOQ with Price Breaks – Probabilistic Inventory Models - Probabilistic EOQ model – Game theory-zero sum games: Arithmetic and Graphical Method.

Simulation – types of simulation – Monte Carlo simulation – simulation problems. Decision Theory – Pay off tables – decision criteria – decision trees.

REFERENCE

1. Statistics for Management – Richard L Levin & Daid S Rubin
2. Statistical Methods – S P Gupta
3. Operations Research – Kanti Swarup, Gupta And Man Mohan
4. Operations Research – Dr. J.K. Sharma Macmillan Indian Ltd.
5. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, “Quantitative Techniques for Managerial Decision”, Second Edition, Prentice Hall of India

Note : 80% of the questions shall be theory based
20% of the questions shall be problems.

1.7. Research Methods for Management.

UNIT I

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.

UNIT II

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.

UNIT III

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.

UNIT IV

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, Discriminant analysis. (NO Problems). SPSS and its applications.

UNIT V

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 Bibliography.

REFERENCE

1. Rao K.V. Research methods for management and commerce - sterling
2. Zikmund, Business Research Methods
3. Kothari C.R.- Research methodology
4. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill.
5. Uma Sekaran, Research Methods for Business, Wiley Publications.

Note : 80% of the questions shall be theory based
20% of the questions shall be problems.

1.8. CORPORATE COMMUNICATION**Unit 1:**

Communication basics – Business Communication – components – Types – formal communication network – Work team communication – variables – goal – conflict resolution – non – verbal communication – Cross cultural communication – Business meetings – Business Etiquette.

Unit 2:

Understanding Corporate Communication – Employee Communication – Managing Government Relations – Writing for Media and Media Relations

Unit 3:

Corporate Communication in Brand Promotion – Financial Communication – Crises Communication.

Unit 4:

Report writing: Characterizing & business reports – Types and forms & reports – Project proposals – collection of data – tables constitution – charts – writing the report – documenting the sources – proof reading.

Unit 5:

Business Presentation: Written and oral presentation – work – team presentation – Delivering the business presentation visual aids – slides – electronic presentation – hand-outs – delivering the presentation – career planning – preparing Resume – job applications – preparation for a job interview – employment interviews – follow-up.

References:

1. Scot Ober, Contemporary business communication, fifth edition, biztantra.
2. Lesiler & Flat lay, Basic Business communication. Tata Mc Graw Hill.

1.9. OPERATIONS MANAGEMENT

UNIT I : Operations Management – Meaning – Importance – historical contributions – System view of OM - Operation strategy and competitiveness - Functions of OM – types of production systems

UNIT II : Product design and process selection – Evaluation and Selection of appropriate Production and Operations technology. Product Design and process selection. Types of layout – analysis and selection of layout – Product and / or Process layout, Cellular, Lean and Agile manufacturing systems – Computer Integrated Manufacturing Systems - Assembly line balancing.

UNIT III : Production planning and control – meaning – functions – aggregate planning – master production schedule (MPS) – Material requirement planning (MRP) – BOM – Capacity requirement planning (CRP) – Techniques – problems in MRP and CRP – an introduction to MRP II and ERP – Business Process Re-engineering - Total Productive Maintenance (TPM)

UNIT IV : Materials management – functions – material planning and budgeting – Value Analysis - purchase functions and procedure - inventory control – types of inventory – safety stock – order point – service level – inventory control systems – perpetual – periodic – JIT – KANBAN.

UNIT V : Total Quality Management Concept - Statistical Quality Control for Acceptance Sampling and Process Control – Concepts of O.C.C. Curve – Use of the O.C. Curve – Concept of Type I and Type II error – Quality movement – Quality circles — ISO Quality Certifications and types – Quality assurance – Six Sigma concept.

References :

1. Production and Operations Management – Everest E Adam & Ebert – PHI – publication forth edition.
2. Operations Management (Theory and Problems) – Joseph G Monks – McGraw Hill Intl.
3. Production and Operations Management – S N Chary – TMH Publications
4. Production and Operations Management – Pannerselvam, PHI
5. Lee J. Krajewski and Larry P. Ritzman, “Operations Management: Process and value Chains”, 7th Edition, PHI, 2007
6. Hunawalla and Patil – production and Operations Management, Himalaya.
7. Modern Production and operations management – E.S Buffa.
8. Lee J. Krajewski and Larry P. Ritzman, “ Operations Management: Strategy and Analysis”, Addison Wesley.
9. Chase, Aquilano & Jacobs “Production and Operations Management”, Tata McGraw Hill.

Questions : 40% of the questions shall be problems
60% of the questions shall be theory based.

II Year

2.1. SOFTWARE PROJECT MANAGEMENT

Objectives: On successful completion of the course the students should have:

1. Learnt to acquire a set of skills for planning and implementing a software projects
2. Learnt to acquire a set of skills for managing Cost and Time
3. Learnt to access the control risk in project management

UNIT I

What is a Project - Traditional Project Management - Scoping the Project - Identifying Project Activities

UNIT II

Estimating Duration, Resource Requirements and Cost - Constructing and Analyzing the Project Network Diagram - Finalizing the Schedule and Cost Based on Resource Availability - Organizing and Conducting the Joint Project Planning Session

UNIT III

Recruiting Organizing and Managing the Project Team - Monitoring and Controlling Progress - Closing out the Projects - Critical Chain Project Management

UNIT IV

Introduction to the Adaptive Project Framework - Version Scope - Cycle Plan - Cycle Build - Client Checkpoint - Post-Version Review - Variations to APF

UNIT V

Organizational Considerations - Project Portfolio Management - Project Support Office

Text Book:

Robert K. Wyzocki, Rudd McGary, *Effective Project Management*, WILEY-Dreamtech India Pvt. Ltd., 2003.

Reference Book

1. Roger S Pressman, "Software Engineering A Practitioner's approach" , Fourth Edition, McGraw Hill International, 2000.
2. Lan Somerville, "Software Engineering", Fifth Edition, Addison Wesley publications, 1996.
3. Bob Hughes, Mike Cotterell, *Software and Project Management*, Tata McGraw-Hill Publishing Company Limited, Third Edition, 2004. ISBN: 0-07-709834-X.
4. Walker Royce, *Software Project Management*, Addison-Wesley, 1998. ISBN: 0-20-1309580.

2.2. DATABASE MANAGEMENT SYSTEMS

Objectives: On successful completion of the course the students should have:

1. Learnt to be able to create databases and pose SQL queries of relational databases.
2. Learnt to develop an appreciation for several DBMS's
3. familiar with a broad range of data management issues including data integrity and security.

Unit : I

Introduction – Data Models – Database languages – Transaction – Storage management – Database administrator – Users – overall system structure – Entity – Relationship Model – Basic concepts – Mapping constraints – keys – E-R Diagram – Weak Entity Sets – reduction of E-R Diagram to tables.

Unit : II

Relational Model – structure – relational algebra – extended operations – Modifications on a database – views – SQL – basic structure – set operations – aggregate functions – Nested Sub queries – derived relations, views.

Unit : III

Integrity constraints – Domain constraints – referential integrity – assertions – triggers – functional dependencies – relational database design – decomposition – normalization using functional, multi valued, Join dependencies – Domain – Key Normal form – alternative approaches.

Unit : IV

Object Oriented data Model – Languages – Object Relational databases: Nested Relations – Complex types and object Orientation – Querying with complex types – creation of complex values and objects – comparison.

Unit : V

Database System Architectures : Centralized Systems, Client server systems, Distributed systems, Parallel databases – introduction – inter query – intra query, intra-operation – interoperation parallelism –distributed databases – distributed data storage – network transparency – Query processing – Transaction model – Commit protocols – coordinator selection – concurrency control – deadlock handling – multi database systems.

Text Book

1. Henry F. Korth and Abraham Silberschatz, S. Sudarshan, Database System Concepts, 3rd edition, McGraw-Hill, 1997.

Reference Books

1. Bipin C. Desai, An Introduction to Database Systems, West Publications, 6th edition, 1995.
2. C.J.Date, An introduction to database systems, Addison Wesley publications, 6th edition 1995.
3. Gary W.Hansen and James V.Hansen, "Database Management and Design" Prentice Hall, 1996.
4. Jeffrey A. Hoffer, Mary B. Prescott, Fred R. Mcfadden, "Modern Database Management", Prentice Hall, 6th edition, 2002, 7th edition.
5. Ronald J.Norman, 'Object Oriented Systems Analysis and Design', Prentice Hall 1996.

2.3. E- COMMERCE

Objectives: On successful completion of the course the students should have:

1. Learnt to analyze the business model of a firm, and determine the role that the Internet (and related technologies) can play to support or even enable this model
2. Understand the key issues involved in managing electronic commerce initiatives
3. Utilize the Internet to collect information and to conduct research.

Unit I

Telecommunication Networks : Introduction - LAN - WAN- Internet - What is Electronic Commerce - Brief history of Electronic Commerce - Advantages and Limitations of Electronic Commerce - Types of Electronic commerce - Integrating Electronic Commerce- Key questions for Management

Unit II

The Internet and the World Wide Web: The Internet Today - History of the Web - Unique benefits of the Internet - Internet Architecture - World Wide Web - Concepts and Technology - Creating Web pages - Launching a Business on the Internet.

Unit III

Electronic Payment Systems: Overview of the Electronic payment Technology - Requirements for Internet Based payments - Electronic payment Medias - Electronic commerce and banking.

Unit IV

E-security: Security in the cyberspace - Designing for security - Virus - Security Protection and Recovery - Encryption - The Basic Algorithm System - Authentication and Trust - Key management - Internet Security Protocols and Standards - Other Encryption issues.

Unit V

Web based Business: Business-to-Business Electronic Commerce-Intranets and Extranets - Intranets and Supply Chain Management - Legal and Ethical issues - Case studies.

References:

1. Elias. M. Awad, " Electronic Commerce", Prentice - Hall of India Pvt Ltd, 2002.
2. Ravi Kalakota, Andrew B. Whinston, "Electronic Commerce - A Manager's guide", Addison - Wesley, 2000.
3. Efraim Turban, Jae Lee, David King, H.Michael Chung, "Electronic Commerce – A Managerial Perspective", Addison - Wesley, 2001.
4. Elias M Award, "Electronic Commerce from Vision to Fulfilment", 3rd Edition, PHI, 2006
5. Judy Strauss, Adel El-Ansary, Raymond Frost, "E-Marketing", 3RD Edition, Pearson Education, 2003
6. Ravi Kalakota, Andrew B. Whinston, "Frontiers of Electronic Commerce", Addition – Wesley, 2000.

2.4. ENTERPRISE RESOURCE PLANNING

Objectives: On successful completion of the course the students should have:

1. Motivated for organizations to develop or adopt enterprise wide information systems.
2. Learnt the alternative perspectives on data to be included in an enterprise wide IS.
3. Other relevant topics such as how integrated systems facilitate Electronic Commerce, Supply Chain Management, Customer Relationship Management and Manufacturing

Unit I

INTRODUCTION TO ERP: Integrated Management Information Seamless Integration – Supply Chain Management – Integrated Data Model – Benefits of ERP – Business Engineering and ERP – Definition of Business Engineering – Principle of Business Engineering – Business Engineering with Information Technology.

Unit II

BUSINESS MODELLING FOR ERP - Building the Business Model – ERP Implementation – An Overview – Role of Consultant, Vendors and Users, Customization – Precautions – ERP Post Implementation Options-ERP Implementation Technology –Guidelines for ERP Implementation.

Unit III

ERP AND THE COMPETITIVE ADVANTAGE ERP domain MPGPRO – IFS/Avalon – Industrial and Financial Systems – Baan IV SAP-Market Dynamics and Dynamic Strategy.

Unit IV

COMMERCIAL ERP PACKAGE Description – Multi-Client Server Solution – Open Technology – User Interface- Application Integration.

Unit V

ARCHITECTURE Basic Architectural Concepts – The System Control Interfaces – Services – Presentation Interface – Database Interface - Cases.

TEXT BOOK:

1. Vinod Kumar Garg and N.K.Venkita Krishnan, "Enterprise Resource Planning – Concepts and Practice", PHI, 1998.

REFERENCE BOOK

1. Jose Antonio Fernandz, the SAP R/3 Handbook, TMH, 1998.
2. Lau, "Enterprise Resource Management", McGraw Hill.
3. Daniel E O'Leary, "Enterprise Resource System: Systems, Lifecycle, Electronic Commerce, Risk.
4. Mary Sumner, "Enterprise Resource Planning".

2.5. DATA WAREHOUSING AND DATA MINING

Objectives: On successful completion of the course the students should have:

1. Learnt the purpose for developing a data warehouse, including difference between operational and decision support system.
2. Learnt to describe the architecture of a data warehouse.
3. Understood project planning aspects of building a data warehouse.
4. Understood and will be able to describe the purpose of data mining.
5. Understood the knowledge discovery process.

Unit I:

Introduction – Data Mining – Functionalities – Classification of data mining systems – Major issues in data minin. Data warehouse and OLAP technology for data mining: What is a data warehouse – A Multi dimensional model – Data Warehouse Archiecture – Data Warehouse Implementation – Furure development of Data cube technology.

Unit II:

Data preprocessing: Data cleaning – Data integration and transformation – Data reduction – Discretization and concept herarchy generation. Data Mining Primitives: What defines a data mining tasks.

Unit III:

Minining Association Rules in Large Databases: Association rule mining – Mining single dimensional Boolean association rule from transactional databases Mining Multidimensional association rules from relational databases and data warehouses.

Unit IV:

Classification and Prediction: What is classification – Issues regarding classification – Classification by decision tree induction – Bayesian classification.

Unit V:

Cluster Analysis: Types of data in cluster analysis – Categorization of major clustering methods – Partitioning methods – Hierarchical Methods.

Text Book:

1. Jiawei Han, Micheline Kamber, *Data Mining – Concepts and Techniques*, Morgan Kaufmann Publishers, First Edition, 2003. ISBN: 81-8147-049-4.

Reference Book:

1. Michael J A Berry, Gordon S Linoff, *Data Mining Techniques*, Wiley Publishing inc, Second Edition, 2004. ISBN: 81-265-0517-6.
2. Alex Berson, Stephen J.Smith, *Data warehousing , data mining & OLAP* , , Tata McGraw Hill Publications,2004
3. Sushmita Mitra, Tinku Acharya, *Data mining – Multimedia, Soft computing and Bioinformatics*, John Wiley & Sons,2003.
4. Sam Anohory, Dennis Murray, *Data Warehousing in the Real World*, Addison Wesley, First Edition, 2000. ISBN: 981-235-967-2.
5. W H Inmon, *Building the daata warehouse*, Wiley Computer Publishing, Third edition, 2002. ISBN: 0-471-08130-2.

2.6. KNOWLEDGE MANAGEMENT AND INFORMATION SYSTEMS

Objectives: On successful completion of the course the students will be able to:

1. Understand the history, state-of-the-art and future of Knowledge Management System applications.
2. Use and evaluate Knowledge Management Systems to facilitate individual and group work.
3. Develop a thorough review of Knowledge Management application type, both historical and speculative.
4. Learnt about the physical components needed for information system.
5. Learnt to organize files and databases.

UNIT - I

Knowledge society-from data to information to knowledge- Drivers of knowledge management- Intellectual capital- KM and learning organizations- case studies.

Strategic alignment- creating awareness- articulation- Evaluation and strategic alignment- Infrastructural development and deployment- Leadership, measurement and refinement- Role of CKO

UNIT - II

Analyzing business environment-knowledge audit and analysis – designing KM team – creating KM system blue print- implementation- capture –store and sharing.

Technology components- Intranet and Groupware solutions- tools for collaborative intelligence- package choices- implementing security.

UNIT - III

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

UNIT - IV

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

UNIT - V

SYSTEM SUPPORT: Data representation – Communication network – Distributed systems – Logical data concepts – Physical storage devices – File organizations – Data base organization – Transaction processing - DEVELOPMENT AND MANAGEMENT : A contingency approach to choosing an

application – Developing strategy – Lifecycle definition stage – Lifecycle development stage – Lifecycle installation and operation stage – Project management

Text Books:

1. Amrit tiwana, 'The essential guide to knowledge management,' Pearson education-2001.
2. Ratnaja gogula, 'Knowledge management', A new dawn- ICFAI-2002
3. Gordon B. Davis, Margrethe H. Olson, Management Information Systems: Conceptual foundations, Structure and development –2nd Edition – Tata-Mc Graw hill International Book Company, 2000

References

1. E.Wainright Martin, Carol V. Brown, Danial W. DeHayes, Jeffrey A. Hoffer, William C. Perkins, "Managing Information Technology" 3rd Edition, Prentice Hall International edition 1999.
2. Harold Koontz, Heinz Wehrich, "Essentials of Management", 5th Edition, Tata McGraw Hill 1998.

2.7. INFORMATION SECURITY SYSTEMS, CONTROL AND AUDIT

Objectives: On successful completion of the course the students will be able to:

1. Identify the risks associated with information system management
2. Aware of the various risk management approaches in information system management
3. Bridge the IS risk management approach with the overall business strategy

UNIT – I

Introduction to Information Security: Definition - Secrecy and Confidentiality - Accuracy, Integrity and Authenticity - Security Threats - Vulnerabilities, Threats and Countermeasures - Firewall - Planning and Administration -Log analysis basic - Logging states - When to look at the logs - Security information Management.

UNIT – II

Ethical Hacking of Computer network, system and application - Malicious Code, Mobile Code & Denial Of Service attack - Information Security Assessment Process - Network Stalking and Fingerprinting - Cracking the Shadow and Administrator - Privilege Escalation - Wireless Security and Review - RFID Hacking and Security Review - Spyware and Phishing.

UNIT – III

Security Policy and Awareness - Security policy guidelines - Security awareness - People, Process and Technology - Physical Threats to the Information System - Information Infrastructure - Operating system fundamentals and security.

UNIT – IV

Access Control Systems and Methodology: Access Control Overview - Identification and Authentication Techniques - Access Control Techniques - Access Control Methodologies and Implementation - Access Control Administration - Access Control Working Process

Attacks and Monitoring: Monitoring - Intrusion Detection - Penetration Testing - Methods of Attacks - Access Control Compensations - Security Testing Working Process.

UNIT – V

Auditing and Monitoring: Auditing - Monitoring - Monitoring Tools and Techniques - Penetration Testing Techniques - Inappropriate Activities - Indistinct Threats and Countermeasures – IT Act - THE CYBER REGULATIONS APPELLATE.

ISO 27000 – Impact of ISO 27000 on Information Security Management Systems.

References:

1. Managing Enterprise Information Integrity: Security, Control and Audit Issues, By IT Governance Institute
2. Risks of Customer Relationship Management: A Security, Control, and Audit Approach by Price water house coopers Ltd
3. Security, Audit & Control Features PeopleSoft: A Technical and Risk Management Reference Guide; 2nd Edition, by Deloitte Touche Tohmatsu Research Team; ISACA

2.8. BUSINESS ENVIRONMENT AND ETHICS

Objectives: To equip the students with the knowledge of emerging trends in social, political, ethical and legal aspects affecting business decisions.

UNIT 1 :- Business environment - The concept and significance - constituents of business environment - Business and society , Business & ethics - Social responsibility - Environmental pollution and control. Business and culture- Business and Government - Political system and its influence on business - Indian constitution - Directive Principles of State Policy.

UNIT II:- Managing Ethics- meaning and types – framework of organizational theories and sources – ethics across culture – factors influencing business ethics – ethical decision making – ethical values and stakeholders- ethics and profit. Corporate Governance – structure of Boards- reforms in Boards – compensation issues – ethical leadership.

UNIT III :- Globalisation of the economy – trends and issues, Politics and environment, MNCs and Government relationships- Introduction to GATT and WTO.

UNIT IV:- Fiscal policy - central finances and new fiscal policy - Direct and indirect Tax structure, VAT, MODVAT - Service Tax problems and reforms -Expenditure Tax - Public debts & deficit financing

UNIT V:- Legal environment of business – Monopolies – Company Law, Competition Act 2002. Foreign Exchange Management Act- Securities and exchange board of India Act - Customs and Central Excise Act - Central and State sales Tax - Consumer protection Act Patents Act.

REFERENCES:

Adhikari.m - Economic environment of Management
 Francis cherunnilam - Business environment
 Pruti s . economic & managerial environment in India
 Davis & keith William c . frederik - business and society
 Amarchand d - Government and business
 Mankard _ Business Economics
 A.N Agarwal _ Indian economy
 Steiner and Steiner – Business Ethics – Mc-Graw Hill
 Raj Agarwal – Business Environment – Excel Books.

2.9. STRATEGIC MANAGEMENT

Objectives: To help the students to learn the process of strategic decision making, implementation and evaluation of corporate policies

UNIT I

Corporate strategic planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchical levels of planning - strategic planning process. Strategic management Practice in India, Family run corporates.

UNIT II

Environmental Analysis & Internal Analysis of Firm:

General environment scanning, competitive & environmental analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit - core competence -Stakeholders' expectations, Scenario-planning - industry analysis.

UNIT III

Strategy formulation

Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification -limit - means and forms. Strategic management for small organisations, non-profit organizations and large multi product and multiple market organisations.

UNIT IV

Tools of Strategy Planning and evaluation

Competitive cost dynamics - experience curve -BCG approach - cash flow implication. IA - BS matrix - A.D Little's Life -cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.

Unit V

Strategy implement & Control:

Various approach to implementation of strategy - Matching organization structure with strategy - 7S model - Strategic control process - Du Pont's control model and other Quantitative and Qualitative tools - Balanced score card - M.Porter's approach for Globalization - Future of Strategic Management.

Reference

- 1.Pearce & Robinson, Strategic Management ,All Indian Travellers N.D
- 2.A.C. Hax And Ns, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall
- 3.Micheal Porter, Competitive Strategies.
- 4.Micheal Porter, Competitive Advantage Of Nations.
- 5.Samul C. Certo And J.Paul Peter, Strategic Management, Second Edition. Concept and Application, Mcgraw Hill.
- 6.Georgy G.Dess And Alex Miller , Strategic Management, Mcgraw Hill.
- 7.Gerry Jhonson & Keven Scholes, Exploring Corporate Strategy: Text And Cases,Ph
- 8.Jaunch .L ,Rajive Gupta & William.F.Glueck ,Business Policy And Strategic Management Frank Bros & Co,20003
- 9.Fred R.David ,Strategic Management Concept &Cases ,Pearson,2003

BHARATHIAR UNIVERSITY: COIMBATORE-46
SCHOOL OF DISTANCE EDUCATION (SDE)
COURSE STRUCTURE (2007-2009)

QUESTION PAPER PATTERN

Time : 3 Hours

Max Marks : 100

Answer any Five Questions

(5 X 20 = 100 Marks)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
