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)*

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

UNIT II

UNIT III

UNIT IV

UNIT V

REFERENCE
5. Umasekaran, Organisational Behaviour.

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
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

1.3. Accounting and Finance for Managers

UNIT I

UNIT II

UNIT III

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
UNIT V

REFERENCE
1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Khan and Jain
3. Management Accounting - S.N.Maheswari

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

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 adoption, Product, Pricing, Distribution and Promotional Policy.

REFERENCE
1.5. Human Resource Management

UNIT I: Human Resource Function

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.


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


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

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

REFERENCE
1.6. Quantitative Techniques for Management

UNIT I

UNIT II

UNIT III

UNIT IV

UNIT V

REFERENCE
2. Statistical Methods – S P Gupta
3. Operations Research – Kanti Swarup, Gupta And Man Mohan

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

UNIT V

REFERENCE
1. Rao K.V., Research methods for management and commerce - sterling
2. Zikmund, Business Research Methods
3. Kothari C.R., Research methodology

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

1.8 CORPORATE COMMUNICATION


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.


References:

1.9. OPERATIONS MANAGEMENT


References :
4. Production and Operations Management – Pannerselvam, PHI

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:

Reference Book

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

Unit : II

Unit : III

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
Text Book

Reference Books

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

Unit II

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

Unit V

References:
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

Unit II

Unit III

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

Unit V

TEXT BOOK:

REFERENCE BOOK

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:

Unit II:

Unit III:
Mining 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:

Text Book:

Reference Book:

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

UNIT - IV

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:
2. Ratnaja gogula,'Knowledge management', A new dawn-ICFAI-2002

References

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

UNIT – III

UNIT – IV

UNIT – V

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 cooper's Ltd
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 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


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
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 - Hierarchal 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

Unit V
Strategy implement & Control:
Various approach to implementation of strategy - Matching organization structure with strategy - 7Smodel - 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 Travellors N.D
2. A.C. Hax And Ns, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall
6. Georgy G.Dess And Alex Miller , Strategic Management, Mcgraw Hill.
7. Gerry Jhonson & Keven Scholes, Exploring Corporare Strategy: Text And Cases,Ph
Frank Bros & Co,2003

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QUESTION PAPER PATTERN

Time : 3 Hours
Max Marks : 100

Answer any Five Questions
(5 X 20 = 100 Marks)

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