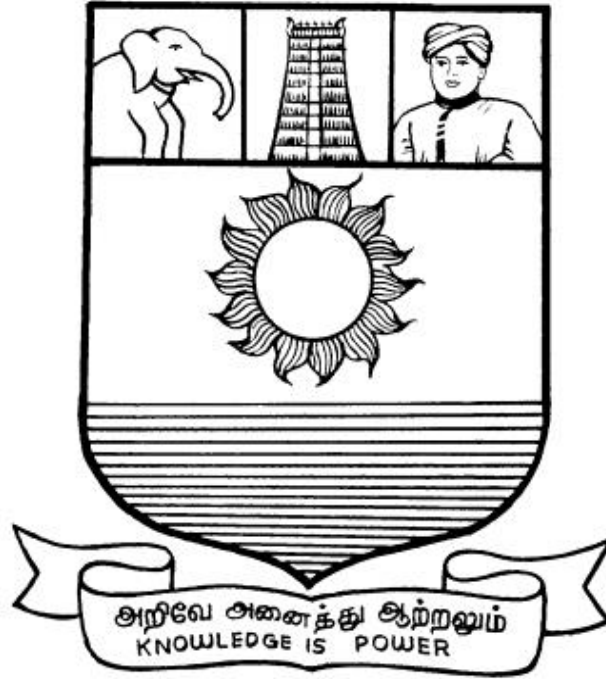


Department of Management Studies  
Manonmaniam Sundaranar University  
Tirunelveli – 627 012



Master of Business Administration –  
Choice Based Credit System – University Department  
(MBA - CBCS - UD)

Program Regulations and Syllabus

July 2023

## **VISION OF THE UNIVERSITY**

To provide quality education to reach the un-reached

## **MISSION OF THE UNIVERSITY**

- To conduct research, teaching and outreach programmes to improve conditions of human living.
- To create an academic environment that honours women and men of all races, caste, creed, cultures, and an atmosphere that values intellectual curiosity, pursuit of knowledge, academic freedom and integrity.
- To offer a wide variety of off-campus educational and training programs, including the use of information technology, to individuals and groups.
- To develop partnership with industries and government so as to improve the quality of the workplace and to serve as catalyst for economic and cultural development.
- To provide quality / inclusive education, especially for the rural and un-reached segments of economically downtrodden students including women, socially oppressed and differently abled.

## **VISION OF THE DEPARTMENT**

To be recognized as the best management education institution in the world through participatory and skill-based learning

## **MISSION OF THE DEPARTMENT**

In pursuit of Excellence

- By providing quality education, especially for the rural and the unreached
- Through innovation in teaching, research, and extension activities
- By promoting human values for social harmony

## **NAME OF THE PROGRAM**

**MASTER OF BUSINESS ADMINISTRATION (MBA)**

## **PREAMBLE**

Department of Management Studies, Manonmaniam Sundaranar University offers MBA program in Choice Based Credit System. The program is designed in to four semesters based on the requirements of the prospective students, primarily from rural places of the southernmost districts of Tamilnadu taking into consideration, the regulations of UGC and AICTE in this regard. Students are given opportunity to select their courses in the specializations of Entrepreneurship, Finance, Human Resource, Marketing, Production and Logistics, and Systems. The program offers scope for learning many concepts and skills to enable the students to become a successful and ethical citizen as an entrepreneur or a manager.

**PROGRAM REGULATIONS AND SYLLABUS - FOR THOSE WHO JOINED IN 2023 – 24 ONLY**

- 1. Program:** Master of Business Administration (MBA)
- 2. Duration:** Two years Full Time (each year having Two Semesters)
- 3. Medium of Instruction and Examinations:** English only.
- 4. Eligibility for Admission:**

A candidate shall be eligible for admission to Master of Business Administration (MBA) course if he/she has obtained Bachelor's degree at least through 10 + 2 + 3 stream, recognized by our University with a minimum of fifty percent (50%) marks in Major and Allied Courses. For SC / ST candidates a Pass is enough through the same stream of education as mentioned above.

**and**

Should have taken up the Tamilnadu Common Entrance Test conducted by the Government of Tamilnadu, attended the Personal Interview and participated in the Group Discussion conducted by our university or any other norms prescribed by our university in this regard from time to time.

**5. Program structure**

The course work in an academic year shall be divided into various activities as given below:

Year	Semester	Period	Activity
I	I	16 <sup>th</sup> July - 15 <sup>th</sup> Nov	Classes and Continuous Internal Assessment
		16 <sup>th</sup> Nov – 30 <sup>th</sup> Nov	End Semester Examinations
	II	1 <sup>st</sup> Dec – 15 <sup>th</sup> April	Classes and Continuous Internal Assessment
		16 <sup>th</sup> April – 30 <sup>th</sup> April	End Semester Examinations
II	III	2 <sup>nd</sup> May – 15 <sup>th</sup> July	Summer Internship / Summer Project
		16 <sup>th</sup> July - 15 <sup>th</sup> Nov	Classes and Continuous Internal Assessment
		16 <sup>th</sup> Nov – 30 <sup>th</sup> Nov	End Semester Examinations
	IV	01 <sup>st</sup> Dec – 15 <sup>th</sup> Jan	Main Project
		16 <sup>th</sup> Jan – 15 <sup>th</sup> April	Classes and Continuous Internal Assessment
		16 <sup>th</sup> April – 30 <sup>th</sup> April	End Semester Examinations

- 6.** During an academic year, a student shall be allowed to enroll for one program of study only and shall not appear for any other Post Graduate Examination of this or any other University.
- 7.** The semester-wise course outline, credits assigned to each course, total marks allocated to each course, internal, and end semester examination marks components are listed below. The course content is given in the detailed syllabus.

Sl. No.	Sem.	Course Name	C	IM	EM	TM	PM
1	First	Management Principles and Business Ethics	4	25	75	100	50 % in External and 50 % Internal
2	First	Quantitative Techniques and Research Methods in Business	4	25	75	100	
3	First	Managing Organizational Behaviour	4	25	75	100	
4	First	Accounting for Managers	4	25	75	100	

5	First	Managerial Economics	4	25	75	100
6	First	Legal Systems in Business	4	25	75	100
7	First	Entrepreneurship Development	3	25	75	100
8	First	Soft Skills I – Executive Communication	2	25	75	100
9	Second	Applied Operations Research	4	25	75	100
10	Second	Human Resource Management	4	25	75	100
11	Second	Marketing Management	4	25	75	100
12	Second	Operations Management	4	25	75	100
13	Second	Financial Management	4	25	75	100
14	Second	Strategic Management	4	25	75	100
15	Second	<b>MOOC – I</b>	3	25	75	100
16	Second	Soft Skills II – Business Etiquette( <b>Practical</b> )	2	<b>50</b>	<b>50</b>	100
17	Second	Soft Skills III – Computing Skills( <b>Practical</b> )	2	<b>50</b>	<b>50</b>	100
	Second	<b>Value Added Course – Organizational Skill Development</b>	This course will not reflect in the Marksheet			
18	Third	Numerical Skills	4	25	75	100
19	Third	Business Analytics	4	25	75	100
20	Third	Introduction to Logistics Management	4	25	75	100
21	Third	<b>Elective I</b>	3	25	75	100
22	Third	<b>Elective II</b>	3	25	75	100
23	Third	<b>Elective III</b>	3	25	75	100
24	Third	<b>Summer Internship / Summer Project</b>	4	<b>50</b>	<b>50</b>	100
25	Third	<b>MOOC – II</b>	3	25	75	100
	Third	<b>Value Added Course – Technology Development</b>	This course will not reflect in the Marksheet			
26	Fourth	Sustainable Environment for Business	4	25	75	100
27	Fourth	Management Information System	4	25	75	100
28	Fourth	Personality Enhancement Program( <b>Practical</b> )	3	<b>50</b>	<b>50</b>	100
29	Fourth	<b>Elective IV</b>	3	25	75	100
30	Fourth	<b>Elective V</b>	3	25	75	100
31	Fourth	<b>Elective VI</b>	3	25	75	100
32	Fourth	<b>Main Project</b>	4	<b>50</b>	<b>50</b>	100
<b>TOTAL</b>			112	900	2300	3200

\*Quantitative Courses (C–Credits; IM–Internal Marks; EM–External Marks; TM–Total Marks; & PM–Passing Minimum)

(i) Every student has to select **THREE** electives each from the list given for the Third and the Fourth semesters.

(ii) Elective will be offered if and only if at least **25 per cent** of the class opt for that elective.

(iii) If there is a smaller number of students opting for a particular elective course, the department reserves the right to offer that course under ‘Self Study’ mode, on approval in a faculty meeting. The department shall assign a course facilitator to do the continuous internal assessment and the evaluation for the end semester examination, subject to a maximum of one course per semester by a student.

#### 8. The List of Electives offered in the III and IV Semesters

CC	III Semester	CC	IV Semester
<b>A. ENTREPRENEURSHIP</b>			
E1	Small Business Management	E6	Family Business Management
E2	New Venture Creation	E7	Innovation and Intellectual Property Protection
E3	Social Entrepreneurship	E8	Rural Entrepreneurship

E4	Marketing for Entrepreneurs	E9	Entrepreneurial Finance
E5	Startup – Policies and Procedures	E10	Entrepreneurship Support System
<b>B. FINANCE</b>			
F 1	Financial Institutions, Markets and Services	F 6	Digital Finance
F 2	Security Analysis and Portfolio Management	F 7	Behavioral Finance
F 3	Working Capital Management	F 8	Project Finance
F 4	Mergers and Acquisitions	F 9	Strategic Financial Management
F 5	International Financial Management	F 10	Commodities and Financial Derivatives
<b>C. HUMAN RESOURCE</b>			
H1	Knowledge Management	H 6	Cross Cultural and Diversity Management
H2	Performance Management	H 7	Compensation and Reward Management
H3	Training and Development	H 8	Managerial Counselling and Negotiation Skills
H4	Organizational Change and Development	H 9	Strategic Human Resource Management
H5	Human Resource Information System	H 10	Contemporary Employment Relations
<b>D. MARKETING</b>			
M 1	Social Media Marketing	M 7	Rural Marketing
M 2	Integrated Marketing Communication	M 8	Strategic Marketing
M 3	Marketing Research	M 9	Green Marketing
M 4	Consumer Behaviour	M10	Retail Management
M 5	Product and Brand Management	M11	Services Marketing
M 6	Sales and Distribution Management	M12	Marketing Metrics
<b>E. PRODUCTION MANAGEMENT</b>			
P 1	Production Planning and Control	P 5	Retail Store and Mall Operations Management
P 2	Materials and Maintenance Management	P 6	Computer Integrated Manufacturing
P 3	Total Quality Management	P 7	Value Engineering
P 4	Facilities Location and Product Design	P 8	Project Management
<b>F. LOGISTICS MANAGEMENT</b>			
L1	Fundamentals of Shipping Business	L5	Customs Laws and Procedure
L2	Maritime Economics	L6	Legal Aspects of Shipping
L3	Export and Import Management	L7	Warehouse Management
L4	Supply Chain and Logistics Management	L8	Port Management
<b>G. SYSTEM</b>			
S 1	System Analysis and Design	S 5	E-Business
S 2	Database and Information Management System	S 6	IT Enabled Services
S 3	Internet and Intranet Technology Management	S 7	Decision Support System
S 4	Strategic IT Consulting	S 8	Technology Management

CC – Course Code

9. Depending on the circumstances prevailing in the market, the University reserves the right to change any course and to increase or decrease the number of optional courses.
10. The Department of Management Studies will offer **two** Massive Open Online Courses for the Students in the Second and Third Semesters. The Courses to be offered will be decided by the Department, based on the list of courses offered by NPTEL in the respective semesters. These courses will have both Internal Assessment (25) and External Assessment (75) components and they are assigned **three** credits each.  
The examinations (both Continuous Internal Assessment and End Semester) will be conducted online by NPTEL and as per the norms of the University, relating to MOOCs as decided as when required.
11. The Department will offer Two Value Added Courses for the students in the Second and Third Semesters. These courses are offered as the courses over and above the minimum requirements for the award of the degree. (Extra Credit Courses). The department will coordinate to conduct the CIA Tests by the Course Facilitator and End Semester Examination by the Controller of Examinations and offer a Certificate of Merit, upon successful completion of the courses.

**12. Summer Internship / Summer Project**

(a) Every student has to, undergo **Six weeks Summer Internship** / undertake **Six Weeks Summer Project** in an organization of repute in India or abroad after the completion of Second Semester examinations which will be evaluated for third semester examinations.

(b) Proper Joining Report duly counter signed by the organization guide has to be sent to the Project Coordinator within the date specified. Attendance Certificate from the organization for the Internship / Project is a pre-requisite for the acceptance of Internship / Project report.

**13. Main Project**

(a) Every student has to undertake a **Six Weeks Main Project** in an organization of repute in India or abroad after the completion of Third Semester examinations which will be evaluated for fourth semester examinations.

(b) Strict adherence to the procedure, schedule and suggestions offered by the Faculty Guide for the project are pre-requisite for the acceptance of the project report by the Project Coordinator.

**14. Examinations**

**A. Theory Courses**

**I. External Marks End Semester: Max. Marks – 75 & Max. Time – 3 Hours**

**Question Paper Pattern**

For Non-Quantitative Courses:

**Part A:** 20 marks (5 questions \* 4 marks) – No Choice

**Part B:** 40 marks (5 questions \* 8 marks) – Internal Choice

**Part C:** 15 marks (1 case \* 15 marks) – A case study – Compulsory

For Quantitative Courses: (Maximum of 40 % Descriptive)

**Part A:** 25 marks (5 questions \* 5 marks) – No Choice

**Part B:** 50 marks (5 questions \* 10 marks) – Internal Choice

**15. Model Question Paper**

**M.B.A DEGREE EXAMINATION, <Session>  
First Semester-Business Administration  
CBCS – University Department  
MANAGEMENT PRINCIPLES AND BUSINESS ETHICS  
(For those who joined from July 2022 onwards)**

**Time: Three hours**

**Maximum: 75 marks**

**Answer ALL questions**

**PART A**

**5 x 4 marks = 20 marks**

1. Enlist the characteristics of a manager.
2. Why MBO is needed?
3. Describe the leadership communication process.
4. How business ethics support sustainability of the business?
5. Write a brief note on CSR.

**PART B**

**5 x 8 marks = 40 marks**

- 6.(a) Explain the contribution of Henry Fayol towards management principles.

**Or**

(b) “Management is multi-disciplinary” – Why and How?

7. (a) Explain different types of organisational chart.

**Or**

(b) Write a note on staffing process.



8. (a) How different styles of leadership affect organisational performance?

**Or**

(b) Explain the need for different controlling techniques in HR Department.

9. (a) Enumerate different theories related to practice of ethics with three examples.

**Or**

(b) Explain the different challenges and overcoming techniques to practice ethics in business organisation.

10. (a) What is five basic forces (*pancha poodhangal*) that operate business ethics?

**Or**

(b) Write an essay on sustainable business with live examples.

**PART C**

**CASE STUDY**

**15 marks**

**11.**

**Negotiation style**

In a production company which involves with the production of car tyres, one of the major players in India recently got its criticism all over the country for its unhygienic functioning of canteen. The situation worsened to very pathetic level because of the prolonged strike by the employees and also blocking the road traffic creating utter trouble for the common people. At this juncture you are given the situation to perform the role of entering into the negotiation with the employees to solve the problem and return to the normalcy

What will be your plan from management theories and functions?

What negotiation strategies you will perform?

**16. Internal Assessment**

**Continuous Internal Assessment Tests (1 Hour) : 15 marks**

(Average of the Best Two out of Three Internal Tests will be considered)

(The question paper will have 3 Questions without choice \* 5 marks = 15 marks)

**Seminars / Presentations / Case Discussions by the Students : 05 marks**

(Either Individual or Group Presentations)

**Assignment / Term Paper / Quiz / Surprise Test / etc : 05 marks**

**Total : 25 marks**

*Note: Based on the necessity and the nature of the Course Work, Seminars and Assignments can be added together and Reports / Audio Visual presentations / Case Presentations by the Individual students or a Group of Students can be evaluated by the Course Facilitator for the Maximum of Ten Marks.*

**17. Internship / Project reports evaluation:**

(a) The student has to make an oral presentation of his/her Internship and Project Work before a joint session of the faculty members and students.

(b) The faculty members shall evaluate the presentation and record of marks shall be maintained. A consolidated-marks list duly signed by the Head of the Department shall be sent to the Controller of Examinations to be incorporated in the mark statement.

(c) Any student who fails to defend his /her Internship / project report successfully shall have to undergo Internship / take up a project afresh and defend it in similar manner as laid down above.

(d) All students are required to be present at the time of presentation. Their attendance is mandatory.

(e) **The veracity / genuineness of the internship / project should be proved beyond doubt.** If proved otherwise, a case of malpractice is to be reported and necessary action can be initiated as per the University norms.



(f) Any student failing to fulfill any of the above conditions has to be considered that he/she has to 'Reappear' for the Internship / Project which will be evaluated in the ensuing semester.

i. For internship, the student has to go for **Six Weeks of internship** in an organization of repute, after completing the program period.

ii. For project, the student has to take up a project for a period of 6 weeks after completing the program period.

**g) External Component – Internship and Project (50 Marks)**

For Internship / Project, the marks for the Viva Voce will be considered as External Component. The students will be evaluated on the following criteria during the conduct of the Viva Voce Examination by the faculty guide (internal examiner) and the external examiner /a panel of examiners for 50 marks each.

1. Introduction to the Internship / Project : 10
2. Methodology Adopted : 10
3. Learning from Internship / Findings from the Project : 10
4. Presentation Skills (including use of AV aids) : 10
5. Answers to Questions : 10

*Note: For Internship /Project, the average of the marks awarded by both Internal and External Examiner(s) will be considered.*

**h) Internal Component (50 Marks)**

For Internship / Project, the marks for the Report will be considered as Internal Component and will be evaluated on the following criteria during the conduct of the Viva Voce Examination.

i. The internship report

**a) Faculty Guide (Internal Examiner):**

1. Adherence to Report Format : 05
2. Introduction : 05
3. Extent of Coverage of the Plant /Various Functional areas : 10
4. Learning from the Training : 10
5. Adherence to Procedure and Schedule : 10
6. Adherence to Suggestions by the Guide : 10

*Note: Adherence to the Procedure and Schedule and the Adherence to Suggestions by the Guide are the pre requisite for getting marks in other components of the marks awarded by the Faculty Guide.*

**b) External Examiner / A Panel of Examiners:**

1. Adherence to Report Format : 15
2. Introduction : 05
3. Extent of coverage of the Plant / Various functional areas : 15
4. Learning from the Training : 15

ii. The project report

**a) Faculty Guide (Internal Examiner):**

1. Adherence to Report Format : 05
2. Introduction : 05
3. Research Methodology : 05
4. Review of Literature : 05
5. Analysis and Interpretations : 05
6. Managerial Implication of the Project : 05
7. Identification of further scope for Research : 05
8. Adherence to Procedure and Schedule : 10
9. Adherence to Suggestions by the Guide : 05

*Note: Adherence to the Procedure and Schedule and the Adherence to Suggestions by the Guide are the pre requisite for getting marks in other components of the marks awarded by the Faculty Guide.*

**b) External Examiner / A Panel of Examiners:**

- |   |      |
|---|------|
| 1. Adherence to Report Format                   | : 05 |
| 2. Introduction                                 | : 05 |
| 3. Research Methodology                         | : 10 |
| 4. Review of Literature                         | : 05 |
| 5. Analysis and Interpretations                 | : 15 |
| 6. Managerial Implication of the Project        | : 05 |
| 7. Identification of further scope for Research | : 05 |

**18. The transitory provision is as follows:** The student of this program has to complete the degree within **4 years** (2 years + 2 years) from the date of joining the program. After that period, one extension of One year can be applied for and permission be obtained from the authorities of the university, on a case-to-case basis, in an extraordinary situation only.

{Ref: UGC Letter DO No. 12 – 1/ 2015 (CPP – II) dated 15<sup>th</sup> October 2015}.

**19. PO – Programme Outcomes – Faculty of Business Studies**

Upon successfully completing the **Post Graduate Programs** offered by the Faculty of Business Studies, the student will be able to:

PO1	Become disciplined individuals, which will be achieved through the classroom discussions, activities given by the facilitators and the exposure to various etiquettes of the corporate.
PO2	Apply the knowledge of various fundamental concepts of the economy and business, through classroom activities, case discussions and simulated exercises.
PO3	Provide solutions to solve problems of the economy and corporate, through critical analysis of real-life issues in the economy and the corporate.
PO4	Offer oneself as the potential candidate for a responsible position in the corporate or be ready to venture into a business by demonstrating professional competence and entrepreneurial skills, through field visits, project works, internship and discussions with successful intrapreneurs and entrepreneurs.
PO5	Communicate properly in all forms and exhibiting appropriate interpersonal skills for the success of the organization, through group discussions, panel discussions, presentations, assignments and participating in seminars both individually and in group.
PO6	Adopt and be conversant with the Information and Communication Technology practices of the industry, through the exposure provided in the usage of contemporary software and packages.
PO7	Demonstrate a positive attitude towards lifelong learning of economic, commercial and management concepts and practicing the same successfully to ensure self-development in the career, through continuous inputs, assessment of learning outcomes and evaluation of the knowledge and skills.
PO8	Become a socially responsible citizen and a person of ethical standards, through the value system embedded in the entire curriculum and its pedagogy.

**20. PSO – Programme Specific Outcomes –Department of Management Studies**

Upon successfully completing the **Master of Business Administration** offered by the Department of Management Studies, the student will be able to:

PSO1	Become an effective planner after scanning and the environmental requirements related to business development
PSO2	Visualize the unprecedented business problems based on the case and classroom discussions and industry exposure during the programme and become an industry ready professional

PSO3	Compare and contrast the various functional areas of management and integrate them to offer cost effective pragmatic business solutions
PSO4	Evaluate the market conditions based on various indicators and navigate the organization to ensure a prospective future
PSO5	Exhibit professional skills and contribute to the sustainability of the business
PSO6	Establish proficiency cutting across national boundaries and adapt to cross cultural environment in all walks of business and management
PSO7	Translate the acquired knowledge and skills in to tangible business results with an entrepreneurial zeal
PSO8	Develop into a socially responsible citizens upholding ethical standards following corporate governance principles and green practices

### SEMESTER I

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Management Principles and Business Ethics</b>	Core	4	-	-	-	4	60	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions.										
C2	To provide insights on Planning & Decision Making										
C3	To throw light on Organizing, Managing Change and Innovation										
C4	To elucidate on Leadership, Communication and Controlling.										
C5	To create awareness and importance of Business Ethics and Social Responsibility.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction:</b> Nature of Management– Concepts and Foundations of Management- Managerial Functions- ManagementSkills- TheEvolutionofManagementThought– TasksofaProfessionalManager–OrganizationalCulture- Environment– Systems Approach to Management – Levels in Management – Disaster Management							12	C1		
II	<b>Planning &amp; Decision Making:</b> Steps in Planning Process – Scope and Limitations –Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management Process Decision Making Process and Techniques. Business Models							12	C2		
III	<b>Nature of Organizing:</b> Organization Structure and Design - Authority Relationships – DelegationofAuthorityandDecentralization– InterdepartmentalCoordinator–emerging Trends in corporate Structure, Strategy and Culture – Impact of TechnologyonOrganizationaldesign–							12	C3		

	Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pro and Cons of Narrow and Wide Spans of Control – Optimum Span – Managing Change and Innovation.		
IV	<b>Leadership and Control:</b> Leadership: Approaches to Leadership and Communication. Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action – An Integrated Control system in an Organization – Management by Exception (MBE) –	12	C4
V	<b>Business Ethics:</b> Importance of Business Ethics – Ethical Issues and Dilemmas in Business – Ethical Decision Making and Ethical Leadership – Ethics Audit – Business Ethics and- CSR Models.	12	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Possess the knowledge on the basic concepts of management and understand how an organization functions.	PO4, PO6, PO8	
<b>CO2</b>	Possess knowledge on planning & decision making.	PO1, PO2	
<b>CO3</b>	Have insights on organizing, managing change and Innovation	PO5, PO6, PO7	
<b>CO4</b>	Learn leadership, communication and controlling skills.	PO4, PO5	
<b>CO5</b>	Have better understanding on business ethics and social responsibility.	PO3, PO8	
<b>Reading List</b>			
1.	<a href="https://deb.ugc.ac.in">https://deb.ugc.ac.in</a>		
2.	<a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a>		
3.	International journal of Management Concepts and Philosophy		
4.	Journal of Management, Sage Publications		
<b>References Books</b>			
1.	Mukherjee, K., Principles of Management, 2 <sup>nd</sup> Edition, Tata McGraw Hill Education Pvt. Ltd., 2009		
2.	S. K. Mandal., Management Principles and practice, 3 <sup>rd</sup> Edition, Jaico Publishing House, Jan. 2011.		
3.	Griffin, R. W., Management, 11 <sup>th</sup> Edition, South-Western College Publication, January 2018.		
4.	Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11 <sup>th</sup> Edition, Tata McGraw Hill Education Private Ltd., July 2020		
5.	Certo, S C. and Certo, T, Modern Management, 13 <sup>th</sup> Edition, Prentice Hall, January 2014.		
6.	Robbins, S and Coulter, M, 11 <sup>th</sup> Edition, Management, Prentice Hall, 11 <sup>th</sup> edition, January 2012		
7.	Shaikh Ubaid, Disaster Management, Technical publications, 1 <sup>st</sup> edition, 2020		

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2		2		2
<b>CO 2</b>	2	3						
<b>CO 3</b>					2	2	2	

CO 4				3	3			
CO 5			3					3

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Quantitative Techniques and Research Methods in Business</b>	Core	3	1	-	-	4	60	25	75	100
<b>Course Objectives</b>											
C1	To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making.										
C2	To construct a coherent research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology.										
C3	To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data.										
C4	To recognize the principles and characteristics of the multivariate data analysis techniques.										
C5	To become familiar with the process of drafting a report that poses a significant problem										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction:</b> Probability - Rules of probability-Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem- Baye's Theorem and its applications - Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree.							17	C1		
II	<b>Research Methods:</b> Research - Definition - Research Process - Research Design – Definition- Types Of Research Design - Role of Theory in Research - Variables in Research – Objectives - Hypothesis -Types of Data; Preliminary Vs Secondary- Methods of Primary Data Collection; Survey, Observation, Experiments - Construction Of Questionnaire - Questionnaire Schedule- Validity and Reliability of Instruments - Types of Scales; Nominal, Ordinal, Interval - Types of Attitude Measurement Scales – Sampling Techniques; Probability And Non probability Techniques- Optimal Sample Size determination.							10	C2		
III	<b>Data Preparation and Analysis:</b> Data Preparation - Editing –Coding- Data Entry- Data Analysis- Testing Of Hypothesis Univariate and Bivariate Analysis -							15	C3		

	Parametric And Nonparametric Tests and Interpretation of Test Results- Chi-Square Test- Correlation; Karl Pearson's Vs Correlation Coefficient and Spearman's Rank Correlation- Regression Analysis - One Way and Two Way Analysis of Variance.		
IV	<b>Multivariate Statistical Analysis:</b> Exploratory and Confirmatory Factor Analysis -Discriminant Analysis-Cluster Analysis -Conjoint Analysis -Multiple Regression- Multidimensional Scaling- Their Application In Marketing Problems -Application of Statistical Software For Data Analysis- SEM Analysis	09	C4
V	<b>Report Writing and Ethics in Business Research:</b> Research Reports- Different Types -Report Writing Format- Content of Report- Need For Executive Summary- Chapterization -Framing the Title of the Report- Different Styles Of Referencing -Academic Vs Business Research Reports - Ethics In Research.	09	C5
<b>Total</b>		60	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to develop problem-solving techniques needed to accurately calculate probabilities.	PO1, PO2, PO6, PO7	
<b>CO2</b>	Be able to devise research methods, techniques and strategies in the appropriate manner for managerial decision making and conduct research for the industry.	PO4, PO6	
<b>CO3</b>	Be able to apply and interpret the different types of quantitative and qualitative methods of data analysis.	PO4, PO6	
<b>CO4</b>	Be able to use multivariate techniques appropriately, undertake multivariate hypothesis tests, and draw appropriate conclusions.	PO4, PO6	
<b>CO5</b>	Be able to present orally their research or a summary of another's research in an organized, coherent, and compelling fashion.	PO4, PO6	
<b>Reading List</b>			
1.	<a href="https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf">https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf</a>		
2.	<a href="https://study.com/academy/topic/probability.html">https://study.com/academy/topic/probability.html</a>		
3.	<a href="https://onlinecourses.nptel.ac.in/noc18_ma07/preview">https://onlinecourses.nptel.ac.in/noc18_ma07/preview</a>		
4.	<a href="https://hbr.org/1964/07/decision-trees-for-decision-making">https://hbr.org/1964/07/decision-trees-for-decision-making</a>		
<b>References Books</b>			
1.	Kumar, R., Research Methodology: A Step-by-Step guide for Beginners, Sage, South Asia, 4th Edition, 2014.		
2.	Srivastava, T.N. and Rego, S., Statistics for Management, 2nd Edition, Tata McGraw Hill, 3rd Edition, 2016.		
3.	Cooper, D.R., Schindler, P. And Business Research Methods, Tata- McGraw Hill, 12th Edition, 2012.		
4.	Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods, 11th Edition, Tata-McGraw Hill, 12 th Edition, 2018.		
5.	Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, PHI Learning Pvt. Ltd., 6 th Edition, 2012.		
6.	Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 13th Edition, 2017		



	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	3				3	3	
CO 2				3		3		
CO 3				2		2		
CO 4				2		2		
CO 5				2		3		

3-Strong      2-Medium      1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Managing Organizational Behaviour</b>	Core	4	-	-	-	4	60	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization.										
C2	To provide insights on Individual Differences, perception, learning, Attitudes values and motivation										
C3	To throw light on Group Dynamics and Interpersonal Communication										
C4	To elucidate on Leadership, Politics, Conflicts and Negotiation.										
C5	To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction to Organizational Behaviour:</b> Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory- Organizational Citizenship Behaviour							12	C1		
II	<b>Individual Difference</b> - Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson’s stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit. <b>Perception:</b> Meaning Process – Factors influencing perception – Attribution theory <b>Learning:</b> Classical, Operant and Social Cognitive Approaches – Managerial implications. <b>Attitudes and Values:</b> – Components, Attitude – Behaviour relationship, formation, values. <b>Motivation:</b> Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting							12	C2		



	theory, Self– efficacy theory, Re – inforcement theory, Equity theory, Expectancy theory.		
III	<b>Group Dynamics</b> – Foundations of Group Behaviour – Group and Team - Stages of Group Development– Factors affecting Group and Team Performance - Group Decision making <b>Interpersonal Communication</b> – Communication Process – Barriers to Communication– Guidelines for Effective Communication	12	C3
IV	<b>Leadership</b> – Trait, Behavioural and Contingency theories, Leaders vs Managers Power and <b>Politics:</b> Sources of Power – Political Behaviour in Organizations – Managing Politics. <b>Conflict and Negotiation:</b> Sources and Types of Conflict –Negotiation Strategies– Negotiation Process.	12	C4
V	<b>Work Stress:</b> Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture. <b>Emotional Intelligence,</b> Work Life Integration Practices. Knowledge based enterprise- systems and Processes; Networked and virtual organizations.	12	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Possess the knowledge on the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization	PO4	
<b>CO2</b>	Possess knowledge on Individual Differences, perception, learning, Attitudes values and motivation	PO3, PO6	
<b>CO3</b>	Have insights on Group Dynamics and Interpersonal Communication	PO2, PO4, PO5	
<b>CO4</b>	Learn Leadership, Politics, Conflicts and Negotiation.	PO5	
<b>CO5</b>	Have better understanding on work stress and Emotional Intelligence and its influence on employees in an organization.	PO6, PO8	
<b>Reading List</b>			
1.	<a href="http://www.himpub.com">www.himpub.com</a>		
2.	<a href="https://iedunote.com/organisational-behaviour">https://iedunote.com/organisational-behaviour</a>		
3.	<a href="http://www.yourarticlelibrary.com/organisation/">www.yourarticlelibrary.com/organisation/</a>		
4.	Journal of Organizational Behaviour – wiley Online Library		
<b>References Books</b>			
1.	Prasad .L.M., Organisational Behaviour ,Sultan Chand and Sons, 2019		
2.	C.B.Guptha, A Textbook Of Organisational Behaviours ,S.Chand& Company,2019		
3.	K. Aswattappa, Organisational Behaviour, Himalaya Publishing House, 12th Edition, 2016.		
4.	Luthans, F. Organizational Behaviour, 12th Edition, Tata McGraw Hill Education, 2017.		

5.	McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behaviour, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.
6.	Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Essentials of Organisational Behaviour, 18th Edition, Pearson Education, 2019.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2				
CO 2			3			3		
CO 3		3		3	3			
CO 4					3			
CO 5						3		2

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Accounting For Managers</b>	Core	3	1	-	-	4	60	25	75	100
<b>Course Objectives</b>											
C1	To acquaint the students with the fundamentals of principles of financial, cost and management accounting										
C2	To enable the students to prepare, analyses and interpret financial statements										
C3	To acquaint the students with the tools and techniques of financial analysis										
C4	To enable the students to take decisions using management accounting tools.										
C5	To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems); International Accounting Standards - IFRS							12	C1		
II	Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio 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 – problem.							12	C2		
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							12	C3		

	system-key factor analysis, make or buy decisions, export decision, sales mix decision- Problems.		
IV	Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems - Zero Base Budgeting.	12	C4
V	Cost Accounting : meaning – Objectives - Elements of Cost – Cost Sheet(Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision-making. Reporting-Accounting Standards and Accounting Disclosure practices in India; Exposure to Practical Knowledge of using Accounting software-Open Source.	12	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to understand the fundamentals of principles of financial, cost and management accounting	PO6	
<b>CO2</b>	Be able to prepare, analyze and interpret financial statements	PO1, PO2, PO4, PO6, PO7	
<b>CO3</b>	Be able to use the tools and techniques of financial analysis.	PO1, PO2, PO3, PO6, PO7	
<b>CO4</b>	Be able to take decisions using management accounting tools.	PO1, PO2, PO6, PO7	
<b>CO5</b>	Be able to prepare the reports with the accounting tools and facilitate and take managerial decisions.	PO2, PO3, PO4, PO6, PO7, PO8	
<b>Reading List</b>			
1.	<a href="http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf">http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf</a>		
2.	<a href="http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf">http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf</a>		
3.	<a href="http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf">http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf</a>		
4.	<a href="https://www.researchgate.net/publication/313477460_concept_of_working_capital_management">https://www.researchgate.net/publication/313477460_concept_of_working_capital_management</a>		
<b>References Books</b>			
1.	Gupta, A., Financial Accounting for Management: An Analytical Perspective, 5th Edition, Pearson, 2016.		
2.	Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 8thEdition, Tata McGraw Hill Education Pvt. Ltd., 2021.		
3.	Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited		
4.	Horngren, C.T.,Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 16th Edition, Pearson, 2013		
5.	Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.		

6.	Rustagi,R. P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011
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	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>						2		2
<b>CO 2</b>	3	3		3		3	2	
<b>CO 3</b>	3	3	3			3	2	
<b>CO 4</b>	3	3				3	3	
<b>CO 5</b>		3	3	3		3	2	2

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Managerial Economics</b>	Core	4	-	-	-	4	60	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions.										
C2	To understand the concept of utility and demand analysis and demand forecasting										
C3	To know about production function and market structure										
C4	To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning.										

C5	To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.		
<b>SYLLABUS</b>			
UNIT	Details	No. of Hours	Course Objectives
I	Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics.	12	C1
II	Utility Analysis and the Demand Curve: Elasticity of Demand - Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input-Output Analysis – Consumer Behavior-Consumer Equilibrium	12	C2
III	The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Iso-cost Lines Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs. Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.	12	C3
IV	Macro-Economic Variables – National Income- Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contracyclical Policies – Role of Economic Policy – Indian Economic Planning	12	C4
V	Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation-Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST- Industrial Policy in India and its effects on growth.	12	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to understand the basic concepts of managerial economics that helps the firm in decision making process.	PO2, PO4	
CO2	Be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants	PO4, PO6, PO7	
CO3	Have better idea and understanding about production function and market structure	PO6, PO7	
CO4	Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning	PO8	

<b>CO5</b>	Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and globalization and Cashless economy and digitalized cash transfers.	<b>PO7</b>						
<b>Reading List</b>								
1.	<a href="http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530">http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530</a>							
2.	<a href="http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?courseid=4207">http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?courseid=4207</a>							
3.	<a href="https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857">https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857</a>							
4.	The Indian Economic Journal - SAGE Journals							
<b>References Books</b>								
1.	1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.							
2.	Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.							
3.	R. L. Varshney, K.L. Maheshwari., Managerial Economics, Sultan Chand & Sons, 2014.							
4.	William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial Economics, Wiley Publishers, 9 <sup>th</sup> Edition (2021)							
5.	H. L. Ahuja., Managerial Economics., Atlantic Publishers and distributors(P) Ltd., 2017.							
6.	Dominick Salvatore, Managerial Economics: Principles and worldwide applications, 9E Adaptation, Oxford university press, 9 <sup>th</sup> Edition, 2020.							
	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>		2		3				
<b>CO 2</b>				3		2	2	
<b>CO 3</b>						3	3	
<b>CO 4</b>								2
<b>CO 5</b>							2	

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Legal Systems in Business</b>	Core	4	-	-	-	4	60	25	75	100
<b>Course Objectives</b>											
C1	To create knowledge and understanding on law of contracts										
C2	To describe about sale of goods and Negotiable instrument act										
C3	To have an overall understanding about partnership act and company law.										
C4	To familiarize various labor laws for effective administration of Human Resource of an organization.										
C5	To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>The Law of Contracts:</b> Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration							12	C1		

	<p>– Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts : By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts.</p>		
II	<p><b>Sale of Goods Act:</b> Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods – Rights of an Unpaid Seller.</p> <p><b>Negotiable Instruments Act:</b> Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics</p>	12	C2
III	<p><b>Partnership Act:</b> Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution.</p> <p><b>Company Law:</b> Evolution of Company Form of Organization – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up.</p>	12	C3
IV	<p><b>Labour Law :</b> Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child Labour Abolition &amp; Regulation Act, 1986- Inter-state Migrant Workmen (Regulation of Employment &amp; Conditions of services) Act 1979- Bonded Labour system (Abolition) Act 1976- Sexual Harassment of women at Workplace (Prevention, Prohibition &amp; Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act- Four Labour Codes and Rules- RTI Act 2005.</p>	12	C4
V	<p>Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 –</p>	12	C5



	Design Act, 2000; UNICITRAL – United Nations Commission on International Trade Law.		
	<b>Total</b>	<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Have knowledge on understandings on law of contract.	PO4, PO6, PO7	
<b>CO2</b>	Know the sale of Goods & Negotiable instrument act.	PO6	
<b>CO3</b>	Have understandings on partnership and company law	PO6, PO7	
<b>CO4</b>	Have familiarize with various labour laws.	PO5, PO6, PO7	
<b>CO5</b>	Possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights.	PO8	
<b>Reading List</b>			
1.	<a href="http://www.legalserviceindia.com/article/">http://www.legalserviceindia.com/article/</a>		
2.	<a href="http://www.freebookcentre.net/Law/Law-Books.html">http://www.freebookcentre.net/Law/Law-Books.html</a> 2		
3.	<a href="https://www.mooc-list.com/course/business-law-wma">https://www.mooc-list.com/course/business-law-wma</a>		
4.	<a href="https://ilj.law.indiana.edu/">https://ilj.law.indiana.edu/</a>		
<b>References Books</b>			
1.	Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons.		
2.	Rao, P.M., Mercantile Law, PHI Learning, 2011.		
3.	Majumdar, A. K. and Kapoor, G.K., Company Law, 15 <sup>th</sup> Edition, Taxmann Publications Pvt. Ltd., 2012.		
4.	Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17 <sup>th</sup> Edition, Taxmann Publications Pvt. Ltd., 2012.		
5.	Intellectual Property Laws, Universal Law Publishing, 2012.		
6.	Daniel Albuquerque, Legal systems in Business, Oxford University Press India, 2 <sup>nd</sup> Edition, 2015.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				2		2	2	
<b>CO 2</b>						2		
<b>CO 3</b>						2	2	
<b>CO 4</b>					2	2	2	
<b>CO 5</b>								2

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Entrepreneurship Development</b>	Extra Disciplinary	3	-	-	-	3	45	25	75	100
<b>Course Objectives</b>											
C1	To introduce students to entrepreneurship and its growth in India.										
C2	To impart knowledge on innovation, its types, role of technology in innovation, patents and licensing.										
C3	To orient the students on new venture creation										
C4	To enable students to prepare a feasible business plan										
C5	To give inputs on various types of financing available for new ventures.										

<b>SYLLABUS</b>			
<b>UNIT</b>	<b>Details</b>	<b>No. of Hours</b>	<b>Course Objectives</b>
I	Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.	9	C1
II	Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking- The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms	9	C2
III	New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels	9	C3
IV	Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation; Start-ups and e-commerce Start-ups. Business Model Canvas	9	C4
V	Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to know about growth of entrepreneurship in India	PO4, PO7	
<b>CO2</b>	Gain knowledge on innovation, its types, role of technology in innovation, patents and licensing	PO7, PO8	
<b>CO3</b>	Obtain knowledge on new venture creation	PO6, PO7	
<b>CO4</b>	Be able to prepare a business plan	PO7, PO8	
<b>CO5</b>	Gain knowledge on various types of financing available for new ventures.	PO7, PO8	
<b>Reading List</b>			
1.	<a href="http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf">http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf</a>		
2.	<a href="https://www.cengage.com/highered">https://www.cengage.com/highered</a>		
3.	<a href="https://roadmapresearch.com/entrepreneurship-beyond-curriculum">https://roadmapresearch.com/entrepreneurship-beyond-curriculum</a>		
4.	The International Journal of Entrepreneurship and Innovation		
<b>References Books</b>			
1.	Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.		
2.	Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.		
3.	Barringer, B., Entrepreneurship: Successfully Launching New Ventures,		

	3rd Edition, Pearson, 2011.
4.	Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.
5.	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.
6.	Entrepreneurship: Successfully Launching New Ventures, Global Edition, 6th Edition Bruce R. Barringer, Texas A & M University, R. Duane Ireland, ©2018  Pearson

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3			3	
CO 2							3	2
CO 3						2	3	
CO 4							3	2
CO 5							3	3

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Soft Skills I – Executive Communication</b>	Soft Skills	-	-	2	-	2	30	25	75	100
<b>Course Objectives</b>											
C1	To acquire communication awareness they are going to get for the industry.										
C2	To make the customer realize that you can provide them with information and other essential things										
C3	To explore the skill of writing business proposals										
C4	To <b>develop a plan</b> for the meetings and interviews										
C5	To analyze the skills required for non-verbal communication										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>UNIT 1- Communication:</b> Meaning and Significance of Communication for Management- Types of Communication Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication Dyadic Communication- Face-to-face Communication. Other Modes of Communication.							6	C1		
II	<b>UNIT 11- Business Correspondence:</b> Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools							6	C2		

	such as Mind Maps, Composing the Message- Norms for Business Letters Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, Inviting tenders, Claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proof reading and Evaluating- Letters of application and resume.		
III	<b>UNIT III- Business Reports and Proposals:</b> Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals.	6	C3
IV	<b>UNIT IV- Conducting Meetings and Interviews:</b> Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences- Procedure of Regulating Speech- Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening.	6	C4
V	<b>UNIT V- Non-verbal Communication:</b> Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts. Diagrams and Tables- Visual and Audio-visual Aids for Communication.	6	C5
	<b>Total</b>	<b>30</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understanding of theories and concepts, types and various modes of communication in organizations	PO4, PO6	
<b>CO2</b>	Development of skills on developing Business Correspondence	PO4, PO6	
<b>CO3</b>	Development of skills on preparing Business Reports and Proposals	PO4, PO6	
<b>CO4</b>	To draft effective business correspondence with brevity, and clarity in designing and developing clean and lucid organizing skills.	PO4, PO6	
<b>CO5</b>	To demonstrate his/her verbal and non-verbal communication ability through presentations.	PO4, PO6	
<b>Reading List</b>			
1.	<a href="https://www.skillsyouneed.com/ips/communication-skills.html">https://www.skillsyouneed.com/ips/communication-skills.html</a>		
2.	<a href="https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers">https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers</a>		
3.	<a href="http://skillopedia.com">http://skillopedia.com</a>		
4.	<a href="https://www.habitsforwellbeing.com/9-effective-communication-skills">https://www.habitsforwellbeing.com/9-effective-communication-skills</a>		
<b>References Books</b>			
1.	Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008.		
2.	Chaturvedi, Business Communication, Person, 2 edition, 2011		
3.	Bovec L. Courtland and John V. Thill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011.		

4.	American Management Association, The AMA Handbook of Business Writing: The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting, 2010.
5.	Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product, Person Education, New Delhi, 2008

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3		3		
CO 2				3		3		
CO 3				3		3		
CO 4				3		3		
CO 5				3		3		

**3-Strong      2-Medium      1-Low**

### SEMESTER II

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Applied Operations Research</b>	Core	3	1	-	-	4	60	25	75	100
<b>Course Objectives</b>											
C1	To provide the students with introduction on OR and its models to aid in understanding its applicability in the various functional areas of management.										
C2	To understand the concept of linear programming models in determining profit maximization and cost minimization										
C3	To learn about various methods adopted in transportation and Assignments models.										
C4	To determine about inventory models, replacement models, job sequencing, networking model and Queuing model										
C5	To throw light on dynamic model and game models and the application of pure and mixed strategies in competitive environment.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management							08	C1		
II	Linear Programming Problem: Linear programming problem model – Formulation – Maximization & Minimization problem – Graphical method – Simplex method – Artificial variable – Primal & Dual.							12	C2		
III	Transportation problem: Basic Solution – North / West corner Solution, LCM, VAM, Matrices method – Optimal Solution – Stepping stone method – Vogel's approximation method – Modi method – Degeneracy –							12	C3		

	Imbalance matrix. Assignment model: Hungarian method – Traveling salesmen problem.		
IV	Project Scheduling and Resource Management: Deterministic Inventory models – Purchasing & Manufacturing models – Probabilistic inventory models – Replacement model – Sequencing – Brief Introduction to Queuing models. Networking – Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling- Crashing – Resource allocation and Resource Scheduling.	18	C4
V	Game Theory and Strategies: Games theory – two player zero sum game theory – Saddle Point –Mixed Strategies for games without saddle points – Dominance method – Graphical and L.P Solutions- Goal Programming; Simulation; Integer programming and Dynamic programming.	10	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Obtain insight on the origin and nature of OR and also the application of various models of OR.	PO4, PO6	
<b>CO2</b>	Learn about the graphical, Simplex, Big M and dual methods of Linear programming problem.	PO1, PO2, PO6, PO7	
<b>CO3</b>	Be well versed with the concept of transportation and Assignments models	PO1, PO2, PO6, PO7	
<b>CO4</b>	Have better understanding on inventory models, replacement models, job sequencing, networking model and Queuing model	PO1, PO2, PO6, PO7	
<b>CO5</b>	Be imparted knowledge on the various methods of game model	PO2, PO7	
<b>Reading List</b>			
1.	<a href="http://www.cbom.atozmath.com">www.cbom.atozmath.com</a>		
2.	<a href="http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_qt.pdf">http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_qt.pdf</a>		
3.	<a href="http://164.100.133.129;81/econtent/Uploads/Operations_Research.pdf">http://164.100.133.129;81/econtent/Uploads/Operations_Research.pdf</a>		
4.	<a href="https://www.journals.elsevier.com/operations-research-perspectives">https://www.journals.elsevier.com/operations-research-perspectives</a>		
<b>References Books</b>			
1.	Anderson,D.R.,Sweeney,D.J.,Williams,T.A.andMartin,K.,AnIntroduction toManagementScience:QuantitativeApproachtoDecisionMaking,14 <sup>th</sup> Edition Paperback – 1, Cengage Learning India Pvt. Ltd., 2019		
2.	Gupta,P.K. ,and Comboj ,Introduction to Operations Research, S.Chand, 2014		
3.	Hiller,F.,Liebermann,NagandBasu,IntroductiontoOperationsResearch,11 <sup>th</sup> Edition Paperback, Tata Mc Graw-Hill Publishing Co.Ltd., 2021		
4.	Khanna,R.B.,QuantitativeTechniquesforManagerialDecisionMaking,3 <sup>rd</sup> Edition – Paperback ,New Age International Publishers, 2018		
5.	Taha,H.A., Operations Research:AnIntroduction,10 <sup>th</sup> Edition,Pearson, 2019		
6.	Vohra,N.D. ,Quantitative Techniques in Management, 5 <sup>th</sup> Edition,TataMcGrawHillEducationPvt.Ltd.,2017.		

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2		2		
<b>CO 2</b>	3	2				2	2	

CO 3	3	3				3	2	
CO 4	3	3				2	2	
CO 5		3					2	

3-Strong      2-Medium      1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Human Resource Management</b>	Core	4	-	-	-	4	60	25	75	100
<b>Course Objectives</b>											
C1	To embark importance of HRM role, functions and need										
C2	To assimilate theoretical and practical implications of HRP										
C3	To critically use appropriate training tools										
C4	To analyze and implement an effective performance management										
C5	To extrapolate and design compensation management techniques										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction:</b> Introduction of Human Resource Management: Importance of Human Resources ,Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management .Strategic Human Resource Management (SHRM).HumanResourcePolicies:Need,typeandscope, HumanResourceAccountingandAudit- Gig Economy.							12	C1		
II	<b>Human Resource Planning (HRP):</b> Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory , Job Description, Job Specification and Succession Planning ,Strategic Human Resource Planning. Recruitment and selection: Purposes, types and methods of recruitment and selection Relative merits and demerits of the different methods, Recruitment and Social Media. Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews ,Reduction of attritionrate- Attrition and retention management							12	C2		
III	<b>Training, Development &amp; Career Management:</b> Importance and benefits of Training and Development ,Types of Training Methods ,Executive Development Programs ,Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management.							12	C3		
IV	<b>Performance Management:</b>							12	C4		



	Importance, process and Methods: Ranking, rating scales, critical incident method ,Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback ,Online PMS. Human Resource Information System; International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work-life balance; Quality of work-life; HR Analytics.		
V	<b>Compensation Management:</b> Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; ESOP-Financial and non-financial incentives, Productivity–linked Bonus, Compensation Criteria, Rewards and Recognition.	12	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Gain an understanding of HRM policies and importance.	PO4, PO6	
<b>CO2</b>	Implement appropriate HRP in workplace.	PO6	
<b>CO3</b>	Apply feasible Training method and manage career progressions.	PO5, PO6, PO7	
<b>CO4</b>	Demonstrate managing performance of human resources.	PO6, PO7	
<b>CO5</b>	Design and justify compensation framework.	PO4, PO6, PO7	
<b>Reading List</b>			
1.	<a href="https://businessjargons.com/performance-management.html">https://businessjargons.com/performance-management.html</a>		
2.	<a href="https://www.hr-guide.com/data/G400.htm">https://www.hr-guide.com/data/G400.htm</a>		
3.	<a href="https://www.managementstudyguide.com/training-development-hr-function.htm">https://www.managementstudyguide.com/training-development-hr-function.htm</a>		
4.	<a href="https://www.tandfonline.com/toc/rih20/current">https://www.tandfonline.com/toc/rih20/current</a>		
<b>References Books</b>			
1.	Ashwathappa, K., Human Resource Management, 9 <sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2021.		
2.	Ivanec, J.M., Human Resource Management, 12 <sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2020.		
3.	Gary Dessler & Biju Varrkey, Human Resource Management, 16 <sup>th</sup> Edition, Pearson India Pvt. Ltd., 2020.		
4.	DeCenzo, D.A., Robbins S.P., Susan L Verhulst, Human Resource Management, 11 <sup>th</sup> Edition, Wiley India Pvt. Ltd., 2015.		
5.	Leigh Thompson, Making the team, A guide for Managers, Pearson, 6 <sup>th</sup> Edition 2019.		
6.	Gary Dessler, Fundamentals of Human Resource Management, Pearson, 4 <sup>th</sup> Edition 2017.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				M		M		
<b>CO 2</b>						M		
<b>CO 3</b>					S	S	M	
<b>CO 4</b>						M	M	
<b>CO 5</b>				M		M	M	



**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Marketing Management</b>	Core	4	-	-	-	4	60	25	75	100
<b>Course Objectives</b>											
C1	To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied.										
C2	To provide with opportunities to analyze marketing activities within the firm.										
C3	To analyze and explore the buyer behavior pattern in marketing situations.										
C4	To understand the branding, pricing and strategies in marketing a product.										
C5	To upgrade the knowledge and awareness of Consumer Rights in the Market.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Marketing Management Philosophies – What is marketing- The concepts of marketing- Marketing and Services – Digital Marketing – Social Media Marketing – Current marketing challenges; Rural Marketing – E-Rural Marketing – International Marketing – Industrial Marketing.							12	C1		
II	Strategic Marketing– Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting –Techniques. Marketing Tactics, The Mix Service and Retail Marketing.							12	C2		
III	MIS: Marketing Information Systems- Customer Relationship Management (CRM) Customer Engagement Marketing – Sales force Automation- Marketing Analytics							12	C3		
IV	Buyer Behaviour: Factors Influencing Consumer Behaviour – Buying situation– Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation : Targeting and Positioning – Competitive Marketing Strategies. Customer Life Cycle – Customer Life time Value, Product Portfolio Management.							12	C4		
V	Product Policies: Consumer and Industrial Product Decisions, Branding, Packaging and Labelling – New Product Development and Product Life Cycle Strategies, Pricing – Pricing Strategies and approaches, Promotion Decisions: Promotion Mix – Integrated Marketing Communication – Advertising and Sales							12	C5		

	Promotion - Sales Force Decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling – Distribution Management – Channel Management: Selection, Co-operation and Conflict Management – Vertical, Horizontal and Multi-channel Systems Consumer Protection – Awareness of Consumer Rights in the Market Place.		
	<b>Total</b>	<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand the fundamental principles of marketing, marketing concepts and ideas.	PO4, PO6, PO7	
<b>CO2</b>	Understand the organization’s marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques.	PO4, PO6	
<b>CO3</b>	Understand the buyer behavior and market segmentation and competitive marketing strategies.	PO4, PO6, PO7	
<b>CO4</b>	Think strategically about branding, pricing and marketing issues.	PO3, PO4, PO6, PO7	
<b>CO5</b>	Familiar with Promotion decisions along with awareness on Consumer Rights in the Market Place.	PO6, PO8	
<b>Reading List</b>			
1.	<a href="https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/">https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/</a>		
2.	<a href="https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html">https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html</a>		
3.	<a href="https://www.ama.org/ama-academic-journals/">https://www.ama.org/ama-academic-journals/</a>		
4.	<a href="https://www.emerald.com/insight/publication/issn/0736-3761">https://www.emerald.com/insight/publication/issn/0736-3761</a>		
<b>References Books</b>			
1.	Pillai & Baghawathy, Marketing Management, S.Chand , 2010.		
2.	Gupta Prachi, Aggarwal Ashita , et al., Marketing Management: Indian Cases, 1 <sup>st</sup> Edition, 2017		
3.	G.Shainesh Philip Kotler, et..al., Marketing Management; Indian Case Studies included, 16 <sup>th</sup> Edition, Pearson, 2022		
4.	Warren J. Keegan, Global Marketing Management, 8th Edition, Pearson, 2017.		
5.	Mullins, Marketing Management: A Strategic Decision Making Approach, 7 <sup>th</sup> Edition, McGraw-Hill, 2010.		
6.	Philip Kotler and Keven Lane Keller, Marketing Management, 15 <sup>th</sup> Edition, Pearson, 2015		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				2		2	2	
<b>CO 2</b>				3		3		
<b>CO 3</b>				2		2	2	
<b>CO 4</b>			2	2		2	2	
<b>CO 5</b>						2		2

**3-Strong      2-Medium      1-Low**

<b>Subject Code</b>	<b>Subject Name</b>	      	<b>Marks</b>
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										CIA	External	Total
	<b>Operations Management</b>	Core	3	1	-	-	4	60	25	75	100	
<b>Course Objectives</b>												
C1	To understand the production function, production design & capacity planning,											
C2	Exploring the Make or Buy decision, and thus understanding the role of inventory management											
C3	To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance.											
C4	To elucidate the importance and usefulness of work-study and quality control tools											
C5	To provide insights on service operations management and waiting line analysis.											
<b>SYLLABUS</b>												
UNIT	Details								No. of Hours	Course Objectives		
I	INTRODUCTION: Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective- Challenges- Manufacturing Trends in India- Production Design and Process Planning- Types of Production Processes- Plant Capacity-Capacity Planning- Make or Buy Decisions- Use of Crossover Chart for Selection Processes-Types of Charts used in Operations Management.								12	C1		
II	FACILITY DESIGN: Plant Location: Factors to be considered in Plant Location- Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout- Layout Factors- Basic Types of Layout- Principles of Materials Handling- Materials Handling Equipment - Role of Ergonomics in Job Design.								12	C2		
III	INVENTORY CONTROL AND MAINTENANCE: Basic Inventory Models- Economic Order Quantity- Economic Batch Quantity- Reorder Point-Safety Stock- Inventory Costs-Classification and Codification of Stock- ABC Classification-Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution- Maintenance of Cost Balance- Procedure for Maintenance.								12	C3		
IV	DESIGN OF WORK SYSTEMS AND QUALITY CONTROL: Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement- Time Study- Performance Rating- Allowance Factors- Standard Time- Work Sampling Techniques- Job								14	C4		

	Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen		
V	SERVICE OPERATIONS MANAGEMENT: Introduction to Services Management- Nature of Services- Types of Services- Service Encounter- Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting-Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.	10	C5
	<b>Total</b>	<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand the concepts of production and its design, capacity planning and make or buy decisions.	PO2, PO4	
<b>CO2</b>	Be cognizant of the complexity involved in plant location decisions and utilization of plant layout.	PO2, PO7	
<b>CO3</b>	Understand the Inventory models and the importance of maintenance techniques.	PO6, PO7	
<b>CO4</b>	Be aware of work-study procedures and the importance on quality control tools	PO1, PO2, PO6, PO7	
<b>CO5</b>	Have insight on service operations, service delivery and waiting line analysis.	PO2, PO6, PO7	
<b>Reading List</b>			
1.	<a href="http://www.shsu.edu/~mgt ves/mgt560/ServiceManagement.ppt">www.shsu.edu/~mgt ves/mgt560/ServiceManagement.ppt</a>		
2.	<a href="http://zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf">zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf</a>		
3.	<a href="https://www.emerald.com/insight/publication/issn/0144-3577">https://www.emerald.com/insight/publication/issn/0144-3577</a>		
4.	<a href="https://www.inderscience.com/jhome.php?jcode=ijaom">https://www.inderscience.com/jhome.php?jcode=ijaom</a>		
<b>References Books</b>			
1.	Aswathappa K and Shridhara Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2021.		
2.	Mahadevan B, Operations Management Theory and Practice, 3rd Edition, Pearson Education, 2015.		
3.	Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021.		
4.	William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.		
5.	Gerard Cachon and Christian Terwiesch, Operations Management, 3 <sup>rd</sup> Edition, McGraw Hill, 2022.		
6.	Prof. K C Jain, Production and Operations Management, 1 <sup>st</sup> Edition, Wiley, 2022.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>		2		2				
<b>CO 2</b>		2					2	
<b>CO 3</b>						2	2	
<b>CO 4</b>	2	2				2	2	
<b>CO 5</b>		2				2	2	

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Financial Management</b>	Core	3	1	-	-	4	60	25	75	100
<b>Course Objectives</b>											
C1	To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of finance.										
C2	To create awareness on the various investment techniques on the investment decision making.										
C3	To throw light on the concept of cost of capital and familiarize on the technique of identifying the right source of capital.										
C4	To educate on the concept of capital structure and the create understanding on the concept of dividend.										
C5	To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Financial management: Definition and scope – objectives of Financial Management – Profit Maximization - wealth maximization - functions and role of finance manager. Sources of finance – short term – Bank Sources – Long term – Shares – Debentures – Preferred stock – Debt: Hire purchase, Leasing, Venture Capital – Private equity- International Financial Management- Financial Planning- Behavioural Finance- Capital Market- Money Market- Micro Finance- Financial Information System.							12	C1		
II	Investing Decision - Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return- Problems - Risk analysis in Capital Budgeting- Introduction to Fintech – Digital Currency - Cryptocurrency – Financial Modeling; Hurdle Rate.							12	C2		
III	Cost of Capital - Cost of specific sources of capital – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings - weighted average cost of capital. EBIT -EPS Analysis - Operating Leverage - Financial Leverage-problems.							12	C3		
IV	Capital structure - Factors influencing capital structure – optimal capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani - Miller(MM) Approach – Traditional Approach – Practical Problems. Dividend and Dividend policy: Meaning, classification - sources							12	C4		

	available for dividends -Dividend policy general, determinants of dividend policy.		
V	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- Financial Analytics.	12	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be aware of the basic concepts of financial management and understand the various sources of finance.	PO4, PO6, PO7	
<b>CO2</b>	Possess knowledge on investment decision making.	PO1, PO2, PO6, PO7	
<b>CO3</b>	Have insights on the cost of capital and would have familiarized themselves with the technique of calculating the cost of capital.	PO2, PO7	
<b>CO4</b>	Have learnt the concept of capital structure and dividend	PO6, PO7	
<b>CO5</b>	Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it.	PO1, PO2, PO4, PO7	
<b>Reading List</b>			
1.	<a href="https://accountingexplained.com/managerial/capital-budgeting/">https://accountingexplained.com/managerial/capital-budgeting/</a>		
2.	<a href="http://www.studyfinance.com/lessons/workcap/">http://www.studyfinance.com/lessons/workcap/</a>		
3.	Journal of International Financial Management & Accounting		
4.	The Management Accountant Journal - icmai-rnj.in		
<b>References Books</b>			
1.	S.N.Maheswari, Financial Management, Sulthan Chand & Sons, 15th Edition, 2019		
2.	I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018.		
3.	Van Horne, J.C., Financial Management and Policy, 13th Edition, Pearson, 2015.		
4.	Prasanna Chandra, Financial Management, 10th edition, Tata McGraw Hill, 2019		
5.	Periasamy, P., Financial Management, 4th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2017.		
6.	Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 14th Edition, 2015.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				2		2	2	
<b>CO 2</b>	2	3				2	2	
<b>CO 3</b>		2					3	
<b>CO 4</b>						2	3	
<b>CO 5</b>	2	2		3			2	

**3-Strong      2-Medium      1-Low**

<b>Subject Code</b>	<b>Subject Name</b>	U	3	L	T	P	O	U	-	<b>Marks</b>
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										CIA	External	Total
	<b>Strategic Management</b>	Core	4	-	-	-	4	60	25	75	100	
<b>Course Objectives</b>												
C1	To enable the students understand the importance of vision and mission in framing corporate strategy.											
C2	To provide insights on how business is responsible socially and ethically.											
C3	To highlight on the environmental analysis framework.											
C4	To throw light on strategic formulation and strategic choice.											
C5	To understand strategic implementation and strategic control.											
<b>SYLLABUS</b>												
UNIT	Details							No. of Hours	Course Objectives			
I	Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision –Mission-Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Corporate Governance– Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills.							12	C1			
II	Corporate Policy and Planning in India: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies- Implementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility.							12	C2			
III	Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix.							12	C3			
IV	Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies; ETOP, TOWS							12	C4			
V	Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership Strategic Control: Measurement in Performance- Problems in Measurement of Performance- Strategy Audit-Strategic Control Process – Du Pont’s Control Model – Balanced Score Card – Michael Porter’s Framework for Strategic Management – Future of Strategic Management – Strategic Information System.							12	C5			
<b>Total</b>							<b>60</b>					
<b>Course Outcomes</b>												
<b>Course Outcomes</b>	On completion of this course, students will;							<b>Program Outcomes</b>				

<b>CO1</b>	Be able to frame vision and mission statements.	PO3, PO4, PO7
<b>CO2</b>	Be social and ethically responsible.	PO3, PO8
<b>CO3</b>	Possess insights on making environmental analysis.	PO3, PO8
<b>CO4</b>	Possess knowledge on learning strategic formulation & strategy choice.	PO2, PO5, PO7
<b>CO5</b>	Understanding strategic implementation and control.	PO4, PO5, PO7
<b>Reading List</b>		
1.	Strategic Management Journal – Wiley online Library	
2.	Journal of strategy and Management – Emerald Insight	
3.	Mastering Strategic Management – <a href="http://www.opentextbooks.org.hk">www.opentextbooks.org.hk</a>	
4.	Mastering Strategic Management – <a href="http://www.saylor.org">www.saylor.org</a> .	
<b>References Books</b>		
1.	V S P Rao, Strategic Management Text and Cases, 2nd edition 2013.	
2.	Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw-Hill Education, 2018.	
3.	Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata McGraw-Hill, 2018.	
4.	Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.	
5.	Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2017.	
6.	Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 13th Edition, Pearson, 2012.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>			3	2			3	
<b>CO 2</b>			3					3
<b>CO 3</b>			2					3
<b>CO 4</b>		2			3			2
<b>CO 5</b>				3	3			3

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>MOOC</b>	<b>International Business</b>	Extra Disciplinary	3	-	-	-	3	45	25	75	100
<b>Course Objectives</b>											
C1	To understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances.										
C2	To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.										
C3	To throw light on international trade theories and the management of business functional operations in an international context.										
C4	To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization.										
C5	To know about regional economic integration and contemporary issues in international business.										

<b>SYLLABUS</b>			
<b>UNIT</b>	<b>Details</b>	<b>No. of Hours</b>	<b>Course Objectives</b>
I	Introduction: Introduction to International Business: Importance, nature and scope of International business- International Business Vs. Domestic Business; Tariff and non-tariff barriers- transition from Domestic to International Business; Advantages and disadvantages of International business; Balance of Payments; Balance of Trade; Balance of Current Account . Modes of entry into International Business- Internationalization process and managerial implications- Multinational Corporations and their involvement in International Business- Issues in foreign investments, technology transfer, pricing and regulations- International collaborative arrangements and strategic alliances- Counter Trade; Import-Export Process and Documentation.	9	C1
II	International Business Environment and Cultural Differences: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing International Business environment. Differences in Culture: Introduction — Social Structure — Religion — Language — Education — Culture and the Workplace — Cultural Change — Cross-cultural Literacy — Culture and Competitive Advantage.	9	C2
III	International Trade Theory: Introduction — Mercantilism, Neo-Mercantilism — Theory of Absolute Advantage — Theory of Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — National Competitive Advantage — Porter's Diamond — General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)- GATS-UNCTAD- Trade Blocks; Customs Union-EU-PTA- European Free Trade Area (EFTA)-Central American Common Market(CACM)-Latin American Free Trade Association(LAFTA)- North American Free Trade Agreement(NAFTA)- Association of South East Asian Nations(ASEAN)- CARICOM- GSTP-GSP-SAPTA-Indian Ocean RIM Initiative- BIMSTEC- Bretton Woods Twins- World Bank & IMF, International Finance Corporation- Multilateral Investment Guarantee Agency (MIGA).	9	C3
IV	Global Trading and Investment Environment: Recent Trends in India's Foreign Trade- India's Commercial Relations and Trade Agreements with other countries- Institutional Infrastructure for export promotion in India- Export Assistance- Export Finance- Export Processing Zones (EPZs) - Special Economic Zones (SEZs)- Exports by Air, Post and Sea- Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards- Role	9	C4

	of State Trading Agencies in Foreign Trade- STC, MMTC, etc. Foreign Exchange Market- Functions of Foreign Exchange Market- Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Host and Home Countries.		
V	Contemporary Issues: Contemporary Issues in International Business- International Sales Contract- Major Laws- INCO terms- Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure for export of goods- Quality Control and Pre- shipment Inspection- Customs Clearance- Port formalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be aware of the international situations and evaluate international collaborative arrangements and strategic alliances.	PO2, PO4, PO7	
<b>CO2</b>	Possessed knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.	PO4, PO7	
<b>CO3</b>	Know the various international trade theories and the management of business functional operations in an international context.	PO4, PO6, PO7	
<b>CO4</b>	Be able to evaluate barriers, opportunities, market entry modes and the process of internationalization.	PO2, PO4, PO7	
<b>CO5</b>	Have better understanding on regional economic integration and contemporary issues in international business.	PO6, PO7, PO8	
<b>Reading List</b>			
1.	<a href="http://www.internationalbusinesscorporation.com">www.internationalbusinesscorporation.com</a>		
2.	<a href="http://www.business-ethics.org">www.business-ethics.org</a>		
3.	<a href="https://www.jstor.org/journal/jintebusistud">https://www.jstor.org/journal/jintebusistud</a>		
4.	Journal of International Business and Management (JIBM)		
<b>References Books</b>			
1.	International Business: Competing in the Global Marketplace (SIE)   11th Edition – 14 August 2018 by Charles W. L. Hill (Author), G. Tomas M. Hult (Author), Rohit Mehtani (Author)		
2.	International Business   Fourth Edition   By Pearson – 30 November 2017 by S. Tamer Cavusgil (Author), Gary Knight (Author), John Riesenberger (Author)		
3.	Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010.		
4.	Paul, J., International Business, 5th Edition, PHI Learning, 2010.		
5.	Deresky, H., International Management: Managing Across Borders and Cultures, 6th Edition, Pearson, 2011.		
6.	Griffin, R., International Business, 7th Edition, Pearson Education, 2012.		

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
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CO 1		2		3			2	
CO 2				M			2	
CO 3				3		3	3	
CO 4		3		3			3	
CO 5						3	3	3

3-Strong      2-Medium      1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Soft Skills II - Business Etiquette</b>	Soft Skills	-	-	2	-	2	30	25	75	100
<b>Course Objectives</b>											
C1	To analyze the Business etiquette at workplace										
C2	To determine the Principles of exceptional work behavior										
C3	To explore Tech etiquette in using various telecommunication devices and channels										
C4	To successfully handle Multi-cultural challenges										
C5	To ascertain sensitivity to new and emerging issues in etiquette										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios-Developing a culture of excellence The principles of exceptional work behaviour - What is the role of Good Manners in Business?-Enduring Words Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands- Introductions - Introductory scenarios - Addressing individuals.							6	C1		
II	Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints. Entertaining Etiquette: Planning a meal- Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-cultural Highlight: Japanese Dinning-Specific food Etiquette guidelines.							6	C2		
III	Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette- Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold -Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call							6	C3		

	- When Making calls - Closing the call-Handling rude or impatient clients Internet & email etiquette: Internet usage in the workplace Email- Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines		
IV	Business Attire & Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing Diversity Management- Gender Sensitivity- Social Media and Communication with colleagues-Preventing sexual harassment-Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments.	6	C4
V	Business Ethics: Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment Multi-cultural challenges: Multi-cultural etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette- onsite projects- Cultural Highlight: China-Cultural Highlight: India.	6	C5
<b>Total</b>		<b>30</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Learn using business etiquette at work place	PO4, PO6, PO7	
<b>CO2</b>	Be able to acquire knowledge about the Principles of exceptional work behaviour	PO4, PO6, PO7	
<b>CO3</b>	Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels.	PO4, PO6, PO7	
<b>CO4</b>	Get familiarized with the Successful handling of Multi-cultural challenge	PO4, PO6, PO7	
<b>CO5</b>	Become sensitive to new and emerging issues in etiquette	PO4, PO6, PO7	
<b>Reading List</b>			
1.	<a href="https://accountingexplained.com/managerial/capital-budgeting/">https://accountingexplained.com/managerial/capital-budgeting/</a>		
2.	<a href="http://www.studyfinance.com/lessons/workcap/">http://www.studyfinance.com/lessons/workcap/</a>		
3.	Journal of International Financial Management & Accounting		
4.	The Management Accountant Journal - icmai-rnj.in		
<b>References Books</b>			
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.		
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noola: HarperCollins		
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.		
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.		

5.	Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.
6.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2				2		2	2	
CO 3				2		2	2	
CO 4				2		2	2	
CO 5				2		2	2	

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Soft Skills III – Computing Skills</b>	Soft Skills	-	-	2	-	2	30	25	75	100

#### Course Objectives

C1	To create awareness and understanding on the basic functions of MS Excel
C2	To elucidate the students on the various advanced functions of MS Excel
C3	To educate the students on MS Access and its application in database management
C4	To enable the students to understand the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs
C5	To enable the students learn the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.

#### SYLLABUS

UNIT	Details	No. of Hours	Course Objectives
I	MS Excel – Basic Functions - Workbook – Building – modifying - navigating; Worksheet – Auto fill copying and moving cells, inserting and deleting rows, printing; Formulas and functions-Troubleshooting formulas, Functions and its forms like database, reference, Databases – creating, sorting filtering and linking.	6	C1
II	MS Excel Advanced Functions – V lookup – H lookup – Charts – Count – Count if – Sum – Sum if – Product – Sum product. Functions: Mathematical - Financial - logic – Text - Statistical	6	C2
III	MS Access – Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout.	6	C3
IV	Cloud based apps – Google Drive, Google Sheets, Google Docs,	6	C4



V	Cloud based apps - Google Forms, Google Slides – Google Cloud Print	6	C5
<b>Total</b>		<b>30</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Have awareness and understanding on the basic functions of MS Excel	PO4, PO6, PO7	
<b>CO2</b>	Know the advanced functions of MS Excel	PO4, PO6, PO7	
<b>CO3</b>	Possess knowledge on MS Access and its application in database management	PO2, PO4, PO6, PO7	
<b>CO4</b>	Understand and possess knowledge on the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs	PO4, PO5, PO6, PO7	
<b>CO5</b>	Understand and be aware of the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.	PO4, PO6, PO7	
<b>Reading List</b>			
1.	Humphrey M.L., Excel For Beginners, Kindle Edition, 2017		
2.	Richard Rost, Learning MS Access Kindle Edition, 2013		
3.	Sachin Srivastava, Google Cloud Platform, Kindle Edition, 2021		
4.	Valarie Lestourgeon, A Beginner's Guide to GCP, Kindle Edition, 2021		
<b>References Books</b>			
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.		
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noula: HarperCollins		
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.		
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.		
5.	Travis, R. (2013). Tech Eliquette: OMG, 2 Edition, RLT Publishing.		

**3-Strong      2-Medium      1-Low**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				3		3	3	
<b>CO 2</b>				3		3	3	
<b>CO 3</b>		3		3	3	3	3	
<b>CO 4</b>				3	3	3	3	
<b>CO 5</b>				3		3	3	

**III SEMESTER**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
	<b>Numerical Skills</b>	Core	3	1	-	-	4	60	25	75	100	
<b>Course Objectives</b>												
C1	To provide the students with knowledge on the set theory and functions											
C2	To make the students understand the concept of progressions, index numbers, and Matrix											
C3	To learn about various methods adopted for data collection and Coding											
C4	To understand the nature of data											
C5	To understand the statistical tools for making interpretation											
<b>SYLLABUS</b>												
UNIT	Details							No. of Hours	Course Objectives			
I	Set theory – Coalitions - Venn Diagrams – relations - Domain – Co-domain. Functions – Linear and nonlinear – Maxima and minima. Business							12	C1			
II	Arithmetic and Geometric Progression. Index number – Types of index numbers and their need - Applications of Matrix.							12	C2			
III	Data and Interpretations: Scientific method of data collection - Identification of variables - Model development – Decision on data type and scale – formulation of data collection tools (Schedule, Questionnaire, Chart/Sheet) –Coding of data.							12	C3			
IV	Understanding the nature of data: Measures of Central tendency (Arithmetic mean, median, mode, harmonic mean and Geometric Mean-Weighted Arithmetic Mean) - Measures of dispersion (Range – Moments - Standard deviation - Co-efficient of variation - Skewness and Kurtosis).							12	C4			
V	Correlation and Regression - Rank correlation. Hypothesis Formation and Testing. Sensitivity analysis.							12	C5			
	<b>Total</b>							<b>60</b>				
<b>Course Outcomes</b>												
<b>Course Outcomes</b>	On completion of this course, students will;							<b>Program Outcomes</b>				

<b>CO1</b>	Understand the application of set theory and functions in business	PO1, PO2, PO6
<b>CO2</b>	Formulate and workout solutions for progressions, index numbers, and Matrix	PO1, PO2, PO6
<b>CO3</b>	Prepare data collection tool and Coding	PO1, PO2, PO3, PO6, PO7,
<b>CO4</b>	Understand the nature of data	PO1, PO2, PO4, PO6
<b>CO5</b>	Apply appropriate statistical tools for making interpretation	PO1, PO2, PO6
<b>Reading List</b>		
1.	Gupta S.C. and Kapoor V.K, “Fundamentals of Mathematical Statistics”, S. Chand Publishing.	
2.	Aczel A.D. and Sounderpandian J, “Complete Business Statistics”, McGraw Hill Higher Education.	
3.	Kazmier , LJ and Pohl, NF, “Basic Statistics for Business and Economics ”McGraw-Hill .	
4.	Gupta SP, “Business Statistics”, S. Chand Publishing.	
<b>References Books</b>		
1.	Anderson,D.R.,Sweeney,D.J.,Williams,T.A.andMartin,K.,AnIntroduction toManagementScience:QuantitativeApproachttoDecisionMaking,14 <sup>th</sup> Edition Paperback – 1, Cengage Learning India Pvt. Ltd., 2019	
2.	Richard I. Levin & David S. Rubin, “Statistics for Management”, Pearson.	
3.	Hooda R.P, “Statistics for Business and Economics”, Vikas Publishing.	
4.	Khanna,R.B.,QuantitativeTechniquesforManagerialDecisionMaking,3 <sup>rd</sup> Edition – Paperback,New Age International Publishers, 2018	
5.	Elhanse, “Fundamentals of Statistics”, Kitabmahaldistributors-New Delhi.	
6.	Vohra,N.D.,Quantitative Techniques in Management, 5 <sup>th</sup> Edition,TataMcGrawHillEducationPvt.Ltd.,2017.	

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	3	3				2		
<b>CO 2</b>	3	3				2		
<b>CO 3</b>	2	3	1			2	2	
<b>CO 4</b>	1	3		2		2		
<b>CO 5</b>	3	3				2		

3-Strong      2-Medium      1-Low

## BUSINESS ANALYTICS

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### COURSE OBJECTIVES

This course aims at

1. Providing an introduction to data and on the field of business analytics
2. Creating awareness on various tools used to analyze the data
3. Developing the skills to derive inference to the results of the analyzed data

### COURSE OUTCOMES

The course enables the students to

CO1. Recognize the need and Importance of data and database management system

CO2. Understand data structure and their malleability to different tools for analysis

CO3. Compute results using various analytical tools

CO4. Plan appropriate analytical tools with respect to the data structure and requirement

CO5. Summarize the results derived from different software

CO6. Create a system of analysis for providing information to the decision makers

## COURSE CONTENT

### UNIT I

Introduction - Data model – DBMS – RDBMS. Security Mechanisms - Authorization, Encryption, Concurrency control. Data Warehousing – Definition, concepts, Characteristics, Data marts, Operational data stores, Enterprise data warehouse, metadata.

### UNIT II

Managing Worksheets – Modifying Rows, Columns and Cells – Data Validation– Auto Fill and Custom Lists - Conditional Formatting - Tables – Function in a Table – Pivot Table

### UNIT III

Using Formulae – Referencing Formulas – Ranges and Dates – Cell Names – Named Ranges – Formulas with Cell Names – Date Formulas. Lookups – VLOOKUP – VLOOKUP Exact Match – HLOOKUP – HLOOKUP Exact Match. Protecting Spread sheets –Linking External Resources –Sparkline, Inline Charts, data Charts - Recent Trends in MS Excel

### UNIT IV

Business forecasting and econometrics. HR analytics - Marketing analytics - Retail analytics - Supply chain risk analytics - Social media marketing

### UNIT V

Financial risk analytics - Operations and supply chain analytics –Recent developments

## MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	H	M	L	L	L	M	L	√	√				
CO2	H	M	M	H	M	M	H	L		√	√			
CO3	L	M	M	H	M	M	H	L			√			
CO4	H	M	M	M	M	M	H	L	√	√		√	√	
CO5	L	L	L	H	M	M	L	L				√	√	
CO6	H	H	H	H	H	H	H	H					√	√

## REFERENCES

1. Database Management System, Panneerselvam, R., PHI Learning
2. Advanced Analysis with Excel, Nigam, M., BPB publications
3. HR Analytics, Bhattacharyya, D. K., Sage Publications
4. Marketing Analytics, Winston, W. L., Wiley & Sons
5. Quantitative Financial Analytics, William, E. E., and Dobelman, J. A., World Scientific
6. Business Analytics, Paczkowski, W. R., Springer International Publishing

7. Charu C. Aggarwal, “Social Network Data Analytics”, Springer
8. Supply Chain Analytics, Vijayaraghavan, T. A. S., Wiley & Sons
9. Introduction to Econometrics, Madnani, G. M. K., Oxford & IBH Publishing
10. Predictive Analytics for Business Forecasting & Planning, Wilson, J. E., Graceway Publishing

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Introduction to Logistics Management</b>	Core	3	1	-	-	4	60	25	75	100
<b>Course Objectives</b>											
C1	To make the student aware on the forecasting methods										
C2	To understand the concept of logistics and means to use it										
C3	To learn about SCM and tracking										
C4	To understand the functions of warehouse in logistics										
C5	To understand the cost of logistics and improve the quality										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Forecasting – Methods – Measures of error and correction. Time series - Trend (Secular, cyclical, seasonal and random) - PPC – Aggregate Production / Operations planning, Master Production Schedule– Joint Cycle (Multiple Products)							12	C1		
II	Logistics - definition – objectives - importance – Scope. Need for planning logistics – Logistics and production - Logistics and Marketing. Logistics operator - Functions – Responsibilities – Challenges and Opportunities. Logistics Information Systems. Route Planning. Transshipment of goods. Reverse Logistics							12	C2		
III	SCM – Value Chain - Role of logistics in SCM – Supplier Pyramid – Vendor Development – drivers. SCM strategy – push / Pull strategy - Bullwhip effect. Freight forwarding logistics – tracking of consignments – IT systems for multi-modal freight management.							12	C3		
IV	Warehousing - Capacity Planning - Location selection (expansion and new). Storekeeping – Strategies – Operations – Decisions - Space management. Logistics service providers. Containerization - Material handling equipments – Computer Integrated Equipments. Human Aspects - Integration of People and Technology. Zero Inventory and JIT Philosophy							12	C4		
V	Logistics Costs – Concept - Identification of Costs - Accounting methods. Logistics Audit. Quality certifications. Zero defect programme. Process flow charts. Value Engineering. Industrial Safety. Insurance.							12	C5		
<b>Total</b>							<b>60</b>				
<b>Course Outcomes</b>											

Course Outcomes	On completion of this course, students will;	Program Outcomes
<b>CO1</b>	Forecast the requirement of Logistics support	PO1, PO2, PO6
<b>CO2</b>	Prepare a blueprint on logistics requirements	PO1, PO2, PO6, PO7
<b>CO3</b>	Device a system for SCM and tracking	PO6
<b>CO4</b>	Design a warehouse for SCM	PO3, PO6, PO7
<b>CO5</b>	Plan a quality delivery system	PO1, PO2, PO6
<b>Reading List</b>		
1.	Wood, D.F. - A Barone, P.Murphy, and D.L. Wardlow,. International Logistics	
2.	Ronald H. Business Logistics Management	
3.	TarekKhalli, “Management of Technology”	
4.	Paul W. Farris, David Reibstein, Phillip E. Pfeifer, Neil Bendle,Marketing Metrics, Wharton School Publishing., 2010	
<b>References Books</b>		
1.	Dobler and Burt, Purchasing & Supply Management	
2.	Altekar Rahul V, Supply Chain Management-Concept and Cases	
3.	Stock & Lambert, Strategic Logistics Management	
4.	Raghuram&Rangraj, Logistics & Supply chain management; cases & concepts	
5.	Bowersox, Closs& Cooper Supply Chain Logistics Management	
6.	Douglas Long. International Logistics: Global Supply Chain Management	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	3	3				2		
<b>CO 2</b>	3	3				2	2	
<b>CO 3</b>						2		
<b>CO 4</b>			1			2	2	
<b>CO 5</b>	2	2				2		

**3-Strong      2-Medium      1-Low**

## **IV SEMESTER**

### **SUSTAINABLE ENVIRONMENT FOR BUSINESS**

L T P C  
4 0 0 4

#### **COURSE OBJECTIVES**

The objective of this course is to make the students understand the basic concepts, theories and functions of sustainability and environmental management with regard to the business entity and also to create knowledge on the ethical practices of doing a business

#### **COURSE OUTCOMES**

The course enables the students to

- CO1. Understand and explore the basics of the sustainability and its significance in the current businesses
- CO2. Analyse the different sustainable environmental factors
- CO3. Understand and apply the concepts on par with the real time situations.
- CO4. Understanding the real time situations and applying the concepts
- CO5. Understanding the clean technologies and applying in real life
- CO6. Understanding the ethics, challenges and its necessity in modern businesses and its trends

#### **COURSE CONTENT**

##### **Unit – I**

(10 Hours)

An introduction to sustainability management - International and policies on sustainable development - Theoretical pillars in sustainability management studies - Corporate sustainability and responsibility - Corporate sustainability perimeter - Corporate sustainability institutional framework - Integration of sustainability into strategic planning and regular business practices - Fundamentals of stakeholder engagement - Multilateral engagement (UN/World Bank/OECD) • Government engagement • NGO's – influence and engagement • Trade associations (WBCSD) • Stakeholder interests and engagement

##### **Unit – II**

(14 Hours)

Sustainability management Strategies and approaches - Corporate sustainability management and competitiveness - Sustainability-oriented corporate strategies, markets and competitiveness-Developing strategy through benchmarking and balanced scorecard -Intrapreneurs and employee engagement - Operationalizing Sustainability - Benchmark sustainability program – Gap analysis - Create sustainability strategy - Value chain concepts – Benchmarking - Sourcing and procurement - Life cycle issues in operations - Codes of Conduct, disclosures and regulation - GRI and ESG sustainability results – Lagging indicators- Performance framework ADRI method – Leading indicators - Investors, customers, government & media - Disclosing sustainability information – report and website - Transparency and Accountability - One Report movement – financial and non-financial together

##### **Unit – III**

(10 Hours)

Green Management between theory and practice - Sustainable Consumption and Green Marketing strategies - Environmental regulation and strategic postures Green Management approaches and tools -



Eco-design and product development - Environmental Management Systems and Audit techniques according to EMAS and ISO 14001

**Unit – IV**

(13 Hours)

Clean technologies and innovation processes - Sustainable Supply Chain Management and Procurement - Inter-organizational alliances and public-private partnerships – communicating environmental and social performance - Fundamentals of measuring and reporting on corporate sustainability - Product certification and labels: ISO type I (Eco label) and Type III (EPD) environmental claims - Communication & environmental footprint - Performance indicators and reporting

**Unit – V**

(13 Hours)

Sustainability and innovation: Socio-technical transitions and sustainability - Sustainable entrepreneurship - Sustainable pioneers in green market niches - Smart communities and smart specializations - Sustainable management of resources, commodities and commons - Energy management- Water management - Waste management - Corporate Sustainability in Practice

At least, one case study and discussions pertaining to the subject in all units

**MAPPING OF COs to PSOs**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	M	M			L	H	H	√	√				√
CO2	H		M	H	H	L	L	H		√	√	√	√	
CO3	M	M	L	H	M	L	M	H		√	√	√		√
CO4	H	H	L	L	L	M	H	H		√	√	√		√
CO5	M	M	L	L	H	H	M	H		√	√	√	√	
CO6		M	M	L	H		M	H	√	√			√	√

**References**

1. C J Barrow, Environmental Management for Sustainable Development, 2<sup>nd</sup> Edition, Routledge, 2009
2. Prasad Modak, Environmental Management towards Sustainability, 2<sup>nd</sup> Edition, CRC press, 2017
3. Stefan Schaltegger, An Introduction to Environmental Management, 1<sup>st</sup> Edition, Greenleaf Publisher, 2009
4. Mark Anthony Camilleri, Corporate Sustainability, Social Responsibility and Environmental Management, 1<sup>st</sup> Edition, Springer publications, 2017
5. Kamlesh Pritwani, Sustainability of Business in context of Environmental Management, 2<sup>nd</sup> Edition, CRC press, 2019

**MANAGEMENT INFORMATION SYSTEM**

**COURSE OBJECTIVE:**

1. The students can understand the role of information systems in the current scenario of businesses.

2. Gain knowledge of electronic office, e-commerce, e-business, and tools and technologies for collaboration and social business.
3. To know the management information system in functional areas of business.
4. To understand DSS components and Describe structure of DSS components.
5. To know the current issues in information systems, including security, privacy, and ethics.

**COURSE OUTCOMES:**

On successful completion of the course, the students will be able to attain CO:

- CO1 : Recall the concepts of management information systems.
- CO2 : To enable students to understand the electronic office, e-commerce, e-business, and tools and technologies for collaboration and social business.
- CO3 : Recognize how an information system is applied to different functional areas such as marketing, production, human resources, accounting, and finance.
- CO4 : The students are able to understand the models and analysis in decision support systems.
- CO5 : Explain the cybercrime prevention and detection.
- CO6 : Apply the understanding of how various information systems work together to accomplish the information objectives of an organization.

**UNIT I**

**12**

Management Information Systems: An Overview – What is New in Management Information Systems? – Nature and Scope of MIS – MIS Characteristics - Role of MIS –Structure of MIS - Types of MIS - Information Concepts – The Role of Information Systems in Business Today – Strategic Business Objectives of Information Systems - Functions of an Information System –Dimensions of Information Systems - How Information Systems are Transforming Business – Contemporary Approaches to Information Systems – Types of Information Systems - System Concepts - System Control - Types of System.

**UNIT II**

**12**

Introduction to Executive Support System (ESS) – Components of an ESS – Architecture of an ESS – Office Automation Systems (OAS)- Introduction – Limitations in the Development and Use of OAS – Office Publishing Systems – Image Processing System – Electronic Communication Systems – Electronic Office – Electronic Meeting Systems –The Automated Office – On-Line and Off – Line Data Processing –E – Commerce, E-Business and E-Government - Systems for Collaboration and Social Business - Business Benefits of Collaboration and Social Business - Tools and Technologies for Collaboration and Social Business.

**UNIT III**

**12**

Management Information System in Functional Areas of Business: Marketing Information System – Production/Operations Information System – Human Resource Information System – Accounting Information System – Financial Information System.

**UNIT IV**

**12**

Decision Support System: Decision Making Process – DSS Components – The Structure of Decision Support Systems – Fundamental DSS Program Structure - What if Analysis – Sensitivity Analysis – Goal Seeking Analysis – Artificial Intelligence Technologies in Business: Neural Networks – Fuzzy Logic Systems – Genetic Algorithms – Expert Systems – Big Data – On – Line Analytical Processing – Data Warehousing - Data Mining – Business Intelligence Tools in Supporting Management Decision Making.

**UNIT V**

**12**

IS Security and Control: Introduction– IS Security Threats – Protecting Information System – IS Security Technology – The Disaster Recovery Plan – IS Security Level - Ethical and Social Issues in Information Systems – Key Technology Trends that Raise Ethical Issues - Ethical Responsibility of Business Professionals – Risks to Online Operations – Computer Crime – Denial of Service – Spoofing - Hacking – Privacy – Societal Challenges of Information Technology.

**MAPPING OF COs to PSOs**

Course	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level
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Outcomes									K1	K2	K3	K4	K5	K6
CO1	M	H	H	L	M	H	M	L	√	√				
CO2	M	H	H	L	M	H	H	M		√	√			
CO3	M	H	H	M	M	H	H	L			√	√	√	
CO4	M	H	H	H	M	H	H	H			√	√	√	√
CO5	H	H	H	M	L	H	M	H	√	√	√	√	√	√
CO6	M	H	M	M	M	H	H	M		√	√	√	√	√

### REFERENCES:

1. James A. O' Brien and George M. Marakas "Management Information Systems", Tata McGraw-Hill Publishing Company Limited, New Delhi.
2. Kenneth C. Laudon, and Jane P.Laudon, "Management Information Systems" - Managing the Digital Firm, Prentice - Hall of India Private Limited, New Delhi.
3. Hitesh Gupta, "Management Information System" – An Insight, International Book House Pvt. Ltd., New Delhi.
4. Waman S.Jawadekar, "Management Information Systems" – Text and Cases, Tata McGraw – Hill Publishing Company Limited, New Delhi.
5. C.S.V. Murthy, "Management Information Systems" – Text & Applications, Himalaya Publishing House, Mumbai.

### PERSONALITY ENHANCEMENT PROGRAM

L T P C  
0 0 3 3

### COURSE OBJECTIVES

The objective of this course is to make the students understand the basic Career development theories, the major career assessment instruments and techniques and to sources of career, occupational information and develop a career plan.

### COURSE OUTCOMES

The course enables the students to

CO1. Understand and explore the different career avenues

CO2. Analyse the different personality factors and its relevance on career path

CO3. Understand and apply the concepts on par through mock sessions

CO4. Understanding the real time situations and applying through simulations

### COURSE CONTENT

#### Unit - I

Career Planning, Career Planning Process, Career Development: Theories and models of career development, Portfolio (CPCP) and Key Assessment: Career Development Self-Study, Strategies for assessing abilities, interests, values, personality, identifying and using career information resources, facilitating skill development for career.

### Unit - II

Assessment tools and techniques of career planning, Self-awareness and self-assessment, Setting goals and exploring opportunities and self-interests, Strong Interest Inventory (SII) assessment

### Unit - III

An Introduction to the Resume, define resume and its purpose, types of resumes, key components of resume, Gathering Information, Preparing Resume, draft a resume for presentation, writing a cover letter, resumes in the Digital Age, Enhancing Your Professional Resume.

### Unit – IV

Interview Preparation, Types of interviews, Pre- Interview, During Interview, Post- Interview: Attitude & Effort, Body Language, Common Interview Questions, Closing the Interview & Follow-Ups. Essentials of Business Etiquette, Strategies for Building a Professional Image

### Unit – V

Cross learning, Self evaluation exercises, Situational learning, Mock sessions, collaborative learning, Presentations, simulation exercises

### **MAPPING OF COs to PSOs**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	M	M			L	H	H	√	√				√
CO2	H		M	H	H	L	L	H		√	√	√	√	
CO3	M	M	L	H	M	L	M	H		√	√	√		√
CO4	H	H	L	L	L	M	H	H		√	√	√		√

### References

- Arthur, N., & McMahon, M. (Eds.). (2018). *Contemporary theories of career development: International perspectives*. Routledge.
- Sharf, R. S. (2010). *Applying career development theory to counseling*.
- Reese, A. (2016). *Career development: a human resource development perspective, edited by Kimberly McDonald and Linda Hite, Abingdon, Routledge, 1st edition, 2016, 200 pp., (Vol. 99, Issue 2014)*.
- Lurie, A., Elko, K., & Muzio, E. G. (2012). *Making It Work at Work: A Guide to Career Development and Fulfillment (Collection)*.

- Burtnekt, F. (2014). *Career errors: straight talk about the steps and missteps of career development*.
- Richards Serena. (2015). *Personal Development Plan: How to Guide for your Career, find yourself, manage your life and Achieve Success: Career Secrets and Development Techniques*
- Minor, F. J. (2014). Article: Introduction to the career planning process the career & education planning process.
- Bye, D. J. (2011). *Guide to business etiquette*. Reference Reviews.
- Martin, J. S., & Chaney, L. H. (2012). *Global business etiquette: A guide to international communication and customs*. ABC-CLIO.

### ELECTIVE COURSES

COURSE CODE	Small Business Management	L	T	P	C
		3	0	0	3
<b>COURSE OBJECTIVES:</b>					
1. To understand the role of consumer behavior in marketing 2. To understand the factors determining the preferences across different products 3. To experiment the behavioural factors considered for new products 4. To facilitate the students on the applying the consumer behavioural concepts in real time					
<b>COURSE OUTCOME</b>					
1. Assess the surrounding environment pertaining to economic development related aspects 2. Would be able to understand the nuances that are relevant of a small venture and the governmental policies impacting them. 3. Understand the problems faced by small business and would be capable of devising the solution to manage them. 4. The candidate would be able to understand and prepare strategies and plans pertaining to different functional areas. 5. Would be able to understand the opportunities locally and globally. 6. Would be able to understand the operational nuances of few select businesses.					
<b>MODULE:1</b>					
Definition – Features – Role of Small Business in Economic Development – Reasons for Establishing Small Business – Quality of Small Businessmen – Advantages and Disadvantages of Small Business – Reasons for Failures of Small Business – Characteristics of Successful Small Businessmen – Different Stages of Small business – Steps in Setting up a Small Business – Crisis Management in Business – Relationships between Small and Large Units – Small Sector in India – A note on Family Business.					
<b>MODULE:2</b>					
Dynamics of Small Business Concepts and Definitions of Small Enterprises – Role of Small Enterprises – Government Policy and Development of Small Enterprises – Growth and Performance Small Enterprises – Problems of Small Enterprises – Sickness of Small Enterprises: Causes, Symptoms and Cures – Prospects of Small Enterprises in free Economy.					
<b>MODULE:3</b>					
Institutions Supporting Small Business Central, State and Other Institutional Support for Small Enterprises – Technological Upgradation and Institutional facility for Small Enterprises – Incentives and Subsidies for Small Enterprises.					
<b>MODULE:4</b>					

Management of Small Business Production Management – Financial Management – Marketing Management – Strategic Management – Personal Management – and Office Management in Small Business Enterprises.														
<b>MODULE:5</b>														
Global Opportunities for Small Business Small Enterprises in International Business – Export Documents and Procedures for Small Enterprises – E-commerce and Small Enterprises – Exposure and Observation Visit: Poultry, Sericulture, Courier, Cell Phone Sales and Service, Dairy, Mushroom Cultivation, Ornamental Pottery, Dying Unit, Power loom and Handloom, Blood Bank, Rice Mill and Food and Fruit Processing Unit – Role of Women SHGs in Micro Enterprises.														
<b>Total Lecture Hours</b>										<b>45 Hours</b>				
Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	M		M	M	H				√				
CO2	H	H	M	H	M	M	H				√			
CO3	H	H	H	H	H	M	M	H			√			
CO4	H	H	M	H	H	H	H	H						√
CO5	H	M		M	L		H			√				
CO6	H	H	H	M	H	L	H	M		√				
<b>Text Books</b>														
<ol style="list-style-type: none"> <li>Desai, Vasant Small-Scale Industries and Entrepreneurship. Himalaya Publishing House</li> <li><a href="#">M. B. Shukla</a> - Entrepreneurship and Small Business Management</li> <li><a href="#">Thomas W. Zimmerer</a>, <a href="#">Norman M. Scarborough</a>-Essentials of Entrepreneurship and Small Business Management</li> <li>Raj Shankar, Entrepreneurship-Theory and Practice</li> <li>Entrepreneurship Development and Management by M.L. Sharma published by Khanna Publishers</li> <li>Fundamentals of Entrepreneurship by Dr. G.K. Varshney published by Sahitya Bhawan</li> </ol>														
<b>Reference Books</b>														
<ol style="list-style-type: none"> <li>Robert D Hisrich and Michael P.Peters, Entrepreneurship, Tata McGraw Hill</li> <li>Roy, Entrepreneurship, Oxford University Press</li> <li>Madhurima Lall &amp; Shikha Sahai, Entrepreneurship, Excel Books</li> </ol>														
COURSE CODE		NEW VENTURE CREATION								L	T	P	C	
										3	0	0	3	
<b>COURSE OBJECTIVES:</b>														
<ol style="list-style-type: none"> <li>To understand the nexus between entrepreneurship and personality.</li> <li>To understand the environment and identify opportunities for a new venture.</li> <li>To evaluate the new business opportunity and understand its feasibility.</li> <li>To understand the scopes of finances and create an appropriate business plan.</li> <li>To understand the role of team and optimum model for the operation of new venture</li> <li>To understand the legal requirements for the commissioning of the new business.</li> </ol>														
<b>COURSE OUTCOME</b>														
<ol style="list-style-type: none"> <li>Would be able to understand and assess the basic facets related to entrepreneurship</li> <li>Would be capable of scanning the surrounding environment and identify the potential opportunity.</li> </ol>														

9. Would know the feasibility requirement and able to undertake the feasibility study 10. Able to understand the financial requirement, the sources and the perspectives of an investor 11. Able to raise the finance that is required for the proposed business, 12. Would be able to understand the legal formalities and protect the intellectual property pertaining to the new venture.															
<b>MODULE:1</b>															
Concept of entrepreneurship, entrepreneur's role, task and personality, theoretical perspective of entrepreneurship, entrepreneurial intention, entrepreneurial orientation, type of entrepreneurship, Understanding the entrepreneurial perspective in individuals, developing creativity and understanding innovation, Importance of entrepreneurship.															
<b>MODULE:2</b>															
Environmental Scanning and Analysis, understanding a gap, identifying an idea and an opportunity. The opportunity creating, shaping, recognizing and seizing. Screening venture opportunities, gathering information and analysing. Evaluating venture opportunities and develop start-up strategy. Feasibility analysis and risk-taking ability.															
<b>MODULE:3</b>															
An overview of start-up finance and sources of finance. Industry and Competitor Analysis, Understanding the business model and financial projections—how to forecast expenses and revenue. Gathering the resources, developing entrepreneurial marketing and operational plan. Role of government institutions.															
<b>MODULE:4</b>															
The importance of team, forming and building team. Examining sample business plans and writing business plan. Understanding the investor's perspective and presenting the business plan. Valuation of business plan.															
<b>MODULE:5</b>															
Legal issue and other formalities. Legal forms of new venture. The Importance of Intellectual Property. Future scopes of the new venture. Ethical aspects and sustainability of Entrepreneurship.															
<b>Total Lecture Hours</b>									<b>45 Hours</b>						
Course Outcomes	PS01	PS02	PS03	PS04	PS05	PS06	PS07	PS08	Cognitive Level						
									K1	K2	K3	K4	K5	K6	
CO1	H	M		M	M	H				√					
CO2	H	H	M	H	M	M	H				√				
CO3	H	H	H	H	H	M	M	H			√				
CO4	H	H	M	H	H	H	H	H							√
CO5	H	M		M	L		H			√					
CO6	H	H	H	M	H	L	H	M		√					
<b>Text Books</b>															
1. Entrepreneurship New Venture Creation - Holt H. David Published by PrenticeHall (2005)Desai, Vasant Small-Scale Industries and Entrepreneurship. Himalaya Publishing House 2. New Ventures Management: Entrepreneur Road Map - Kuratko F. Donald and Hornsby S. Jeffery Published by Pearson Education (2009). 3. New Business Ventures and the Entrepreneur -Stevenson, H.H., Grousebeck, H.I., Roberts, M.J. and Bhide, A. Published by McGraw-Hill, (2000). 4. <a href="#">Thomas W. Zimmerer</a> , <a href="#">Norman M. Scarborough</a> -Essentials of Entrepreneurship and Small Business Management															



5. Raj Shankar, Entrepreneurship-Theory and Practice
6. Entrepreneurship Development and Management by M.L. Sharma published by Khanna Publishers
7. Fundamentals of Entrepreneurship by Dr. G.K. Varshney published by Sahitya Bhawan

**Reference Books**

1. Robert D Hisrich and Michael P.Peters, Entrepreneurship, Tata McGraw Hill
2. Roy, Entrepreneurship, Oxford University Press
3. Madhurima Lall & Shikha Sahai, Entrepreneurship, Excel Books

COURSE CODE	SOCIAL ENTREPRENEURSHIP	L	T	P	C
		3	0	0	3

**COURSE OBJECTIVES:**

1. To understand the need and the opportunity for social entrepreneurship.
2. To understand the social problems and generate the ideas for solving such problems.
3. To understand the requirements that are required for making a social entrepreneurial project feasible.
4. To understand and develop an appropriate business plan.
5. To sensitize on the select successful social entrepreneurship cases within and outside the country.

**COURSE OUTCOME**

1. Would be able to understand and assess the basic facets related to social entrepreneurship
2. Would be capable of scanning the surrounding environment and identify the potential social entrepreneurial opportunity.
3. Would know the feasibility requirement and able to undertake the feasibility study for the social projects.
4. Able to understand the challenges of a social project and develop an appropriate business plan.
5. Would be able to understand the legal formalities in commissioning the social enterprises.

**MODULE:1**

Definition - Introduction of Social Entrepreneurship and Social entrepreneurs, Social Enterprises, Necessity of a Social Change Project. Opportunity for Social Enterprises in India and World. Skill set and Thinking system of a social entrepreneurs.

**MODULE:2**

Business Plan for the development of social enterprises-Identification of social problem, Identification of opportunity for social enterprises. Idea generation for solving the problem- Value proposition of the project - Business Viability of the project.

**MODULE:3**

Technology requirement for Social Entrepreneurship project, Assessment of Ventures, Market viability and strategies, Funding for Social enterprises-Funding sources for social enterprises.

**MODULE:4**

Development of an effective Business Model, Social impact assessment on the innovation-Challenges in starting and running social enterprises. Creation of a social enterprise, Legal forms of Social enterprises-For profit-Not for profit enterprises.

**MODULE:5**

Case Studies of Innovative social ventures in India and World. Case of Aravind Eye Hospital, Case of Arunachalam Muruganandham. Case on Grameen Bank, Bangladesh, Jibu: A water solution. Other case studies.

Total Lecture Hours									45 Hours						
Course Outcomes	PS01	PS02	PS03	PS04	PS05	PS06	PS07	PS08	Cognitive Level						
									K1	K2	K3	K4	K5	K6	
CO1	H	M		M	M	H				√					
CO2	H	H	M	H	M	M	H				√				
CO3	H	H	H	H	H	M	M	H			√				
CO4	H	H	M	H	H	H	H	H							√
CO5	H	M		M	L		H			√					
CO6	H	H	H	M	H	L	H	M		√					
<b>Text Books</b>															
1. Social Entrepreneurship - C. Paramasivan published by New Century Publications (2106) 2. 2. Fundamentals Entrepreneurship- Anil Sardana published by Cyber Tech Publications; First edition (2018) 3. Building Social Business by Muhammad Yunus 5. Infinite Vision : How Aravind Became The 4. World's Greatest Business Case For Compassion by Suchitra Shenoy and Pavithra K. Mehta 5. Entrepreneurship New Venture Creation - Holt H. David Published by PrenticeHall (2005)Desai, Vasant Small-Scale Industries and Entrepreneurship. Himalaya Publishing House 6. Raj Shankar, Entrepreneurship-Theory and Practice 7. Entrepreneurship Development and Management by M.L. Sharma published by Khanna Publishers 8. Fundamentals of Entrepreneurship by Dr. G.K. Varshney published by Sahitya Bhawan															
<b>Reference Books</b>															
1. Robert D Hisrich and Michael P.Peters, Entrepreneurship, Tata McGraw Hill 2. Roy, Entrepreneurship, Oxford University Press 3. Madhurima Lall & Shikha Sahai, Entrepreneurship, Excel Books															

COURSE CODE	MARKETING FOR ENTREPRENEURS	L	T	P	C
		3	0	0	3
<b>COURSE OBJECTIVES:</b>					
1. To understand the basics of marketing and strategy for entrepreneurs. 2. To understand the customer expectation and the related nuances of marketing so as to market the product planed by the entrepreneur. 3. To understand the competitive scopes and the options of pricing the product chosen by the entrepreneur. 4. To understand the channels of distribution and to design an optimum channel with appropriate strategy. 5. To understand the nuances of branding and promotion of the product proposed by the entrepreneur. 6. To understand the components of a marketing plan for the identified product.					
<b>COURSE OUTCOME</b>					

1. Would be able to understand and assess the basic facets of marketing and strategy making. 2. Would be capable of understanding the customer expectation and the market nuances for successfully marketing the product. 3. The candidate would be capable of figuring out the competition in the market and fix the prices for his/her product appropriately. 4. The student would be able to develop a distribution channel for his business individually. 5. The student would be able to develop branding and promotion strategy pertaining. 6. Capable of developing an overall marketing plan for the identified products.														
<b>MODULE:1</b>														
Basics of Marketing, Importance of Marketing for Entrepreneurs, Introduction to the marketing strategy for Entrepreneurs. Assessment of current market situation, Marketing Gap Identification and Analysis. Societal Marketing Concept for Entrepreneurs, Marketing Research for Entrepreneurs.														
<b>MODULE:2</b>														
Understanding Customer expectation, Customer value proposition identification, New Product Design and Development, Competitive Advantage creation, Segmentation of market, Target market identification and Positioning.														
<b>MODULE:3</b>														
Competitive price analysis, Pricing of the product- Pricing objectives and strategies for the market, Distribution channel design and management, Franchising, E-Commerce.														
<b>MODULE:4</b>														
Brand Management - Branding strategy, Brand Development, Brand Building Advertisement – Objectives, strategies, Advertisement Management and media planning and Promotional – Objectives, strategies and Promotional mix.														
<b>MODULE:5</b>														
Marketing organization - Design and Management, Developing a Marketing Plan. Effectiveness study of the marketing program. Marketing Budget, Emerging trends in the market and future requirement analysis.														
<b>Total Lecture Hours</b>									<b>45 Hours</b>					
Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	M		M	M	H				√				
CO2	H	H	M	H	M	M	H				√			
CO3	H	H	H	H	H	M	M	H			√			
CO4	H	H	M	H	H	H	H	H						√
CO5	H	M		M	L		H			√				
CO6	H	H	H	M	H	L	H	M		√				
<b>Text Books</b>														
1. Marketing Management by Philip Kotler 2. Principles of Marketing: A Global Perspective by Philip Kotler 3. Blue Ocean Strategy by Renée Mauborgne and W. Chan Kim 4. Raj Shankar, Entrepreneurship-Theory and Practice 5. Entrepreneurship Development and Management by M.L. Sharma published by Khanna Publishers 6. Fundamentals of Entrepreneurship by Dr. G.K. Varshney published by Sahitya Bhawan														
<b>Reference Books</b>														
1. Robert D Hisrich and Michael P.Peters, Entrepreneurship, Tata McGraw Hill														

- |  |
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| 2. Roy, Entrepreneurship, Oxford University Press<br>3. Madhurima Lall & Shikha Sahai, Entrepreneurship, Excel Books |
|--|

## FINANCIAL INSTITUTIONS, MARKETS AND SERVICES

L T P C  
3 0 0 3

### COURSE OBJECTIVES

1. To make the students to understand the dynamics of the Indian Financial System and make them ready to work in it.
2. To make the students to compare various Financial Institutions, Markets and Services which are available for an investor.

### COURSE OUTCOMES

The students will be able to:

- CO 1 - Examine in detail the basic concepts in Financial System.
- CO 2 - Describe the structure and functions of the financial markets, institutions and services
- CO 3 – Solve the business dilemmas by choosing the best financial instrument.
- CO 4 – Compare and Contrast the various aspects of various Financial Markets and services.
- CO 5 – Evaluate different methods to analyze the various strategies used in business.
- CO 6 – Integrate the market conditions and the opportunities to take firm level decisions.

### UNIT I

Introduction to Indian Financial System, Structure and Functions, Regulatory Framework, Reforms in Indian Financial System

### UNIT II

Financial Institutions - Commercial Banks: Structure and their functions, Non-Banking Finance Companies, Developmental Financial Institutions: NHB, SIDBI, EXIM Bank, NABARD, Cooperative Banks - Urban and Rural.

### UNIT III

Financial Markets - Equity Markets: Primary Market, Types of Shares, IPOs, Secondary Market, BSE, NSE, SEBI.

Financial Markets - Debt Markets: Various Debt Instruments and Government Debt Market and its instruments, Corporate Debt Market and its instruments, Privately Placed Debt Instruments,

### UNIT IV

Money Market Instruments - Call and Notice Money, Treasury Bills, Commercial Bills, Certificate of Deposits, Commercial Papers, Interbank Participatory Certificates, Market Repo and Repo with RBI, Collateralized Borrowing and Lending Obligations.

Foreign Exchange Market and its participants

### UNIT V

Introduction to Financial Services, Merchant Banking Services, Mutual Funds, Insurance Services, Leasing and Hire Purchase Services, Credit Rating, Book Building and Bought Out Deals, Securitization, Depository Services, Factoring Services, Venture Capital Financing, Credit Cards.

### MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-	√	√				

CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√	
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	H	M	M	M	M	M	H	H					√	√

## REFERENCES

1. Bhole, L.M. Financial Institutions and Markets, TMH Publication.
2. Saha, S.S. Indian Financial System and Markets, TMH Publication.
3. Siddaiah, T, Financial Services, Pearson Education
4. Vij, M. and Dhawan, S. Merchant Banking and Financial Services, TMH Publication.
5. Khan M Y, Indian Financial System, TMH Publication.

## SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

L T P C  
3 0 0 3

### COURSE OBJECTIVES

1. To make the students to describe the Indian Securities Market, functions of SEBI and the various Investment theories.
2. To make the students to identify the best investment avenue by measuring the risk - return trade off. compare various market conditions and resource utilization.

### COURSE OUTCOMES

The students will be able to:

- CO 1 - Examine in detail the basic concepts in management of Investment.
- CO 2 - Describe the investor behavior and how the market behaves because of the investors.
- CO 3 – Choose the best investment avenue using Portfolio Management theories.
- CO 4 – Compare and Contrast the various investment avenues.
- CO 5 – Evaluate different methods to analyze the risk return trade off using Technical Analysis.
- CO 6 – Integrate the Investor behavior and the market conditions to take investment decisions.

### UNIT I

Investment versus Speculation – Characteristics and Objectives of Investment –Investment Avenues – Risk and Return - New Issue Market - Secondary Market – Stock Market Indices -Indices Calculations - Listing of Securities BSE and NSE – Securities and Exchange Board of India.

### UNIT II

Fundamental Analysis - Economic Analysis - Forecasting Techniques - Industry Analysis-Industry Classification - Industry life cycle - Company Analysis - Measuring Earnings -Forecasting Earnings – Applied Valuation Techniques.

**UNIT III**

Technical Analysis - Charting Methods - Market Indicators – Trend - Trend Reversals –Patterns - Moving Average- Exponential Moving Average – Oscillators – MACD - RSI.

**UNIT IV**

Efficient Market Theory - Efficient Market Hypothesis – Weak Form - Semi Strong Efficient - Strongly Efficient Hypothesis - Implications of Risk Return Analysis, Arbitrating Theory – Two Factor Model Only- Derivative Trading - Buyback of shares.

**UNIT V**

Capital Asset Pricing Model – Portfolio Theory - Asset Pricing Theories - Risk Return Expectations - Investment Goals and Constraints - Asset Allocation - Portfolio Strategy-Portfolio Revision - Portfolio Insurance - Performance Analysis - Equity Port folio Management- Bond Portfolio Management - Individual Portfolio Management – Warrants and Convertible Debentures - Portfolio Management Services.

**MAPPING of COs to PSOs**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level						
									K1	K2	K3	K4	K5	K6	
CO1	H	L	M	L	M	-	-	-	√	√					
CO2	M	H	H	M	H	L	L	-		√	√	√			√
CO3	L	M	H	L	M	H	L	M		√	√	√	√		
CO4	H	H	H	L	L	L	M	M			√	√	√		
CO5	M	M	M	H	H	H	L	L				√	√		
CO6	H	M	M	M	M	M	H	H					√	√	

**REFERENCES**

1. Donald E. Fischer and Ronald J. Jordan, —Security Analysis and Port folio Management, Pearson Prentice Hall, Eighth Edition, 2011.
2. S. Kevin, —Security Analysis & Portfolio Management, Prentice - Hall of India Pvt. Ltd, New Delhi, 2012.
3. Prasanna Chandra, —Investment Analysis and Portfolio Management, McGraw-Hill Education (India) Private Limited, Chennai, Fifth Edition, 2017.
4. V.K.Bhalla, —Investment Management, S.Chand& Company Ltd, New Delhi, Fourteenth Edition, 2008.
5. Reilly & Brown, —Investment Analysis & Portfolio Management, South Western-Cengage Learning, Tenth Edition, 2016.

## WORKING CAPITAL MANAGEMENT

L T P C  
3 0 0 3

### COURSE OBJECTIVES

1. To make the students to describe the various concepts of Asset Liability Management and apply them in the corporate to take liquidity-oriented decisions.
2. To make the students to forecast the working capital needs of a firm make appropriate resource utilization decisions.

### COURSE OUTCOMES

The students will be able to:

- CO 1 - Examine in detail the basic concepts in working capital management.
- CO 2 - Describe the various types and aspects of Working Capital Management.
- CO 3 – Solve the business dilemmas using Working Capital decisions.
- CO 4 – Compare and Contrast the various aspects of the Working Capital.
- CO 5 – Evaluate different methods to analyze the Working Capital requirement of a firm.
- CO 6 – Integrate the liquidity position and financial market conditions.

### UNIT I

Working Capital Management: Nature, Need, Types of Working Capital, Components of Working Capital Management, determination of Working Capital, Forecasting Working Capital Requirements.

### UNIT II

Management of Cash and Marketable Securities: Motives for Holding Cash, Factors Determining Cash Needs, Issues in Management of Cash, Types of Marketable Securities, Cash Management Models.

### UNIT III

Management of Receivables: Nature of Receivables, Cost of Maintaining Receivables, Factors Affecting Size of Receivables, Policies for Managing Accounts Receivables, Determination of Credit Policy and Credit Standards. Credit Evaluation of Customers.

### UNIT IV

Management of Inventories; Meaning, Types, Classification, Techniques and Tools, Costs associated with Inventory.

### UNIT V

Measurement and Determinants of Liquidity, Management of Current Liabilities. Sources of Working Capital, Pattern of Working Capital Management in India with special reference to Government Policies.

### MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level						
									K1	K2	K3	K4	K5	K6	
CO1	H	L	M	L	M	-	-	-	√	√					
CO2	M	H	H	M	H	L	L	-		√	√	√			√
CO3	L	M	H	L	M	H	L	M		√	√	√	√		
CO4	H	H	H	L	L	L	M	M			√	√	√		
CO5	M	M	M	H	H	H	L	L				√	√		



CO6	H	M	M	M	M	M	H	H							v	v
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## REFERENCES

1. V.K.Bhalla, Working Capital Management, Text and Cases, sixth edition, Anmol publications
2. P. Periasamy, Working Capital Management, Vijay Nichole Publications
3. Hrishikesh Bhattacharya, Working Capital Management Strategies and Techniques, Prentice Hall of India, 2001.
4. Joshi R.N, Cash Management, New Age International Publishers, 1999.
5. Chitnis, K.M., Working Capital Management of Large Industrial Units, Dastane Ramachandra and company, Pune

## MERGERS AND ACQUISITIONS

L T P C  
3 0 0 3

### COURSE OBJECTIVES

1. To understand the role of mergers and acquisitions in the business and to develop knowledge on various financial methodology of valuation.
2. To know the significance M&A in time value of money, decision making and to develop an ability to make certain important decisions relating to M&A, Restructuring and takeover.

### COURSE OUTCOMES

The students will be able to:

- CO 1 - Examine in detail the basic concepts in mergers and acquisitions.
- CO 2 - Describe the various strategies involved in making a corporate marriage successful.
- CO 3 – Solve the dilemmas of whether to continue or close the business.
- CO 4 – Compare and Contrast the various aspects of the Corporate Structure.
- CO 5 – Evaluate different methods to analyze the various strategies used in mergers.
- CO 6 – Integrate the investors’ wealth maximization with company’s profitability and decide.

## UNIT I

Mergers, Acquisitions and Restructuring - An Overview: Forms of Corporate Restructuring - Corporate Control - Organization Behavior - Extensions and Conclusions. Strategy, Diversification and Mergers, Types and Characteristics of a Merger: Economic Rationale for Major Types of Mergers - Role of Industry Life Cycle.

#### UNIT II

The Financial Methodology of Valuation: Valuation Principles, Basis for Firm Valuation: Dividend Growth Valuation Model - Valuation Models - Calculation of Cost of Capital -Sensitivity Analysis. Agency Problems and Managerialism.

#### UNIT III

Self-Off and Divestitures, Spin Off - Self off Gains, Explanation and Rationale -Divestiture Motives - Voluntary Liquidations and Takeover, Unsuccessful Takeover -Timing of Merger Activity - Mergers and the Macro-economy, Aggregate Conglomerate Activity, Deal Structuring: Tax Planning Options - Payment and Leverage Methods -Restructuring: Joint Ventures, International M & As.

#### UNIT IV

Corporate Control: Share Repurchase and Exchanges, Regulation of Securities and Trading and Takeovers-Evaluation of Arbitrage and Insider Trading, The Recent Developments and their implications.

#### UNIT V

Managerial Strategies: Review of Theories and Case Studies of M& A Activity, Models of Takeover Process, Value Chain Analysis-Cross Subsidization of Products -Implications for Corporate Strategy, Life Cycle Costing, Target Costing.

#### MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level						
									K1	K2	K3	K4	K5	K6	
CO1	H	L	M	L	M	-	-	-	√	√					
CO2	M	H	H	M	H	L	L	-		√	√	√			√
CO3	L	M	H	L	M	H	L	M		√	√	√	√		
CO4	H	H	H	L	L	L	M	M			√	√	√		
CO5	M	M	M	H	H	H	L	L				√	√		
CO6	H	M	M	M	M	M	H	H						√	√

#### REFERENCES

1. Rabi Narayan Kar & Minakshi, Mergers Acquisitions & Corporate Restructuring -Strategies & Practices, Taxman Publications, Kindle 3<sup>rd</sup> Edition.
2. J. Fred Westron, KwongShung& Susan E Hoag, PHI Mergers Restructuring and Corporate Control
3. Robert G Eccles &Dwights B. Crane, HBS Doing Deals - Investment Banks at work
4. Edwin L. Miller & Lewis N. Segall, Mergers and Acquisitions: A Step-by-Step Legal and Practical Guide + Website, Wiley Publications, 2<sup>nd</sup> Edition.
5. Sushil Kumar Mehta &Zuhaib Ahmad Dugga, Corporate Financial Performance of Mergers and Acquisitions in India, LAP Lambert Academic Publishing.

## INTERNATIONAL FINANCIAL MANAGEMENT

L T P C  
3 0 0 3

### COURSE OBJECTIVES

1. To make the students to describe the importance of multinational trade and the financial aspects related to the same.
2. To make the students to compare various documents used in International trade and the foreign exchange market and its developments.

### COURSE OUTCOMES

The students will be able to:

- CO 1 - Examine in detail the basic concepts in international trade.
- CO 2 - Describe the documents and INCO terms used in international trade.
- CO 3 – Solve the business dilemmas by using the appropriate shipping documents.
- CO 4 – Compare and Contrast the various aspects of the International Market Conditions.
- CO 5 – Evaluate the functions of different Institutions in the International Scenario.
- CO 6 – Integrate the Financial Management and International Finance concepts.

### UNIT I

An overview of International Finance – Importance, Uniqueness, Rewards and Risks, Balance of trade, Balance of Payments, Theories of Foreign Exchange mechanism, Brettonwood System, Various exchange rates, Exchange control regulations in India, Foreign Exchange Dealers Association of India (FEDAI), Foreign Exchange Management Act (FEMA), Reserve Bank of India (RBI), LERMS

### UNIT II

Letter of credits, INCO Terms, Methods of payments used in Foreign Trade, Shipping documents in foreign trade: Various types of invoices, marine insurance policy, Bill of lading, Certificate of Origin, Analysis Certificate, Packing list, Weight list and such other relevant documents

### UNIT III

International Parity Conditions – Fundamental Principles, Purchasing Power Parity, Managing Foreign Exchange Risk and Exposure – Accounting, Real Operating exposures, Risks speculation, Market efficiency

### UNIT IV

An overview of Derivatives: Forwards, Options and Futures – Types of options and futures, Factors influencing, links between futures market organization, Commodity Exchanges Emerging Scenario, and Scope in India.

### UNIT V

International Investment and Financing - Euro currencies and Instruments, Cash Management, Transaction Costs, Transfer Pricing, Capital Markets, FDI International Country Risks Equity and Long-term debt financing. International Financial Institutions

### MAPPING of COs to PSOs

Course Outcomes	PS01	PS02	PS03	PS04	PS05	PS06	PS07	PS08	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√	
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	H	M	M	M	M	M	H	H					√	√

## REFERENCES

1. *C. Jeevanandam*, —Foreign Exchange and Risk Management
2. *Alan C Shapiro*, —Wiley International Finance
3. *Maurice Levi*, —International Finance, McGraw Hill
4. *Eun and Resnick*, —International Finance, McGraw Hill
5. *Hull*, —Futures, Options and Derivatives, McGraw Hill

## Knowledge Management

L	T	P	C
3	0	0	3

### Course Objectives:

The course is aimed at equipping the students with competencies to manage themselves in organizations with a scientific outlook towards knowledge management

### Expected Course Outcome:

At the end of the course the student should be able to

CO1 – know the knowledge management with different strategic dimensions

CO2 –analyse the knowledge management system process and implementation model and KM architecture

CO3 – Explain the various models of Knowledge Management

CO4 –Understand to align the KM in organizations

CO5 – Implement the various tools and techniques in KM

CO6 – know the various Measurement systems for KM

## COURSE CONTENT

### Unit : 1 Introduction to Knowledge Management

Introduction: Overview of Knowledge Management (KM): Data, Information and Knowledge – History of KM – Importance of KM – Knowledge Worker – Forms of Knowledge – Key drivers of KM – Information Management vs Knowledge Management – Industrial Economy vs Knowledge Economy

### Unit : 2 Knowledge Management Life Cycle

KM Cycle – Zack Knowledge Management Model – Bukowitz& Williams Model – McElroy Model – WIIG Model – Integrated Cycle – von Krogh and Roos Model - Nonaka’s and Takeuchi model of KM – Choo Sense-Making KM Model – Boisot I-Space Model and its 6 phases – Complex Adaptive System Models

### Unit : 3 Aligning KM in Organizations

HRM Practices and KM – Learning, Cognitive skills and KM – Creativity, Innovation and KM – Organizational Culture, Change and KM – Leadership and KM – ICT’s and KM

### Unit : 4 Tools and Techniques in KM

KM Mechanisms and Technologies – Knowledge Portals and KM Tools – Communities and Collaborations – Intelligent Techniques in Building KMS, Data Mining in KM – Scope, Cost Efficiency and Reliability of Technologies to support knowledge work

### Unit : 5 Measurement Systems for KM

Introduction – Knowledge Audit – Divestiture – IP Protection – KM Certifications – Practices of KM in Modern Global Organizations – Ethics in KM – Political and Strategic Issues in KM – Future of KM

**MAPPING OF COs to PSOs**

Course Outcomes	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	L	M	M	L	L	M	√		√	√	√	
CO2	L	M	H	M	H	M	L	L		√	√	√		
CO3	M	L	L	M	H	L	H	L	√		√		√	√
CO4	H	M	L	M	H	L	M	M	√	√		√	√	√
CO5	L	M	H	L	M	M	L	L		√	√	√	√	
CO6	M	L	L	H	H	M	L	M	√	√		√		√

**Reference Books**

1. Edwards. J.S, (2015), The Essentials of Knowledge Management, Palgrave Macmillan, UK
2. North. K, G. Kumta, (2014), Knowledge Management: Value creation through organizational learning, Springer
3. Donald Hislop, (2013), Knowledge Management in Organizations, 3rd edition, Oxford University Press
4. Jennex M.E, (2007), Knowledge Management: Concepts, Methodologies, Tools and Applications, 6th revised edition, Idea Group.
5. Elias M Awad, Hassan M Ghaziri, Knowledge Management, PHI
6. Fernandez A C, Knowledge Management, Pearson Education.
7. Anu Singh Lather, Anil K Saini and Sanjay Dhingra Ed., Knowledge Management, Macmillan.
8. Warier, Sudhir, Knowledge Management, Vikas Pub. House
9. KimizDalkir, Knowledge Management in Theory and Practice, PHIPublications

**Performance Management**

L	T	P	C
3	0	0	3

**Course Objectives:**

The course is aimed at providing students practical skills in performance management and appraisal concepts and practices which are relevant to the development, implementation and maintenance of effective policies, procedures and practices in the management of performance.

**Expected Course Outcome:**

At the end of the course the student should be able to

CO1 – Explain the purpose of a Performance Management System

CO2 –Identify the different types of reward systems and performance appraisals

CO3 – Analyse the performance through various measuring tools

CO4 –Understand the implementation of various Performance Appraisal Methods

CO5 – Outline the process of designing and implementing a performance management system

CO6 – Developing and implementing performance consultation

**COURSE CONTENT**
**Unit : 1 Introduction to Performance Management**

Introduction: Overview of Performance – Performance Management – Background, Foundations, conceptual framework and critiques of Performance Management – Need and importance of Performance Management in an organization

**Unit : 2 Performance Management System**

Model and Process of Performance Management – Performance Management Cycle – Role Definition – Personal Development Plan – Performance Agreement – Performance Review – Balance Scorecard approach to PMS – Benchmarking process – Industry best practice

**Unit : 3 Performance Appraisal System**

Meaning, Features and Objectives of Performance appraisal – Factors affecting Performance Appraisal – Benefits of Performance Appraisal – Problems with Performance Appraisal – Essentials of a Good Appraisal System – Evaluation of a Performance Appraisal System

**Unit : 4 Appraisal Methods**

Ranking – Forced Distribution – Paired Comparison – Check List – Critical Incident – Graphic Rating Scale – BARS – MBO – Human Resource Accounting – 360 degree feedback – Concept of Potential Appraisal – Requirements – Performance Appraisal and Potential Appraisal

**Unit : 5 Application and Development of Performance Management**

Managing Organizational Performance – Managing Team Performance – Performance Management and Learning – Performance Management and Rewards – Competency Mapping and Assessment Techniques – Developing Performance Management – Evaluating Performance Management – Performance Development Strategy – Challenges of Managing Performance

**MAPPING OF COs to PSOs**

Course Outcomes	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	L	L	M	H	L	L	M	H	√	√		√		√
CO2	H	L	L	M	M	H	L	L	√	√	√		√	
CO3	M	H	H	L	L	L	H	M	√		√	√	√	
CO4	L	M	M	H	L	M	H	H		√	√	√		√
CO5	H	L	M	H	L	L	M	M	√		√		√	
CO6	L	M	H	M	M	H	L	L		√	√	√		√

**Reference Books**

1. Armstrong Michael, Armsrong’s (2009), Handbook of Performance Management, 4th edition, Kogan Page.
2. Michael Armstrong, Performance Management – Key Strategies and Practical Guide, Kogan Page.
3. Harvard Business Essentials: Performance Management (2006), Harvard Business School Press
4. Bacal Robert (1999), Performance Management, McGraw-Hill
5. Seema Sanghi, The Handbook of Competency Mapping, Response Books
6. Prem Chadha, Performance Management, Macmillan India Ltd, New Delhi, 2007
7. Srinivas R. Khandula, Performance Management: Strategies, Interventions and Drivers, Prentice Hall of India
8. Herman Aguinis, Performance Management, Pearson Education, 2008

**Training and Development**

**Course Objectives:**

1. To implement learning theories and apply them in training delivery
2. To demonstrate use of various training methods in conducting training programs
3. To identify training needs, design and develop appropriate training programs and implement them
4. To evaluate training programs and the return on investment made in training

**Expected Course Outcome:**

After completion of this course, the student will be able to

- CO1 - Understand basic concepts associated with learning process, learning theories, training and development
- CO2 - Understand training needs, identification of training needs, training processes, training methods and evaluation of training
- CO3 - Emerging trends in training and development
- CO4 - Relevance and usefulness of training expertise in the organizational work

environment

CO5 – summarize the concepts of E-learning

CO6 -learn how design a training module and execute it

## **COURSE CONTENT**

### **Unit:1 Introduction 10 Hours**

Nature and Scope of Training – Training Challenges and Trends – Role of Training in Organization – Training Need Analysis (TNA) – Six Component Model - Process and Approaches – Conducting the Needs Assessment – Classification of Needs – Basic approach to TNI

### **Unit :2 Learning 10 Hours**

Concept and Principles of Learning – E-Learning/Online Learning – Programmed Learning - Distance Learning - Conditions for Learning – The Learning Cycle – The Learning Curve - Adult Learning –Theories of Adult Learning - Human Learning and Memory

### **Unit :3 Training Design 10 Hours**

Principles of Training Design – Motivational Dynamics – Design Process – Models of Training Design – Effective Trainer’s Competencies – Facilitation of Training with focus on Trainee - Management of Training Environment – Keller’s Arcs Model -

### **Unit :4 Training Methods 10 Hours**

Training Methods - The Lecture – Assessments – In-basket exercises – Case study method – Role playing – Discussion method – The Debate – Fish bowl Exercise – Management games - Simulation – Action Maze – T-group method – Problem-based Learning – Project-based Learning – Ice Breaker – Training with magic – Determining Training Methods

### **Unit :5 Training Implementations and Evaluations 10 Hours**

Training Aids – Rational for evaluation – Resistance to training evaluations – Types of evaluations – Kirkpatrick Model – CIRO Model – Cost-Benefit Analysis – ROI of Training – Multimedia Training – Organizational Training

## **MAPPING OF COs to PSOs**

## **Organizational Change and Development**

### **Course Objectives:**

- 1) To know the process of implementing change
- 2) To learn about the Technological change
- 3) To asses development after change

### **Expected Course Outcome:**

At the end of the course the student should be able to

CO1 - To understand and manage organizational change

CO2 - To discuss the success and failure of systems development

CO3 - To understand clear vision about organizational change sustainable

CO4 –To determine conflict resolution

CO5 – To correlate evolutionary &revolutionary change

CO6 – To develop organizational performance

### **Unit:1 Organizational Change**

**10hours**

Concept, Definitions, need and importance of change in organization – Managing change – Concept of analyzing the environment – Perspectives of change – Implications of change – Forces for and resistance to change – Methods of overcoming resistance to change

### **Unit :2 Methods of Change**

**10hours**

Types of organizational Change – Levels of change – Models of Change Management – Kurt Levin



(Unfreeze, Move and Re-freeze) – Burke and Litwin’s model of Drivers of change, J.P.Kotter’s eight stages – Tackling challenges at different periods of change – Personal change vs Leading change – proactive and Reactive Changes - Organizational performance change – Effective ways of managing change – Individual behavior change

**Unit :3Management of Change**

**10hours**

Diagnosing the organization – Determining the desired future state – Implement to in action – Evaluating the action – Institutional Action Research – Evolutionary and Revolutionary change in organization – Continuous vs discontinuous changes – Developments of Evolutionary change and Revolutionary change

**Unit :4 Organizational Development**

**10hours**

Concept, Objectives and Importance of OD – Evolution of OD – Managing the OD process, Change Agents – Types – Characteristics of successful change agents – Levels of Change Leadership Skills – Advantages & Disadvantages of Change Agents

**Unit :5OD Interventions**

**10hours**

Process Consultation - Interpersonal and Group Process Consultation - Organization Process Consultation - Conflict Resolution – Team Building – Indian Experience of OD in public and private enterprises

**MAPPING OF COs to PSOs**

Course Outcomes	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	L	M	M	H	H	L	M	H	√	√	√			
CO2	L	H	L	H	M	L	H	H	√	√	√	√		√
CO3	L	M	M	L	H	L	H	L		√	√	√	√	
CO4	H	L	M	H	L	M	M	H		√	√	√		√
CO5	M	M	M	L	H	L	M	H				√	√	
CO6	L	M	L	L	M	L	M	M		√			√	√

**References**

1. Bhatia S K, Management of Change and Organisation Development, Deep and Deep publishers
2. Amitab Mehta, Organisation Development Principles, Process and Performance
3. Global India Business Publications, New Delhi.Kavita Singh, Organizational
4. Change and Development, Excel Books
5. Anjali Ghanekar Essentials of Organizational Development, Everest Publishing House
6. Cummings and Worely, Organization Development and Change, Cengage learning

### Course Objectives:

The course is aimed at knowing about the Human Resource Information System, implementing HRIS in HRM practices and to learn the implementation and usage of HRIS Software packages.

### Expected Course Outcome:

At the end of the course the student should be able to

CO1 – Explain what an Information System is, its functions and applications

CO2 - Understand the HRIS Data Management

CO3 – Identify the various modules of HRIS

CO4 – Evaluate the results of the training

CO5 – Discuss the various ethical and legal considerations for HRIS

CO6 – Understand the usage of various HRIS-Software Packages

### COURSE CONTENT

#### Unit : 1 Introduction to HRIS

HRIS – Introduction – Objective and Importance – Data and Information for HR Manager – Information System – Components – Types of IS-HRIS – Function, Usage and Application - Benefits of a fully integrated Human Resource Information System

#### Unit : 2 HRIS Data Management

Data Management for HRIS – Data Formats – Principles of data creation, storage and retrieval – Design of HRIS – Relevance of Decision-Making Concepts for Information System Design – HRM Needs Analysis – Concept and Mechanism

#### Unit : 3 HR management –HRIS modules

HRIS modules and sub modules and points of integration - Modules on HR Planning, Recruitment, Selection, Placement - Module on Performance Appraisal System - Training & Development Module - Module on Pay & other Related Dimensions - HRIS module on medical information, time and attendance, safety management.

#### Unit : 4 HRIS Implementation and Evaluation

Implementation of HRIS performance monitoring plan - Evaluating the transfer of training -Evaluating the results of the training – HRIS Evaluation Strategy model - Policies and procedures for HRIS - Ethical and legal considerations for HRIS.

#### Unit : 5 HRIS – Software packages

Software supporting Human Resource Information System- Enterprise Resource planning - SAP and Oracle Financials and Ramco Marshall. Case studies on HRIS tools in organizations.

### MAPPING OF Cos to PSOs

Course Outcomes	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	L	M	H	H	L	L	M	M		√		√	√	
CO2	H	M	M	H	H	M	M	L	√	√		√	√	√
CO3	L	L	M	M	L	L	H	H	√		√	√		√
CO4	M	M	L	M	M	H	L	L		√	√		√	
CO5	H	M	L	L	M	M	H	H	√		√		√	
CO6	M	H	M	L	M	H	L	L		√	√	√		√

### Reference Books

1. Michael J Kavanagh and Dr. Mohan Thite (2017), Human Resource Information Systems: Basics, Applications, and Future Directions. Sage Publications
2. Kelvin Molly (2014), Human Resource Information System. GRIN Publishing, London.
3. Satish K. Bagdi, (2012) Practical Human Resource Information Systems, PHI Learning Private Limited, New Delhi.
4. Ferran and Carlos (2008), Enterprise Resource Planning for Global Economies: Managerial Issues and Challenges. United States of America, Yurchak Printing Inc. L
5. Christian Krämer, Sven Ringling, Song Yang (2006), Mastering HR Management with SAP. Galileo Press.
6. Wayne F Cascio, Ranjeet Nambudiri,, Managing Human Resources, Tata McGraw Hill

7. Alfred J. Walker, Hand book of Human Resource Management Information System.

COURSE CODE	SOCIAL MEDIA MARKETING	L	T	P	C
M1		3	0	0	3

### COURSE OBJECTIVES

1. To make the students to create knowledge on different trends in social media and its advantages
2. To make the students to compare and assess the different marketing strategies based on social media with real time case studies

### COURSE OUTCOMES

- CO1 Understand in detail the basics of Social Media Marketing
- CO2 Knowledge about the types and platforms and its functions with respect to social media marketing
- CO3 Solve the business cases taking the vital real time examples
- CO4 Compare the various aspects of different featured Apps
- CO5 Evaluate different methods to formulate the strategies used in business.

### COURSE CONTENT

#### UNIT-I (6 Hours)

Introduction to the class – Social Media – Fifth P of marketing – Managing Information – Social Media Sites

#### UNIT – II (10 Hours)

Social media marketing – strategic process – campaigns – Social consumers – Social media marketing segments – Digital consumers – Diffusion of innovation in a wired world

#### UNIT-III (10 Hours)

Content Management - Touchpoint analysis – Scheduling - Creating content - Managing content programs

#### UNIT-IV (8 Hours)

Digital community – social community – Social publishing - Blogs – Influencers – Podcasting – Facebook – Twitter – Google+ - SEO – Youtube – LinkedIn – Pinterest – Collaborative marketing – Crowd sourcing

#### UNIT-V (11 Hours)

Social analytics - Measuring – Monitoring - Monetising – ROI – Metrics – Ethics and Social Responsibility – Legal aspects of social media

At least, one case study and discussions pertaining to the subject in all units

MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level						
									K1	K2	K3	K4	K5	K6	
CO 1	H	L	M	L	M	-	-	-	√	√					
CO 2	M	H	H	M	H	L	L	-		√	√	√			√
CO 3	L	M	H	L	M	H	L	M		√	√	√	√		
CO 4	H	H	H	L	L	L	M	M			√	√	√		
CO 5	M	M	M	H	H	H	L	L				√	√		

### **REFERENCES**

1. *Jan Zimmerman*, Social Media Marketing, For Dummies., 2016
2. *Dave Evans*, Social Media Marketing- The Next Generation of Business Engagement, 1<sup>st</sup> Edition, WileyIndia., 2016
3. *Shiv Singh*, Social Media Marketing, For Dummies, 2015
4. *Puneet Singh Bhatia*, Fundamentals of Digital Marketing, 1<sup>st</sup> Edition, Pearson Education, 2017
5. *Gary Clyne*, Social Media Marketing, 1<sup>st</sup> Edition, Published on Amzon.com., 2019

<b>COURSE CODE</b>	<b>INTEGRATED MARKETING COMMUNICATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
M2		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### COURSE OBJECTIVES

1. To understand the different concepts, strategies and theories of marketing communication that an organization can pursue.
2. To know the latest trends that exist in terms of promotional strategies practiced by the companies.
3. To understand and apply the latest strategies adopted by the company through case discussions.
3. To formulate the marketing strategies on the basis of the different promotional concepts.

### COURSE OUTCOMES

- CO1 Understand the basics of marketing communication concepts.
- CO2 Know the different types of promotional mix that can be adapted by the organization.
- CO3 Different influential factors in terms of selection of the promotional tools.
- CO4 Knowledge of the existing marketing promotions and its usage.
- CO5 Practical understanding through survey to know the real operations of the promotional schemes.
- CO6 Formulate marketing strategies based upon the understanding of the marketing communication solutions through real time situations.

### COURSE CONTENT

#### UNIT-I

(8 Hours)

Marketing definition – Traditional VS Modern practices – Marketing communication – Traditional VS Modern practice – Integrated Marketing approach – Integrated Marketing communication – Elements of Integrated Marketing Communication

#### UNIT-II

(12 Hours)

Promotion Mix Tools - Factors influencing promotion mix - Promotional mix strategies - Advertising - Meaning – Objectives – Importance - Classification of advertisement - Economic and social Effects of Advertising - Organization of Advertising Department - Advertising Agency Management - Campaign Planning - Advertising Budget

#### UNIT-III

(10 Hours)

Sales promotion Objectives – Tools – Planning - Implementation and Control - Evaluation of Sales Promotion - Personal selling – Sales force Design – structure and compensation - Negotiation – Models – Strategy – Tactics - Customer Relationship Management

#### UNIT-IV

(8 Hours)

Direct marketing – Internet sales – catalog – Direct response methods – shopping channels – Telemarketing – Event Management - Public relations – public relations Vs advertisement – Objectives

– Tools - Media and Message - Publicity vehicles - Evaluation of Public Relations



**UNIT-V**

(7 Hours)

IMC design – IMC audience contact tools – IMC plan – Media Management – Ethics and social responsibility in campaigns – Evaluating marketing communication programs

At least, one case study and discussions pertaining to the subject in all units

MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level						
									K1	K2	K3	K4	K5	K6	
CO 1	H	L	M	L	M	-	-	-	√	√					
CO 2	M	H	H	M	H	L	L	-		√	√	√			√
CO 3	L	M	H	L	M	H	L	M		√	√	√	√		
CO 4	H	H	H	L	L	L	M	M			√	√	√		
CO 5	M	M	M	H	H	H	L	L				√	√		
CO 6	M	M	M	L	M	H	M	M					√	√	

**REFERENCES**

1. *John.J.Burnett*, Promotion Management, 3<sup>rd</sup> Edition, A.I.T.B.S., 2009
2. *Duncon*, Integrated Marketing Communications, 3<sup>rd</sup> Edition, TMH., 2014
3. *Kenneth Blown & Donald Bach*, Integrated Marketing Communications, 2<sup>nd</sup> Edition, PHI., 2016
4. *Vernon Fryburger*, Advertising – Theory & Practice, 4<sup>th</sup> Edition, A.I.T.B.S., 2009
5. *George E. Belch & Michael E. Belch*, Advertising and Promotion: An Integrated Marketing Communications Perspective, 5<sup>th</sup> Edition, TMH., 2012

<b>COURSE CODE</b>	<b>MARKETING RESEARCH</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
M3		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### COURSE OBJECTIVES

1. To understand the different concepts, strategies and theories of marketing research that an organization can practice.
2. To know the applications of the marketing research based on the types of business.
3. To develop more knowledge in current research methodologies.
4. To learn the practical through real time survey upon cases.

### COURSE OUTCOMES

- CO1 Understand marketing research concepts.  
 CO2 Know the different types of data and sampling procedures to practice.  
 CO3 Understand and apply different analytical techniques and methods.  
 CO4 Knowledge of the current research methodology procedures.  
 CO5 Know how of data analysis and interpretation of results.  
 CO6 Applying research concepts by undergoing project works.

### COURSE CONTENT

#### **UNIT-I** (6 Hours)

Introduction to marketing research – Management Vs marketing research – Marketing research process –Scope and applications

#### **UNIT-II** (8 Hours)

Scientific method and Research Design– Types of research – Methods of collecting data-Secondary data- Primary Data-Measurement and Scaling- Attitude Scales

#### **UNIT-III** (12 Hours)

Sampling design- Application of sampling to marketing problems-use of observation–questionnaire method – methods of communication – questionnaire construction procedure – Attitude measurement – Field work procedure - Data Processing-Tabulation of Data

#### **UNIT-IV** (9 Hours)

Data analysis – Test of significance – Chi square – cross tabulation – Correlation – Regression – Cluster analysis – Factor analysis – Conjoint analysis-Research Report

#### **UNIT-V** (10 Hours)

Application of MR- Rural Marketing Research-identifying market segments - New Product

Development and Test Marketing - Advertisement Research - Sales Analysis and Forecasting Research

At least, one case study and discussions pertaining to the subject in all units

**MAPPING of COs to PSOs**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level						
									K1	K2	K3	K4	K5	K6	
CO 1	H	L	M	L	M	-	-	-	√	√					
CO 2	M	H	H	M	H	L	L	-		√	√	√			√
CO 3	L	M	H	L	M	H	L	M		√	√	√	√		
CO 4	H	H	H	L	L	L	M	M			√	√	√		
CO 5	M	M	M	H	H	H	L	L				√	√		
CO 6	M	M	M	L	M	H	M	M					√	√	

**REFERENCES**

1. *Rajendra Nargundkar*, Marketing Research, 4<sup>th</sup> Edition, Tata Mc-Graw Hill Education.,2014
2. *Harper W Boyd, Ralph Westfall, Stanley F Stasch*, Marketing Research, 4<sup>th</sup> Edition, A.I.T.B.S., 2009
3. *GC Beri*, Marketing Research, 4<sup>th</sup> Edition, Tata Mc-Graw Hill Education., 2011
4. *Avinash Kapoor, Chinmaya Kulshresta*, Marketing Research, 2<sup>nd</sup> Edition, Excel Books., 2010
5. *Naresh K Malhotra, Sathyabushan Dash*, Marketing Research – An Applied Orientation, 7<sup>th</sup> Edition, Pearson Education., 2019

<b>COURSE CODE</b>	<b>CONSUMER BEHAVIOUR</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
M4		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### COURSE OBJECTIVES

1. To understand the concepts of consumer behavior.
2. To understand and apply the factors which influence the purchasing decision, usage decision and the post purchase decision of the consumers.

### COURSE OUTCOMES

- CO1 Understand the basics of consumer behaviour.
- CO2 Understand and assess the different types of consumers and their decision-making skills to prefer and purchase products.
- CO3 Different factors like motivation, perception of a customer which influences the purchase decisions.
- CO4 Knowledge of the organizational consumers and their preferences. CO5 Practical survey to know the awareness and preferences of consumers.
- CO6 Formulate different behavioral decision strategies based upon the real time problems.

### COURSE CONTENT

#### **UNIT I**

**(9 hours)**

Consumer behaviour - Introduction – Understanding Consumers – Factors influencing - Buyers Decision making process-Market segmentation – Identifying market segments

#### **UNIT II**

**(9 hours)**

Environmental Influences - Culture-Sub culture- Social Class-Social Group- Family- Personal influence and Diffusion of Innovation

#### **UNIT III**

**(9 hours)**

Consumer motivation – personality – perception – Learning- Attitudes and its change

#### **UNIT IV**

**(9 hours)**

Decision making process – Problem Recognition-Search and Evaluation-Purchasing Process- Post-purchase Behaviour

#### **UNIT V**

**(9 hours)**

Organizational buyer Behaviour Modeling and Researching Consumer Behaviour-Consumerism

#### **MAPPING of COs to PSOs**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level						
									K1	K2	K3	K4	K5	K6	
CO1	H	L	M	L	M	-	-	-	√	√					
CO	M	H	H	M	H	L	L	-		√	√	√			√

2														
CO 3	L	M	H	L	M	H	L	M		√	√	√	√	
CO 4	H	H	H	L	L	L	M	M			√	√	√	
CO 5	M	M	M	H	H	H	L	L				√	√	
CO 6	M	M	M	L	M	H	M	M					√	√

## **REFERENCES**

1. Satish K Batra, H H Kazmi, Consumer Behaviour, Excel Books
2. M S Raju, Consumer Behaviour, Vikas Publishing House Pvt Ltd.
3. David L Loudon, Albert J Della Bitta, Consumer Behaviour, McGraw-Hill
4. Leon G Schiffman, Leslie Lazar Kanuk, Consumer Behaviour, Pearson Education

<b>COURSE CODE</b>	<b>PRODUCT AND BRAND MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
M5		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### COURSE OBJECTIVES

1. To understand the different concepts, strategies and theories related to products and branding.
2. To know the real time applications of the product and its evolution and brand management.
3. To develop more knowledge in current trends through real cases.

### COURSE OUTCOMES

- CO1 Understand the concepts of product and brand management. CO2 Know the various stages of product development and its success.
- CO3 Understand and apply different concepts of product design and branding techniques.
- CO4 Knowledge of the current product and branding trends.
- CO5 Knowledge of brand development and goodwill of the brands.
- CO6 Applying the course concepts through case discussions.

### COURSE CONTENT

#### UNIT – I

(6 Hours)

Product Development - Product focused organization - Market focused organization - Factors influencing design of the product - changes affecting product management.

#### UNIT – II

(11 Hours)

Setting objectives & alternatives - Product strategy over the life-cycle - Customer analysis - Competitor analysis - Design of manufacture - New product development - Forecasting target market potential – Sales forecasting - Methods of estimating market and sales potential - planning for international market.

#### UNIT – III

(10 Hours)

Commodities Vs Brands - The role of brands - The brand equity concept - Brand Equity Models – Brand Asset Valuation - Aaker Model – BRANDZ - Brand Resonance - Building Brand Equity - Brand Identity - Brand image

#### UNIT – IV

(9 Hours)

Brand Leveraging - Brand Performance - Establishing brand equity management system - measuring sources of brand equity and consumer mindset - Co-branding - celebrity endorsement - Brand knowledge - Brand portfolios - market segmentation - Steps of brand building - Identifying and establishing brand positioning - Defining and establishing brand values.

#### UNIT – V

(9 Hours)

Brand hierarchy - Branding strategy - Brand extension and brand transfer - Managing brand over time



- Measuring Brand Equity - Brand Value chain - Brand Audits - Brand Tracking - Brand Valuation
- Managing Brand Equity - Brand Reinforcement - Brand Revitalization – Brand Crisis

At least, one case study and discussions pertaining to the subject in all units

MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level						
									K1	K2	K3	K4	K5	K6	
CO 1	H	L	M	L	M	-	-	-	√	√					
CO 2	M	H	H	M	H	L	L	-		√	√	√			√
CO 3	L	M	H	L	M	H	L	M		√	√	√	√		
CO 4	H	H	H	L	L	L	M	M			√	√	√		
CO 5	M	M	M	H	H	H	L	L				√	√		
CO 6	M	M	M	L	M	H	M	M					√	√	

**REFERENCES**

1. Donal R. Lehmann, Russel S. Winer, Product management, 4<sup>th</sup> Edition, PHI., 2011
2. Michael Brooke and William Ronald, New Product Development, 3<sup>rd</sup> Edition, Jaico Books., 2010
3. Keller, Strategic Brand Management, 4<sup>th</sup> Edition, Pearson Education., 2015
4. Debashish Patil, Branding Concepts & Process, 3<sup>rd</sup> Edition, MacMillan., 2014
5. U C Mathur, Product and Brand Management, 2<sup>nd</sup> Edition, Excel Books., 2009

<b>COURSE CODE</b>	<b>SALES AND DISTRIBUTION MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
M6		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### COURSE OBJECTIVES

1. To explore and understand the different techniques of selling and distribution of products.
2. To know the real time applications of sales and distribution strategies.
3. To develop more knowledge towards applying the strategies of sales and distribution by understanding the real cases.

### COURSE OUTCOMES

- CO1 Understand the concepts of sales and distribution management.  
 CO2 Know the various techniques of sales and distribution of benefits.  
 CO3 Understand and apply different sales and distribution strategies.  
 CO4 Knowledge of the current trends.  
 CO5 Refresh the knowledge through real case discussions.  
 CO6 Formulate sales techniques and distribution strategies based on the product types.

### COURSE CONTENT

#### **Unit-I** (8 Hours)

Sales Management-Introduction to Sales Management-Evolution-Types-Selling Skills and Strategies-Selling Process

#### **Unit-II** (8 Hours)

Managing Sales Information-Sales Forecasting-Sales Budgeting-Territory Management-Sales Organization-Management of Sales-Sales Quota

#### **Unit-III** (10 Hours)

Recruitment and Selection of the Sales Force- Training the sales force-Sales Force motivation-Sales force Compensation-Evaluation of Sales Performance

#### **Unit-IV** (10 Hours)

Distribution Management- Introduction-Distribution Channel-Designing Customer oriented Distribution

#### **Unit-V** (9 Hours)

Channel Selection-Retailing-Wholesaling-Motivation of Distribution Channel-Channel Information System

At least, one case study and discussions pertaining to the subject in all units

MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level						
									K1	K2	K3	K4	K5	K6	
CO 1	H	L	M	L	M	-	-	-	√	√					
CO 2	M	H	H	M	H	L	L	-		√	√	√			√
CO 3	L	M	H	L	M	H	L	M		√	√	√	√		
CO 4	H	H	H	L	L	L	M	M			√	√	√		
CO 5	M	M	M	H	H	H	L	L				√	√		
CO 6	M	M	M	L	M	H	M	M						√	√

**REFERENCES**

1. Tapan K Panda, Sunil Shadev, Sales and Distribution Management, 2<sup>nd</sup> Edition, Oxford University Press., 2012
2. S L Gupta, Sales and Distribution Management, 2<sup>nd</sup> Edition
3. Richard R Still, Edward Cuff, Govoni, Sandeep Puri, 6<sup>th</sup> Edition, Pearson Education, 2016
4. Krishna K Havaladar, Vasant M Cayale, Sales and Distribution Management – Text and Cases, 3<sup>rd</sup> Edition, McGraw Hill, 2017
5. David Jobber, Goeffry Lancaster, Selling and Sales Management, 10<sup>th</sup> Edition, Pearson, 2018

## **PRODUCTION PLANNING AND CONTROL**

L T P C  
30 03

### **COURSE OBJECTIVES**

This course aims at

1. Introducing the concept of estimating quantum of production
2. Making the skills to know the important aspects and their impact on quantity and quality
3. Enable the learners to plan the production system

### **COURSE OUTCOMES**

The course enables the students to

- CO1. Recognise different form of production system and their need
- CO2. Understand the production process and the requirements
- CO3. Calculate the required materials and plan for their maintenance
- CO4. Plan the schedule for production
- CO5. Evaluate the quality of the input, process, and output of the production system
- CO6. Formulate monitoring and improvement system for production

### **COURSE CONTENT**

#### **UNIT I**

Production systems - Types - characteristics - Objective – functions. Preplanning - Forecasting - Market Analysis - Capacity planning.

#### **UNIT II**

Production Planning - Equipment policy and replacement - Material Resource Planning (Selection of material, Machines & manpower) – Routing - Scheduling – Dispatching. Types of charts and forms used -Computer Aided Process Planning.

#### **UNIT III**

Production and Inventory Control: Progress control through records and charts - Types of inventories, ABC analysis Inventory Classification - Economic lot (batch) size - Trends in purchasing and store keeping.

#### **UNIT IV**

Production standardization - Use of Preferred numbers in standardization. Value engineering – Scope - Evaluation (function, cost and worth) - Application - case studies.

#### **UNIT V**

CPM&PERT. Concurrent engineering. Re-engineering. MRP and ER - MRP-II - Enterprise resource planning(ERP) - case studies.

### **MAPPING OF COs to PSOs**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	H	M	L	H	M	M	L	√	√	√			
CO2	M	M	M	H	M	M	M	L	√	√				
CO3	M	H	H	H	H	H	H	M			√	√		
CO4	H	H	H	H	H	H	H	M		√	√			
CO5	H	H	H	H	H	H	H	H			√	√	√	
CO6	H	H	H	H	H	H	H	H					√	√

## REFERENCES

1. Elements of Production Planning & Control, Samuel Eilon, The Macmillan Company
2. Production Planning & Control, Jain, C.K., and Agarwal, L.N. Khanna Publishers
3. Modern Production / Operations Management, Elwood S Buffa and Rakesh K Sarin, Wiley India Edition
4. Production Systems, Planning, Analysis, and Control, James L. Riggs, Wiley
5. The Fundamentals of Production Planning and Control, Stephen N. Chapman, Pearson Education

## **MATERIALS AND MAINTENANCE MANAGEMENT**

L T P C  
30 03

### **COURSE OBJECTIVES**

This course aims at

1. Introducing the need for classifying and maintaining of materials
2. Making the learners understand the quality maintenance and rationing of materials
3. Create the skills in the learners to plan for the system for quality material supply

### **COURSE OUTCOMES**

The course enables the students to

- CO1. Recognise the relationship of availability of material and production system
- CO2. Understand the importance of classification for material
- CO3. Develop a system for procurement and vendor management
- CO4. Plan the maintenance system for materials
- CO5. Decide on a proper storage and maintenance of materials
- CO6. Design reevaluating the system for improvement

### **COURSE CONTENT**

#### **UNIT I**

Materials Management – Functions – Organization - Integrated approach – Scope - Primary and secondary objectives - Relation with other functional areas of organization - approaches. Materials identification – Classifying of materials - Codification of materials - Standardization - Value Analysis. Inventory Control Techniques, Stock levels.

#### **UNIT II**

Management of stores – location –types – methods of storing – Functions of store keeper– Procedures – Bin Card – Kardex System - forms and policies in stores transactions – stores accounting – stores organization – safety and security - Insurance. Material handling equipment – Principles - factors affecting. Management of surplus obsolete and scrap materials – methods of disposal – regulations and procedures.

#### **UNIT III**

Purchasing – Importance and Objectives - Sources of supply - procedure – Vendor selection - Evaluation - norms of vendor rating - selection and development – purchasing procedures and methods – legal aspects.

#### **UNIT IV**

Maintenance - Objectives – functions - Types – Strategies –Five Zero Concept. Failure Data Analysis - MTBF - MTTF, Useful Life, Availability of Repairable Systems - Maintainability Prediction - Design for Maintainability. Maintenance Planning - Overhaul and Repair - Replacement Decisions

#### **UNIT V**

Maintenance Systems - Fixed Time Maintenance - Condition Based Maintenance - Opportunity Maintenance - Design Out Maintenance - RCM, TPM, MMIS, Expert Systems, Concept of Tero technology - Reengineering Maintenance Process

**MAPPING OF COs to PSOs**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	M	M	L	M	M	M	L	√	√	√			
CO2	M	M	H	H	H	H	M	L	√	√		√		
CO3	M	M	M	H	H	M	H	M		√	√	√		
CO4	M	H	H	H	H	H	H	M		√	√	√		
CO5	M	H	H	H	H	M	H	L			√	√	√	√
CO6	H	H	H	H	H	H	H	H				√	√	√

**REFERENCES**

1. Maintenance Engineering & Management, R.C.Mishra&K.Pathak, Prentice – Hall India Eastern Economy Edition
2. Maintenance and Spare Parts Management, P. Gopalakrishnan, andA. K. Banerji, Prentice – Hall India
3. Materials Management, Procedures, Text and Cases, A. K. Datta, Prentice – Hall India Eastern Economy Edition
4. Purchasing And Materials Management, Michiel R Leenders and Harold Fearon, McGraw-Hill Education
5. Purchasing And Inventory Control, K S Menon and Sarika Kulkarni, Shroff Publishers



## **TOTAL QUALITY MANAGEMENT**

L T P C  
30 03

### **COURSE OBJECTIVES**

This course aims at

1. Introducing the concept of total quality
2. Making the learners understand the quality management techniques
3. Create the skills in the learners to plan the system for quality management

### **COURSE OUTCOMES**

The course enables the students to

- CO1. Recognise the importance of the quality in the product
- CO2. Understand the methods and techniques to be used for achieving quality
- CO3. Plan the quality policy for each stage of the production
- CO4. Develop a system for monitoring the quality at various stages of production
- CO5. Predict the quality improvement against the standards
- CO6. Design a model for the quality management

### **COURSE CONTENT**

#### **UNIT I**

Total quality management – Definition – Concepts - Basic elements. Total quality - Value and differential advantage. Customer Focus – customer perception of quality - Customer satisfaction – Customer Perception of Quality - Customer Complaints - Service Quality - customer retention. Dimensions of product and service quality. Barriers to TQM Implementation.

#### **UNIT II**

Strategic thinking and planning – Total quality policy and development guidelines – Total quality approaches – Quality costs – Functional linkage of quality with reliability and Maintainability – Failure Analysis - Failure mode effect analysis (FMEA) – requirements – reliability - failure rate – stages – design - process and documentation - Optimum Maintenance Decisions. TQM culture. Usability of Information technology.

#### **UNIT III**

TQM principles - Deming Philosophy. Employee Involvement – Motivation – Empowerment – Teams - Recognition and Reward - Performance Appraisal – Benefits. Continuous Process Improvement – Juran Trilogy - PDSA Cycle - 5S – Kaizen. Vendor development – Partnering, sourcing, Supplier Selection - Supplier Rating, Relationship Development – evaluation. Six sigma. New seven Management tools. POKA YOKE

#### **UNIT IV**

Benchmarking – Reasons - Process. Quality Function Deployment (QFD) – QFD Process – Benefits. Taguchi Quality Loss Function. Total Productive Maintenance (TPM) – Concept - Improvement Needs. Statistical process control - Meaning – Significance – Construction of control charts. Business process re-engineering (BPR) – principles – applications - process - benefits and limitations.

**UNIT V**

Total Quality Models – responsibilities – Commitment to quality – supportive and effective leader – Humanistic aspects of TQM. Quality improvement Teams. Quality certification. Quality System – Elements – Implementation – Documentation - Quality Auditing.

**MAPPING OF COs to PSOs**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	H	H	H	H	H	M	L	√	√				
CO2	M	M	M	H	H	H	H	L	√	√				
CO3	M	H	H	H	H	H	H	M		√	√	√	√	
CO4	M	H	H	H	H	H	H	M			√	√	√	√
CO5	M	M	H	H	H	H	H	M			√	√	√	
CO6	H	H	H	H	H	H	H	H			√	√	√	√

**REFERENCES**

1. Total Quality Management, Dale H.Besterfield, Carol Besterfield-Michna, Glen H. Besterfield, Mary Besterfield -Sacre, Pearson Education
2. Total Quality Management, Text and Cases, K. Shridhara Bhat, Himalaya Publishing House
3. The Management and Control of Quality, James R.Evans& William M.Lindsay, South-Western
4. Statistical Quality control, Eugene Grant and Richard Leavenworth, McGraw-Hill Education
5. Applied Statistical Quality Control And Improvement by K. Krishnaiah , PHI Learning

**FACILITIES LOCATION AND PROCESS DESIGN**

L T P C  
30 03

**COURSE OBJECTIVES**

This course aims at

1. Introducing the various variables affecting the location
2. Making the learners know the designing of the process
3. Create the skills in the learners to design a process in the selected location

**COURSE OUTCOMES**

The course enables the students to

- CO1. Recognise the variables affecting the location decision
- CO2. Associate the design with the process required
- CO3. Examine the applicability of different machines and tools and the layout
- CO4. Calculate the cost for the process of production
- CO5. Develop strategy for the production process
- CO6. Formulate a model for analyse the quality to find the scope for improvement

**COURSE CONTENT**

**UNIT I**

Plant Location – Nature, Theories of Plant Location (Weber’s Theory of Industrial Location, SargantFlorence’ s Theory of Location), Factors Influencing Location (Qualitative Factors, Quantitative Factors), Simple Plant Location Problems, Network Location Problems. Facilities Requirements - Need for Layout –Types of Layout (Fixed Position Layout, Process Layout, Cell Layout, Product Layout), Model Classification ,Mode of selection - Concept - Advantages and Disadvantages

**UNIT II**

Organization - Procedure - Tools and Techniques. Flow Charts and Analysis - Layout Designing. Material Handling Equipments - Material Handling Principles.

**UNIT III**

Process Management and Strategy - Process View of Organizations - Performance measures - Product Attribute - Process Competencies - Process Design - Planning Control. Matching products and Processes, Operations Frontier and Trade Offs

**UNIT IV**

Process Flow - Process Flow - Key Measures - Flow Time - Flow Rate. Process Flow Chart. Managing Flow Variability. Process Integration, Lean Operations, Process Synchronization and Improvement

**UNIT V**

Materials Management – Costs Involved with Inventory - Economic Order Quantity - ABC Analysis. Quality Management - Acceptance Sampling - Control Charts - Quality Circle - Zero Defects Program - ISO Standards.

**MAPPING OF COs to PSOs**

Course	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8	PSO 9	Cognitive Level
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Outcomes									K1	K2	K3	K4	K5	K6
CO1	M	H	H	H	H	H	M	L	√	√	√			
CO2	M	H	H	L	H	H	H	L	√	√	√			
CO3	H	H	H	H	H	H	H	M		√	√	√	√	
CO4	M	H	H	H	H	H	H	M			√	√		
CO5	M	H	H	H	H	H	H	M			√	√	√	√
CO6	H	H	H	H	H	H	H	H				√	√	√

## REFERENCES

1. Facility Layout and Location - an Analytical Approach, Richard L Francis. Leon F. McGinnis Jr., John A. White, Prentice Hall
2. Managing Business Process Flows: Principles of Operations Management, Ravi Anupindi, Sunil Chopra, Sudhakar Deshmukh, Jan Van Mieghem, and Eitan Zemel
3. Production and Operations Management: Concepts, Models, and Behaviour, Adam, E Everett & Ronald J Ebert
4. Manufacturing Organization and Management, Harold T Amrine, Prentice-Hall
5. Facility and Process Design with layout 3P – A Proven Approach to Creating Innovative Layout Solutions Fast, Brain D. Summerfield,

## FUNDAMENTALS OF SHIPPING BUSINESS

### OBJECTIVE:

The course aims at

Students know the basic knowledge on the concepts of shipping business & the trade routes and types of ships used for transportation as well as understand the marine insurance functioning and the concept of commercial private and public companies liabilities.

### Course Outcomes:

The course enables the students to

CO1: Examine in details about fundamental concepts of shipping business

CO2: Describe the different types of trade vessels, carriers and tankers, containerships etc.

CO3: Prepare liner and tramps in major trade routes with types of ships used for transportation.

CO4: Understand the ship operations management and charter preparation in shipping business

CO5: Analyze and evaluate Hague or Hamburg rules using marine insurance and BIMCO

CO6: Prepare the private and public limited commercial companies liabilities under shipping business.

UNIT I (9 hours)

Introduction to geographical conditions and regions -Continents, Oceans, Currents, & Tides, Weather & Climate, Canals & Waterways, -Location of major countries and ports -The global market -The need for shipping

UNIT II (9 hours)

The role of liners and tramps, Different types of trade -Dry bulk trades, oil and other liquid trades (clean products, chemicals, gas) -Bulk Carriers, Tankers, Container ships, Ro-Ro and General Purpose vessels – Introduction to dry cargo chartering – Tanker Chartering – Ship sale and purchase – Ship operations and management -Principals – ship owners, charterers, shippers and NVOCs – Intermediaries

UNIT III (9 hours)

Understand the major trade routes and the types of ships used for transportation of the five primary raw materials namely coal, ores, grains, fertilizers and oil also general cargo (manufactured goods) with names and locations of the principal ports involved. Understand the location and seasons of major natural phenomena affecting sea transportation particularly storms and ice. Be aware of the rationale behind Load line Zones and how knowledge of these can affect voyage planning and estimating

UNIT IV (9 hours)

Functions of Bill of Lading -The -Hague/Hague-Visby/Hamburg Rules -The role of international conventions -The role of marine insurance and P & I Associations -The function of classification societies

-The Baltic Exchange and the Baltic and International Maritime Council (BIMCO), Lloyds Register and the Corporation of Lloydsetc.

UNIT V (9 hours)

Concept of Limited Liability as applied to commercial companies -differences between private and public companies; conglomerates and multi-nationals -how companies are organized internally -Concept of vertical and horizontal integration -advantages and disadvantages of being a sole trader or partnership rather than incorporation as a limited company.

**MAPPING OF COs to PSOs**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	H	H	H	M	H	H	M	√	√				
CO2	H	H	M	H	H	H	M	M	√		√			
CO3	M	H	H	H	M	M	M	L		√	√			
CO4	L	H	H	H	M	M	L	L	√			√		
CO5	M	H	H	H	M	H	L	L				√	√	
CO6	M	H	H	H	M	M	L	L				√		√

**Reference Books:**

Loannis Theotokas, Management of Shipping Companies, Routledge Maritime Masters, 2018.

RadhakumundMookerji, Shipping India, Legare Street Press, 2021.

Hariharan, K.V, Shipping Business in India, Sterling Book House, 2013.

Shuo Ma, Economics of Maritime Business, Routledge Maritime Masters, 2020.

The Handbook of Maritime Economics and Business, Routledge Maritime Masters, 2010.

**MARITIME ECONOMICS**

**OBJECTIVE:**

This course provides to understand the cost analyses of shipping industry with various economic factors influencing.

**Course Outcomes:**

1. Students should understand basic knowledge about shipping industry demand and supply based on cost analysis
2. To learn about shipping affecting factors of productivity measure through elasticity of supply
3. To analyze & evaluate the determination of equilibrium pricing in various segments
4. To analyses the structure of competitive markets in shipping operations
5. To know the impact factors from political, environmental and pricing behavior
6. To evaluate the determining economic factors impacts on shipping business

UNIT I (9 hours)

Structure of Shipping industry – Factors affecting demand & supply of shipping –Shipping cycles – Cost analysis in shipping – Fixed costs, variable costs – Concept of opportunity cost. The demand for shipping – derived demand, elasticity of demand –Demand measurement – Effect of Substitution – Freight Rate mechanisms.

UNIT II (9 hours)

Factors influencing the supply of shipping – tonnage, number and flag -Productivity and supply trends surplus tonnage, active fleet, short run supply. Measuring elasticity of supply.

UNIT III (9 hours)

Pricing of shipping services – Determination of equilibrium pricing in various segments –Concept of freight futures and options.

UNIT IV (9 hours)

Competitive Markets -Tramps / Tankers / Liners -The dry cargo sector and its market characteristics. Cost structure of tramp ships. Breakeven analysis for minimum freight rates - equilibrium freight rate. Seaborne trade in crude and products. The structure of the tanker market. Tanker Vs dry cargo markets. Political and environmental factors –recent changes in the tanker fleet. Liner services - Characteristics and demand. Pricing behaviour. Profit maximisation and optimal utilisation.

UNIT V (9 hours)

Shipping and International Trade - pattern of world trade and the demand for shipping. Trade and economic development -trade flows; absolute and comparative advantage. Exchange Rates and Balance of Payments -How exchange rates are determined – free floating and regulated markets. The components of a balance of payments with particular reference to shipping. The relationship between exchange rates and the factors affecting their fluctuations and a country's balance of payments.

#### MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	H	H	H	M	M	H	M	√	√				
CO2	M	H	H	H	M	M	M	L		√	√			
CO3	M	M	H	H	M	L	M	L			√	√		
CO4	H	L	H	H	M	L	L	L			√	√		
CO5	M	M	M	M	L	M	L	L		√	√			
CO6	H	M	H	H	M	M	L	L		√		√	√	

#### REFERENCE:

1. Martin Stopford, —Maritime Economics|
2. Costas Th. Grammenos, —The Handbook of Maritime Economics and Business|
3. J. McConville, —Economics of Maritime Transport, Theory and Practice|
4. Chrzanowski. I, —An Introduction to Shipping Economics|
5. Evans. J.J. & Marlow. P.B., —Quantitative methods in Maritime Economics|
6. PL Mehta, Managerial Economics|
7. Metaxas.B.N, —The Economics of Tramp Shipping

### Export and Import Management

This course outlines students can able to understand easily about export and import procedure and insurance policy on pre & post shipment financing methods.

#### Course Outcomes:

1. Students should understand the basic concept of export preparation methods and registration formalities
2. Students should remember the shipment documentations framework and type of contracts
3. Students should analyze the pre-post shipment finance methods and negotiations with bank
4. Students can evaluate the quality control methods under clearance of cargo in pre-shipment inspection.
5. Students should assess the customs clearance of EXIM cargo and its types of risk
6. Students should also understand insurance policy of export contract

#### Unit I: Introduction to Indian Exports& Registration

Basics of Exports – Classification of Exports – Preparation for Exports – Methods of Exporting – Export Marketing Organizations – Functions – Registration Formalities. IEC Number - Procedure of obtaining IEC Number - RCMC (Registration Cum Membership Certificate) Export Credit Guarantee Council (ECGC) - Application for import and export of restricted items.

#### Unit II: Documentation Framework and Contracts

Aligned Documentation System: Commercial Documents - Auxiliary Commercial Documents - Regulatory Documents - Documents related to goods –Document srelated to Shipment - Documents related to Payments - Documents related to Inspection - Documents related to Excisable Goods - Types of Contracts –Export Contracts.

Unit III: Payments and Finance

Factors - Methods of receiving Payment - Instruments of Payments-Letter of Credit- Pre-shipment Finance - Post-shipment Finance - Post-shipment Credit in Foreign Currency - Negotiation of documents with bank - CENVAT - Duty Draw back

Unit IV: Quality Control and Clearance of Cargo

Objective of Quality Control - Methods - Procedure for Pre-shipment Inspection –Role of Clearing and Forwarding Agents – Role of Inspection Agents-Clearance of Cargo -Central Excise Clearance Procedure - Central Excise Clearance Option - Shipment of Export Cargo.

Unit V: Customs Clearance, Risk and Insurance Policy

Customs Clearance of Export Cargo - Customs Clearance of Import Cargo - Risk: Types - Types of cover issued by ECGC - Cargo Insurance. Processing of an export order - Major laws governing export contract.

### MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	L	H	H	M	L	L		√	√				
CO2	M	L	H	H		M			√	√				
CO3	M		H	H		L	M				√	√		
CO4	L	M	H	H				L			√		√	
CO5	M		H	H	M		L				√	√		
CO6	M		H	H				L	√	√				

### Text Books

1. RAMA, GOPAL C. (2008) Export Import Procedures Documentation and Logistics. New Age International Publishers: New Delhi.
2. KHUSHPAT, S. J. (2013) Export Import Procedures and Documentation .Himalaya Publishing House: New Delhi.

### Reference Books

1. JOHNSON, THOMAS. E. (1994) Export Import Procedures and Documentation. Amacom.
2. PAWAN, KUMAR (2001) Export of India's Major Products Problems and Prospects. New Century Publications: New Delhi.
3. KAPOOR, D. C. (2002) Export Management. Vikas Publications: New Delhi.54
4. CHERUNILAM, F. (2004) International Trade and Export Management. Himalaya Publications: New Delhi.

## Supply Chain and Logistics Management

### Objective:

The course aims at providing inputs on different concepts in delivering the goods and services to the end consumer.

This course is intended to provide an understanding of the components and processes of supply chain and logistics management as well as the performance drivers of supply chain. It is also intended to help the students to learn about logistics, transportation, warehousing and outsourcing decisions.

**Outcomes:** The Students understand the concepts so as to take correct decision on the supply chain in the organization.



1. Understand the basic framework of supply chain management and in the new era.
2. Remember the supply chain forecast demand decisions with legal aspects
3. Knowledge about distribution, warehousing and its roles in strategic planning with supply chain.
4. Analyze the competency using materials management methodologies
5. Evaluate organization infra-networks and select transportation modes.
6. Assess the strategic role of global logistics in the current scenario.

Unit-I(9 hours)

Supply Chain Management (SCM) – Definition – Concept – Components – Features – Types – benefits. Global Supply Chain Integration – Digital Business Transformation – Strategic Issues in SCM –Current Scenario – Supply Chain Synchronization. Forecasting – demand and purchase planning – make or but decisions – legal aspects.

Unit –II(9 hours)

Warehousing – Location Selection (Expansion and New). Storekeeping – Strategies – Operations – Decisions – Space Management – Scheduling. Pricing, Intermediaries and Alliances – 3 PL and 4 PL service providers, Material handling – Principles – equipment.

Unit-III (9 hours)

Logistics – definition – Objectives – Importance – Scope – Functions – Need for Planning logistics – Logistics and production – significance –Logistics and marketing – significance. Value Added logistics Services, Role of logistics in SCM. Packaging – Principles, Functions – Types - Concepts – Materials and Cost – Consumer & Industrial Packaging – Infrastructure – Customs Issue – Service utilization Models. Logistics Costs – Concept – Identification of Costs – Accounting Methods, Logistics Audit.

Unit-IV(9 hours)

Transporting System – Evolution – Infrastructure & Networks – Freight Management – Route Planning – Containerization – Inter-model Operators and Transport Economies. Transportation Model – Trans shipment Model – Traveling Sales Man – Simple Problems.

Unit-V(9 hours)

Logistics Information System – Needs – Characteristics – Design. E-Logistics – Structure and Operation. Logistics Resource Management. Reverse Logistics – Scope – Design- Competitive Tool. Global Logistics – Operational and Strategic Issues, Strategic Logistics Planning.

**MAPPING OF COs to PSOs**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	M	H	M	M	L			√	√	√			
CO2		M	H	H	M	M		L	√	√				
CO3		H	H	H	M	M	L		√	√	√	√		
CO4	M	M	H	H	M	M						√	√	
CO5	M	M	H	H	M	L		L		√	√		√	
CO6	M		H	H	L	L						√		√

**References:**

- David Sindhi – Levi et.el. Designing & Managing the supply chain  
 Monezka, Trent and Handfield Purchasing and Supply Chain Management  
 Monezka et.al. Purchasing and Supply Chain Management  
 Dobler and Burt Purchasing & Supply Management  
 Altekar Rahul V Supply Chain Management – Concept and Cases  
 Stock & Lambert Strategic Logistics Management  
 Raghuram&Rangraj Logistics & Supply Chain Management: Cases & Concepts



Bowersox, Closs & Cooper Supply Chain Logistics Management  
Doughlas Long. International Logistics: Global Supply Chain Management

## **SYSTEMS ANALYSIS AND DESIGN**

### **COURSE OBJECTIVE:**

The main objective of this course is to provide knowledge of different concepts of system analysis and design so that students will be able to develop information systems using different methodologies, tools, techniques, and approaches.

### **COURSE OUTCOMES:**

On successful completion of the course, the students will be able to attain CO:

CO1 : Able to remember the concepts of system analysis and design.

CO2 : Understand feasibility studies and development strategies.

CO3 : Construct process and data models.

CO4 : Produce a system design satisfying requirements and constraints.

CO5 : Understand systems implementation processes.

CO6 : Become a system analyst.

### **UNIT I**

**9**

System – Concept – Characteristics. Systems Development – Fundamentals - Players in the Systems Game – Analysis. Information System Building Block. Creativity Vs Diversity. Project – initiation - Management.

### **UNIT II**

**9**

Systems Analysis - Gathering information – Discovery. Feasibility Analysis – Economic – technical – operational. Schedule Analysis - Cost Benefit Analysis - Risk Analysis - System Proposal.

### **UNIT III**

**9**

Data Modeling - Process Modeling - Logic Modeling - Conceptual Modeling - Distributed data Modeling. Alternative Design Strategy.

### **UNIT IV**

**9**

Systems Design - Application - Forms – Reports - Interfaces – Dialog. Database Design. Output design – Input design – Prototyping. User Interface design. Designing Distributed Systems.

### **UNIT V**

**9**

Implementation - Object Approach - Systems construction – Implementation. Maintenance. Systems - Operations – Support. Object Oriented Analysis and Design. Rapid Application Development.

**MAPPING OF COs to PSOs**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	H	H	H	M	H	M	H	√	√				
CO2	M	H	H	M	M	H	H	M	√	√				√
CO3	M	H	H	M	M	H	H	M		√				√
CO4	M	H	H	H	H	H	H	H			√	√	√	√
CO5	M	H	H	M	H	H	M	H	√	√	√			
CO6	H	H	H	H	H	H	H	M			√		√	

**REFERENCES:**

1. [Alan Dennis](#), Systems Analysis and Design, 6<sup>th</sup> Edition, John Wiley & Sons.
2. [Edward Yourdon](#) and Larry L. Constantine, *Structured Design: Fundamentals of a Discipline of Computer Program and System Design*, Prentice-Hall.
3. Hoffer, et al, Modern Systems Analysis and Design.
4. [I.T. Hawryszkiewicz](#), Introduction to Systems Analysis and Design, 3<sup>rd</sup> Edition, Prentice-Hall (Australia).
5. [Jeffrey L. Whitten](#), [Lonnie D Bentley](#) and [Kevin C Dittman](#), Systems Analysis and Design Methods, 4<sup>th</sup> Edition, McGraw-Hill.
6. John W. Satzinger, Robert B. Jackson, Stephen D. Burd, Systems Analysis and Design in a Changing World, 6<sup>th</sup> Edition, Joe Sabatino.

**DATABASE AND INFORMATION MANAGEMENT SYSTEM**
**COURSE OBJECTIVE:**

This course explains the formats of different databases and the methods to derive information from the data.

**COURSE OUTCOMES:**

On successful completion of the course, the students will be able to attain CO:

CO 1 : Ability to recall the basic concepts and terms related to database and information management system.

CO2 : Understand and create conceptual database models utilizing entity-relationship modeling.

CO3 : Understand and apply the concept related with data model.

CO4 : Analyze the query processing and query cost.

CO5 : Evaluate how database applications are applied to different functional areas.

CO6 : Develop solutions using database concepts for real time requirements.

**UNIT I**
**9**

Database systems – definition – purpose - Concepts - data abstraction - instances and schemes - data independence - introduction to DDL, DML - Function - database manager - database administrator - database users - overall system structure. Data Models – Hierarchical – Network - Relational.

**UNIT II**
**9**

Database Development Process - Modeling - Design. Entity relationship model – entities - entity sets – Attributes - relationships - relationship sets - mapping constraints - primary keys - E-R diagrams - reduction of E-R diagrams to tables – generalization - aggregation. Functional Dependencies. Normalization - Types - Features.

**UNIT III**
**9**

Relational model – structure - relational algebra - relational calculus - commercial query languages – SQL. QUEL- Query by example. Relational database design - pitfalls in design - functional dependency - normal forms 1NF- 2 NF- 3NF- BCNF - multi value dependency - 4NF.

#### UNIT IV

9

Query Processing: Steps - Query cost. Data Administration - Client / Server and Distributed Databases Data administration functions- Data administration tools – Repositories. CASE Tools. Crash recovery - failure classification - Storage and File structure: Secondary storage devices - shadow paging- Concurrency control - serializability- locking - validation techniques - multiple granularity.

#### UNIT V

9

Database Applications: Financial Systems- Marketing System- foreign Trade- Inventory Information systems.

#### MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	H	H	H	M	H	H	H	√	√				
CO2	H	H	H	H	H	H	H	H	√	√	√			
CO3	H	H	H	H	M	H	H	H		√	√			
CO4	H	H	H	H	M	H	H	H	√	√	√			
CO5	H	H	H	H	H	H	H	H			√	√		
CO6	H	H	H	H	M	H	H	M						√

#### REFERENCES:

1. Elmasri Ramez, Navathe Shamkant, Fundamentals of Database Systems, 7<sup>th</sup> Edition, Pearson Education.
2. Henry F. Korth, Abraham Silberschatz Database System Concepts, McGraw-Hill Companies.
3. Jeffrey A. Hoffer, Mary B. Prescott and Fred R. McFadden, Modern Database Management, 8<sup>th</sup> Edition, Pearson College Div.
4. Jeffrey D. Ullman, Principles of Database Systems, Galgotia Publications Pvt Ltd.
5. Raghu Ramakrishnan and Johannes Gehrke, Database Management Systems, 3<sup>rd</sup> Edition, McGraw Hill Education.
6. SQL: The Ultimate Beginners Guide by Steve Tale.

#### INTERNET AND INTRANET TECHNOLOGY MANAGEMENT

#### COURSE OBJECTIVE:

This course introduces the technology that helps to manage the data and its flow.

#### COURSE OUTCOMES:

On successful completion of the course, the students will be able to attain CO:

- CO 1 : Ability to recall the basic concepts related to internet and internet.
- CO2 : Understand the fundamentals of network technologies.
- CO3 : Apply the popular programming languages for web development.
- CO4 : Analyze the cyber security needs of an organization.

CO5 : Design E-Commerce websites.

CO6 : Create the effective web applications for business functionalities using latest web development platforms.

**UNIT I**

**9**

Electronic Communication – Introduction - PCs. Networks – Types – Levels – Application. Concept of front end and back end.

**UNIT II**

**9**

Internet – Introduction - World Wide Web – Architecture – Technologies. Protocols – HTTP, SMTP, POP3, MIME, and IMAP. Internet & MIS, Intranet verses Traditional Group-ware. Introduction to Client – Server Architecture.

**UNIT III**

**9**

Access - working - OSI – Models - Dial Connection - Proxy Server Connection - Internet Address. Web servers - Various Web servers - Web browsers – URL - Types of Websites. Email Technology. Internet Programming (Only applications and usages) JAVA, ASP, CGI, PERL, VB Script, ActiveX, SGML, HTML, XML, MS Front Page.

**UNIT IV**

**9**

Communication Capabilities - Multimedia - Audio and Video Speech Synthesis and Recognition. Legal Issues. ISP, Information Espionage, Information Highway Hackers, Ways to Protect Information from Espionage.

**UNIT V**

**9**

Application of Internet in Business, Usage of Internet Facility , Emerging Trends. Capabilities of Internet - Electronic Commerce –E- Marketing – Online Payments and Security. Medical Transcription.

**MAPPING OF COs to PSOs**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	H	H	M	M	H	H	H	√	√				
CO2	M	H	H	M	M	H	H	H		√	√			
CO3	M	H	H	M	H	H	H	H					√	√
CO4	H	H	H	M	M	H	H	H		√	√			
CO5	H	H	H	H	H	H	H	H		√	√	√		√
CO6	M	H	H	M	M	H	H	H		√	√	√		√

**REFERENCES:**

1. George Metes, John Gundry, Paul Bradish Agile Networking: Competing through the Internet and Intranets, Prentice Hall.
2. Jessica Keyes, Internet Management (Best Practices) First Edition, CRC Press.
3. Peter G. W. Keen, Walid Mougayar and Tracy Torregrossa, The business Internet and Intranets: A Manager's Guide to Key Terms and Concepts, Harvard Business School Pr.
4. Roxanne E. Burkey, Charles V. Breakfield Designing a Total Data Solution: Technology, Implementation and Deployment, First Edition, Auerbach Publications.
5. Sanjiv Purba, New Directions in Internet Management (Best Practices), First Edition, Auerbach Publishers Inc.
6. Subhasish Dasgupta, Managing Internet and Intranet Technologies in Organizations: Challenges and Opportunities, IGI Publishing.

**STRATEGIC IT CONSULTING**
**COURSE OBJECTIVE:**

This course is designed to introduce the field of IT consultancy and the techniques used for the consultancy.

**COURSE OUTCOMES:**

On successful completion of the course, the students will be able to attain CO:

CO 1 : Ability to recall the basic concepts and terms related to IT consultancy.

CO2 : Critically analyzing business situations and problems and understanding the role that information technology can play a role in solving the issues.

CO3 : Identification of suitable and accurate sources of information and data gathering.

CO4 : Analyze the effective client relationship management.

CO5 : Evaluate the role and influence of ethics in professional consulting.

CO6 : Students can become a good IT consultant.

**UNIT I**
**9**

Overview and Principles of IT Consultancy, The Structure and Drivers of the IT/IS Industry, The Role of the Consultant, Competencies of Consultants, Consultancy Models: Expert, Doctor/Patient, Collaborative/Process, Considerations for The External Consultant, Internal Consultant and Sole Practitioner, Managing Change.

**UNIT II**
**9**

Conducting an IT Consultancy Assignment – Life Cycle, The Life Cycle of a Consultancy Assignment, Gaining Entry, Contracting and Assignment Initiation, Identification of Problems and Business Needs, Diagnosis and Solution Definition, Solution Appraisal and Evaluation, Implementation and Taking Action, Closure and Review.

### UNIT III

9

Conducting an IT Consultancy Assignment – Tools and Techniques, Consulting Services Portfolio, Qualification of Opportunities Using MANDACT, Terms of Reference, Root Cause Analysis and Creative Problem Solving, Investigation Techniques and Data Collection, Generating Options, Implementation and Taking Action, Disengaging and Expansion, Withdrawal From the Assignment, Evaluation, Follow Up and Business Development.

### UNIT IV

9

Managing Relationships, Management of Client Relationships, Building Rapport, Handling Client Meetings, Client Behaviors and Objectives, Assessment of Readiness for Change, Proposals and Bids, Contracts and IPR, Influencing and Negotiation, Working In Teams, Team Management and Delegation, Management of Expectations, Conflict Management, Motivation and Continuous Professional Development of the Consultant, Selling of Consultancy Services, Issues in the Use of Consultants.

### UNIT V

9

Managing Consultancy Assignments, Scoping of Assignments and Projects, Project Planning and Project Management Principles, Progress Monitoring, Completion and Handover, Communications and Reviews, Quality Management Systems, Risk Management, Change Control, Legislation, Ethics and Professional Standards, Financial Management, The Economics of Consulting, Transferring Experience to the Client, Benefits Management.

### MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	H	M	M	M	H	H	M	√	√				
CO2	M	H	H	H	M	H	H	M		√		√		
CO3	M	H	H	M	H	H	H	M		√	√			
CO4	M	H	H	H	H	H	H	M			√			√
CO5	M	H	H	H	H	H	H	H					√	
CO6	H	H	H	H	M	H	H	H						√

### REFERENCES:

1. Bennet P. Lientz and Kathryn Rea, Breakthrough Technology Project Management (E-Business Solutions), Academic Press Inc.
2. Calvert Markham, Practical Management Consultancy, 3<sup>rd</sup> Edition, The Institute of Chartered Accountants.
3. Jr. Brooks, Frederick, The Mythical Man Month: Essays on Software Engineering, 2<sup>nd</sup> Edition, Addison-Wesley Educational Publishers Inc.
4. Peter Checkland and Sue Holwell, Information, Systems and Information Systems: Making Sense of the Field, 1<sup>st</sup> Edition, Wiley.

**IV SEMESTER**

<b>COURSE CODE</b>	<b>FAMILY BUSINESS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
E6		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b><u>COURSE OBJECTIVES</u></b>					
<ol style="list-style-type: none"> <li>1. To understand the basics of family business.</li> <li>2. To understand the unique situations and issues faced by the family business.</li> <li>3. To understand the governance issues and behavioral issues of family business.</li> <li>4. To identify the suitable business models for effectively managing the family business.</li> <li>5. To understand the nuances related to the succession of family business.</li> <li>6. To understand the changing role and status of family business.</li> </ol>					
<b><u>COURSE OUTCOMES</u></b>					

- CO1 Would be able to understand and assess the basic faces of family business.
- CO2 Would be capable of understanding the situations and issues faced by the family business.
- CO3 The candidate would be capable of understanding the governing and behavioral issues of a family business.
- CO4 The student would be able to develop an appropriate business model for family business.
- CO5 The student would be able to understand the succession related issues and would be able to devise appropriate succession strategy.
- CO6 The learner would be able to understand the change in role of family business.

UNIT:1

Introduction to family business-Overview of the family business around the world. Effective governance and the family business, Issue of ownership and conflict in family. Capital structure of closely held business and family business. Issues and challenges in family business and closely held family business.

UNIT:2

Understanding the relationships between family and business, management and ownership. Governance issues in family owned business, behavioural issues in closely held and family owned business & managed business. Conflict management and transition in family business.

UNIT:3

Growth strategy for family owned business. Different models in family business. Developing sustainable family business organization structure, ownership, team of advisors, board of directors and corporate governance.

UNIT:4

Family succession, issues of succession in a family firm, preparing for succession planning. Legal norms of succession-succession acts, important provisions. Cases on successful and unsuccessful success

ion of family business.UNIT:5

Involving non-family members, power struggles and issues of succession in a family firm, Valuation of the closely held firm, the changing role of family in the family business. The future of family held business.

	<b>Total Lecture Hours</b>								<b>45 Hours</b>
<b>Course</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>	<b>PSO5</b>	<b>PSO6</b>	<b>PSO7</b>	<b>PSO8</b>	<b>Cognitive Level</b>



Outcomes									K1	K2	K3	K4	K5	K6
CO1	H	M		M	M	H				√				
CO2	H	H	M	H	M	M	H				√			
CO3	H	H	H	H	H	M	M	H			√			
CO4	H	H	M	H	H	H	H	H						√
CO5	H	M		M	L		H			√				
CO6	H	H	H	M	H	L	H	M		√				

### REFERENCES

1. Family Business in India - Dutta Sudipt published by Response books (1999)
2. Generation to Generation: Life Cycles of the Family Business by Kelin E. Gersick, John A. Davis , et al.
3. Raj Shankar, Entrepreneurship-Theory and Practice
4. Entrepreneurship Development and Management by M.L. Sharma published by Khanna Publishers
5. Fundamentals of Entrepreneurship by Dr. G.K. Varshney published by Sahitya Bhawan
6. Robert D Hisrich and Michael P.Peters, Entrepreneurship, Tata McGraw Hill
7. Roy, Entrepreneurship, Oxford University Press
8. Madhurima Lall & Shikha Sahai, Entrepreneurship, Excel Books

COURSE CODE	INNOVATION AND INTELLECTUAL PROPERTY PROTECTION	L	T	P	C
E7		3	0	0	3

### COURSE OBJECTIVES

1. To make the student understand the basics of innovation.
2. To help the students to understand the necessity of IPR
3. To sensitize the student on the various aspects of Copy right.
4. To brief the student on the various aspects of Patent.
5. To explain the student the different aspects of Trademarks.
6. To educate the students on the aspects related to GI

**COURSE OUTCOMES**

- CO1 Would be able to understand the basic facets of innovation.
- CO2 Would be capable of understanding the importance of IPR
- CO3 The students would be able to know the utility of copyright
- CO4 The learners at the end will be able to know the importance and do the required for obtaining patent.
- CO5 The candidates at the end would know the importance of Trademarks and develop the same.
- CO6 The students would be able to know the importance and uses of GI

**UNIT:1**

Innovation in a systemic view - Sources of innovation – Types of innovation – Patterns and models of innovation – Management innovation – Design Thinking - Managing innovation in open and close innovation systems - Innovation management in complex systems - Managing innovation through experimentation - Managing innovation through improvisation - Building innovative organizations.

**UNIT:2**

Basic concept of Intellectual Property, Characteristics and Nature of Intellectual Property right, Justifications for protection of IP Co, IPR and Economic Development, Major International Instruments relating to the protection of IP i. Berne Convention ii. Paris Convention iii. TRIPS Module.

**UNIT:3**

Copyright- Meaning, Ownership of copyright, Term of copyright, Rights of owner Economic Rights, Moral Rights, Infringement of copyright. Patents-Meaning, Criteria for obtaining patent,

Non patentable inventions, Procedure for registration, Term of patent , Rights of patentee, Basic concept of Compulsory license and Government use of patent, Infringement of patents and remedies.

<b>UNIT:4</b>															
Trade Marks-Meaning of mark, trademark, Categories of Trademark: Certification Mark, Collective Mark and Well-known Mark and Non-conventional Marks, Procedure for registration and Term of protection.															
<b>UNIT:5</b>															
Designs, GI and other forms of IP, Designs - Meaning design protection, Concept of original design, Term of protection, Geographical Indication-Meaning of GI, Difference between GI and Trade Marks Concept of Authorized user.															
Trade-secret- Meaning, Criteria of Protection, Plant Variety Protection.															
<b>Total Lecture Hours</b>										<b>45 Hours</b>					
Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level						
									K1	K2	K3	K4	K5	K6	
CO1	H	M		M	M	H				√					
CO2	H	H	M	H	M	M	H				√				
CO3	H	H	H	H	H	M	M	H			√				
CO4	H	H	M	H	H	H	H	H							√
CO5	H	M		M	L		H			√					
CO6	H	H	H	M	H	L	H	M		√					
<b>REFERENCES</b>															
<ol style="list-style-type: none"> <li>1. Indian Innovators by Akshat Agrawal</li> <li>2. Intellectual Property Law by Lionel Bently &amp; Brad Sherman Published by Oxford.</li> <li>3. Intellectual Property Law by P. Narayanan Published by Eastern Law House.</li> <li>4. Making Breakthrough Innovation Happen: How 11 Indians Pulled off the Impossible by Porus Munshi</li> <li>5. A Biography of Innovations: From Birth to Maturity by R. Gopalakrishnan</li> </ol>															

<b>COURSE CODE</b>	<b>RURAL ENTREPRENEURSHIP</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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E8		3	0	0	3
<b><u>COURSE OBJECTIVES</u></b>					
<ol style="list-style-type: none"> <li>1. To introduce the concepts associated with the basics of rural entrepreneurship.</li> <li>2. To educate on the role of rural entrepreneurship in rural development.</li> <li>3. To expose on the scopes of micro entrepreneurship and help identify project ideas.</li> <li>4. To help scan the rural environment for understanding the requirements of other functional areas of business.</li> <li>5. To educate on the various schemes, policies and support institutions available for rural entrepreneurs.</li> <li>6. To expose on the challenges associated in rural entrepreneurship through select cases.</li> </ol>					
<b><u>COURSE OUTCOMES</u></b>					
<p>CO1 Would be able to understand the basic facets of rural entrepreneurship.</p> <p>CO2 Would be able to comprehend the role of entrepreneurship and rural development.</p> <p>CO3 Would be capable of generating suitable ideas for rural entrepreneurship.</p> <p>CO4 Would be able to understanding the environment associated with the rural locality and strategize accordingly.</p> <p>CO5 Would be possible to make use of various schemes, policies and support institutions prevailing for rural entrepreneurs and promote the ventures.</p> <p>CO6 Would understand the challenges of rural business institutions through real time cases.</p>					
<b>UNIT:1</b>					
Rural Entrepreneurship: concept, Rural Entrepreneur: concept & characteristics, Qualities of Rural Entrepreneurs, Factors influencing Rural Entrepreneurship and Entrepreneurial Motivation: different motivating factors, Rural Entrepreneurship and its role in rural development. Rural Development: Introduction & Strategy. Business plan development of a Rural enterprises.					
<b>UNIT:2</b>					
Understanding Micro and Small Enterprises Project Identification and Selection Project Formulation, Project Appraisal Government Policies for Micro and Small Enterprises Rural Business Environment-Social, Economic, Political and Cultural Issues					
<b>UNIT:3</b>					

Scanning Rural Environment- Economic, Technical, Technological & Market Business Opportunity Identification and Project Selection Business Plan Preparation Forward and Backward Linkages Market Linkages Development Rural Marketing															
<b>UNIT:4</b>															
Rural Entrepreneurs, Rural Artisans, Institutional support to rural entrepreneurship: NABARD & its schemes, KVIC and its interventions, Problems of Rural Entrepreneurship, Steps to Develop Rural Entrepreneurship, Project Formulation & Implementation.															
<b>UNIT:5</b>															
Rural Technology: concept & application, CAPART and its Interventions, Successful Interventions based on Rural Technology, Rural Innovations: Current Status and Impact on beneficiaries. Scopes and Challenges of Rural Entrepreneurship, Cases on Successful Rural Entrepreneur/Entrepreneurship/Enterprises.															
<b>Total Lecture Hours</b>									<b>45 Hours</b>						
Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level						
									K1	K2	K3	K4	K5	K6	
CO1	H	M		M	M	H				√					
CO2	H	H	M	H	M	M	H				√				
CO3	H	H	H	H	H	M	M	H			√				
CO4	H	H	M	H	H	H	H	H							√
CO5	H	M		M	L		H			√					
CO6	H	H	H	M	H	L	H	M		√					
<b>REFERENCES</b>															

1. Fundamentals Entrepreneurship- Anil Sardana published by Cyber Tech Publications; First edition (2018)
2. Entrepreneurship, Skill Development and Rural Livelihoods by Sunil Bhardwaj, Rohit Bhagat
3. Development Of Rural Women Entrepreneurship by Dr. (Mrs) Gyanmudra
4. Entrepreneurship – Robert. D. Hisrich, Michael. P. Peters, Dean. A. Shepherd Published by Tata Mc Graw Hill.
5. Entrepreneurship Development: Training and Practice by Dr. Prabhat Kumar Pani
6. A Biography of Innovations: From Birth to Maturity by R. Gopalakrishnan

COURSE CODE	ENTREPRENEURIAL FINANCE	L	T	P	C
E9		3	0	0	3
<b><u>COURSE OBJECTIVES</u></b>					
<ol style="list-style-type: none"> <li>1. To expose the valuation of firm to the learners</li> <li>2. To introduce the concepts related to the analysis of financial statements</li> <li>3. To educate on the capital budgeting decisions.</li> <li>4. To teach on the nuances related to venture capital, IPO and other financing options.</li> <li>5. To train the candidate on the methods of financial forecasting required for a new entrepreneur.</li> <li>6. To expose on the challenges in operation, exit or liquidation of a unviable firm.</li> </ol>					
<b><u>COURSE OUTCOMES</u></b>					

CO1 Would be able to understand the basic of valuing the firms. CO2 The students could be capable of analyzing the financial statements. CO3 The candidates will be able to decide on projects by apply the concepts of capital budgeting. CO4 The students would be able to understand about venture capital, IPO and the financing options available for entrepreneurs. CO5 The candidate will be able to forecast on the financials of venture. CO6 The candidates would be in a position to decide on the future of the organization and exit if required.														
<b>UNIT:1</b>														
Definition, Valuation of new firms, financing new ventures, Business Valuation, basic Financial and Economic Concepts, Financial Management and Planning, Financial Statements and Analysis of Financial Statements, Various sources of Finance.														
<b>UNIT:2</b>														
Capital Budgeting, Discounted Cash flow methods, New venture financing: Considerations and Choices, Structuring Investments /Financing, Terms of the initial investment/financing, Understanding deal terms, Evaluating deal terms, Negotiating deal term, Follow-on investments, Later Stage Deals.														
<b>UNIT:3</b>														
Venture Capital, Venture Capital Funds, Risk analysis in Venture Capital Funds, Structure of partnership compensation, and Structure of partnership covenants, Partnership strategies, Corporate Venture Capital Funds, International Venture Capital Funds.														
<b>UNIT:4</b>														
Financial Forecasting, Valuation of New Ventures, Sharing of proposed risks and returns, Employment Issues, Joining start-ups, valuing alternative compensation plans.														
<b>UNIT:5</b>														
Procedures, Challenges and Opportunities in harvesting the benefits, Exit, IPO, Sale, Liquidation.														
<b>Total Lecture Hours</b>									<b>45 Hours</b>					
<b>Course Outcomes</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>	<b>PSO5</b>	<b>PSO6</b>	<b>PSO7</b>	<b>PSO8</b>	<b>Cognitive Level</b>					
									K1	K2	K3	K4	K5	K6

CO1	H	M		M	M	H				√				
CO2	H	H	M	H	M	M	H				√			
CO3	H	H	H	H	H	M	M	H			√			
CO4	H	H	M	H	H	H	H	H						√
CO5	H	M		M	L		H			√				
CO6	H	H	H	M	H	L	H	M		√				

#### REFERENCES

1. E Philip J Adelman and Alan M. Marks, —Entrepreneurial Finance by Pearson Education, 5th Edition.
2. Janet Kiholm Smith, Richard L. Smith, and Richard T. Bliss Entrepreneurial Finance: Strategy, Valuation, and Deal Structure, Stanford University Press
3. Rajni Sofat and Preeti Hiro, —Strategic Financial Managementl, PHI Learning Private Limited, New Delhi, Second Edition, 2016.
4. Samuel C.Weaver & J.Fred Weston, —Strategic Financial Management: Applications of Corporate Finance, Cengage South – Western, First Edition, 2008.



<b>COURSE CODE</b>	<b>ENTREPRENEURSHIP SUPPORT SYSTEM</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
E10			<b>3</b>	<b>0</b>	<b>0</b>
<b><u>COURSE OBJECTIVES</u></b>					
<ol style="list-style-type: none"> <li>1. To understand various domains of entrepreneurship ecosystem.</li> <li>2. To understand the role and support of government in the promotion of entrepreneurship.</li> <li>3. To know the feature and important provisions of MSME Act 26.</li> <li>4. To get exposed on the various institutions that supports the cause of entrepreneurship.</li> <li>5. To get the knowledge related to the role and function of education and training institutions in the promotion of entrepreneurship.</li> <li>6. To know the institutions available for financing the entrepreneurial ventures.</li> </ol>					
<b><u>COURSE OUTCOMES</u></b>					
CO1 Would be able to understand the various domains of entrepreneurial ecosystem.					
CO2 Would be capable of understanding the role of government in the support of entrepreneurial cause.					
CO3 Would know the features and provision of MSME Act 2006.					
CO4 Would know about the institutions that supports the cause of entrepreneurship.					
CO5 Would be able to know the activities and functions of education and training institutions in supporting the entrepreneurial cause.					
CO6 Able to understand the financial institutions that support the entrepreneurs.					
<b>UNIT 1</b>					
Entrepreneurship Ecosystem System, Domains of entrepreneurship ecosystem - Policy Domain, Financing Domain, Culture Domain, Support Domain, Human Capital Domain, Market Domain.					
<b>UNIT 2</b>					
Role of Government in supporting entrepreneurship, Policies and schemes of Government in support of Entrepreneurship, MSME Act 2006 - Preamble of the act, Objectives and Overview of the act, Important features of the MSME act 2016.					
<b>UNIT 3</b>					
Institution Support for Entrepreneurship, Role of Institution in the promotion of Entrepreneurship, NSIC, SIDO, SSIB, DIC, SIPCOT, SEZ, Industrial Park, Technology park, Industrial Cluster.					
<b>UNIT 4</b>					

Education Support - Importance of Entrepreneurship Education, Role of University and Training Institutions, Role of Incubators and Accelerators in developing Entrepreneurship, Social Culture and social acceptance, Social encouragement for Entrepreneurship.														
<b>UNIT 5</b>														
Financing Support, Role of financial institution in development of entrepreneurship, Financial institutions and Schemes for Entrepreneurs - IDBI, SIDBI, NABARD, Commercial Banks. Market support for new ventures and Innovations,														
<b>Total Lecture Hours</b>												<b>45 Hours</b>		
Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	M		M	M	H				√				
CO2	H	H	M	H	M	M	H				√			
CO3	H	H	H	H	H	M	M	H			√			
CO4	H	H	M	H	H	H	H	H						√
CO5	H	M		M	L		H			√				
CO6	H	H	H	M	H	L	H	M		√				
<b>REFERENCES</b>														

1. Entrepreneurship New Venture Creation - Holt H. David Published by Prentice Hall (2005) Desai, Vasant Small-Scale Industries and Entrepreneurship. Himalaya Publishing House
2. New Ventures Management: Entrepreneur Road Map - Kuratko F. Donald and Hornsby S. Jeffery Published by Pearson Education (2009).
3. New Business Ventures and the Entrepreneur -Stevenson, H.H., Grousebeck, H.I., Roberts, M.J. and Bhide, A. Published by McGraw-Hill, (2000).
4. Thomas W. Zimmerer, Norman M. Scarborough-Essentials of Entrepreneurship and Small Business Management
5. Raj Shankar, Entrepreneurship-Theory and Practice
6. Entrepreneurship Development and Management by M.L. Sharma published by Khanna Publishers
7. Fundamentals of Entrepreneurship by Dr. G.K. Varshney published by Sahitya Bhawan
8. Robert D Hisrich and Michael P.Peters, Entrepreneurship, Tata McGraw Hill
9. Roy, Entrepreneurship, Oxford University Press
10. Madhurima Lall & Shikha Sahai, Entrepreneurship, Excel Books

#### **DIGITAL FINANCE**

L	T	P	C
3	0	0	3

#### **COURSE OBJECTIVES**

1. To make the students to describe various developments in the Finance arena through the FinTech revolution.
2. To make the students to compare and contrast the opportunities and challenges in integrating modern technology and conservative banking practices.

#### **COURSE OUTCOMES**

The students will be able to:

- CO 1 - Examine in detail the basic concepts in FinTech and its various aspects.
- CO 2 - Describe the recent developments in Artificial Intelligence and Machine Learning.
- CO 3 – Solve the business risks involved in transforming to a new finance platform.
- CO 4 – Compare and Contrast the various aspects of the Fintech and Techfin Companies.
- CO 5 – Evaluate the Blockchain technology to analyze the various strategies used to cope up.
- CO 6 – Integrate the investor behavior and the economic conditions with technology.

#### **UNIT I**

Introduction, FinTech Transformation, FinTech Evolution - Infrastructure, Banks, Startups and Emerging Markets. FinTech Typology

**UNIT II**

Individual Payments, Developing Countries and Digital Financial System: The Story of Mobile Money and Regulation of Mobile Money, RTGS Systems, Blockchain, Cryptocurrencies.

**UNIT III**

A Brief History of Financial Innovation, Digitization of Financial Services, FinTech & Funds, Crowdfunding, Marketplace Lending

**UNIT IV**

FinTech Regulations, Evolution of RegTech, RegTech Ecosystem: Financial Institutions, Startups and Regulators, Regulatory Sandboxes, Smart Regulation, Redesigning Better Financial Infrastructure

**UNIT V**

Data in Financial Services, Application of Data Analytics in Finance, Digital Identity, Artificial Intelligence (AI) and Governance, New Challenges of AI and Machine Learning, Challenges of Data Regulation, Cybersecurity.

**MAPPING of COs to PSOs**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level						
									K1	K2	K3	K4	K5	K6	
CO1	H	L	M	L	M	-	-	-	√	√					
CO2	M	H	H	M	H	L	L	-		√	√	√			√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√		
CO5	M	M	M	H	H	H	L	L				√	√		
CO6	H	M	M	M	M	M	H	H					√	√	

**REFERENCES**

1. Perry Beaumont, Digital Finance, Routledge Publishers, 2019
2. Indian Institute of Banking and Finance, Digital Banking, Taxman, 2019
3. David Lee Kuo Chuen, Robert Deng, Handbook of Blockchain, Digital Finance, and Inclusion, Volume 1: Cryptocurrency, FinTech, InsurTech, and Regulation, Volume 1, Academic Press, 2017.

## BEHAVIORAL FINANCE

L	T	P	C
3	0	0	3

### COURSE OBJECTIVES

1. To make the students to describe the Behavioral aspects of Finance.
2. To make the students to compare and contrast the differences between Standard Finance and Behavioral Finance.

### COURSE OUTCOMES

The students will be able to:

- CO 1 - Examine in detail the basic concepts in Behavioral Finance.
- CO 2 - Describe the Investor behavior and how the market behaves because of the biases.
- CO 3 – Solve the business dilemmas arising due to the Investors’ irrational behavior.
- CO 4 – Compare and Contrast the impact of rational and irrational behavior of investors.
- CO 5 – Evaluate different biases based on different Behavioral theories.
- CO 6 – Integrate the investor behavior and the market conditions to make good investments.

### UNIT I

Behavioral finance – Meaning, Concept, and Definition; Differences between Behavioral finance micro versus Behavioral finance macro; Behavioral finance versus Standard finance; Efficient markets versus irrational markets; Rational economic man versus Behaviorally biased man. A study on the historical trace of behavioral finance.

### UNIT II

Incorporating investor behavior into the asset allocation process – identify behavioral biases with investors - apply bias diagnoses when structuring asset allocation - Quantitative guidelines for incorporating behavioral finance in asset allocation.

### UNIT III

Investor biases discussion – Overconfidence bias – Representativeness bias – Anchoring and adjustment bias – Cognitive dissonance bias – Availability Bias – Self attribution bias– Regret aversion bias

### UNIT IV

Investor biases discussion continuation – Illusion of control bias – Conservatism bias – Ambiguity aversion bias – Endowment bias – Self-control bias – Optimism bias – Mental accounting bias – Loss aversion bias – Status quo bias

## UNIT V

Gender, personality type and investor behavior – Psychographic models used in behavioral finance – MBT Indicator and behavioral bias testing; Investor personality types – recent developments in investor personality types – Diagnostic testing; Neuro economics – the next frontier for explaining investor behavior.

### MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level						
									K1	K2	K3	K4	K5	K6	
CO1	H	L	M	L	M	-	-	-	√	√					
CO2	M	H	H	M	H	L	L	-		√	√	√			√
CO3	L	M	H	L	M	H	L	M		√	√	√	√		
CO4	H	H	H	L	L	L	M	M			√	√	√		
CO5	M	M	M	H	H	H	L	L				√	√		
CO6	H	M	M	M	M	M	H	H					√	√	

### REFERENCES

1. *Michael Schoenhart, 2008, Behavioral finance and market anomalies, Publisher: VDM Verlag Dr. Muller Atk. & co KG.*
2. *William Forbes, 2009, Behavioural Finance, Wiley Blackwell Publishers*
3. *Michael M Pompian, 2006, Behavioural Finance and wealth management, John Wiley & Sons Publications.*
4. The journal of behavioral finance – visit [www.journalofbehavioralfinance.org](http://www.journalofbehavioralfinance.org)

**PROJECT FINANCE**

L T P C  
3 0 0 3

**COURSE OBJECTIVES**

1. To make the students to describe various aspects of Project Management and its stages.
2. To make the students to evaluate and choose the best project and implement them using optimization techniques and financial decision making.

**COURSE OUTCOMES**

The students will be able to:

- CO 1 - Examine in detail the basic concepts in Project Finance.
- CO 2 - Describe planning, evaluating and decision making based on financial prudence.
- CO 3 – Solve the business dilemmas using the Optimization Techniques.
- CO 4 – Compare and Contrast the various aspects of the choosing the right project profitably.
- CO 5 – Evaluate different methods to analyze the various strategies used to select a project.
- CO 6 – Integrate the team building skills and financial decision-making skills.

**UNIT I**

Project Management - Project Organization - Establishing a new project - Defining the project - Product specification.

**UNIT II**

Project planning - procedure - application of network analysis for project planning critical path method - principle construction - uses program evaluation and review techniques - Time/Cost trade off - probability of completion of project.

**UNIT III**

Technical analysis - location size production technology, equipment – supplementary engineering works - efficient disposal system - layout of site - building and plant – work schedule.

**UNIT IV**

Project cost analysis - project estimation time / cost overrun of the project – task classification - estimation forms - cost estimation (Material, Labour, Production cost, Overhead cost) - cost of production - working capital cost for projects.

**UNIT V**

Resource allocation and resource smoothening. Investment analysis - alternate of investment proposal, Source of finance for projects - bankers view of financing.

**MAPPING of COs to PSOs**

Course	a	d	a	d	a	d	a	d	a	d	a	d	a	d	Cognitive Level
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Outcomes									K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√	
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	H	M	M	M	M	M	H	H					√	√

### REFERENCES

1. Gido I Clements, —Project Management, Cengage Learning Publishing, India.
2. Prasanna Chandra, —Projects: Planning, Analysis, Selection, Implementation and Review, TMH, New Delhi.
3. R. Panneerselvam & P. Senthil Kumar, —Project Management, PHI Learning Pvt.Ltd., New Delhi.
4. Clifford F Gray, Erik W Larson, —Project Management-The Managerial Process, Tata McGraw-Hill Publishing Co Ltd.
5. Promod Mantravadi, K Seethapathi, —Project Management, Vol 3, First Edition 2002.

### STRATEGIC FINANCIAL MANAGEMENT

L T P C  
3 0 0 3

### COURSE OBJECTIVES

1. To make the students to describe various strategic perspectives of decision making with special reference to Financial Management.
2. To make the students to apply the knowledge gained in Financial Management and Strategic Management and take a comprehensive wealth maximization decision.

### COURSE OUTCOMES



The students will be able to:

CO 1 - Examine in detail the basic concepts in financial modelling.

CO 2 - Describe the various techniques available for making financial decisions for the future.

CO 3 – Solve the business problems using risk management tools.

CO 4 – Compare and Contrast the various policies of Dividend.

CO 5 – Evaluate different methods to analyze the various strategic decisions.

CO 6 – Integrate the quantitative methods and forecasting techniques in decision making.

#### UNIT I

Financial Planning and Forecasting – Use of Financial Models, Simulation and Probabilities in Financial Forecasting.

#### UNIT II

Quantitative Techniques in Working Capital Management – Working Capital Leverage, Cash Management Models, Miller - Orr Model, Baumol Model

#### UNIT III

Capital Budgeting and Risk – Using Beta for Capital Budgeting and risk, Capital structure and cost of capital, Use of Sensitivity analysis, Monte Carlo Simulation, Decision Tree in Financial Management.

#### UNIT IV

Empirical Studies in Cost of Capital, Capital Structure and Dividend Policies, Role of Banking relationships in Strategic Financial Management.

#### UNIT V

Activity Based Costing - Benefits and Limitations, Classification of Activities, Activity based Profitability analysis, Activity based cost assistance.

#### MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level						
									K1	K2	K3	K4	K5	K6	
CO1	H	L	M	L	M	-	-	-	√	√					
CO2	M	H	H	M	H	L	L	-		√	√	√			√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√		
CO5	M	M	M	H	H	H	L	L				√	√		
CO6	H	M	M	M	M	M	H	H					√	√	

#### REFERENCES

1. Prasanna Chandra, —Financial Management Theory and Practice, McGraw-Hill Education (India) Private Limited, New Delhi, Ninth Edition, 2015.
2. Prasanna Chandra, —Finance Sense, Tata McGraw-Hill Education Private Limited, New Delhi, Fourth Edition, 2010.

3. Rajni Sofat and Preeti Hiro, —Strategic Financial Management, PHI Learning Private Limited, New Delhi, Second Edition, 2016.
4. Samuel C.Weaver & J.Fred Weston, —Strategic Financial Management: Applications of Corporate Finance, Cengage South – Western, First Edition, 2008.

### **COMMODITIES AND FINANCIAL DERIVATIVES**

L	T	P	C
3	0	0	3

#### **COURSE OBJECTIVES**

1. To make the students to describe various hedging techniques available for risk management in Finance.
2. To make the students to compare various hedging tools for taking effective risk management decisions.

#### **COURSE OUTCOMES**

The students will be able to:

- CO 1 - Examine in detail the basic risk management techniques in International Finance.
- CO 2 - Describe the pros and cons of each hedging tool available for a treasury manager.
- CO 3 – Solve the problems using Foreign Exchange Arithmetic.
- CO 4 – Compare and Contrast the various hedging tools.
- CO 5 – Evaluate and analyze the various hedging techniques and choose the best.
- CO 6 – Integrate the risk return trade off techniques and the hedging tools to minimize risk.

#### **UNIT I**

Financial Derivatives – Types – Evolution – Size of Derivative Market – Functions – Where do they trade? - Trader participants – Recent Trends – Factors driving the growth of

derivatives market – Exchange trader versus OTC Derivative Markets – Market Index – types – Index construction issues.

#### UNIT II

Mechanics of financial futures market – Origins of futures markets – Role and operation of clearing houses – forward contract - Long & Short of financial futures – Concepts pertaining to delivery, margin, leverage and liquidity. Warrants: - Features - gearing effect – valuing warrants - warrants vs options - Problems. Convertibles: Features - valuation of convertibles - Convertible preference shares - problems.

#### UNIT III

Options: Rationale of options - Put and Call options - Determining option value – option position and strategies option pricing - Black - Scholes Model - Problems. Futures: Stock Index futures Portfolio Strategies using futures. Futures on fixed Income securities. Futures on Long term securities - Returns on Futures - Financial futures - Futures versus call options. Synthetic futures - problems.

#### UNIT IV

Designing the Hedge Strategy, setting hedge objectives and Evaluating Interest rate – Determining hedge, structuring the hedge – Hedge management process. Evaluating and monitoring the hedge position.

#### UNIT V

Essence of Futures trading - New Financial Derivatives – Floating Rate Notes – Leveraged buy-outs - Debt Collating - SWAPS – Bond Swaps – Substitution Swaps – Gains from Swaps – International Swaps.

#### MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level						
									K1	K2	K3	K4	K5	K6	
CO1	H	L	M	L	M	-	-	-	√	√					
CO2	M	H	H	M	H	L	L	-		√	√	√			√
CO3	L	M	H	L	M	H	L	M		√	√	√	√		
CO4	H	H	H	L	L	L	M	M			√	√	√		
CO5	M	M	M	H	H	H	L	L				√	√		
CO6	H	M	M	M	M	M	H	H					√	√	

#### REFERENCES

1. *Kevin S*, Commodity and Financial Derivatives
2. *Robert W. Koss*, Understanding Future markets.
3. *Hull, John*, Introduction to Futures & Options.
4. *V.K. Balla*, Investment management.
5. *Somanathan*, —Derivatives, Tata McGraw Hill

L	T	P	J	C
3	0	0	0	4

## Cross Cultural and Diversity Management

### COURSE OBJECTIVES:

- 1) To understand basic aspects of culture
- 2) To learn communication strategies to be adopted across culture
- 3) To know cross cultural issues in organisation

### COURSE OUTCOMES:

- CO1. To understand cultural implications
- CO2. To learn to retain culturally different employees
- CO3. To Manage cultural issues
- CO4. To Estimate employee relationship
- CO5 : To Managing cultural diversity in global business
- CO6 : To convince multicultural societies

### COURSE CONTENT

#### Unit I Introduction

**10hours**

Culture – Concepts, Characteristic, Elements of Culture – Cross Cultural Teams — Important Cross Cultural and Diversity Management related to International Management

#### Unit II Cross Cultural Management

**10hours**

Models of Cross Cultural Management – Recruiting, Retaining, Training and Promoting culturally different employee - Negotiation and conflict in Cross Cultural Management – Employee – Employer relationship and Cross Cultural Management – Cultural Management – Culture and Reward system

#### Unit III Conflicts and Reward

**10hours**

Negotiation and conflict in Cross Cultural Management – Employee – Employer relationship and Cross Cultural Management – Cultural Management – Culture and Reward system

#### Unit IV Technology and TQM

**10hours**

Technology and culture in organisation – Cross cultural issues in Business Process Reengineering and Total quality management

#### Unit V Culture across the Globe

**10hours**

Culture and Cultural differences around the globe -Managing cultural diversity in global business- Multicultural societies – Leadership Cross Cultural Communication - Culture diversity in the work place

### MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	L	M	M	H	H	L	M	H	√	√	√			
CO2	L	H	L	H	M	L	H	H	√	√	√	√		√
CO3	L	M	M	L	H	L	H	L		√		√	√	

CO4	H	L	M	H	L	M	M	H		√	√	√		√
CO5	M	M	M	L	H	L	M	H				√	√	
CO6	L	M	L	L	M	L	M	M		√			√	√

**References**

1. Dipak Kumar Bhattacharyya, Cross–Cultural Management: Text And Cases, PHI
2. Harvey C P and Allard M J, Understanding and Managing Diversity, PHI



**COMPENSATION AND REWARD MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>J</b>	<b>C</b>
3	0	0	0	4

1. To familiarize the students with the dynamics of wage and salary administration and current trends in India.
2. To learn about the Compensation design and to know about the Laws regarding compensation

**Expected Course Outcome:**

At the end of the course the student should be able to

- CO1 – To develop basic skills in developing, job description, pay structure and performing job analysis.
- CO2 - To understand the legal and regulating aspects of Compensation and benefit
- CO3 – To analyze and apply theoretical and practical approaches of various Compensation issues
- CO4 – To learn basic Compensation concepts of payment and Employee Benefits issues
- CO5 –To recognize the legally required employee benefits
- CO6 – To illustrate different ways to strengthen the pay for –performance link.

**COURSE CONTENT**

**Unit:1 Introduction**

**10hours**

Compensation Management – Compensation as Retention Strategy – Types of Compensation Management – Compensation Issues – Compensation Strategies for Special Groups

**Unit :2 Concepts of Compensation**

**10hours**

Wage and Salary – Concept of wage and salaries – Theories of wages – Machineries for wage fixation – Benefits – DA – Consolidated pay – Equity based programs – Commission – Reward – Components of Reward – Remuneration – Bonus

**Unit :3 Incentives**

**10hours**

Incentive plans and its types – Individual incentive plans – Group incentive plans – Incentive plans for White collar worker – Productivity gain sharing plans – profit sharing plans – Financial and Non-Financial Incentives

**Unit :4 Benefits**

**10hours**

Employee Benefits – Insurance benefits – Retirement benefits – Employee service benefits – Personal Services and Family-Friendly Benefits, Flexible Benefits Programs – Provident fund Act – Minimum wages Act – Payment of Bonus Act.

**Unit :5 Concept of Tax planning**

**10 hours**

Role of Tax Planning in Compensation Benefits – Tax-efficient Compensation Package – Tax Implications of Employee Compensation Package to Employer – Fixation of Tax Liability – Salary Restructuring – Recent trends in Taxation

**MAPPING OF COs to PSOs**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	L	M	M	H	L	M	M	√	√	√			

CO2	L	M	L	M	M	L	M	M		√	√	√		√
CO3	H	L	M	L	H	H	H	M	√	√	√	√	√	
CO4	M	M	L	M	M	H	L	H		√	√	√		√
CO5	L	L	M	M	H	H	L	L				√	√	
CO6	H	M	L	M	M	L	M	M			√		√	√

### Reference Book(s)

1. Milkovich George, Newman Jerry, Venkata Ratnam C.S, (2014), Compensation, 9th edition, Tata McGraw Hill
2. Henderson R O, Compensation Management, Englewood Cliffs, Prentice Hall
3. Armstrong M and Murlis H, Reward Management, Kogan Page  
Armstrong & Stephens, Employee Reward Management and Practice, Kogan Page
4. Upadhyay D S, Compensation Management Rewarding Performance, Global India Business Publications, New Delhi
5. Armstrong Michael, Murlis Helen, (2007), Hand Book of Reward Management, 5<sup>th</sup> edition, Crust Publishing House
6. Martocchio Joseph.J, (2014), Strategic Compensation - A Human Resource Management Approach, 8th edition, Prentice-Hall.

### Managerial Counselling and Negotiation Skills

L	T	P	C
3	0	0	4

#### Course Objectives:

The course is aimed at promoting counselling skills and to provide required skills in negotiation.

#### Expected Course Outcome:

At the end of the course the student should be able to

CO1 – Explain the counselling process and its stages

CO2 - Understand the need for workplace counselling

CO3 – Discuss the characteristics and multiple roles of Workplace counsellors

CO4 – Solve the various issues at Workplace

CO5 – Discuss the various situations in which counselling is needed

CO6 – Understand the need for negotiation skills in Managers

#### COURSE CONTENT

##### Unit : 1 Introduction to Counselling

Definition, Objectives, Types and Importance of Counselling – Goals of effective Counselling – Principles of Counselling – Counselling Process and its stages - Counselling skills for Managers – Advanced Empathy – Confrontation – Interpretation – Role Playing – Ethical Issues in Counselling

##### Unit : 2 Workplace Counselling

Workplace – Need, Basics and Dimensions of Workplace Counselling - Preparation for Counselling – Assessing Workplace counselling – Introducing Counselling in the Workplace – Model of Workplace



Counselling – Workplace Counsellors – Characteristics and Multiple roles of Workplace Counsellors - Self-Development of Managers as Counsellors: Barefoot Counselling, Assertiveness and Interpersonal Skills for Counsellors, Counselling Relationship Use of Counselling skills in a HR environment.

**Unit : 3 Workplace Counselling Techniques and Methods**

Assessment and diagnosis in workplace counselling - Structuring, Leading and Questioning techniques - Overview of Major Theories of Counseling: Person Centered counseling, Transactional Analysis, Psychoanalytical counselling and Behavioural Counseling - Issues at Workplace: Career, Absence and Sickness, Grievance and Disciplinary, Welfare, Turnover and Retention, Redundancy - Home: Bereavement, Family Issues-financial, relationship

**Unit : 4 Counselling Interventions in Organizations**

Counselling Interventions in Organizations: Empathy, Listening and Responding - Effective Feedback - Performance Counselling - Counselling in Problem Situations, Interpersonal Conflicts, Midlife Blues, Integration and Action Plan

**Unit : 5 Negotiation Skills**

Negotiation skill for Managers –Negotiation process - Effective Negotiation –Negotiation models – Negotiation and collective bargaining –Approaches phases and the emerging scenario – Grievance Management

**MAPPING OF COs to PSOs**

Course Outcomes	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	H	L	M	H	M	L	L		√	√		√	√
CO2	L	M	M	M	L	L	L	M	√		√	√	√	
CO3	H	L	M	H	M	M	L	L	√	√	√		√	√
CO4	L	L	L	M	H	L	L	M		√	√	√	√	
CO5	H	M	L	L	M	H	L	L	√		√	√		√
CO6	H	L	M	M	L	L	M	M	√	√	√	√	√	

**Reference Books**

- Lewis E Patterson & Elizabeth Reynolds Welfel, (2005), The Counseling Process, Sixth Edition, Cengage Learning Pvt Ltd
- Kavita Singh, (2010), Counseling Skills for Managers, Prentice-Hall of India
- Alan F, Negotiation Skills and Strategies, Universities Press
- Richard Nelson-Jones, Basic Counselling Skills: A Helper's Manual, SAGE.
- Singh k, Counselling Skills for Managers, Prentice-Hall.
- Stephen Palmer, Gladeana McMahon, Handbook of Counselling, Psychology Press
- Walt Schafer, (2000), Stress Management for Wellness, Cengage Learning

**Strategic Human Resource Management**

L	T	P	C
3	0	0	3

**Course Objectives:**

- The objective of this course is to develop a theoretical and practical understanding of the role of HR professionals as a strategic partner in organizations and it is designed to provide linkages of business strategy to HR strategies-Policies and Systems

2. Provides insights on how to develop and formulate strategies and programs to introduce and sustain competitive HR advantage in organizations and Focuses on the best practices, tools and models to implement an effective HRM system

**Expected Course Outcome:**

At the end of the course the student should be able to

CO1 – Integrate HR with the Business Strategy

CO2 – Develop competency to enhance Employee Development

CO3 – Understand the various strategies in an organisation

CO4 – Understand HR perspective of other functional units

CO5 – Gain rational ability to manage performance strategically

CO6 – Developing competencies to implement global HR practices

**COURSE CONTENT**

**Unit : 1 Introduction to SHRM**

Strategic HRM – Concept and Aims of SHRM – Models of SHRM – SHRM: Nest Fit and Best Practice – SHRM and the resource-based view of the firm – Strategic role of HR function – Aspects of Alignment between Business Strategies and HR Strategies

**Unit : 2 Functional Strategic Human Resource Strategies**

Employee Resourcing Strategy - Strategies for Managing Performance - Strategic Human Resource Development - Reward and Compensation Strategy - Employee Retention Strategy.

**Unit : 3 Strategic HRM and Strategic Change**

Strategic HR Issues and Role of HR in the context of Change - Culture Management - Total Quality Management - Knowledge Management - Merger and Acquisition - HR Perspective of Corporate Governance etc.,

**Unit : 4 Evaluating and Measuring the Impact of Strategic HRM**

Overview and Approaches - Quantitative and Qualitative Criteria-Balanced Scorecard and HR Scorecard Perspective, Benchmarking etc., - Strategic contribution of HRM to organizational success-High Performance Work Practices (HPWP).

**Unit : 5 Global SHRM**

HR Strategy and the Dynamics of industry-based competition-strategic HR issues vis-à-vis Emerging Organizational Forms-Corporate HR Strategy in the Global Economy and other contemporary issues in strategic HRM

**MAPPING OF COs to PSOs**

Course Outcomes	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	Cognitive Level					
									K1	K2	√K3	K4	K5	K6
CO1	M	H	L	M	H	M	L	L	√	√	√	√		√
CO2	H	L	H	M	L	H	M	M		√	√		√	√
CO3	L	L	M	M	L	H	L	L	√			√	√	
CO4	H	H	L	L	H	M	M	M		√	√			√
CO5	M	M	H	H	L	L	M	M	√		√	√	√	
CO6	L	L	H	M	H	L	M	M		√				√

**Reference Books**

1. Micheal Armstrong and Jaffery Mello, Strategic Human Resource Management –A Guide to Action, Kogan Page and Thompson Publication, New Delhi
2. Dreher G F and Dougherty T W, Human Resource Strategy, Tata McGraw- Hill

3. Charles Greer, Strategic Human Resource Management, A General Managerial Approach, Pearson Education.
4. Peter Boxal and John Purcell, Strategy and Human Resource Management, Palgrave, Macmillan.

### Contemporary Employment Relations

L	T	P	C
3	0	0	3

#### Course Objectives:

The course is aimed at providing students a knowledge about the nature and future prospects of Employment Relations and also familiarize them on the contemporary issues.

#### Expected Course Outcome:

At the end of the course the student should be able to

CO1 – Explain Employment Relations and its nature

CO2 – Identify the different types of employment relationships

CO3 – Analyse the various theories of employment relations

CO4 – Understand the ways to handle Grievance and Discipline

CO5 – Outline the process of managing employment relations

CO6 – Deal with the contemporary issues

#### COURSE CONTENT

##### Unit : 1 Introduction to Employment Relations

Employment Relations : Introduction – Nature – Concept – Employment Relation in Global Economy – Workplace inequality in employment relation

##### Unit : 2 The Employment Relationship

Introduction – Dimensions of Employment Relationship – Employment Relationship contracts – Types of Employment Relationship Contracts – Developments in the Employment Relationship – Theories: Labour process, Agency, Exchange, Unitary and pluralist frames of reference

##### Unit : 3 Handling Grievance and Discipline

Factors affecting effective handling of grievance and discipline – Contemporary issues in pay development – Collective Bargaining and pay determination – Future issues in employment relations – Future prospects of Employment Relations

##### Unit : 4 Managing Employment Relations

Managing the Employment Relationship - Developing a high trust organisation – Distributive, Procedural and Natural Justice – Renewing Trust – Managing with Trade Union – Role of Trade Union in Employee Employer Relationship

##### Unit : 5 Contemporary issues and Recent Trends

Contemporary issues - Employees Engagement - Employee retention – Knowledge Management – Employee Empowerment – Recent Trends in Industrial Relations – Employment Relations in India vs other countries

#### MAPPING OF COs to PSOs

Course Outcomes	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	H	H	L	M	L	√		√	√		√
CO2	M	L	H	L	M	M	H	L		√		√	√	

<b>CO3</b>	<b>L</b>	<b>M</b>	<b>L</b>	<b>M</b>	<b>H</b>	<b>M</b>	<b>M</b>	<b>M</b>		√	√	√		√
<b>CO4</b>	<b>L</b>	<b>L</b>	<b>L</b>	<b>H</b>	<b>M</b>	<b>H</b>	<b>L</b>	<b>H</b>	√		√	√√	√	
<b>CO5</b>	<b>M</b>	<b>H</b>	<b>H</b>	<b>L</b>	<b>L</b>	<b>L</b>	<b>L</b>	<b>L</b>		√		√	√	
<b>CO6</b>	<b>H</b>	<b>H</b>	<b>M</b>	<b>L</b>	<b>L</b>	<b>L</b>	<b>M</b>	<b>M</b>	√		√		√	√

**Reference Books**

- 1) William Steve and Derek Adam-Smith, Contemporary Employment Relations, Oxford University Press
- 2) Derek Rollinson & Tony Dundon, Understanding Employment Relations. McGraw-Hill Higher Education
- 3) Ratna Sen, Industrial Relations in India: Shifting Paradigm, Macmillan India
- 4) Venkataratnam CS, Industrial Relations, Oxford University Press

<b>COURSE CODE</b>	<b>RURAL MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
M7		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

#### COURSE OBJECTIVES

1. To understand the rural market set up in India and explore the potential for various brands and products.
2. To know the importance and to learn how to frame rural marketing strategies and its influence in business.

#### COURSE OUTCOMES

- CO1 Understand the basics of rural marketing and its necessity.  
 CO2 Assess the rural market buyer's intention of purchase of various products.  
 CO3 Different factors which influences the availability of products and purchase decisions. CO4 Knowledge of the existing rural market situations about the businesses.  
 CO5 Practical survey to know the awareness and intention of rural market and its preferences.  
 CO6 Formulate different rural marketing strategies based upon the real time problems.

#### COURSE CONTENT

##### **UNIT-I**

**(6 Hours)**

Characteristics of Indian rural market environment – Demographic details – Marketing challenges and opportunities under rural setting

##### **UNIT-II**

**(10 Hours)**

Rural buyers – understanding rural buyer behavior – purchase decision making process – Influencing factors – changes in behavioral pattern

**UNIT-III**

**(8 Hours)**

Rural market segmentation – Targeting – Positioning products in rural market

**UNIT-IV**

**(10 Hours)**

Marketing mix strategies – pricing methods – Rural market channels – channel management

**UNIT-V**

**(11 Hours)**

Communication to rural market – Advertising strategy – sales promotion under rural setting – conduct of marketing research in rural markets

At least, one case study and discussions pertaining to the subject in all units

**MAPPING of COs to PSOs**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level						
									K1	K2	K3	K4	K5	K6	
CO1	H	L	M	L	M	-	-	-	√	√					
CO2	M	H	H	M	H	L	L	-		√	√	√			√
CO3	L	M	H	L	M	H	L	M		√	√	√	√		
CO4	H	H	H	L	L	L	M	M			√	√	√		
CO5	M	M	M	H	H	H	L	L				√	√		
CO6	M	M	M	L	M	H	M	M					√	√	

REFERENCES

1. Sanal Kumar Velayudhan, Rural Marketing, 2<sup>nd</sup> Edition, SAGE Publications., 2015
2. Pradeep Kashyap, Rural Marketing, 3<sup>rd</sup> Edition, Pearson Education, 2016
3. R. Krishnamoorthy, Introduction to Rural Marketing, 2<sup>nd</sup> Edition, Himalaya Publishing House, 2014
4. Krishnamacharyalu and Ramkrishnan, Rural Marketing – Text and Cases, 2<sup>nd</sup> Edition Pearson Education.,2011
5. Dinesh Kumar, Punam Gupta, Rural Marketing – Challenges and Opportunities, 1<sup>st</sup> Edition, SAGE Publications, 2015

<b>COURSE CODE</b>	<b>STRATEGIC MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
M8		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

COURSE OBJECTIVES

1. To understand the concepts of strategic marketing and its effective implementation.
2. To know the retailing nuances to do better and optimum business.

#### COURSE OUTCOMES

- CO1 Understand the basics of marketing strategies.  
 CO2 Understand the various methods to implement the strategy effectively. CO3 Explore the different techniques to know the competitors' strategies.  
 CO4 Knowledge of the success stories due to effective strategic marketing implementation. CO5 Practical understanding of the customers' likely strategies.  
 CO6 Develop more knowledge through case discussions.

#### COURSE CONTENT

#### UNIT I (9 hours)

Market-Driven Strategy - Business and Marketing Strategies - Market Vision – Structure and Analysis

#### UNIT II (9 hours)

Segmenting Markets - Environmental Analyses - Vision and Mission Statement - Learning about Markets - Market Targeting and Strategic Positioning - Industry and Competitive Analyses - Relationship Strategies

#### UNIT III (9 hours)

Market Segmentation Analyses and Positioning - Marketing Goals and Objectives - Planning for New Products - Strategic Brand Management - Product Strategies - Managing Value Chain -Relationships

#### UNIT IV (9 hours)

Pricing Strategies - Channel Strategies - Promotion - Advertising and Sales Promotion Strategies - Sales Force - Direct Marketing Strategies - Integrated Marketing Communication Strategies

#### UNIT V (9 hours)

Implementing and Managing Market-Driven Strategies - Marketing Strategy Implementation and Control - Implementation strategies and tactics

#### MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level						
									K1	K2	K3	K4	K5	K6	
CO1	H	L	M	L	M	-	-	-	√	√					
CO2	M	H	H	M	H	L	L	-		√	√	√			√
CO3	L	M	H	L	M	H	L	M		√	√	√	√		
CO4	H	H	H	L	L	L	M	M			√	√	√		
CO5	M	M	M	H	H	H	L	L				√	√		

CO6	M	M	M	L	M	H	M	M					√	√
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## REFERENCES

1. M J Xavier, Strategic Marketing, Response Books, New Delhi
2. Philip Kotler & Keller, Strategic Marketing, PHI
3. Philip Kotler and Armstrong, Strategic Marketing Planning, PHI

COURSE CODE	GREEN MARKETING	L	T	P	C
M9		3	0	0	3

## COURSE OBJECTIVES

1. To understand the impact on environmental degradation due to marketing practices and develop knowledge on green marketing practices.
2. To know the importance and to understand and practice the alternative marketing practices to reduce the environmental degradation in order to protect the environment

## COURSE OUTCOMES

- CO1 Understand the details of green marketing concepts.
- CO2 Explore the different marketing sources for environmental degradation. CO3 Rethink the necessity of using the societal based marketing strategies.
- CO4 Knowledge of global environmental marketing practices and the types of consumers.
- CO5 Practical survey to know the awareness and intention of green products and its preferences.
- CO6 3Rs to suggest alternative environment friendly practices for better earth.

## COURSE CONTENT

### UNIT – I

**(8 Hours)**

Green business overview – Green management – New dimensions of ecology - Environmental marketing - Greenwashing – Green claims – case studies – green environment

### UNIT – II

**(10 Hours)**

Green consumers - Green ideas – Green concepts - sources – feasibility study – Designing Green products – innovation - examples – characteristics of green products – procedure of green product development – Ottman model

### UNIT – III

**(9 Hours)**

Pricing strategies – impact of greening on price – value based pricing – consumption difficulties – government regulations



**UNIT – IV**

**(9 Hours)**

Green channel management – features of efficient channel – different modes of green transportation – impacts and benefits

**UNIT – V**

**(9 Hours)**

Green communications – communicating sustainability – Green promotional mix – different strategies of green campaigns – Future of green marketing

At least, one case study and discussions pertaining to the subject in all units

**MAPPING of COs to PSOs**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√	
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	M	M	M	L	M	H	M	M					√	√

REFERENCES

1. *Jacquelyn A. Ottman*, Green marketing – Challenges and Opportunities for New Marketing Age, 2<sup>nd</sup> Edition, McGraw – Hill., 2014
2. *Peattie K, Pitman*, Green Marketing, 1<sup>st</sup> Edition, Pitman Publishing., 2014
3. *Robert Dhalstrom*, Green Marketing, 1<sup>st</sup> Edition, Cengage Learning India, 2011
4. *Leishman Paul*, Green Marketing – A Primer, 1<sup>st</sup> Edition, Torque., 2008
5. *Al Iannuzi*, Greener Products – The Making and Marketing of Sustainable Brands, 2<sup>nd</sup> Edition, CRC press., 2018

<b>COURSE CODE</b>	<b>RETAIL MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
M10		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

COURSE OBJECTIVES

1. To understand the concepts and types of retailing and its formats in India and to assess the possibilities of different alternatives.
2. To know the retailing nuances to do better and optimum business.

COURSE OUTCOMES

- CO1 Understand the basics of retail functions and its necessity.
- CO2 Understand and assess the different types of retailing and its necessity of managing as per the types.
- CO3 Different factors which influences the availability of layouts and purchase decisions. CO4 Knowledge of the retail consumers and strategies to increase the customer base.
- CO5 Practical survey to know the awareness and preferences of retail formats.
- CO6 Formulate different retail management decisions based upon the real time problems.

COURSE CONTENT

**Unit I** **(4 Hours)**

Introduction to Retailing – Role – Framework – Relationships – Retail Customer

**Unit II** **(8 Hours)**

Situation Analysis – Retail Organization – Different Types – Channel Behaviors

**Unit III** **(12 Hours)**

Retail Market Segmentation – Demographics – Lifestyle – Shopping Attitudes – Retailer Actions – Location Analysis – Factors – Types.

**Unit IV** **(10 Hours)**

Merchandise management – Philosophy – Buying Organization Formats – Devising Merchandising Plans – Implementing M Plans – Category Management – Logistics – Inventory Management – Atmospherics – Retail Space management.

**Unit V** **(11 Hours)**

Retail Pricing – Factors – Developing Retail Price Strategy – Consumer Responsiveness To Prices – Retail Promotion Strategy – Types – Image – Retail Audit – Relationships Marketing In Retailing - Retail Administration

At least, one case study and discussions pertaining to the subject in all units

**MAPPING of COs to PSOs**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level						
									K1	K2	K3	K4	K5	K6	

CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√	
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	M	M	M	L	M	H	M	M					√	√

## REFERENCES

1. *Chetan Bajaj, Tuli, Srivastava, Retail Management*, 3<sup>rd</sup> Edition, Oxford University Press., 2014
  2. *Lush and Griffith, Dunne, Retailing*, 2<sup>nd</sup> Edition, Thomson Learning., 2009
  3. *Diamond and Pintel, Retail Buying*, 1<sup>st</sup> Edition, Pearson Education., 2012
  4. *Burman and Evans, Retail Management*, 2<sup>nd</sup> Edition, Prentice Hall India Pvt. Ltd., 2015
- Gibson Vedamani, Retail management*, 2<sup>nd</sup> Edition, JAICO publishing house., 2010

COURSE CODE	SERVICES MARKETING	L	T	P	C
M11		3	0	0	3

## COURSE OBJECTIVES

1. To explore the different kinds of services operated in the world and their success.
2. To know and understand the concepts of services marketing.
3. To assess and frame the strategies for successful service-oriented businesses.

## COURSE OUTCOMES

- CO1 Understand the basics of services and its marketing strategies.
- CO2 Understand and assess the different types of services and its marketing significance.
- CO3 Different factors which influences the preference by the customers among the service providers.
- CO4 Knowledge of the service consumers and the different strategies to increase the customer base.
- CO5 Practical survey to know the awareness and preferences of different services.
- CO6 Formulate different services marketing strategies based upon the real time business problems.

## COURSE CONTENT

### UNIT I

(9 hours)

Services Marketing – meaning – nature of services – Types and importance – Relationship marketing – mission, strategy, elements of design, marketing plan market segmentation - Marketing mix decisions: - unique features of developing, pricing, promoting and distributing services – Positioning and differentiations

strategies, quality of services industries

**UNIT II (9 hours)**

Gaps Model of service quality – consumer behaviour in services – consumer expectations in services – consumer perceptions in services – understanding customer requirements - CRM

**UNIT III (9 hours)**

Service recovery – service development stages – customer defined standards – Physical evidence – Service scape – Delivery of service – Employee’s role – customer’s role – Intermediaries role

**UNIT IV (9 hours)**

Managing demand – patterns – capacity – Pricing of services - Integrated Services marketing communications – Financial and economic impact of services

**UNIT V (9 hours)**

Marketing of Non-profit Organizations: - Services offered by charities – Educational services – miscellaneous services – Power and Telecommunication - Marketing of Financial services: - Concept – Features of Banking, Insurance, Lease, Mutual Fund, Factoring, Portfolio and

financial intermediary services - Marketing of hospitality: - Perspectives of Tourism, Hotel and Travel services – Airlines, Railway, Passenger and Goods Transport – Leisure services **MAPPING of COs to PSOs**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√	
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	M	M	M	L	M	H	M	M					√	√

REFERENCES

1. S.M. Jha, Services Marketing, Himalaya Publishing Company.
2. Cristopher Lovelock, Services Marketing, Prentice Hall.
3. Valarie A Zeitmanl and Mary Jo Bitmer, Services Marketing, Tata Mc Graw Hill.
4. Apte, Services Marketing, Oxford
5. Fitzsimmons, Services Marketing, TATA McGraw Hill

COURSE CODE	MARKETING METRICS	L	T	P	C
M12		3	0	0	3

COURSE OBJECTIVES

1. To understand the different ways to assess the marketing performance of the businesses.
2. To know the significance of the different parameters to assess the marketing metrics.
3. To formulate the marketing strategies on the basis of the metrics.

COURSE OUTCOMES

- CO1 Understand the basics of marketing performance.  
 CO2 Assess the various parameters considered to evaluate the marketing performance. CO3 Different factors and perspectives which influences the performance.  
 CO4 Knowledge of the existing marketing metrics and its usage.  
 CO5 Practical survey to understand and implement the other metrics based upon the situations.  
 CO6 Formulate marketing strategies based upon the understanding of the marketing metrics through real time situations.

COURSE CONTENT

**UNIT – I**

**(7 Hours)**

Introduction to Marketing metrics – Linking Marketing to financial performance of a firm – Financial implications of marketing Strategic decisions.

**UNIT – II**

**(8 Hours)**

Cost of customer acquisition – Retention – Life time value of customers – Balanced Score Card Approach to measure customers’ satisfaction - Brand metrics – Brand equity – Brand portfolio management - Brand financial performance

**UNIT – III**

**(10 Hours)**

Communication metrics – Profit impact on sales promotion – Advertisement cost benefit analysis - Measuring financial effectiveness of e-mail campaign - Pricing metric - Pricing simulation and its impact on profitability.

**UNIT – IV**

**(8 Hours)**

Financial Perspectives of Channel Participants - Marketing budget and resource allocation. Return on marketing investment (ROMI) - Marketing audit.

**UNIT – V**

**(12 Hours)**

Financial implications on Research and development – Training of sales force -Determination of financial incentives across Product / Service delivery system – Global Marketing Metrics At least, one case study and discussions pertaining to the subject in all units

**MAPPING of COs to PSOs**

Course	२	५	२	५	२	५	२	५	२	५	Cognitive Level
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Outcomes										K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-		√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√			√
CO3	L	M	H	L	M	H	L	M		√	√	√	√		
CO4	H	H	H	L	L	L	M	M			√	√	√		
CO5	M	M	M	H	H	H	L	L				√	√		
CO6	M	M	M	L	M	H	M	M						√	√

## REFERENCES

1. Paul W. Farris, David Reibstein, Phillip E. Pfeifer, Neil Bendle, Marketing Metrics, Wharton School Publishing., 2010
2. David J. Reibstein, Marketing Metrics, Pearson Education (USA)., 2014
3. Kavin Kale, Strategic Brand Management, Building Measuring & Managing Brand Keller, 3<sup>rd</sup> Edition, Prentice Hall.,2008.
4. Lilien, Kotter & Morthy, Marketing Models, 1<sup>st</sup> Edition, Prentice Hall., 2008.
5. Dhvur Grewal and Micheal Levy, Marketing Value Based, 1<sup>st</sup> Edition, Tata Mc Graw Hill., 2008

## RETAIL STORE AND MALL OPERATIONS MANAGEMENT

L T P C  
30 03

### COURSE OBJECTIVES

This course aims at

1. Introducing the concept of small and large retail system
2. Making the learners understand the processes involved in retailing
3. Create the skills in the learners to monitor and optimize the resources available

### COURSE OUTCOMES

The course enables the students to

- CO1. Visualise different types of retail formats and their scope
- CO2. Understand the operations in different formats of retail
- CO3. Employ the required techniques for managing the layout
- CO4. Plan the recourses required for managing the retail store / Mall
- CO5. Develop model for replenishment and replacement of stock

CO6. Create a system for continuous evaluation of performance and corrective measures

## COURSE CONTENT

### UNIT I

Retail Operations - Introduction - Customer Transactions – Products – Employees. Operational Financial Parameter. Strategic Resource Model in Retail Operations. Types of retail stores. The Emergence of Mall in India. Merchandising – Concept - Importance - Functions - Buying and handling - Markups and Markdowns - Shrinkage in Retail Merchandise - Gross Margin Return on Inventory - Visual Merchandising and Displays.

### UNIT II

Location Planning – Catchment Area Analysis - Factors - Crowd and Footfalls Management - Location Based Retail Strategies. Store Design and Layout - Types - Circulation Plan - Interiors and Exteriors - Retailing Image Mix - Space Mix - Display Mix – Factors.

### UNIT III

Store Administration - Floor Space Management – Planogram - Managing Store Inventories - Managing Displays - Cashiering Process - In-Store Promotion and Events.

### UNIT IV

Retail Logistics - Inventory - Supply Chain - Security Measures. Retail Management Information Systems – Automation - Store Operating Processes – CRM - Human Resources and Executive Information Systems - Retail Automation in Merchandise and SCM Systems

### UNIT V

Mall Monitoring and Quality Management - Factors influencing Mall Establishments - Aspects in Quality Management - Customer perception of Malls in India - Statistical Methods used in Mall Performance - Reasons for Failure of Some Malls in India.

## MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	H	M	M	M	M	M	L	√	√				
CO2	M	H	H	L	M	M	M	L	√	√				
CO3	L	M	H	H	H	H	H	M		√	√			
CO4	M	H	H	H	H	H	H	M		√	√	√		
CO5	M	H	H	H	H	H	H	M			√	√	√	√
CO6	H	H	H	H	H	H	H	H				√	√	√

## REFERENCES

1. Retailing: Integrated Retail Management, James R Ogden and Denise T Ogden, Textbook Media Press
2. Retail Management – A Strategic Approach, Barry R. Berman and Joel R. Evans, Patrali M. Chatterjee, Pearson

3. Retail Management, Gibson G Vedamani, Sage Publications
4. Retail Management, Rosemary Varley and Mohammed Rafiq, Bloomsbury Academic
5. Retail Management, Micheal Levy and Barton Weitz, McGraw Hill

## **COMPUTER INTEGRATED MANUFACTURING**

L T P C  
30 03

### **COURSE OBJECTIVES**

This course aims at

1. Introducing the concept of computer integrated manufacturing
2. Making the learners understand the basic requirements for CIM
3. Create awareness on latest developments in technology

### **COURSE OUTCOMES**

The course enables the students to

- CO1. Identify the scope for CIM
- CO2. Understand the system requirements
- CO3. Employ appropriate technology for production
- CO4. Device a system for manufacturing
- CO5. Compare the existing and new updation and the benefits
- CO6. Create sensitiveness in the learners on the need for updating the system

### **COURSE CONTENT**

#### **UNIT I**

CIM – Introduction - Evolution – Benefits - Subsystems - Key Challenges. Automated Systems - Elements – Functions – Levels.

#### **UNIT II**

Computerization and - Hardware and Software systems requirement. Communication in CIM - Communication Matrix - Network Architecture – Techniques.

#### **UNIT III**

Design and Production - Fundamentals - Computer Aided Design (3D Modeling packages) - Finite Element Analysis packages – transportability. Part Programming - Tool Management – NC - CNC - DNC Machines - Data Logging and Acquisitions. Automated Data Collection.

#### **UNIT IV**

Manufacturing Systems – definition – Components - Classification and Functions. Flexible Manufacturing Systems – Components - Applications – benefits - Planning and Implementation Issues. Group Technology - Part Families - Classification - Coding)



## UNIT V

Current Status - Concurrent Engineering, Role of Expert Systems in CIMS. Robotics – Overview. Automated Guided vehicles - Types – Technology – Control.

### MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	H	H	H	H	M	M	L	√	√				
CO2	H	H	M	L	H	H	M	L	√	√				
CO3	M	H	M	M	H	H	M	M		√	√			
CO4	M	H	M	M	H	H	M	M			√	√		
CO5	H	H	H	H	H	H	H	M			√	√	√	
CO6	H	H	H	H	H	H	H	H				√	√	√

### REFERENCES

1. Principles of Computer Integrated Manufacturing, Vajpayee S. Kant, PHI
2. Automation, Production Systems and Computer Integrated Manufacturing, MikellP.Groover, Pearson
3. Modelling and Analysis of Manufacturing Systems, Ronald G.Askin and Charles R. Standridge, Wiley
4. Computer Integrated Manufacturing, A. Alavudeen and N. Venkateshwaran, PHI Eastern Economy Edition
5. Computer Integrated Manufacturing, From Fundamentals to Implementation, Alan Weatherall, Elsevier Science

## VALUE ENGINEERING

L T P C  
30 03

### COURSE OBJECTIVES

This course aims at

1. Introducing the concept and need for value engineering
2. Making the learners understand the process of value engineering
3. Building consciousness to the learners on requirement of continuous improvement

### COURSE OUTCOMES

The course enables the students to

- CO1. Identify the scope for value engineering  
 CO2. Understand the techniques for creativity required for value engineering  
 CO3. Choose appropriate function to be attended for value engineering

CO4. Analyse the existing technology, design, function, etc and that of the proposed

CO5. Prepare institutional budget for value engineering

CO6. Create a model for the process of value engineering

## COURSE CONTENT

### UNIT I

Value Engineering – Definition – Significance – effect of changing Technological – Commercial & Government Environment – General options and cost – Relationship with other operations – Problem recognition and definition – Role of creativity – Criteria for comparison – the element of choice.

### UNIT II

Meaning and analysis of General concept – esteem and exchange values – anatomy of functions (Basic Vs Secondary Vs Unnecessary functions). Management of Value Engineering – Responsibilities – Organization – Budget – Auditing.

### UNIT III

Value Engineering Techniques – Selecting products / operations – Timing the VE – Steps in VE – Benefits – Follow Up. Value and Decision – Decision process – theory of decision – Matrix (Linear Programming – Concept of Utility.

### UNIT IV

Scheduling VE – Gantt chart – PERT and other Network Techniques – Control Charts. Organization – General Organization concept – VE for small plant – Skills for VE.

### UNIT V

Training for VE- Objectives – Initial programme – Training to Value engineers – Trainers – Cost. VE at Work – Variety reduction – case studies on cost and benefits of VE.

## MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	M	L	L	L	L	L	L	√	√	√			
CO2	H	H	H	H	H	H	M	L	√	√				
CO3	M	M	H	H	H	H	H	M		√	√	√	√	
CO4	M	H	H	H	H	H	H	M			√	√	√	
CO5	H	H	H	H	H	H	H	M				√	√	√
CO6	H	H	H	H	H	H	H	H				√	√	√

## REFERENCES

1. Business Process Reengineering, text and cases, R. Radhakrishnan and S. Balasubramanian, PHI Eastern Economy Edition
2. Successful Reengineering, Daniel P. Petrozzo and John C. Stepper, Wiley
3. Product Design and Value Engineering, Mukesh A. Bulsara and Hemant R. Thakkar, Charotar
4. Value Engineering – A How to Manual, S. S. Iyer, New Age International
5. Productivity Management – A Fresh Approach, John Heap, Thomson Learning

## **PROJECT MANAGEMENT**

L T P C  
30 03

### **COURSE OBJECTIVES**

This course aims at

1. Introducing the concept of project management
2. Making the learners understand the important subthemes in project management
3. Crating knowledge for quality execution of the projects

### **COURSE OUTCOMES**

The course enables the students to

- CO1. Identify the significance of the project
- CO2. Understand the schedule to be followed for successful completion of the project
- CO3. Choose appropriate tools and techniques for analysing ongoing project
- CO4. Analyse the alternates and time estimates for the alternates
- CO5. Plan the resource requirements for projects
- CO6. Compile activities of the project in specific order for effective implementation of project

### **COURSE CONTENT**

#### **UNIT I**

Project - Introduction - Definitions – classifications – project risk – scope - significance. Impact of liberalization & globalisation. Project management – definitions – overview – project plan process – Principles - Goals & objectives. Project life cycles. Project organisation - various forms.

#### **UNIT II**

Project planning – new project - assumptions - procedure – risks – obstacles – approval process - success criteria. Gantt charts & their limitations. Project cost – estimating – Controlling. Projects and strategic planning. Resources planning - Resource sheet - Assigning resources - Resource graph. Technical analysis – location size production technology, equipment – supplementary engineering works – efficient disposal system – layout of site, building and plant – work schedule

### UNIT III

Network analysis. PERT & CPM - construction - Tasks identification – establishing relationships – estimating completion probability. Project time management – Time estimates - Calendar – definition - new calendar standards - night shift - customised calendars, etc. - Crashing – Lag and Lead times - Time & cost trade off. Project integration management. Work breakdown structure (WBS).

### UNIT IV

Project team management – Recruitment – Selection – Induction – Training - Team operating rules. Project implementation. Project monitoring – Planning evaluation – Check points - control – project audits. Project management information system. Project communication. Post project reviews. Project insurance.

### UNIT V

Closing the project – Types - strategies - Evaluation - procedures. Quality management in projects. Planning of large projects. Multiple projects. Project procurement management. Contracts management - Principles- techno commercial & legal aspects – Importance – charting - compilation of contracts - Practical aspects - global tender - Negotiations. Controlling.

### MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	H	L	L	L	L	L	L	√	√				
CO2	H	H	M	M	M	M	M	L	√	√	√			
CO3	H	H	H	M	M	H	M	L		√	√	√	√	
CO4	H	H	H	H	H	H	H	M		√	√	√	√	
CO5	H	H	H	H	H	H	H	M		√	√	√	√	√
CO6	M	H	M	M	M	H	H	M			√	√	√	√

### REFERENCES

1. Project Management – for 21st Century, Beenet P Lientz, Kathryn P Rea, Academic Press
2. Textbook of Project Management, P. Gopalakrishnan and V. E. Ramamoorthy, Laxmi Publications
3. Projects: Planning, Analysis, Selection, Financing, Implementation, and Review, Prasanna Chandra, McGraw Hill
4. Project Management, Planning and Control, Albert Lester, Elsevier
5. Project Management, David I Cleland and Lewis R. Ireland, McGraw Hill

## CUSTOMS LAWS AND PROCEDURE

### OBJECTIVE:

This course explains the procedures to be followed in logistics.

### COURSE OUTCOME:

The students understand the procedures and legal implications in logistics decisions

1. Students should understand the concepts of customs duty and its exemption procedure.
2. To remember the principles of customs goods and valuation methods.
3. To describe the provisions governing conveyance on EXIM goods
4. To designate the transshipment of goods under EXIM goods prohibitions.
5. To understand the customs authorities and ports appellate remedies procedure.

6. To assess the service tax act records and exemption procedure

**UNIT I** (9 hours)  
Principles governing Levy of Customs duty – types of duties – exemption from Customs duty.

**UNIT II** (9 hours)  
Basic principles of classification of goods and valuation of goods.

**UNIT III** (9 hours)  
Provisions governing conveyance, importation and exportation of goods, provisions regarding baggage, goods imported or exported by post and through Courier. Provisions regarding stores, warehousing, transit and transshipment of goods. Prohibitions on import and export. Duty drawback and circumstances.

**UNIT IV** (9 hours)  
Customs Authorities, appointment of Customs ports, Warehousing stations. Adjudication, appellate remedies including settlement Commission and Advance Rulings.

**UNIT V** (9 hours)  
Service Tax Act: Background of Service Tax, charge to Service tax, taxable service, liability to pay service tax and exemption -Services on which tax is payable. Procedure for Registration, filing of returns, payment of Tax, Records maintained by assesses and assessment. Authorities under the Act.

**MAPPING OF COs to PSOs**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	L	M	M	M	M	L			√	√				
CO2	L	M	M	H	M	M		L	√	√	√			
CO3	M	M	H	H	M	M	L				√	√		
CO4	L		H	H	L						√	√		
CO5		M	M	M		M				√		√		
CO6	L		H	H	L			L				√		√

**REFERENCE:**

1. V.S. Dary: Indirect Taxes – Law and Practice.
2. R.K. Jain: Customs Law Manual and Customs Tariff of India.
3. B.N. Gururaj: Guide to Customs Procedures.
4. Taxmann's: Customs Manual and Customs Tariff.
5. Parthasarathy and Sanjiv Agarwal: A Hank Book of Service Tax, Law, practice and procedures.
6. P. Veera Reddy: Guide to Service Tax.

**LEGAL ASPECTS OF SHIPPING**

**OBJECTIVE:**

This course outlines the legal aspects of shipping that one logistics organization to follow.

The primary objectives to acquire a sound understanding of the legal aspects of commercial, contact, maritime, merchant law of the shipping industry.

Secondary objectives is to assess marine insurance and policies in process of claiming under legal acts.

**COURSE OUTCOME:**

1. **To understand basic understanding of** commercial law, law of agency, bailment & pledge.
2. To remember elementary requirements of Indian Contract Act and its types.
3. To impart basic provisions of maritime law concerning incorporation and regulation of business organizations.
4. To understand merchant shipping activities with Indian laws on general aspects of carriage of goods by sea
5. To realize the marine insurance policies, claims and arbitration and conciliation act.
6. To apply basic knowledge on shipping business and legal terminologies related to settling business disputes.

**UNIT I**

**(9 hours)**

Commercial law: Sale of goods, Credit - hire - purchase - lease, Bailment - indemnity - liens,  
Consumer protection, Agency, Basic principles of Insurance, Law relating to carriage of goods by land, sea and air contracts of affreightment freight, Limitation of the carriers liability, Protection of the rights of the consignor and consignee, Negotiable instruments, Fright and Carriage, Guarantees.

**UNIT II**

**(9 hours)**

Indian Contract Act: Basic principles of agreement, Consent, Valid, void and voidable contract, Discharge of contract, promissory estoppels, quasi contract, Breach of contract and remedies for the same.

**UNIT III**

**(9 hours)**

Scope of maritime law: Sources, Maritime belt, Continental shelf, Exclusive economic zone, Admiralty jurisdiction, International aspects of registration of ship building contracts and mortgage, Nationality of ships, Structure, objects and functions of International Maritime Organization (IMO).

**UNIT IV**

**(9 hours)**

Merchant shipping - Indian merchant shipping Act, 1958, Definitions (section 3), Registration of Indian ships (sections 20 - 74), Seamen and apprentices (Sections 88 - 218),  
Limitation & liability (Sections 352 - 389) - Indian laws on general aspects of carriage of goods by sea - Hague /Visby Rules - Brief introduction to Charter Party.

**UNIT V**

**(9 hours)**

Marine insurance: Definition of marine insurance (section 3), Sea and land risks (Section 4), Different types of marine insurance and policies (sections 7 - 52), Loss and settlement

of claims (sections 55 - 87), Specific Relief Act-1963 (Part II & III), Brief introduction to Arbitration and conciliation act, 1996.

### MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	M	H	M	M		L		√	√				
CO2	M		H	H		M		L	√	√				
CO3			H	H						√	√			
CO4	M		H	M	M		L			√	√			
CO5		M	H	M		M						√	√	
CO6			M	H				L		√		√		

### REFERENCE:

**Pillai, R S N & Bagavathi (2011) Legal Aspects of Business, S. Chand Publishing**  
**Nabi, M.K (2022) Legal Aspects of Business: Text & Cases, Taxmann Publication**  
**Daniel Albuquerque Legal Aspects of Business, Oxford University Press**  
**Kapoor, N.D, Rajini Abbi, Bharat Bhusan& Rajiv Kapoor (2019) Business Law, Sultan Chand & Sons (P) Ltd.**  
**Tulsian P.C & Bharat Tulsian, Business Law, McGraw Hill Education.**  
**Bulchandani (2017) Business Law for Management, Himalaya Publishing House.**  
**Avatar Singh- Principles of Mercantile Law, Eastern Book Company 2014**  
**NandanKamath- Law relating to Computer, Internet and E-Commerce (A Guide to cyber Laws) Universal Law Publishing Co. Ltd.New Delhi, 2012.**

## WAREHOUSE MANAGEMENT

### OBJECTIVE:

This course outlines the managing principles required for warehouses and students can understand various inventory models and materials management.

### COURSE OUTCOME:

The Students understand the types of warehouses and the uses of different warehouses and the decisions to be taken in warehouse management.

To understand the basic concept of warehouse management to take decision on location selection.

To remember the warehousing design and strategies for maintaining materials handling equipment.

To evaluate the valuation of stock through various inventory models

To create the ordering quantity forecasting method & policy to identify the financial impact.

To analyses the forecasting models using various types of warehouses.

To understand the Zero Inventory and contemporary issues in warehouse management

**UNIT I**

**(9 hours)**

Warehouse Management (WM) - Concepts - function. Location selection. Layout design. Warehouse Management Vs Stores Management.

**UNIT II**

**(9 hours)**

Warehousing design - strategies. Store design - strategies. Material handling - System design - Facilities - Equipment, etc. Space management.

**UNIT III**

**(9 hours)**

Materials Management - Inventory Control Models - Inventory policies - Valuation of stock - Ordering quantity - forecast - Safety stock - service level - lead time. Inventory policy under Trade and Volume Discounts. Financial impact of inventory.

**UNIT IV**

**(9 hours)**

Forecasting models. Routing problem. Warehousing Ownership Arrangements. Warehouse Decisions. Warehouse movement types. Strategic Warehousing-Warehousing Operations.

**UNIT V**

**(9 hours)**

Warehouse Management current Scenario. Zero Inventory and JIT Philosophy. Contemporary issues in warehouse management.

**MAPPING OF COs to PSOs**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	M	H	H	M	M	L	L	√	√				
CO2	M	M	H	H	M	L	L		√	√				
CO3	M	M	H	H	M	L					√	√		
CO4	M		H	H		M		L			√			√
CO5		M	H	H	M		L				√	√		
CO6			H	H		M				√		√		

**REFERENCE:**

1. Wood, D.F. - A Barone, P. Murphy, and D.L. Wardlow,. International Logistics
2. Ronald H. Business Logistics Management
3. Buffa and Sarin Production and Operations Management
4. Chary Production and Operations Management
5. Kluwer Quantitative Models for Supply Chain Management

**PORT MANAGEMENT**



To familiarize the fundamental functions, operations, ownership and management structure of the ports and terminals.

**Course Outcomes:**

1. Students should understand fundamental functions of port structure and its operations
2. Students should remember the ship operations from berths and handling terminals operations.
3. Students should identify the technical development affecting port through phases of port development
4. Students should learn the global regulatory framework of conventions and reports.
5. Students can also learn about environmental management system, port security and health administration.
6. Students also learn port ownership administration and port management structure in the competitive world.

**Unit - I: Port Structure and Functions (9 hrs)**

Definition - Types and Layout of the Ports – Organisational structure-Fundamental observations. Main functions and features of ports: Infrastructure and connectivity -Administrative functions - Operational functions. Main services: Services and facilities for ships – Administrative formalities - Cargo transfer - Services and facilities for cargo - Additional “added value” service- Ports and their stakeholders like PHO, Immigration, Ship agents, Stevedores, CHA.

**Unit - II: Port Operations (9 hrs)**

Berths and Terminals - Berth Facilities and Equipment - ship Operation - Pre-shipment planning, the stowage plan and on-board stowage - cargo positioning and stowage on the terminal - Developments in cargo/container handling and terminal operation - Safety of cargo operations - Cargo security: Measuring and evaluating performance and productivity.

**Unit - III: Port Development (9 hrs)**

Phases of port development - Growth in world trade - Changes in growth - Development in terminal operation. Shipping technology and port: Ship knowledge -Ship development and port development - Port time and ship speed - Other technical development affecting port.

**Unit - IV: Regulatory Framework for Ports (9 hrs)**

Global regulatory organisations: Conventions and Reports. Environment regulation:Port environmental pollution - Environmental Management System – HAZMAT(Hazardous Materials) - BWM (Ballast Water Management). Port Security: ISM, ISPS,Occupation Safety and Health Administration - ISO1400.

**Unit - V: Port Administration Ownership and Management (9 hrs)**

Port ownership structure- Types of port ownership and administration –Organizations concerning ports - Boards governing the ports - Port management development -Rise and fall of Ports - information technology in ports. Port ownership in Indian context: Acts governing the Ports in India - Port ownership structure in India. Port reform: Framework for port reform - Evolution of ports in a competitive world - Alternative Port Management Structure and Ownership Models.

**MAPPING OF COs to PSOs**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	M	M	H	M		L		√	√				
CO2	M		H	H	M	L				√	√			
CO3			H	H							√	√		
CO4	M		H	H	L		M	L			√		√	
CO5			H	H						√		√		
CO6	M		H	H		M	L			√	√			

### **Text Book**

1. PATRICK M.ALDERTON. 2008, Port Management and Operations. Informal Law Category, U.K.

### **Reference Books**

1. WORLD BANK. 2007, Port Reform Tool Kit. World Bank, Washington.
2. MARIA G.BURNS. 2014., Port Management and Operations. CRS Press, U.K.
3. ALAN E.BRANCH. 2008, Elements of Shipping. Chapman and Hall, FairplayPublications, U.K.
- DE MONIE. 1989., Measuring and Evaluating Port Performance and Productivity.UNCTAD, New York.
5. UNCTAD. 1985., Port Development: A Hand Book for Planners in DevelopingCountries. UNCTAD, Geneva.
6. ICS .2011/12.Port and Terminal Management. London, UK

## **E-BUSINESS**

### **COURSE OBJECTIVE:**

The primary objective of this course is to introduce concepts, tools, and approaches to electronic business. Also, this course will help the students develop skills to manage businesses in the digital world.

### **COURSE OUTCOMES:**

On successful completion of the course, the students will be able to attain CO:

CO 1 : Able to remember the concepts of electronic business.

CO2 : Understanding the various technologies used in e-business.

CO3 : Apply the latest innovations, like electronic payment systems, in the field of e-business.

CO4 : Analyze the e-business in different fields and industries.

CO5 : Discuss e-startup companies in India and the reasons behind their success.

CO6 : Be able to design new e-startups.

### **UNIT I**

**9**

Introduction to E – Business – Meaning – Definitions – Nature – Scope – Impact of E-Business Technologies – History and Development of E – Business – Contribution of E-Business Technologies to Economic Growth – Elements of E – Business Models.

### **UNIT II**

**9**

Introduction to E-business Technologies – Hardware - E-business Software Applications - Internet and World Wide Web - Database Management System - E-Business Security - IT/IS Evaluation and E-business - Social consequences of E-business Technologies.

### **UNIT III**

**9**

Meaning and Features of E – Payment System - Characteristics of E - Payment System -E - Payment System Vs Traditional Payment System - Types of E- Payment Systems - Electronic Clearing Services, Credit and Debit Card Payments – E – Wallet – Smart Card – Online Banking – Mobile Payment – Benefits and Limitations of E – Payment System.

### **UNIT IV**

**9**

The Impact of E-Business on Different Fields and Industries – E-Tourism · Employment and Job Market Online - Online Real Estate - Online Publishing and E-Books - Banking and Personal Finance Online - On-Demand Delivery Systems and E-Grocers - Online Delivery of Digital Products – E-Learning and Online Education - Define Electronic Learning - Discuss the benefits and drawbacks of E-Learning - The E-Learning Industry - Discuss E-Content Development and tools - Describe the Major Technologies used in E-Learning - Discuss the different approaches for E-Learning delivery - How E-Learning can be evaluated

– E-Government - Definition of E-Governments Implementation - E-Government Services - Challenges and Opportunities - E-Government Benefits.

## UNIT V

9

Introduction to E - Start ups– Meaning - Definition – Nature - Challenges and Steps of Launching Online Business - Benefits and Limitations of Online Business - Meaning and Benefits of E-Procurement. Types and Drivers of E- procurement - Components of E- Procurement Systems - Implementation of E-Procurement system - Reasons behind the Success of E-commerce companies.

### MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	H	H	H	L	H	H	H	√	√				
CO2	M	H	H	H	L	H	M	M	√	√				
CO3	M	H	H	M	M	H	H	M		√	√			
CO4	M	H	H	M	M	H	M	M		√	√	√		
CO5	M	H	H	M	M	H	M	M		√	√	√	√	√
CO6	M	H	H	H	H	H	H	H		√	√	√	√	√

### REFERENCES:

1. [Dave Chaffey](#), E-Business and E-Commerce Management, Financial, Third Edition, Times/Prentice Hall.
2. [Henry Chan](#), [Raymond Lee](#), [Tharam Dillon](#) and [Elizabeth Chang](#), E-Commerce: Fundamentals and Applications, John Wiley & Sons, New Delhi.
3. Jonathan Reynolds, E – Business: A Management Perspective, Oxford University Press.
4. [Kenneth Laudon](#) and [Jane Laudon](#), Management Information Systems: Managing the Digital Firm, 15<sup>th</sup> Edition, Pearson.
5. Parag Kulkarni, Sunita Jahirabadkar, and Pradip Chande, E – Business, Oxford University Press.
6. [William Horton](#), [Katherine Horton](#), E-Learning Tools and Technologies: A Consumer's Guide for Trainers, Teachers, Educators, and Instructional Designers, John Wiley & Sons, New Delhi.

### IT ENABLED SERVICES

### COURSE OBJECTIVE:

The objective of the course is to introduce the concepts IT Enabled Services as well as E-Governance, E-Marketing, E- HRM, IT enabled services in Legal system, E- Learning, Computerized reservation for hotels, transport, other services and various Online transactions.

**COURSE OUTCOMES:**

On successful completion of the course, the students will be able to attain CO:

- CO 1 : Able to remember the basic concepts of information technology-enabled services.
- CO2 : Ability to understand business design, people design, process design, and programme design.
- CO3 : Able to apply information technology-enabled services in various functional areas of business.
- CO4 : Use the online financial transactions.
- CO5 : Gain knowledge about IT - Enabled Services.
- CO6 : The student can solve business problems through the use of IT - Enabled Services.

**UNIT I**

**9**

IT Enabled Services – Introduction – External and internal environment – Impact of IT - IT Enabled Change – Business and IT alignment – IT Governance and Architecture – Risks in IT Enabled Change - Role of Senior Management – Commitment – Importance - Ethical Issues in ITES.

**UNIT II**

**9**

Business Improvement – System thinking – Gap Analysis – Importance - Business Changes Design – Integrated Change (Business Design, People Design, Process Design, and Programme Design). Change Implementation – Planning – Acquiring the Solution – Deploying – Reviewing.

**UNIT III**

**9**

E- Governance - E-Marketing. E- HRM. IT Enabled Services in Legal system. E- Learning. Computerized Reservation for – Hotels – Transport – Other Services. E- Publishing

**UNIT IV**

**9**

E-Banking – ATM – Online Transactions. Online Share Trading. Medical Transcription. E- Payment. Business Process Outsourcing Services.

**UNIT V**

**9**

Experience of IT Enabled Services in South Asian Nations. Managing the transition to an IT based economy.

**MAPPING OF COs to PSOs**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	H	H	M	L	H	M	H	√	√				
CO2	M	H	H	M	M	H	H	H	√	√				
CO3	H	H	H	M	M	H	H	H		√	√			√
CO4	H	H	H	L	M	H	H	H		√	√			
CO5	H	H	H	M	H	H	M	H	√	√	√			
CO6	H	H	H	H	M	H	M	M		√	√	√	√	√

**REFERENCES:**

1. Charles V. BreakField, Designing a Total Data Solution: Technology, Implementation, and Deployment (Best Practices) First Edition, Kindle Edition, Auerbach Publications.
2. Nikhil Treebhohun, Promoting IT Enabled Services, Commonwealth Secretariat.

3. Ravi Kalakota, Andrew B. Whinston, Electronic Commerce A Manager's Guide, Pearson Education India.
4. Sanjiv Purba, Architectures for E-Business Systems: Building the Foundation for Tomorrow's Success (Best Practices), First Edition, Auerbach Publications.
5. Sharm Manwani, IT Enabled Business Change: Successful Management, BCS, The Chartered Institute for IT.

## DECISION SUPPORT SYSTEM

### COURSE OBJECTIVE:

This course explains the system components that support each other in taking and implementing the decisions.

### COURSE OUTCOMES:

On successful completion of the course, the students will be able to attain CO:

CO 1 : Able to remember the concepts of information system and decision support system.

CO2 : Understand the various models of decision support system.

CO3 : Recognize how an information system is applied to different functional areas such as marketing, production, human resources, accounting, and finance.

CO4 : Evaluate how the executive information system helps make effective decisions.

CO5 : Adapt a decision support system to improve the company's decision – making capabilities.

CO6 : The students understand the relationship between the components of the system and the means to utilize the information available for making decision.

### UNIT I

9

Information Systems in Management - Roles of Information - System Concepts – Organization as a System – Components of Information Systems - DSS - Introduction - Characteristics –Architecture (Hardware, Software & User Interface for DSS) - Decision Making Process.

### UNIT II

9

Model Management - Modeling Process - Static and Dynamic Models - Financial and Planning Modeling – Descriptive – Predictive - Model Base - Handling Certainty and Uncertainty - Mathematical Programming - Optimization – Simulation – Heuristic - Modeling Languages-Model Directory- Model Base Management System- Model Execution, iIntegration and Command Processing - Model Packages.

### UNIT III

9

Data Management System: Data Warehousing – Need – Components – Construction. Data Base - Sources - Warehouse Architecture - Maintenance of Data - Data Mining. Marketing IS - Manufacturing IS - HRIS - Accounting IS And Financial IS – Transaction Processing Systems- Information Reporting - System - Information For Strategic Advantage.

### UNIT IV

9

Group DSS - Technology of GDSS - Decision (Electronic Meeting) Room - GDSS Software - Idea Generation - Negotiation Support Systems. EIS - Characteristics - Executive's Information Needs - Comparing EIS and DSS - EIS Implementation

### UNIT V

9

DSS Models and Software - The decision making process – Structured - Semi Structured and Unstructured problems - What if analysis - Sensitivity analysis - Goal-seeking - Analysis and Optimizing Analysis - Overview of (AI - Neural Networks - Fuzzy Logic Systems - Genetic Algorithms – Expert Systems).

### MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	H	H	H	L	H	M	M	√	√				
CO2	M	H	H	L	M	H	M	M	√	√				
CO3	M	H	H	M	M	H	H	L			√	√	√	
CO4	M	M	H	L	L	H	M	L		√	√		√	
CO5	H	H	H	M	M	H	M	L	√	√	√			
CO6	M	H	H	M	M	M	M	H		√	√	√	√	√

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## TECHNOLOGY MANAGEMENT

### COURSE OBJECTIVE:

The course aims to understand the importance of technology in conducting business.

### COURSE OUTCOMES:

On successful completion of the course, the students will be able to attain CO:

CO 1 : Able to remember the concepts of technology management.

CO2 : Understand the role of technology management in today's business environment.

CO3 : Apply the knowledge of technology management to carry out technology forecasts.

CO4 : Analyze the new technology.

CO5 : Evaluate the issues in technology management.

CO6 : Develop technology management plans for both manufacturing and service sector-based industries.

### UNIT I

9

Overview of Technology Management: Introduction - Concept of Technology – Role and Importance - Growth of Technology - Historical Developments in Technology - Management of Technology - Functions of Technology Management - Significance of Technology Management- Technological Change.

### UNIT II

9

Competitive Advantages through Technologies: Introduction - Competitive Advantage - Technology and Competitive Advantage - Government and Competitive Advantage - IT in Competitive Advantage - Technology and Product Development - Competitive Advantage through Technology - Strategic Significance of Technology - Strategy of Technology Development: Introduction - Technology Strategy -

Models of Technology Strategy - Information Technology Strategy - Technology Life Cycle Management - Issues and Trends in R&D Management.

**UNIT III**

**9**

Technology Forecasting: Introduction - Theory of Technology Forecasting - Methods of Technology Forecasting - Technology Assessment: Introduction - Technological Impact on Society - Technological Impact on Business - Understanding Technology Assessment - Process of Technology Assessment - Technology Audit.

**UNIT IV**

**9**

Technology Diffusion and Absorption: Introduction - Life Cycle of Technology Adoption - Understanding Technology Diffusion - Barriers to Technology Diffusion - Adoption of New Technologies - Technology Absorption - Technology Transfer Management: Introduction - Understanding Technology Transfer - Process of Technology Transfer - Concerns in Technology Transfer - Management of Intellectual Property Rights (IPR) - Strategic Advantage through IPR Management.

**UNIT V**

**9**

Technology and Innovation Management: Introduction - Managing Technologies - Connecting Technology and Innovation - Technology Intelligence - Technology Strategy Formation - Technology Management Control - Issues in Technology Management: Introduction - Social Issues - Ethical Issues - Moral Issues - Human Aspects in Managing Technology - Environmental Impact Analysis.

**MAPPING OF COs to PSOs**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level						
									K1	K2	K3	K4	K5	K6	
CO1	M	H	M	M	M	H	H	M	√						
CO2	M	H	H	M	M	H	H	M		√					
CO3	M	H	H	M	M	H	H	M			√				
CO4	M	H	H	M	M	H	M	M	√	√	√				
CO5	H	H	H	M	M	H	H	M	√	√	√	√			
CO6	H	H	H	H	H	H	H	H	√	√	√	√	√	√	√

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