



LAKIREDDY BALI REDDY COLLEGE OF ENGINEERING

(AUTONOMOUS)

Accredited by NAAC & NBA (CSE, IT, ECE, EEE & ME)

Approved by AICTE, New Delhi and Affiliated to JNTUK, Kakinada

L.B.Reddy Nagar, Mylavaram-521230, Krishna Dist, Andhra Pradesh, India

SCHOOL OF MANAGEMENT STUDIES

R20 Regulations Course Structure –MBA Programme

I SEMESTER

S.NO	Course Code	COURSE TITLE	CONTACT HOURS/WEEK				CREDITS	Scheme of Valuation		
			L	T	P	TOTAL		CIE	SEE	Total
1	20MB01	Management Perspectives & Organizational Behaviour	4	-	-	4	4	40	60	100
2	20MB02	Managerial Economics	4	-	-	4	4	40	60	100
3	20MB03	Accounting for Managers	3	1	-	4	4	40	60	100
4	20MB04	Quantitative Analysis for Business Decisions	3	1	-	4	4	40	60	100
5	20MB05	Legal & Business Environment	4	-	-	4	4	40	60	100
6	20MB06	Business Communication and Soft skills	4	-	-	4	4	40	60	100
7	20MB51	Information Technology Lab	-	-	2	2	2	40	60	100
8	20MB52	Business Communication and Soft Skills Lab-I	-	-	2	2	2	40	60	100
TOTAL			22	2	4	28	28	320	480	800

II SEMESTER

S.NO	Course Code	COURSE TITLE	CONTACT HOURS/WEEK				CREDITS	Scheme of Valuation		
			L	T	P	TOTAL		CIE	SEE	Total
1	20MB07	Financial Management	3	1	-	4	4	40	60	100
2	20MB08	Human Resources Management	4	-	-	4	4	40	60	100
3	20MB09	Marketing Management	4	-	-	4	4	40	60	100
4	20MB10	Operations Management	4	-	-	4	4	40	60	100
5	20MB11	Business Research Methods	3	1	-	4	4	40	60	100
6	20MB81- Business Analytics	Management (Massive Open Online Courses Related to Management studies other than listed courses in the course structure/syllabus)	3	-	-	3	3	40	60	100
	20MB82- Cross Cultural									
	20MB83- MOOC s									
7	20MB53	Business communication and Soft Skills Lab-II	-	-	2	2	2	40	60	100
8	20MB54	Industry Analysis & Presentation (IAP)	1	-	2	3	3	100	-	100
TOTAL			22	2	4	28	28	380	420	800

III SEMESTER

Sl.NO.	Course Code	COURSE NAME	CONTACT HOURS PER WEEK				CREDITS	Scheme of Valuation		
			L	T	P	TOTAL		CIE	SEE	Total
1	20MB12	Business Policy & Strategic Management	4	-	-	4	4	40	60	100
2	20MB13	E-Business	4	-	-	4	4	40	60	100
FINANCE ELECTIVE COURSES										
3	20MB14	Security Analysis And Portfolio Management	3	-	-	3	3	40	60	100
4	20MB15	Financial Markets and Services	3	-	-	3	3	40	60	100
5	20MB16	Strategic Financial Management	3	-	-	3	3	40	60	100
HRM ELECTIVE COURSES										
6	20MB17	Performance and Reward Management	3	-	-	3	3	40	60	100
7	20MB18	Management of Industrial Relations	3	-	-	3	3	40	60	100
8	20MB19	Leadership and Team Building	3	-	-	3	3	40	60	100
MARKETING ELECTIVE COURSES										
9	20MB20	Services Marketing & Retail Management	3	-	-	3	3	40	60	100
10	20MB21	Advertising and Brand Management	3	-	-	3	3	40	60	100
11	20MB22	Social Media & Digital Marketing	3	-	-	3	3	40	60	100
SYSTEMS ELECTIVE COURSES										
12	20MB23	Data Mining for Business Decisions	3	-	-	3	3	40	60	100
13	20MB24	Managing Software Projects	3	-	-	3	3	40	60	100
14	20MB25	Enterprise Resource Planning	3	-	-	3	3	40	60	100
OPERATIONS ELECTIVE COURSES										
15	20MB26	Quality Tool kit for Managers	3	-	-	3	3	40	60	100
16	20MB27	Management of Manufacturing Systems	3	-	-	3	3	40	60	100
17	20MB28	Logistics & Supply Chain Management	3	-	-	3	3	40	60	100
18	20MB55	Data Analysis Lab	-	-	2	2	2	40	60	100
19	20MB56	Internship	1	-	3	4	4	40	60	100
TOTAL			21	0	5	26	26	320	480	800

IV SEMESTER

Sl. NO	Course Code	COURSE TITLE	CONTACT HOURS/ WEEK				CREDITS	Scheme of Valuation		
			L	T	P	TOTAL		CIE	SEE	Total
1	20MB29	Entrepreneurship & Start-up Management	4	-	-	4	4	40	60	100
2	20MB30	Business Ethics and Corporate Governance	4	-	-	4	4	40	60	100
FINANCE ELECTIVE COURSES										
3	20MB31	International Financial Management	3	-	-	3	3	40	60	100
4	20MB32	Financial Derivatives	3	-	-	3	3	40	60	100
5	20MB33	Banking & Insurance Management	3	-	-	3	3	40	60	100
HRM ELECTIVE COURSES										
6	20MB34	International Human Resource Management	3	-	-	3	3	40	60	100

7	20MB35	Management of Change	3	-	-	3	3	40	60	100
8	20MB36	Talent Management	3	-	-	3	3	40	60	100
MARKETING ELECTIVE COURSES										
9	20MB37	Sales & Distribution Management	3	-	-	3	3	40	60	100
10	20MB38	Consumer Behaviour & Customer Relationship Management	3	-	-	3	3	40	60	100
11	20MB39	Global Marketing	3	-	-	3	3	40	60	100
SYSTEMS ELECTIVE COURSES										
12	20MB40	Data Warehousing	3	-	-	3	3	40	60	100
13	20MB41	Decision Support System	3	-	-	3	3	40	60	100
14	20MB42	Cyber Laws and Security	3	-	-	3	3	40	60	100
OPERATIONS ELECTIVE COURSES										
15	20MB43	Operations Research	3	-	-	3	3	40	60	100
16	20MB44	Sourcing Management	3	-	-	3	3	40	60	100
17	20MB45	Six Sigma	3	-	-	3	3	40	60	100
18	20MB57	Major Project Work	1	-	3	4	4	40	60	100
19	20MB58	Comprehensive Viva-Voce	-	-	-	-	2	100	-	100
TOTAL			21	0	3	24	26	380	420	800

NOTE:

1. In III & IV Semesters student has to study 2 Program core courses and 4 Program Elective courses respectively.
2. Out of 5 groups in Program Electives (Finance/HR/Marketing/Systems/Operations), student has to study 2 groups in program Electives and 2 courses from each Elective during III & IV semesters respectively.
3. The student has to study the same Elective groups in III and IV semesters.
4. To offer any elective courses, at least 20% of the total students should be opted.

Programme Outcomes (PO's)

PO-1	Apply knowledge of management theories and practices to solve business problems.
PO-2	Foster Analytical and critical thinking abilities for data-based decision making.
PO-3	Ability to develop Value based Leadership ability.
PO-4	Ability to understand, analyze and communicate global, economical, legal and ethical aspects of business.
PO-5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Note: These PO statement are using to show the articulation matrix table CO-PO mapping at the end of every course

L	T	P	Cr.
4	-	-	4

Course Educational Objectives (CEOs): In this course, the students will learn

1.	To highlight the evolution of management and pioneering contribution in management practices for getting clarity and to apply.
2.	To know the relevance of functions of the management in making decisions.
3.	To know Individual and group behavior in learning, personality etc in the organizational context.
4.	To understand the Motivation, leadership and group related perspectives in organizations.
5.	To study the organizational behavior – conflict, stress communication and development in management.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Describe the functions and importance of management
CO2	Understand the difference between formal and informal organizations for taking effective decisions.
CO3	Interpret the scope of organizational behaviour and its significance.
CO4	Demonstrate the impact of motivation and leadership in group dynamics.
CO5	Solve organizational conflicts through negotiation and team building.

CO-PO Articulation Matrix:

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	1	2	-	-	-
CO2	1	-	2	1	-
CO3	2	-	3	-	1
CO4	1	2	-	1	-
CO5	1	2	1	-	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Pre requisite: Basic Knowledge on social sciences.

Unit – I

Introduction- Definition, Nature, Functions and Importance of Management – Evolution of Management thought – Scientific management, Administrative management, Hawthorne experiments - Levels of Management - Managerial Skills - Planning – Steps in Planning Process – Types of Plans - Essentials of a sound Plan - Management By Objectives (MBO) - Techniques and Processes of Decision Making.

Unit-II

Organizing – Principles of organizing – Formal and Informal Organization– Organization Structure and Design - Delegation of Authority– Span of control – Decentralization – Line and staff structure conflicts - Coordination definition and principles - Controlling -Nature and importance, process, Requirements of effective control and controlling techniques.

Unit – III

Organizational Behavior: Nature and scope – Linkages with other social sciences – Individual roles and organizational goals – perspectives of human behavior - Perception– perceptual process – Learning - Learning Process- Theories- (Pavlov, Skinner and Thorndike) - Personality and Individual Differences - Determinants of Personality - Values, Attitudes and Beliefs .

Unit – IV

Motivation and Leadership – Definition and nature of motivation, Theories of Motivation (Maslow, Alderfer) - Leadership –Traits-Styles –Leadership skills– Challenges to leaders– Groups – stages formation of groups – Group Dynamics – Collaborative bargaining Processes in Work Groups - Johari -Window theory.

Unit – V:

Organizational conflicts-causes and consequences-conflict and Negotiation Team Building, Conflict Resolution in Groups and problem solving Techniques Stress, types of stress causative factors of stress in organizations, preventive measures- Communication, types and process, importance and barriers – Organizational change - change process - resistance to change – Organizational development and OD interventions.

Relevant Case Studies should be discussed in each unit

Text Books:

1. Knootz Herald, Weihrich. Henz and Aryasri : “Principles of Management”,TMH, New Delhi. 2010.
2. Meenakshi Gupta: “Principles of management”, PHI Pvt., Ltd., New Delhi. 2009.
3. Robbins.P. Stephen (2006), Organizational Behaviour, Pearson Education, New Delhi.
4. Luthans Fred (1998), Organizational Behaviour, Tata Mc Graw Hill International Edition, New Delhi.

References:

1. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
2. Kumar, Rao, Chhaalill “Introduction to Management Science” Cengage Publications, New Delhi
3. V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
4. K.Anbuvelan, Principles of Management, University Science Press, 2013.
5. K.Aswhathappa “Organisational Behaviour-Text, Cases and Games”, Himalaya PublishingHouse, New Delhi, 2008.
6. Steven L Mc Shane, Mary Ann Von Glinow, Radha R Sharma: “Organisational Behaviour”, TMH Education, NewDelhi,2008

L	T	P	Cr.
4	-	-	4

Course Educational Objectives (CEOs): In this course, the students will learn

1.	To inculcate the basic knowledge about the concepts of economics and managerial economics.
2.	To equip the students with the analytical tools of Economics and apply the same to rational Managerial decision-making and to understand different business firms.
3.	To describe the role of demand and demand forecasting for effective decision making.
4.	To develop economic way of thinking while dealing with production and cost analysis to solve business problems and challenges.
5.	To understand the concept of market intelligence and to evaluate the nature of different market structures for sensible economic managerial decisions.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Determine the fundamentals of Economics and Managerial Economics and able to apply them for effective managerial decision making.
CO2	Identify different types of business opportunities in public and private sector.
CO3	Evaluate the various decisions of the managers using demand, elasticity demand and demand forecasting.
CO4	Analyze different theories, principles, and concepts of production and cost so that the cost benefits can be examined for economic decision making.
CO5	Analyze the price output conditions in each market structure and also evaluate in which type of market the organization achieves abnormal profits.

Co-Po Articulation Matrix:

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	-	1
CO2	1	-	2	1	-
CO3	2	-	2	-	1
CO4	1	2	-	1	2
CO5	2	2	1	-	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Prerequisite: Basic knowledge on economics and business activities

Unit - I

Introduction to Managerial Economics: Economics-Definitions-Nature, significance and components of Micro and Macro Economics-Welfare Economics-Managerial Economics-Definition, Nature and Scope, Relationship with other Disciplines- The role of Managerial Economist in business.

Unit - II

Fundamental Economic concepts: Opportunity cost, Discounting principle, Time perspective, Incremental concept, Marginal Utility and Equi-marginal Utility, Risk and Uncertainty.

Objectives of the Firm: Business firm-Objectives –Economical objectives-Social objectives

Structure of the Firm: Characteristics and types, Merits and Demerits of various business firms in Private and Public sector.

Unit - III

Demand Analysis: Demand-Demand Function – Determinants- Types -Law of Demand and its Exceptions; Elasticity of demand: Types of Elasticity of Demand, Measurement of Elasticity of Demand, Factors affecting Elasticity of Demand, significance of Elasticity of Demand.

Demand forecasting: Demand forecasting-Types-Methods -Survey Method- Statistical Method

Unit - IV

Production Analysis: Production function, Cobb-Douglas Production Function, Iso-Quants, Iso-Costs and Least Combination, MRTS, Laws of Production and Economies of scale.

Cost Analysis: Cost- significance-Cost concepts, short run and long run cost-output relationship; Cost control and its Techniques.

Break-Even Analysis: BEP –significance-BEP chart-Limitations

Unit - V

Market Structure and Pricing: Classification of Markets, Competitions and its features; Price-Output determination in Perfect competition, Monopoly, Monopolistic competition markets; Pricing methods and Strategies, Theories of profit.

Relevant case studies should be discussed in each unit

Text Books

1. G S Gupta, “*Managerial Economics*”, Tata McGraw Hill.
2. P. L.Mehta “*Managerial Economics– Analysis, Problems & Cases*”-Sulthan Chand & Sons

Reference

1. Dean. Joel: “*Managerial Economics*”, PHI.
2. R.L.Varshney and K.L.Maheshwari, “*Managerial Economics*”, 17th Edition, Sultan Chand& Sons
3. Henry and Haynes, “*Managerial Economics*”: Analysis and Cases, Business Publications
4. Keat, 2007, “*Managerial Economics*”, 4th Edition, Thomson
5. H.Craig Petersen, W.C. Lewis, S K Jain, 2006, “*Managerial Economics*”, Pearson
Managerial Economics and Financial Accounting by Rama chandran Arya sri- Tata McGraw Hill.2008.

L	T	P	Cr.
4	-	-	4

Course Educational Objectives (CEOs): In this course, the students will learn

1.	To provide information about fundamental concepts of financial accounting and make them to learn the Generally accepted Accounting Principle and Accounting Standards issued by ICAI.
2.	To acquaint the students with the fundamentals principles of financial, cost and management accounting and to enable the students to prepare, analyze and interpret financial statements and
3.	To enable the students gain knowledge about concepts, principles and techniques of computing depreciation on fixed assets
4.	To create an understanding about funds flow and cash flow statements and make them to prepare these statements and to enable the students to use financial data in planning, decision making and control
5.	To enable them to do the financial statement analysis by using the tool financial ratios and able to draw meaningful conclusions about company's financial position.

Course outcomes (COs): At the end of the course, students will be able to

CO1	Develop an awareness and understanding of the accounting process and fundamental accounting principles that underpin the development of financial statements
CO2	Interpret and analyze financial accounting and combine financial analysis with other information to assess the financial performance and position of a company.
CO3	Apply course concepts to analyze common business management decisions such as valuation of fixed assets and outsourcing decisions from a financial perspective
CO4	Define the nature and role of the financial statements and able to make financial decision regarding cash and funds flow.
CO5	Identify the problem areas in business through various ratio techniques and can take decisions using management accounting tools

Co-Po Articulation Matrix:

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	-	2	-
CO2	2	3	1	1	1
CO3	3	2	-	2	1
CO4	2	2	1	2	-
CO5	-	2	1	3	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Prerequisite: Fundamentals of trade, commerce and business

Unit - I

Introduction to Accounting –Nature and Scope -Financial Accounting, Cost Accounting, Management Accounting – Role of Accounting in Modern Organization, Importance, Objectives and Principles, Accounting Concepts & conventions and the Generally Accepted Accounting Principles (GAAP), Accounting Standards issued by Institute of Chartered Accountants of India. Concept of Shares and Debentures & Amalgamation

Unit - II

Financial Accounting System – Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments (Sole trading concern).

Unit - III

Valuation of Fixed assets: Tangible vs. Intangible assets, Depreciation of fixed assets and methods of depreciation (Straight line method, Written down value method, Annuity method). Valuation of Inventory (FIFO, LIFO, Simple average, weighted average methods).

Unit - IV

Funds flow and Cash flow statements: Meaning- Advantages and Limitations – Statement of Changes in Working Capital -Analysis and interpretation of financial statement from investor and company point of view – Du Pont Chart.

Unit - V

Financial Statement Analysis–Ratio Analysis: Classifications–Liquidity, Activity, Profitability, Solvency and Structural ratios – Calculation and interpretation of ratios -Predictive Power of ratios – Advantages and Limitations of ratio analysis.

Relevant Case Studies should be discussed in each unit

Text Books

1. Maheshwari S N, Mahehwari S K: “*Financial Accounting* “, Vikas Publishing House Private Limited, New Delhi, 2009,
2. I. M. Pandey : Management Accounting Vikas Publishing House, ND.

Reference

1. Asish K. Bhattacharyya: “*Essentials of Financial Accounting*”, PHI Private Limited, New Delhi, 2009.
2. Khan.M.Y.,Jain.P.K., 2007, Management Accounting – Text, Problems and Cases, 4thEdition, Tata McGraw Hill, New Delhi – 8
3. N.M.Si0nghvi, Management Accounting, Text and Cases, Prentice Hall.
4. J.C. Varshney: Financial and Management Accounting, Wisdom Publication.
5. Gupta, 2006, Financial Accounting for Management – An Analytical Perspective, Pearson.

L	T	P	Cr.
4	-	-	4

Course Educational Objectives (CEOs): In this course, the students will learn

1.	To apply the quantitative methods for business decision making.
2.	To understand the topic of linear programming problem and its use in practical problems for optimization.
3.	To assess the transportation and assignment concepts and limitations as applied to problems in industry.
4.	To analyze the usage of various statistical tools to interpret the data.
5.	To identify and evaluate the parts of queuing system and different types of queuing models.

Course outcomes (COs): At the end of the course, students will be able to

CO1	Apply the need of using quantitative approach for effective decision-making.
CO2	Demonstrate the topic of linear programming problem and its use in practical problems for optimization.
CO3	Solve Transportation and Assignment problems using appropriate method.
CO4	Analyze various simple & advanced statistical tools and interpret data
CO5	Evaluate various components of a queuing system and description of each of them.

CO-PO Articulation Matrix:

Mapping course outcomes leading to the achievement of program outcomes:

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	1	2			
CO2	1		2	1	1
CO3	2		3		1
CO4	1	2		1	
CO5	1	2			1

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Prerequisite: Basic Knowledge in Mathematics and Statistics

Unit-I

Introduction to Quantitative analysis: History and development of Quantitative Approach, Definitions of Operations Research, Quantitative analysis and Decision Making, Quantitative analysis Vs Qualitative Analysis.

Decision Theory: Steps of Decision Making process, Types of Decision Making environments: Under Uncertainty, under Risk; Decision Trees Analysis.

Unit-II

Linear Programming: Introduction, Basic Assumptions, Structure of linear Programming model, Formulation of LPP, Solution by the Graphical method: Multiple Optimal Solutions, Unbounded Solution, Infeasible Solution; Simplex method. Applications, Advantages, Limitations

Unit-III

Transportation Problem: Mathematical model, IBFS, Test for Optimality and Managerial applications. **Assignment Problem:** Mathematical model, Solutions of A.P., Variations of A.P. and Travelling Salesman Method.

Unit-IV

Statistical Inference: Introduction, Hypothesis and Hypothesis testing, Directions and errors in hypothesis testing, parametric vs. non-parametric tests, Hypothesis Testing for population Parameters with Large Samples (z-test), Hypothesis Testing for population with Small samples (t-test), Hypothesis testing based on F-Distribution (F-test), Chi Square test

Unit-V

Linear correlation: Types of Correlation, Methods of Studying Correlation: Scatter diagram method, Karl Pearson's coefficient of correlation and Rank correlation.

Linear Regression Analysis: Linear and Non-linear regression, lines of regression, coefficients of regression.

Queuing theory: Queuing Structure and basic component of Queuing Model, Distributions in queuing model, Different in Queuing Model with FCFS, Queue Discipline, Single and Multiple service server with finite and infinite population. Special purpose Queuing Models.

Relevant Case Studies should be discussed in each unit

Text Books

1. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7th Edition, 2011.
2. Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 6th edition, Tata McGraw –Hill Publishing Company Ltd., New Delhi, 2012.

References

1. Srivatsava TN and ShailajaRego, Statistics for Management, Tata McGraw Hill, 2008.
2. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
3. Anderson, Sweeney, Williams, Camm, Martin, Quantitative methods for Business, 12e, Cengage Learning, 2013.

L	T	P	Cr.
4	-	-	4

Course Educational Objectives (CEOs): In this course, the students will learn

1.	To make students to understand the issues of Indian business environment in an integrated manner.
2.	To familiarize students with the various political and economical environmental issues.
3.	To understand the basic issues of legal environment in legitimate manner.
4.	To know the legal documentations and procedures required to run the business firms such as partnership and company.
5.	To acknowledge the information regarding Miscellaneous act and to manage business by duly following legality.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Understand the impact of environmental issues while operating business.
CO2	Evaluate the political and economic environments of business.
CO3	Describe fundamental laws of business and to operate firm effectively.
CO4	Analyze documentation process while formation and operation of partnership and company business.
CO5	Apply knowledge of business concepts and functions in an integrated manner through miscellaneous act.

CO-PO Articulation Matrix:

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	1	2		2	
CO2				1	
CO3	2				
CO4	1	2		1	
CO5	1	2			

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Prerequisite: Basic Knowledge in business activities.

Unit-I

Introduction: Concept of Business Environment-Definition-Characteristics-Environmental factors, Importance at national and international level – problems and challenges – Environmental Scanning: Importance, Process of scanning- NITI Aayog: It's Role in Economic Development of India- Technological Environment: Features, Its impact on Business, Restraints on Technological Growth.

Unit-II

Economic and Political Environment: Concept-Definition of Economic Environment-Economic Systems- Relative merits and demerits of each systems-Economic Policies-Monetary-Fiscal- Industrial policies since independence and their significance – regulatory and promotional framework . Structure of Indian Economy- Nature and significance. Economic Planning- Objectives, Merits, Limitations- Concept and Meaning of Political Environment.

Unit-III

Legal Environment: - Business Law: Meaning, scope and need for Business Law-Source of Business Law- Indian Contract Act 1872: Its Essentials, Breach of Contract and remedies. Intellectual Property Rights. Negotiable Instruments Act 1881.

Unit-IV

Company Act 2013: Memorandum and alteration of Articles of Association-Partnership Act 1932: Duties of Partners- Dissolution of Partnership-Information Technology Act 2000: Digital signature-Cyber Frauds.

Unit-V

Miscellaneous Acts: Sales of Goods Act 1930-Sale- agreement to Sale – Implied Conditions and Warranties- Consumer Protection Act 1986- Competition Act-Environment (Protection) Act 1986- Foreign Exchange Management Act (FEMA).

Relevant Case Studies should be discussed in each unit

Text Book

1. K. Aswathappa – Essentials of Business Environment, Himalaya Publishing House, 2008.
2. S.N. Maheswari & S.K. Maheswari – A Manual of Business Laws, Himalaya Publishing House, 2013.

References:

1. Francis Cherunillam, Business Environment, Himalaya Publishers.
2. K.Aswathappa, Essentials of Business Environment, Himalaya Publishers.
3. P.K.Dhar, Indian Economy Growing Dimensions, Kalyani Publishers.
4. N.D.Kapoor , Mercantile Law, Sultan Chand Publishers.

L	T	P	Cr.
4	-	-	4

Course Educational Objectives (CEOs): In this course, the students will learn

1.	To realize the role of communication in business and effective communication and its barriers.
2.	To understand the dynamics of listening, & the concept of interpersonal relations, team work, empathy, conflict resolution etc.
3.	To write business letters, reports, synopsis & thesis through thoroughly studying the samples from the industry.
4.	To gather ideas and information relevantly and coherently and participate in group discussions.
5.	To face interviews with thorough understanding of techniques & etiquette.

Course Outcomes (COs) :At the end of the course, students will be able to

CO1	Understand the impact of effective business communication while exhibiting good interpersonal skills and body language.
CO2	Describe the influence of interpersonal communication for effective team building
CO3	Demonstrate the significance of business writing skills.
CO4	Discuss various strategies for improving presentation skills
CO5	Interpret the interview techniques with good etiquettes and attitude.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO 2	PO 3	PO 4	PO 5
CO1		1	1	3	3
CO2		1	1	3	3
CO3		1	1	3	3
CO4		1	1	3	3
CO5		1	1	3	3

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre requisite: Basic knowledge of grammar, vocabulary and ability to speak, write and understand simple sentences in English.

Unit – I: Role of Communication in Business –Introduction- Objectives & Process of communication; Verbal Vs Non-verbal communication –Body language-postures-gestures-kinesics etc., Cross Cultural Communication – problems and challenges; Barriers to effective communication.

Unit – II: Dynamics of Listening – Process, types & traits; Interpersonal vs. Intrapersonal communication - managing motivation to influence Interpersonal Communication- Role of Emotion in Inter Personal Communication –Empathy- conflict resolution-Team work.

Unit – III: Business Writing Skills- Significance & Features of Business Correspondence- Business letters (Analysis of sample letters collected from industry) – E-mail; Report Writing – objectives & significance; Business and Technical report writing –progress reports, routing reports – Annual reports (Analysis of sample reports from the industry) – Synopsis and thesis writing

Unit – IV: Presentation skills – Strategies & techniques of presentation – types of presentation – Video Conferencing–Seminars-Technical paper presentations - Group Discussions-Brainstorming Sessions – Participation in meetings – chairing sessions.

Unit – V: Formal and informal interviews –techniques – etiquette - ambience – polemics – interviewing in different settings and for different purposes, eg. eliciting and giving information, recruiting, performance appraisal - Relevant case study discussions

Relevant Case Studies should be discussed in each unit

Textbooks

1. Herta A Murphy & Herber W Hildebrandt, “.Effective Business Communication”, Tata McGraw Hill, New Delhi, 2008.
2. Krizan, “Essentials of Business Communication”, Cengage Learning, New Delhi,2008

Reference

1. Paul Turner, “Organizational Communication”, JAICO Publishing House, New Delhi,2007
2. Ramesh & Ramesh, “Ace of Soft skills”, Pearson Education, New Delhi, 2009.
3. Meenakshi Raman, “Business Communication”, Oxford University Press, New Delhi,2008
4. Leo Jones & Richard Alexander, “New International Business English”, Cambridge University Press, New Delhi, 2009.

L	T	P	Cr.
-	-	2	2

Course Educational Objective (CEOs): In this course, the students will learn

1.	To equip students with the basic information technologies available for improving managerial performance.
2.	To Identify and operate basic components of the computer and Microsoft Word.
3.	To recognize major components of the PowerPoint window and create a presentation.
4.	To point out major components of the Excel window.
5.	To create, add, modify, and delete records from a database.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Understand the computer fundamentals, computer software and functions of operating systems.
CO2	Define MS Office software, learn how to open, save and print existing files and apply formatting techniques to produce professional documents.
CO3	Determine layout to achieve desired formatting and calculations for accurate workbook design
CO4	Design and develop presentation content to create presentation slides by entering text, data, and graphics.
CO5	Create a relational database using given data.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	3	1	1		1
CO2	2				1
CO3	3	2			
CO4	2	1	1	2	
CO5	2	1		1	1

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Pre requisite: Basic knowledge on fundamentals of computer and its operation.

Exercise-I:

Fundamentals of Computer: CPU, Basic logic gates, Computer Memory and Mass storage devices, Computer Hierarchy, Input Technologies, Output Technologies, Number Systems and Arithmetic: Decimal, Binary, Octal and Hexadecimal Number Systems, Binary Arithmetic.

Computer Software: Application and System Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters, Process of Software Development.

Operating Systems- Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems)

Exercise -II

MSWord: Text Basics, Text Formatting and saving file, Working with Objects, Header & Footers, working with bullets and numbered lists, Tables, Merging Documents, Sharing and Maintaining Document, Proofing the document, Printing.

Exercise -III

Introductory concepts of MS-EXCEL: Introduction to Excel, Formatting excel work book, Perform Calculations with Functions, Sort and Filter Data with Excel, Lookup Functions, Data Validations, Logical Functions, WHAT IF ANALYSIS, Protecting and Sharing the work book, Use Macros to Automate Task, Proofing and Printing.

Working with charts: Charts and Slicers, Create Effective Charts to Present Data Visually, Analyze Data Using PivotTables and Pivot Charts, Array Functions, EXCEL DASHBOARD

Exercise-IV

MS POWER POINT: Setting Up PowerPoint Environment, creating slides and applying themes, working with bullets and numbering, Working with Objects, Hyperlinks and Action Buttons, Working with Movies and Sounds, Animation and Slide Transition, Slide show options.

Exercise-V

Introduction to MS-ACCESS: Exploring Access Environment, Designing a Database, Creating a Relational Database in Access, Managing Data in a Table, Querying a Database, Designing Forms, Working with Reports.

Photo shop: Basic utilities and tools, which help them to edit a photograph, toolbars, saving files, Using help and resources.

Introduction to Google forms: Creating, sharing.

Relevant Case Studies should be discussed in each unit

Text Books:

1. Fundamentals of Computers by E. Bala gurusamy, Publisher: McGraw Hill Education
2. Learning Microsoft® Office 2013 Deluxe Edition Pearson.
3. Foundations of IT, Dhiraj Sharma, Excel books.

References:

1. P.K.Vishwanathan, 2003, Business Statistics, An applied orientation” Pearson.
2. Microsoft Office Professional 2010 Step by Step eBook by Joyce Cox, Joan Lambert and Curtis Frye.
3. Introduction to Computers and Communications, Peter Norton-Sixth Edition-Tata McGrawHill.

L	T	P	Cr.
-	-	2	2

Course Educational Objectives (CEOs): In this course, the students learn

1.	To speak spontaneously on the given topic.
2.	To negotiate successfully using appropriate language.
3.	To gather information and organize ideas relevantly and coherently.
4.	To make oral presentations, power point presentations and participate in group discussions.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Demonstrate skillfully in day-to-day activities.
CO2	Interpret data logically and meaningfully on the slides /posters.
CO3	Restate through group discussions.
CO4	Define the process of resume preparation and event management

CO-PO Articulation Matrix

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO 5
CO1		2	2	3	2
CO2		2	2	3	1
CO3		3	2	3	2
CO4		2	2	3	1

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Prerequisite: Basic knowledge of English language

❖ **Interactive Communication Skills (ICS) Lab.** with movable chairs and audio-visual aids with a P.A System, a T. V., a digital stereo –audio & video system and camcorder etc.

Exercise - I

Practice: Ice-Breaking Activity and JAM Session – Introducing Oneself – Extempore – Vocabulary – Synonyms- Antonyms – One-word substitutes.

Exercise - II

Practice: Group Discussion – Issues related to Industry & Business – Discussion on news article.

Exercise - III

Practice: Poster Presentation – Power Point Presentations – Issues related to Industry & Business.

Exercise - IV

Practice: Writing Résumé & Letters – Activities on Event Management – Proverbial Expansions.

Relevant Case Studies should be discussed in each unit

Lab Manual:

1. Board of Editors, “ELCS Lab Manual – A Workbook of CCALL and ICS Lab Activities”, Orient Black Swan Pvt. Ltd., Hyderabad, 2016.

Books Recommended:

1. Stephen Bailey , “Academic Writing- A Practical guide for students”, Routledge Falmer, London & New York, 2004.
2. A Ramakrishna Rao, Dr G Natanam & Prof SA Sankara narayanan, “English Language Communication : A Reader cum Lab Manual, Anuradha Publications, Chennai
3. DELTA’s key to the Next Generation TOEFL Test: Advanced Skill Practice, New Age International (P) Ltd., Publishers, New Delhi.
4. Books on TOEFL/GRE/GMAT/CAT by Barron’s/CUP
5. IELTS series with CDs by Cambridge University Press.

II SEMESTER

Course Educational Objectives(CEOs): -In this course, the students will learn

1.	To help the students to develop cognizance of the importance of Financial Management in corporate valuation
2.	To enable students to describe how people analyze the corporate leverage under different conditions and understand how people evaluate different corporate methodologies in acquiring of finance.
3.	To provide the students to analyze specific characteristics of investment decision and their future action for capital budgeting and learn significance of time value of money.
4.	To enable students to synthesize related information and evaluate dividend decision for most logical and optimal solution they would be able to predict and control Debt Equity incurrence and improve results.
5.	To discuss the role of the Working capital management for the successful operations of the business.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Understand the fundamentals of financial management and making them effective managers.
CO2	Demonstrate concept of capital structure for effective financial decisions.
CO3	Apply the capital budgeting techniques to select the project proposals.
CO4	Evaluate various approaches to be followed for wealth maximization of share holders.
CO5	Illustrate the classification and working capital management.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	2	-	-	1
CO2	2	3	1	2	2
CO3	1	3	1	-	1
CO4	2	3	1	1	
CO5	1	3	-		2

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Prerequisite: Basic knowledge on accounting and business economics

Unit – I

Financial Management: Concept - Nature and Scope – Evolution of financial Management - The new role in the contemporary scenario – Goals and objectives of financial Management - Firm's mission and objectives – Profit maximization Vs. Wealth maximization – Maximization Vs Satisfying - Major decisions of financial manager.

Unit –II

Financing Decision: Sources of finance – Concept and financial effects of leverage – EBIT – EPS analysis. Cost of Capital: Weighted Average Cost of Capital– Theories of Capital Structure.

Unit – III

Investment Decision: Concept of Time Value of money – Techniques of Time Value of Money – Nature and Significance of Investment Decision – Estimation of Cash flows – **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.

Unit – IV

Dividend Decision: Meaning and Significance – Major forms of dividends – Theories of Dividends – Determinants of Dividend – Dividends Policy and Dividend valuation – Bonus Shares –Stock Splits – Dividend policies of Indian Corporate.

Unit – V

Liquidity Decision: Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement – Cash Management Models – Cash Budgeting – Accounts Receivables –Credit Policies – Inventory Management.

Relevant Case Studies should be discussed in each unit

Text Books

1. Khan & Jain P.K, Financial management: Text & Problems, Tata McGrawhill, New Delhi.
2. I M Pandey, Financial management, 9th edition, Vikas Publishing House Pvt Ltd, New Delhi-2005

Reference

1. Eugene F Brigham et al Financial management: Theory & Practices, 9th edition, the Dryden Press-1999.
2. Van Horne, Financial Management & Policy, 12th edition, Prentice Hall New Delhi.
3. Damodaran, Aswath, John, Corporate finance: Theory & Practices, 2nd edition, wiley & sons.
4. Prasanna Chandra, Financial management: Theory & Practices, 7th edition, Tata McGrawhill, New Delhi-2004.

L	T	P	Cr.
4	-	-	4

Course Educational Objectives (CEOs): In this course, the students will learn

1.	To enable students understand the significant role played by HRM departments and familiarize them with the process of manpower planning
2.	To explain students about the scientific recruitment and selection processes and their merits and demerits
3.	To ensure students knowledge about different techniques of managing employee careers
4.	To make students recognize the importance of evaluating job performances and offering competitive pay packages to employees
5.	To familiarize students with the usual disciplinary and grievance handling procedures

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Understand HRM practices and apply them effectively in the real time business to increase productivity.
CO2	Apply job analysis, scientific recruitment and selection processes for higher productivity
CO3	Determine organizational growth by designing and implementing appropriate training and development programmes.
CO4	Demonstrate relevant performance appraisal and compensation systems to meet individual and organizational strategic needs
CO5	Analyze disciplinary and grievance mechanisms to ensure stability and smooth functioning of the organization

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	1	1	1
CO2	1	2	1	-	1
CO3	1	1	2	-	-
CO4	2	-	2	-	1
CO5	3	2	1	-	2

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Pre requisite : Basic knowledge on Principles of management

Unit – I

Introduction to HRM: Definition – Functions – Personnel policies and principles; Human Resource Planning: Definition – Objectives – Process – Assessing Current Human Resources – Importance of HRP – Current Trends in HRM/HRP

Unit – II

Job Analysis and Design: Job Analysis – Process – Uses – Methods; Job Description – Job Specification; Job Design – Factors affecting job design – Different Approaches; Hackman & Oldham's Job Characteristics Model; Job Enlargement and Job Enrichment.

Recruitment and Selection: Recruitment – Process – Sources, advantages and disadvantages – e-Recruitment; Selection – Process – Barriers to effective selection.

Unit – III

Managing Careers: Career Planning – Its Elements; Promotions – Transfers – Separations; Career Development – Initiatives – Employee commitment; **Training and Development:** Nature – Inputs – As a source of competitive advantage; Training process – Training Methods – Evaluation; Employee development – Methods

Unit – IV

Performance Appraisal: Definition – Objectives – Process – Methods – Purposes; Job Evaluation – Methods; **Compensation Management:** Components of remuneration – Importance of an ideal compensation system – factors influencing employee remuneration; Concepts of Wages – Incentives – Types of incentive plans – Guidelines for Effective Incentive Plans; Employee Benefits – Need – Types.

Unit – V

Employee Discipline: Definition – Causes of indiscipline – Kinds of punishments/penalties; Misconduct – Forms of misconduct – Procedure for Disciplinary Action– Principles of Maintaining Discipline; **Grievance Handling:** Causes of Grievance – Grievance procedure – Advantages; **Labour Laws:** Importance – sources – objectives; Ethical issues in HRM – HR Audit – Challenges of HRM

Relevant Case Studies should be discussed in each unit

Text Books

1. K. Aswathappa: "*Human Resource and Personnel Management*", Tata McGraw Hill, New Delhi, 2007.
2. Gary Dessler: "*Human Resources Management*", PHI, New Delhi, 2007.

Reference

1. BiswajeetPattanayak: "Human Resource Management", PHI, New Delhi, 2001.
2. P. Subba Rao: "*Personnel and Human Resource Management – Text and Cases*", Himalaya Publishing House, Mumbai, 2010.
3. P G Aquinas: "*Human Resources Management*", Vikas Publishing House, New Delhi, 2010.
4. B.B. Mahapatro: "*Human Resource Management*", New Age International Publishers, New Delhi, 2010.

L	T	P	Cr.
4	-	-	4

Course Educational Objectives (CEOs): In this course, the students will learn

1.	To develop greater insight on concepts of marketing and strategies.
2.	To understand basis for market segmentation, targeting & positioning.
3.	To make the students understand product strategies and pricing strategies.
4.	To explain marketing communication concepts.
5.	To provide necessary distribution and marketing control concepts.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Apply their knowledge to develop appropriate marketing strategies.
CO2	Determine marketing strategies based on segmentation, target marketing and positioning by examining consumer behavior.
CO3	Describe the competencies to enhance the product offerings and pricing decisions.
CO4	Demonstrate knowledge to create integrated marketing communication strategies.
CO5	Examine marketing control and distribution strategies.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	1	2	3	1
CO2	1	2	-	-	3
CO3	1	-	3	2	-
CO4	2	3	-	-	1
CO5	1	-	1	2	2

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Prerequisite : Fundamentals of Principles & Operational functions of Management

Unit -I

Introduction to Marketing: Definition-importance-Elements of marketing-Functions of marketing - Selling vs marketing, Marketing and Marketing Mix - Production Concept-Product Concept - Sales and Marketing Concept - Societal Marketing Concept - Green Marketing concept - Indian Marketing Environment.

Unit -II

Market Segmentation, Targeting and Positioning: Identification of Market Segments - Segmenting Consumer Markets and business markets - Segmentation Basis - Evaluation and Selection of Target Markets - Positioning significance - Developing and Communicating a Positioning Strategy. Understanding Consumer behavior.

Unit -III

Product and Pricing Aspects: types of Products-Product Levels- Product Line, Product Mix-New product development- Product Life cycle -Brand Related decisions- Pricing-Objectives of Pricing - Methods of Pricing -Pricing strategies-Factors influencing pricing decisions.

Unit -IV

Marketing Communication: Communication Process - Communication Mix - Integrated Marketing Communication - Managing Advertising, Sales Promotion - Public relations and Direct Marketing - Sales force- Determining the Sales Force Size - Sales force Compensation.

Unit -V

Distribution, Marketing Control: Channels of Distribution-Types of middlemen-Intensive, Selective and Exclusive Distribution- Marketing control- Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control - Strategic Control. Digital marketing-CRM-Rural Marketing-Services marketing-Global marketing.

Relevant Case Studies should be discussed in each unit

Text Book:

1. Philip Kotler, Kevin Lane Keller, Abraham koshy& Mithileswar Jha“Marketing management “- Pearson 14th edition, New Delhi -2013
2. VS Ramaswamy, S.Namakumari “Marketing management”- 3/e, Macmillan, New Delhi, 4thedition, 2013

Reference Books:

1. Phillip Kotler: “Marketing Management”, Pearson Publishers, New Delhi,2013.
2. Rajan Saxena: “Marketing Management”, Tata McGraw Hill, New Delhi, 2012.
3. Tapan K Panda: “Marketing Management”, Excel Books, New Delhi,2012
4. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “Marketing”, Oxford University Press, Chennai,2013
5. Vijay prakashanand – Marketing management _ Biztantra&vailey publishers
6. RSN Pillai and Bhagawati – Modern marketing principles and practices –S Chand publications
5. K Karunakaran- Marketing management- Himalaya publishers-2013.

L	T	P	Cr.
4	-	-	4

Course Educational Objectives (CEOs): In this course, the students will learn

1.	To make the student to learn the concepts of operations management.
2.	To enable the student to know the product design and process design technologies.
3.	To enlighten the students with the concepts capacity planning, scheduling and materials management.
4.	To create awareness about productivity and work study concepts.
5.	To create an opportunity to learn concepts of quality management.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Understand the concepts relating to operations management activities.
CO2	Design product and process, make decisions related to plant location and layout.
CO3	Interpret production scheduling process effectively by using appropriate materials management techniques.
CO4	Demonstrate productivity by proper utilization of appropriate work study techniques.
CO5	Analyze quality of products through total quality management.

CO-PO Articulation Matrix

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	1	3	-
CO2	1	2	2	-	3
CO3	1	2	-	2	-
CO4	2	-	2	-	1
CO5	1	1	-	1	2

1=Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Pre requisite : Basic knowledge on Management, Statistics

Unit-I

Introduction to Operation Management: Nature & Scope of Operation/ Production Management, Relationship with other functional areas, Recent trends in Operations Management, Types of Production System, Continuous production system and intermittent production system, Challenges to Operations management, Just in Time (JIT) & lean system.

Unit –II

Product Design & Process Selection: Stages in Product Design process, Value Analysis, Facility location, Factors affecting plant location, Plant Layout: Types of layouts, Characteristics, Advantages and Disadvantages, *(Problems on plant location)*

Unit- III

Forecasting & Capacity Planning: Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning, Production strategies, Capacity Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management. ABC analysis. *(Problems on Inventory levels)*

Unit- IV

Productivity: Factors, Affecting Productivity – Job Design – Process Flow Charts –Work study- Steps in Methods Study – procedure for Work Measurement – Engineering and Behavioral Approaches. *(Problems on Work measurement)*

Unit –V

Quality Management: Quality- Definition, Dimension, Cost of Quality, Quality Circles- Continuous improvement (Kaizen), ISO (9000&14000 Series), Statistical Quality Control: Variable & Attribute, Process Control, Control Charts –Acceptance Sampling Operating Characteristic Curve (AQL , LTPD, Alpha & Beta risk), Total Quality Management (TQM). *(Problems on SQC)*

Relevant Case Studies should be discussed in each unit

Text Book:

1. William J Stevenson: “ Operations Management”, Tata McGraw Hill, New Delhi, 2009.
2. K Aswathappa& K Sridhar Bhat, Production and Operations Management HPH, Mumbai, 2004.

Reference Books:

1. James R Evans and David A. Collier: Operations Management”, Cengage Learning India private limited, New Delhi, 2009.
2. Nair NG: “Production and Operations management “ Tata McGraw Hill, New Delhi, 2009
3. Joseph, S Martinich, POM, John Wiley & sons Canada 2003.
4. P. Rama murthy, POM, New Age International publishers, 2012.
5. S A Chunawalla, D R Patel:” Production & Operations Management”, HPH, Mumbai, 2016.

L	T	P	Cr.
4	-	-	4

Course Educational Objectives (CEOs):

1.	This course provides students with the opportunity to learn a number of research techniques, methods and tools.
2.	The main aim of the course is to equip the student with the knowledge of doing research projects both at academic and higher levels.
3.	The student will be given instructions on how a research is systematically designed and/or planned.
4.	An important objective of the course is to acquaint students with various instruments used in conducting a social survey.
5.	The course intends to familiarize students with the data analysis and report writing techniques.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Demonstrate a thorough understanding of how research is conducted in business management domain.
CO2	Familiarized with the data collection methods and procedures and make their research studies scientific.
CO3	Understand the concepts of scaling and measurement in management research, particularly relating to qualitative data.
CO4	Apply a number of statistical techniques for analyzing the data gathered by them.
CO5	Apply a logical and descriptive writing approach in their presentation of research findings.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	3	1	1	1	2
CO2	3	2	1	1	1
CO3	3	2	1	1	1
CO4	3	3	2	2	2
CO5	1	1	1	3	1

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Prerequisite: Successful completion of QABD course in I semester

Unit – I

Research: Meaning, objectives and Significance; Role of business research and applications Research process; Ethics in business research; Types of Research: Pure vs. Applied research, Qualitative vs. Quantitative research, Exploratory research, Descriptive research and Experimental research, Case Study Method of research, Ethics and business research, Technology used in business research, the research process.

Unit – II

Research Design: Meaning and Goals of Research Design, Characteristics, Phases; Primary and Secondary data: Data Collection Methods; Questionnaire Design; Sampling design and sampling procedures. Sampling techniques, determination of sample size; Pilot study.

UNIT – III

Measurement and Scaling: Concepts; Attitude measurement; psychological and social instruments used in management science, Levels of measurement and types of scales; Criteria for good measurement, reliability and validity.

Unit – IV

Data Analysis: Processing of Raw Data: Editing, Coding, Classification and Tabulation; Graphical and Diagrammatic representation of data; Statistical Tests: Parametric tests, correlation test, t-test, z-test and chi-square test and non-parametric tests; Mann Whitney U test and Wilcoxon test their significance. Hypothesis: characteristics, formulation, Hypothesis testing procedure.

Unit – V

Report Writing: Report writing and significance, Different steps in report writing, Layout of the research report, Precautions. Preparation of project abstract with reference to management research.

Relevant Case Studies should be discussed in each unit.

Text Books

1. Cooper R.Donald and Schindler S. Pamela: “*Business Research Methods*”, 9/e, Tata McGraw Hill, New Delhi,2006.
2. Kothari: CR,Garg, Gaurou “*Research Methodology*, New Age International Publishers, New Delhi, 2014.

References

1. KrishnaSwamy .OR and obulReddy . D. *Research Methodology and Statistical tools* 1st editions Himalaya Publishing House, New Delhi. 2012.
2. Narayana Reddy P, Acharyulu GVRK, “*Research Methodology and Statistical Tools*”, 2nd Ed., Excel Books, New Delhi, 2016
3. Panneer selvam R: “*Research Methodology*”, PHI Learning Private Limited, New Delhi, 2009.

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs): In this course, the students will learn

1.	To provide an understanding of basic concepts of Business Analytics.
2.	To understand analytics like Descriptive, Predictive and Prescriptive Analytics and an overview of Programming using R.
3.	To understand the concept of Data Mining
4.	To know about perspective analytics and business perspective
5.	To get awareness on R software

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Understand the fundamental concepts of Business Analytics
CO2	Demonstrate systematic and deep understanding of Descriptive analytics that include Descriptive statics and Data Visualization
CO3	Illustrate Regression Analysis and Data Mining
CO4	Interpret the concept and issues of Perspective analytics and linkage with data analytics
CO5	Describe R software & environment in big data analytics

CO-PO Articulation Matrix

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	1	-	2	-	1
CO2	1	2	-	1	-
CO3	-	1	1	2	2
CO4	2	2	-	1	-
CO5	-	1	2	2	1

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Prerequisite: Basic knowledge on descriptive and inferential statistics.

Unit-I

Introduction to Business Analytics:

Definition of Business Analytics, Categories of Business Analytical Methods and Models, Business Analytics in Practice, Big Data – Overview of Using Data, Types of Data.

Unit-II

Descriptive Analytics:

Overview of Description Statistics (Central Tendency, Variability), Data Visualization – Definition, Visualization Techniques – Tables, Cross Tabulations, Charts, Data Dashboards Using MS-Excel & SPSS.

Unit-III

Predictive Analytics:

Trend Lines, Regression Analysis – Linear and Multiple, Forecasting Techniques, Data Mining – Definition, Approaches in Data Mining – Data Exploration and Reduction, Classification, Association, Cause and Effect Modelling.

Unit-IV

Prescriptive Analytics:

Overview of Linear Optimization, Non-linear Programming Integer Optimization, Cutting Plane Algorithm and Other Methods, Decision Analysis – Risk and Uncertainty Methods.

Unit-V

Programming Using R:

R Environment, R Packages, Reading and Writing Data in R, R Functions, Control Statements, Frames and Subsets, Managing and Manipulating Data in R.

Relevant Case Studies should be discussed in each unit

Text Books:

1. Fundamentals of Business Analytics, 2nd Edition, WILEY Publications, 2018.
2. Business Analytics 2nd Edition, James Evans, Pearson Publication, 2012.

References:

1. Analytics: Data Science, Data Analysis and Predictive Analytics for Business, 5th Edition, Daniel Covington, 2019.
2. Business Analytics: Data Analysis & Decision Making, 6th Edition, Christian Albright & Wayne L. Winston, Cengage Publication, 2017.
3. Data Mining for Business Analytics: Concepts, Techniques, and Applications, Galit Shmueli, Peter C. Bruce & Nitin R. Patel, 3rd Edition, WILEY Publication, 2011

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs): In this course, the students will learn

1.	To understand the importance of cross culture in conduct of business
2.	To provide deeper insights to students in cross cultural management
3.	To familiarize students with significance of culture, values and style of doing business by an organization
4.	To motivate students to accept cultural differences and how to resolve organizational conflicts
5.	To enhance the ability and performance of students during international encounters

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Understand the influence of national culture on a particular business
CO2	Demonstrate the cultural dilemmas and realizing the significance of cultural values
CO3	Illustrate perfect strategy between leadership and culture
CO4	Describe barriers in intercultural communication and resolving them appropriately
CO5	Understand the cross cultural conflicts and differences and handle them effectively

CO-PO Articulation Matrix

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	3	-	1	3	2
CO2	1	1	-	2	-
CO3	1	2	2	-	2
CO4	-	1	1	2	2
CO5	3	-	1	2	2

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Prerequisite: Basic Knowledge on cultural dimensions, impact of culture on business behaviour and practices

Unit – I

Introduction – Determinants of Culture – Levels of Culture – National Cultural dimensions in the business context – The influence of National Culture on business culture. Business Cultures: East and West.

Unit – II

Cultural Dimensions and Dilemmas: Value orientations and Dimensions – Reconciling cultural dilemmas – Culture and Styles of Management: Management tasks and cultural values.

Unit – III

Culture and Organizations: Culture and corporate structures – Culture and Leadership – Culture and Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.

Unit – IV

Culture and Communications: Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally.

Unit – V

Cross Cultural Team Management: Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships.

Relevant Case Studies should be discussed in each unit

Text books

1. Madhavan, Shobhana, 2016, Cross-cultural Management – Concepts and Cases, Oxford University Press. Second Edition. New Delhi
2. Sinha, Jai B.P. 2004. Multinationals in India. Managing the Interface of Cultures. Sage Publications. New Delhi
3. Browaeys, Marie Joelle and Roger Price, 2010, Understanding Cross-cultural Management, Pearson Education, New Delhi

References

1. Marie-Joelle Browaeys and Roger Price: Understanding Cross-Cultural Management, Pearson, 2015.
2. David C.Thomas: Cross Cultural Management, 2/e, Sage Publications, 2014.
3. Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.
4. Parissa Haghirian: Multinational and Cross-Cultural Management, Routledge, 2012.

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs): In this course, the students will learn

1.	To motivate the students to gain the knowledge using online platform
2.	To encourage the students to equip more knowledge in the emerging management courses.
3.	To give a platform to the students to study the management course which is not been offered in the curriculum.
4.	To gain more leadership & management abilities by learning the new management courses integrated with technology like Data Analytics, Business Analytics, SAP,FICO, digital marketing, digital finance, accounting package etc.
5.	To gain capability to meet market job requirements.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Acquire required skills using online platform
CO2	Demonstrate the knowledge in the emerging business management areas.
CO3	Recognize the management courses beyond curriculum.
CO4	Apply technical knowledge to handle business problems.
CO5	Discover and meet the market job requirements-industry needs.

CO-PO Articulation Matrix

	Course Outcomes	Programme Outcomes				
		PO1	PO2	PO3	PO4	PO5
	CO1	2	1	-	2	-
	CO2	1	-	-	1	-
	CO3	-	-	-	3	1
	CO4	3	1	2	-	-
	CO5	-	-	-	1	3

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Pre-requisite: Familiarity with fundamentals of management

L	T	P	Cr.
-	-	2	2

Course Educational Objectives (CEOs): In this course, the students will learn

1.	To make critical analysis of the text read or heard with thorough understanding.
2.	To give speeches in public successfully using appropriate language and style.
3.	To interpret data and present ideas relevantly and coherently while reviewing books and presenting papers
4.	To face interviews

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Analyze the text thoroughly.
CO2	Present data logically and meaningfully in Public Speeches
CO3	Interpret data and present ideas relevantly and coherently while reviewing book and presenting papers
CO4	Answer the questions in interviews with confidence.

CO-PO Articulation Matrix

Course Outcomes	Programme Outcomes				
	PO 1	PO2	PO3	PO4	PO5
CO1	1	2	2	3	3
CO2	1	2	2	3	3
CO3	1	2	2	3	3
CO4	1	2	2	3	3

1 = Slight (Low) 2 = Moderate (Medium) 3 =Substantial (High)

Pre Requisite : Knowledge of English communication.

Syllabus: Business Communication Skills Lab – II has:

Interactive Communication Skills (ICS) Lab. With movable chairs and audio-visual aids with a P.A System, a T. V., a digital stereo –audio & video system and camcorder etc.

Exercise – I

Practice: Reading comprehension – Listening comprehension – Scanning, Skimming, Reading between lines and critical reading – Analysis of the Advertisements – Writing & presentation of an advertisement

Exercise – II

Practice: Public Speeches – T.V. Programme Analysis – Drafting Memo – Vocabulary: Phrasal verbs & Idioms

Exercise – III

Practice: Book Review – Writing an Abstract and Paper for presentation/ Publication – Presentation on Field Observation

Exercise – IV

Practice: Mock – Interviews

Relevant Case Studies should be discussed in each unit

Lab Manual:

1. Board of Editors, “ELCS Lab Manual – A Workbook of CCALL and ICS Lab Activities”, Orient Black Swan Pvt. Ltd., Hyderabad, 2016.

Text Books:

1. Stephen Bailey, “Academic Writing- A Practical guide for students”, Routledge Falmer, London & New York, 2004.
2. A Ramakrishna Rao, Dr G Natanam & Prof SA Sankaranarayanan, “English Language Communication : A Reader cum Lab Manual, Anuradha Publications, Chennai
3. DELTA’s key to the Next Generation TOEFL Test: Advanced Skill Practice, New Age International (P) Ltd., Publishers, New Delhi.
4. Books on TOEFL/GRE/GMAT/CAT by Barron’s/CUP
5. IELTS series with CDs by Cambridge University Press.

L	T	P	Cr.
-	-	2	2

Course Educational Objectives (CEOs): In this course, the students will learn

1.	To understand the origin, growth and development of selected industry.
2.	To analyze the recent trends of the industry.
3.	To study the contribution of the industry for the economic growth of the nation
4.	To study and analyze the profile of the few selected companies of the industry.
5.	To do SWOT analysis and submit a brief report based on the trends.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Understand the origin and progress of the industry assigned.
CO2	Analyze recent developments of the industry
CO3	Define the role the industry for the national economic building.
CO4	Demonstrate the profiles of selected companies
CO5	Evaluate the performance of the companies using SWOT analysis tool and submit the report for evaluation.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	-	2	-
CO2	1	-	-	3	1
CO3	1	-	1	3	1
CO4	1	-	-	2	1
CO5	2	3	1	2	2

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre requisite: Fundamental knowledge on economy, business environment

Chapter-1	Introduction, Objectives and methodology of the study
Chapter-2	Recent developments and contribution of the industry
Chapter-3	Profile of selected companies
Chapter-4	SWOT Analysis
Chapter-5	Findings and conclusion

III SEMESTER

L	T	P	Cr.
4	-	-	4

Course Educational Objectives (CEOs): In this course, the students will learn

1	To familiarize the students with the business policies
2	To understand the business policies and decision making and their role in strategic management
3	To understand strategic management as the art and science of formulating, implementing and evaluating the variety of work activities strategically in order to achieve the productivity based goals.
4	To know the role of strategic management in strategic issues – entrepreneurship, ventures etc.,
5	To know the significance of strategic management in organizational excellence.

Course Outcomes (COs): At the end of the course students would be able to, students will be able to

CO1	Understand the concepts of business policies and facilitate to develop strategic thinking.
CO2	Describe the business policy & effective decision making
CO3	Identify internal & external factors which influences using policies.
CO4	Illustrate strategy formulation so as to achieve effective implementation
CO5	Determine effective strategy evaluation and control.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	3	2	1	2
CO2	2	2	2	1	-
CO3	2	3	1	2	1
CO4	2	2	-	1	1
CO5	2	1	2	-	1

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: To understand the business policies and fundamentals in business organizations

Unit -I :

Business Policies: Introduction, Overview of Business Policies, Importance of Business Policies, Definitions of Policy, Procedures, Process and Programmes, Types of Policies, Business Policy Statements, Corporate Culture

Unit-II:

Business Policy and Decision Making: Introduction, Factors Considered Before Framing Business Policies, Steps Involved in Framing Business Policies, Policy Cycle and its

Stages, Implementation of Policy Change, Role of Policies in Strategic Management, Business Policy and Decision Making

Unit- III :

Introduction: Basic Concepts in Strategic Management, Strategic Management as a process Developing a strategic vision, Mission, Objectives, Policies and benefits of Strategic management, Environmental scanning: Identifying external and internal factors- Industry analysis – Porter’s approach to industry analysis –

Unit – IV :

Strategy formulation: Process - significance- practices Business strategy situational analysis- SWOT- EFAS – IFAS matrices – BCG matrix- Strategy implementation: Process and importance Develop programmes, budgets, procedures –International issues in strategic management implementation

Unit - V

Strategic evaluation and control: process of strategy evaluation and significance measuring performance appropriate measures of strategy control and types of control- Balanced score card approach- problems in measuring performance – Strategic issues: Entrepreneurial ventures and small businesses, strategic issues in Corporate Governance factors affecting new venture, Importance of Entrepreneurship.

Relevant case study discussions in all units

Text Book

1. Concepts in Strategic management and Business Policy – Thomas L Wheelen& J David Hunger- 13th edition– Pearson publications, New Delhi .2013.
2. Strategic Management and Business Policy, by Azhar& Adela Kazmi -Tata McGraw-Hill Publishing company Ltd.
3. Arthur A.Thopson Jr. A.J. Strickland III& John E. Gamble Crafting and Executing Strategy: The Quest for Competitive Advantage- Concepts and Cases.

References

1. VSP Rao & V. Hari Krishna Strategic Management: Text and Cases. N.Delhi: Excel Books.
2. AmitaMital: Cases in Strategic Management, Tata Mc GraHill, New Delhi, 2008
3. Vijaya Kumar P.Hitt A: Strategic Management, Cengage learning, New Delhi, 2010.
4. Thompson & Strickland: Strategic Management, Concepts and cases. Tata McGraw-Hill, 12/e, New Delhi, 2007.
5. Steven Fink (2000), —Crisis management: planning for the investablell. Amazon publications, New Delhi.
6. Lewis Gerald (2006), —Organizational Crisis Management: the Human Factorll. Amazon publications, New Delhi.

L	T	P	Cr.
4	-	-	4

Course Educational Objectives (CEOs):

On successful completion of the course the students should have:

1	Learn to analyze the business model of a firm, and determine the role that the Internet (and related technologies) can play to support or even enable this model
2	Understand the key issues involved in managing electronic commerce initiatives
3	Utilize the Internet to collect information and to conduct research.
4	Understand current challenges and issues in e-commerce.
5	Understand e-Commerce including marketing strategies.

Course Outcomes (COs):

At the end of the course, students will be able to

CO1	Understand the theories and concepts underlying e-commerce.
CO2	Apply e-commerce theory and concepts to what e-marketers are doing in "the real world"
CO3	Illustrate e-Commerce infrastructures including architecture models, security & payment systems.
CO4	Analyze the current challenges and issues in e-commerce.
CO5	Identify business models surrounding e-Commerce including marketing strategies.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	3	2	1	2
CO2	2	2	2	1	-
CO3	2	3	1	2	1
CO4	2	2	-	1	1
CO5	2	1	2	-	1

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: Basic knowledge on various concepts relating to software and internet.

Unit--I

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

Unit--II

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

Unit--III

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

Unit--IV

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

Unit--V

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

Relevant case study discussions in all units

Text Books

1. Elias.M.Awad,“ElectronicCommerce”,Prentice-HallofIndiaPvtLtd,2002.
2. Ravi Kalakota, Andrew B. Whinston," Electronic Commerce -A Manager's guide", Addison-Wesley, 2000.

References

1. Efraim Turban, Jae Lee, David King, H. Michael Chung,— Electronic Commerce— A Managerial Perspective",Addison-Wesley,2001.
2. Elias MAward,—ElectronicCommercefromVisiontoFulfillmentll,3rdEdition, PHI,2006
3. Judy Strauss, Adel El-Ansary, Raymond Frost, —E-Marketingll, 3RDEdition, Pearson Education, 2003
4. Ravi Kalakota, Andrew B.Whinston,"Frontiers of Electronic Commerce", AdditionWesley,2000.

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs):

1	To improve decision making skills in management of investment through better understanding of modern theories on portfolio management and functioning of capital markets.
2	To get better return on portfolio with lesser risk and enlighten the students with the concepts and practical applications of security analysis and portfolio management.
3	To make aware about the functioning of securities market alongside the theories and concepts involved in portfolio management.
4	To acquaint the students about assets management, the risks and the returns involved.
5	Understand the structure and pricing of mutual funds and assets its performance.

Course Outcomes (COs):

At the end of the course, students would be able to

CO1	Understand the major investment instruments.
CO2	Explain the roles and working of the securities markets locality and abroad.
CO3	Evaluate and design appropriate portfolio management strategies to meet Investor's objectives and needs.
CO4	Apply portfolio and capital market theories in investment analysis and decisions in a practical setting.
CO5	Apply the concepts of mutual funds and its performance measurement.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	1	3	-
CO2	2	1	-	2	2
CO3	2	1	-	1	1
CO4	2	1	-	2	1
CO5	2	-	-	3	1

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: Awareness on investment, alternatives of investments and their application

Unit-I

Introduction to Investments: The investment environment: Concept Objectives, Factors, Alternatives, Process, Investment Vs Speculation, classification and functions of financial markets and financial instruments. Securities Market: Primary, Secondary, Indices, Listing Process. Exchanges, Depositories Clearing House. Securities trading–types of orders, margin trading, Regularity systems for equity markets. Portfolio Theory: Concept of Risk, measuring risk and returns, Portfolio risk–measurement and analysis, mean–variance approach, business risk and financial risk and treatment in portfolio management.

Unit-II

Equilibrium in Capital Market: The Capital Asset Pricing Model, Arbitrage Pricing theory, Market Efficiency.-Bond Analysis: Bond Pricing Theorems, Convexity, duration, bond immunization, active bond management and passive bond management. Equity Valuation Model: Dividend discount models, intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/Book value, Price/sales ratio, Economic value added(EVA).

Unit-III

Security Analysis: Fundamental analysis: Economy, Industry and Company Analysis(EIC).Technical Analysis: Dow theory, Elloit Wave theory, Moving Averages, Breadth of the market, ROC, RSI, Price Charts, Resistance and Supports, Random Walk Theory.

Unit-IV

Portfolio Analysis & Selection: Diversification, the Sharpe Index Model, Portfolio Beta Generating the Efficient Frontier. Markowitz Risk return Optimization, Sharpe optimization model Portfolio Revision: Portfolio Rebalancing, Portfolio Upgrading, Investment Timing, Formula Plans: Constant Dollar Value Plan, Constant Ratio Plan, Variable Ratio Plan,

Unit-V

Mutual Funds: Objectives of Mutual Funds, Organization and Management of Mutual Funds, Types of Mutual Funds, Pros and Cons of Mutual Funds. Performance evaluation of mutual funds, performance measurement: Sharp,,s Model. Teyrnor,,s Model, Jensen,,sModel.

Relevant case study discussions in all units

Text Book

- 1 Security Analysis Portfolio Management | Seventh Edition | By Pearson Paperback – 30 October 2018 by E. Fischer Donald (Author), J. Jordan Ronald (Author), K. Pradhan Ashwini (Author)

References

- 1 Security Analysis And Portfolio Management Paperback – 1 January 2015
by Kevin S. (Author)
- 2 Securities analysis and portfolio management Hardcover – 3 October 2016
by V.A .Avadhani (Author)
- 3 Investment Analysis and Portfolio Management | 5th Edition Paperback – 10 March 2017
by Prasanna Chandra (Author)
- 4 Security Analysis And Portfolio Management Paperback – 1 January 2015

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs):

1	To provide an in sight of Indian Financial system for better financial decision making.
2	To make the students understand the various services offered and various risks faced by banks
3	To increase awareness on Non-Banking Financial Institutions in India.
4	To highlight various services offered by Financial Institutions.
5	To understand the functions and activities of merchant bankers and follow the SEBI guidelines.

Course Out Comes (COs):

At the end of the course, students would be able to

CO1	Understand the structure and various functions of financial institutions in India.
CO2	Demonstrate the banking sector in India and RBI role in banking sector
CO3	Describe the mechanism of Non-banking financial components and mutual funds
CO4	Develop an awareness of current structure and regulation of the Indian financial service sector.
CO5	Recite knowledge about roles & functions of merchant banking system in India.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	3	-	-	3	2
CO2	2	-	-	2	1
CO3	2	1	-	2	2
CO4	2	-	1	2	3
CO5	2	-	-	2	2

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: Basic knowledge about financial institutions, functions and statutory bodies

Unit-I

Introduction to Indian Financial System- Financial Markets and Types-Financial Institutions in India-The financial system and its technology; the factors affecting the stability of the financial system; Development financial system in India and Financial Innovation.

Unit-II

The banking Institutions: RBI-Central Banking-Commercial banks-the public and the private sectors-structure and comparative performance. The problems of competition-interest rates, spreads, and NPAs. Bank capital-adequacy norms and capital market support.

Unit-III

The Non-banking financial institutions: Evolution, control by RBI and SEBI.A perspective on future role. Unit Trust of India and Mutual Funds. Working of Public and Private Mutual Funds in India. Reserve bank of India Framework for/Regulation of Bank Credit. Commercial paper: Features and advantages, Framework of Indian CP Market.

Unit-IV

Financial services: Asset/fund based Financial services –lease finance, consumer credit and hire purchase finance, factoring definition, functions, advantages, evaluation and for feiting, bills discounting, housing finance, venture capital financing. Fee-based/Advisory services: Stock broking, credit rating.

Unit-V

Merchant Banking Services: Role and Functions of Merchant Banking Issue. Market and Other Services Corporate Advisory Services Market Making Process, SEBI guidelines on Merchant Banking. Functions of MBs–under writer, banker, broker, registrar, debenture trustee and portfolio manager. MBs,, activities and SEBI guidelines related to issue management.

Relevant case study discussions in all units

Text Book

- 1 M.Y.Khan, Financial Services, Tata Mc Graw-Hill, New Delhi,2004.
M.Y. Khan Indian financial system, Tata Mc Graw-Hill, new Delhi 2019
- 2 CliffordGomez-PH1-July-2017,2015Financial markets, Institutions and Financial Services,

References

- 1 Sames L.Hackett, managing in the Service Economy, Harvard Business SchoolPress,Boston,2001.
- 2 Pathak: Indian Financial Systems PearsonEducation-2014
- 3 M.Y.Khan,IndianFinancialSystem,4/eTataMcGraw-Hill,NewDelhi,2013

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs) :

1	To acquaint the students with concepts of financial management from strategic perspective.
2	To make students understand various investment decisions under risk and uncertainty
3	To create awareness on financial restructuring
4	To enhance knowledge in leasing
5	To explore knowledge on innovative financing strategies

Course Out comes (COs):

At the end of the course, students would be able to

CO1	Describe strategic perspective of financial management
CO2	Analyze risk and uncertainty in investments
CO3	Understand expansion and financial restructuring
CO4	Demonstrate the broad sense of leasing & venture capital management.
CO5	Identify innovative financing strategies and innovative source of finance.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	1	-	2	1	2
CO2	2	1	-	1	-
CO3	-	-	2	1	-
CO4	-	-	1	-	2
CO5	2	-	1	-	1

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: Basic issues in investment management and long-term investment decisions

Unit-I: Financial Policy and Strategic Planning–Strategic Planning Process–Objectives and Goals–Major Kinds of Strategies and Policies–Corporate Planning–Process of Financial Planning–Types of Financial Plan Financial Models–Tools or Techniques of Financial Modeling–Uses and Limitations of Financial Modeling–Applications of Financial Models–Types of Financial Models-Process of Financial Model Development.

Unit-II: Investments Decisions under Risk and Uncertainty–Techniques of Investment Decision–Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method–Corporate Strategy and High Technology Investments.

Unit-III: Expansion and Financial Restructuring–Corporate Restructuring–Mergers and Amalgamations–reasons for Merger, Benefits and Cost of Merger–Takeovers–Business Alliances–Managing an Acquisition–Divestitures–Ownership Restructuring–Privatization–Dynamics of Restructuring–Buy Back of Shares–Leveraged Buy-outs(LBOs)–Divestiture–Demergers.

Unit-IV Leasing–Importance, Types, Tax Considerations, and Accounting Considerations–Evaluation of Lease from the point of view of Lesser and Lessee–Lease versus Buy Decision–Venture Capital–Concept and Developments in India–Process and Methods of Financing–Fiscal Incentives.

Unit-V Financing Strategy-Innovative Sources of Finance–Asset Backed Securities-Hybrid Securities namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares–Option Financing, Warrants, Convertibles and Exchangeable Commercial Paper.

Text Books

- 1 RajniSofat&PreetiHiro,StrategicFinancialManagement,PHI,Delhi,2011
- 2 Weaver & Weston, Strategic Corporate Finance, Cengage Learning,Delhi,2001.

References

- 1 Prasanna Chandra, Financial Management, TataMcGrawHill,Delhi.2007
- 2 Robert Alan hill, strategic financial management exercises 2013
- 3 Strategic Financial Management by CA Rajesh Makkar2017

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs):

1	To introduce the concept of performance management relating to the continuous assessment of individuals’ job performances.
2	To enable students understand the performance management as a holistic process.
3	To enable students recognize the importance of high performance teams and associated responsibilities of HR managers.
4	To familiarize students with the basic concepts of reward management and the related aspects of base pay.
5	To familiarize students with the various techniques and methods of recognizing and rewarding individual performance.

Course Outcomes (COs):

At the end of the course, students will be able to:

CO1	Describe performance management system and various issues and aspects relating to it.
CO2	Understand the performance management process.
CO3	Apply the features of high performance teams and appreciate the role of HR professionals.
CO4	Restate the position-based and person-based basic pay structures by understanding the value of personal capabilities
CO5	Apply various techniques and methods of recognizing and rewarding individual performance.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	3	-	2	1	1
CO2	3	-	1	1	-
CO3	3	-	1	3	3
CO4	3	3	3	1	2
CO5	3	2	1	1	1

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: Basic knowledge on fundamental concepts of Human resource management

Unit-I

Performance Management :Pre requisites - Objectives - Principles - Elements of effective performance management; Performance Management System: Functions – Competency based PMS – Electronic Performance Management; Challenges to Performance Management; Performance Counseling: Principles - Skills.

Unit-II

Performance Management Process: Planning: Objectives - Importance - Theories of Goal Setting -Process - Barriers; Performance Managing: Objectives - Importance - Process – Performance Appraisals: Traditional Methods - Modern Methods; Performance - Common Pitfalls of Performance Appraisal - Elements of Good Performance Appraisal System - Appraising Employees Objectively; Monitoring: Meaning -Importance -Process.

Unit-III

High Performance Teams: Characteristics -Determinants of High Performance Teams; Role of HR Professionals in Improving Organizational Performance - Seven Rules of Excellence for HR Professionals - Value Creation for Organizational Excellence - Ethics in Performance Management: Principles - Objectives - Significance - Future Implications of Ethics in Performance Management.

Unit-IV

Reward management basics: ‘Reward’ and ‘total reward’ - Remuneration - Aims of reward management; Base pay - Pay for the position versus pay for personal capabilities - Position-based pay structures -Person-based pay structures - Valuing personal capabilities - Pros and cons of position-based base pay - Pros and cons of person-based pay - Strategic alignment with base pay.

Unit-V

Recognising and rewarding individual performance: Merit increments - merits and demerits of merit increments - Merit bonuses - Effectiveness of merit pay - Results-based individual incentives - Goal-based individual bonuses - Non-cash recognition - Strategic alignment and individual reward and recognition; Collective short-term incentive plans: Profit-sharing – Gain-sharing - Goal-sharing - Team incentives - Strategic alignment and collective incentives; Employee share ownership: Types of employee shares - Employee share ownership and supportive HR policies - Strategic alignment considerations with employee share plans/long-term incentives

Relevant case study discussions in all units

Text Book

- 1 A.S. Kohl i& T. Deb: Performance Management,2ndImpression, Oxford University Press,New Delhi,2009.
- 2 John Shields, Jim Rooney, Michelle Brown, Sarah Kaine: Managing Employee Performance and Reward (3rd Edition) - Systems, Practices and Prospects, Cambridge University Press, 2020

References

1. A.M.Sharma: Performance ManagementSystems,HimalayaPublishingHouse,2010.
2. Michael Armstrong & Angela Baron: Performance Management (A Strategic and Integrated Approach to Achieve Success), Jaico Publishing House, 1st Impression, Mumbai, 2006.
3. Srinivas R. Kandula: Performance Management –(Strategies,Interventions,Drivers),Prentice-HallofIndia,NewDelhi,2007.
4. [Michael Armstrong](#), [Duncan Brown](#): Armstrong's Handbook of Reward Management Practice: Improving Performance through Reward, Kogan Page, New Delhi, 2019.

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs):

1	To design fundamentals and back ground in industrial relations of the students.
2	To create awareness on various components in trade union Act and quality of work-life and collective bargaining in Indian context for the better understanding of the students.
3	To aware of wages and salaries and their related acts in Indian context for the better understanding of the students.
4	To highlight the social-security measures and related acts and importance in Indian context for the better learning of students.
5	To design the various dimensions of employee grievances and different mechanisms and industrial disputes in Indian context for the better understanding of the students.

Course Outcomes (COs):

At the end of the course students , will be able to

CO1	Demonstrate the need of harmonious industrial relations maintaining for the succeeding of any organization.
CO2	Interpret the role of trade unions in Indian context and the Importance of workers' participation with management.
CO3	Describe various Acts relating to wages and salaries acts for effective administration.
CO4	Determine knowledge on social security Acts and ensure the wellbeing and safety of the personnel.
CO5	Identify the causes and consequences of employee grievances and industrial disputes and understand how they should be resolved.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	2	2
CO2	2	2	-	2	1
CO3	2	3	2	1	-
CO4	2	2	2	1	1
CO5	2	3	-	2	1

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: Basic knowledge on concepts of Human Resource Management

Unit--I

Management of Industrial Relations: concept, scope, objectives and its significance-Factors influencing industrial relations-Approaches to industrial relations-Strategies for effective management of industrial relations in India

Unit--II

Trade Unions-Introduction-Definition and objectives-Growth of Trade Unions in India, Trade Unions Act, 1926-Employers "Association-Union recognition-Union Problems.

Quality of Work Life: Workers "Participation in Management- Worker's Participation in India, shop floor, Plant Level, Board Level-Workers "Welfare in Indian scenario-

Collective bargaining: Concept & Characteristics-Promoting industrial peace.

Unit—III

Wage and Salary administration: Nature & Significance of wage, salary administration, essentials- Minimum wage-Fair wage, Real wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India- Minimum wages act-1948-Payment of wages Act-1936-Payment of Bonus Act-1965.

Unit--IV

Social Security: Introduction and types Social Security in India, Health and Occupational safety programs- Salient features of Workmen Compensation Act-1923-Employees" State Insurance Act-1948 -Employees Provident Fund Act-1952-Gratuity Act-1972.

Workers' education: Concept-objectives.

Unit--V

Employee Grievances:- Causes and effects-Grievance handling procedure; Conciliation, Arbitration and Adjudication-Standing Orders-Discipline: Concept, forms of indiscipline.

Industrial Disputes Act 1947: Meaning, nature and scope-Causes and Consequences-Prevention and Settlement of industrial disputes in India.

Relevant Case Study discussion in all units.

Text Books

1. Mamoria: Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2010
2. Sinha: Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi, 2009

References

1. B.D. Singh: Industrial Relations, Excel Books, New Delhi, 2009
2. C.S. Venkata ratnam: Industrial Relations, Oxford University Press, New Delhi, 2009.
3. Arun Monappa: Industrial Relations, TMH, New Delhi, 2009
- Ratna Sen: Industrial Relations, Mc Millan Publishers, New Delhi, 2010.

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs):

1	To enable students understand the qualities of a leader and the requirements of building and leading teams.
2	To provide a basic understanding about leadership, attributes of leaders and different leadership styles.
3	To identify contemporary leadership styles and their significance in Indian context.
4	To create awareness about teams, types of teams and team building techniques and their prominence
5	To provide inputs to manage the teams and measures the team effectiveness.

Course Outcomes (COs):

At the end of the course, students would be able to

CO1	Restate the skills required for leader and able to know and handle the different situation and people
CO2	Describe the leadership skills and their development.
CO3	Interpret the contemporary leadership skills which increases job performance.
CO4	Identify the conflicts among team members and resolve them for increasing performance.
CO5	Determine the situation easily for making effective decision for enhancing organization growth.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	2	3	2	2
CO2	2	2	1	-	2
CO3	2	2	1	1	-
CO4	2	2	2	-	-
CO5	2	2	1	2	2

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: Awareness of fundamental concepts in organizational behaviour and HRM

Unit-I: Leadership

Understanding Leaders and Leadership–Need for Leadership–Leader and Manager–Prerequisites of Organizational Leaders: Self-management dimensions–Leading People–Task management; Myths and Realities of Leadership– Current Issues in Leadership- Inner Structure of Effective Leaders.

Unit-II: Attributes of Leaders

Concepts of Power and Authority–Types of Power–Sources of Power–Leadership Skills & their development– Leadership Traits– Intelligence and Leadership– Influencing Tactics– Influencing Processes-Self efficacy.

Unit-III: Contemporary Leadership Styles

Transformational Leadership– Charismatic Leadership– Value Based Leadership–Spiritual Leadership- Servant Leadership– Level5 Leadership Understanding and Influencing Follower Motivation- Understanding and Influencing Follower Satisfaction– Leadership versus Job Performance.

Unit-IV: Essentials of Building and Managing Teams

Understanding Teams–Differentiating Groups and Teams– Types of Teams- Cross cultural teams–Shaping Team Behavior– Maintaining Mature Teams–Managing Dys functional Teams–Leading Virtual Teams-Basic Skills of Team Leaders Advanced Skills of Team Leaders– Building a High Performance Teams.–Conflict: Conflict resolution mechanisms.

Unit-V: Team Effectiveness

Determinants of Team Performance– Types of Team vis-à-vis Leaders skills and Behaviors “Facilitating Team Building–Inter personal Competence and Team Building-Team Effectiveness–Measuring Team Effectiveness–Decision Making in Teams.

Relevant case study discussions in all units

Text Books:

- 1 Uday Kumar Haldar, Leadership and Team Building, Oxford University Press, New Delhi, 2010.

References:

1. B.Rathan Reddy, Team Development & Leadership, 8th Impression, Jaico Publishing House, Mumbai, 2010.
2. Uma Jain, Udai Pareek, Madhukar Shukla :Developing Leadership for the Global Era, McMillan.
3. Peter G. Northouse, Leadership-Theory and Practice, 3rd Edition, Response Books, 2006.
4. Organization Behavior, Luthans, 8th, Tata Mc Graw Hill.F

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs):

1	To provide deeper insight to students on service marketing organizations
2	To develop understanding as to how important is managing services marketing
3	To create awareness to students on various types of services and developing service organizations
4	To make students understand the role of Retailing Industry for effectively contributing to service sector in a developing country like India
5	To enable the students understand retailing strategies and develop employable skills in them for the industry

Course Outcomes (COs):

At the end of the course, students will be able to

CO1	Identify the factors responsible for growth of service organizations
CO2	Differentiate various combinations of service organizations
CO3	Apply knowledge in various functions of a service organization
CO4	Interpret the competencies for handling retailing business
CO5	Illustrate appropriate retail marketing strategies

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	-	1	-
CO2	-	-	2	-	2
CO3	2	-	-	-	2
CO4	-	2	2	-	1
CO5	2	1	1	-	1

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: Basic knowledge on various concepts of marketing

Unit-I

Foundation of Services marketing

Introduction–Features of Services–Significance of Services–Role of services–Types of services–Factors responsible for growth of service sectors–Difference between goods and services–Ethics in services marketing–Services marketing environment in India–Service quality

Unit-II

Management of Services marketing

Introduction–Marketing mix–Product decision–Pricing strategies and techniques–Integrated service communication mix–Distribution methods–people–Process–Physical evidence

Unit-III

Services marketing practices

Marketing Mix in various services industries: financial services, Insurance services, Hospitality services, Tourism services, Education services, Software services, Communication and entertainment services, Transportation & logistic services

Unit-IV

Retailing management

Introduction–Functions of retailing–Types of retailers–organized Vs unorganized retailing –Multi-channel retailing issues–Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing

Unit-V

Retail market strategies

Definition–Building sustainable competitive advantage–Growth strategies–market penetration–Retail format development–Retail location –Strategic Retail planning process -Indian vs. Global Scenario

Relevant case study discussions in all units

Text Books

- Rajendra Nargundkar–Services marketing–Tata Mc Graw Hill –New Delhi 4th edition 2019
- Andrew J Newman, Peter Cullen –Retail marketing, Cengage learning- Edition 2017

References

- Vinnie Jiwahari & Kirti Dutta–Services–Oxford press latest edition 2017
- Levy & Witz, Retailing management, TMH, new Delhi–Edition 2017
- Ram Mohan Rao–Marketing of services–Pearson – 2nd edition 2011
- Gilbert: Retail marketing management, Pearson Education–edition 2006
- Adrian Payne, The essence of services marketing, Prentice-Hall of India (P) Ltd–edition 2006
- S.M. Jha–Services marketing–Himalaya publishing house–edition 2002

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs):

1. To understand the concepts, principles of Advertising management.
2. To provide necessary inputs to make them aware of designing of advertisements for promoting various products and services.
3. To give an idea to the students about advertising media related concepts.
4. To make the students aware of prominence of branding concepts.
5. To make an Brand positioning strategies effectively to target customers

Course Outcomes (COs):

At the end of the course, Students will be able to

CO1	Apply their knowledge in creating an advertising strategy
CO2	Interpret an advertisements which appealing the target customers
CO3	Determine a specific medium to promote business through advertisements.
CO4	Restate the competencies to enhance the branding to a product or service
CO5	Identify the significance of Brand positioning strategies

Course Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	1	-	1
CO2	1	-	1	1	1
CO3	1	2	-	2	1
CO4	2	1	1	1	2
CO5	1	2	1	2	2

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: Basic knowledge on marketing concepts

Unit-I: Role of Integrated Marketing Communication

IMC, Meaning, Importance, Components-IMC planning Process– Advertising: Definition, Scope, nature, importance of Advertising Management; Types of Advertising-Objectives of advertising DAGMAR approach-Advertising Strategy-Advertising Budgets.

Unit-II: Advertising Copy:

Meaning- Essentials of good Advertising copy, Types of Advertising copies, Elements of Advertising Copy; Preparation of Print Advertisements, Advertising copy for electronic media-Radio, T.V, Internet-Advertising Agencies–Measuring Advertising Effectiveness

Unit –III: Media Planning, Scheduling and Strategy

Advertising media-Types of Media- Media Selection decisions–Media scheduling decisions-Developing media strategy- An overview of media scenario in India-Ethical dimensions of Advertising–Recent trends in Advertising.

Unit-IV: Brand concept:

Brand-Definition, Importance, Essentials of Brand- Brand vs. Generics- Types of Brands- Brand Management process- Brand Identity- Brand Image-Brand Equity -Brand Loyalty-Brand Personality- Brand Image Vs Brand Personality.

Unit-V: Brand Positioning:

Brand Positioning- Definition and Concepts of brand positioning, 3 C's of positioning, Repositioning- Celebrity Endorsement- Brand planning-Brand Extension strategies- Strategies for Competitive Advantage, Brand Pyramid- Branding in different sectors.

Relevant case study discussions in all units

Text Books

1. S. A. Chunawalla–Foundation of advertising – Himalaya publishing house.
2. Clow, Baack–Integrated advertising marketing and promotion communication–Pearson-3rdedition

References

1. Ruchi Gupta, S.Chand publications-Advertising Principles and Practices
2. Aaker, David(2002),Managing Brand Equity, Prentice Hall of India.
3. Rajeev Batra, John G. Myers and David A. Aaker (1996). Advertising Management, 5thEdition, Pearson Education.
4. Belch, G.E. & Belch, M.A.(2001).Advertising and Promotion, Tata Mc Graw Hill.
5. Kumar, Ramesh(2004).Managing Indian Brands, Vikas Publishing House, Delhi.
6. Keller K.L.(2003), Strategic Brand Management, 2ndEdition, Pearson Education.
7. S.A.Chunawalla–Compendium of Brand Management –Himalaya publishing house.

L	T	P	Cr.
3	-	-	3

Course Objective: Digital marketing channels that can help the students to understand the increased business visibility and brand awareness. Moreover, having a professional presence on social media helps them to reach a broader target audience to secure more leads and convert them into loyal customers.

Course Educational Objectives(CEOs) :

1	To make students understand the increased business visibility and digital marketing trends
2	To help students reach broader target audience to secure more leads and convert them into loyal customers.
3	To develop understanding on migrating from traditional channels to digital channels
4	To provide deeper insights into Online Advertising importance of Search Engine Marketing
5	To make them familiar to extract the benefits for business through social media marketing

Course Outcomes (COs) :

At the end of the course, students will be able to

CO1	Understand the difference between traditional marketing and digital marketing
CO2	Evaluate effectively various channels of Digital Marketing
CO3	Design digital marketing plans and strategies for getting good business results.
CO4	Apply gained knowledge for promotion of goods and services through effective on line advertising
CO5	Describe social media marketing and its impact

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	-	1	1
CO2	1	2	1	2	2
CO3	-	2	1	2	2
CO4	2	1	-	1	2
CO5	1	1	1	2	1

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: Basic knowledge on various concepts relating to marketing

Unit – I Understanding Digital Marketing: Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.

Unit – II Channels of Digital Marketing: Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels. Marketing in the Digital Era Segmentation – Importance of Audience Segmentation, How different segments use Digital Media –Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

Unit – III Digital Marketing Plan: Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.

Unit – IV Search Engine Marketing and Online Advertising Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.

Unit – V Social Media Marketing: Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Micro blogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analysing Digital Media Performance, Analysing Website Performance, Analysing Advertising Performance.

TEXT BOOKS

- Michael Miller, Digital Marketing, 1e, Pearson, 2014.
- Vandana Ahuja, Digital marketing, Oxford University Press 2015
- Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.

REFERENCES

- Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016
- Richard Gay, Alan Charles worth and Rita Esen, Online marketing – A customer led approach Oxford University Press 2007.
- Arup Varma, Pawan S. Budhwar, Angelo S. De Nisi, Digital Marketing, Wiley

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs): In this course, the students will learn

1.	To make the students understand the basic concepts of data mining and data warehousing
2.	To make the students understand various tools, applications and future of Business Intelligence.
3.	To familiarize the students with the knowledge of data mining techniques and cluster analysis
4.	To equip the students with the basic information of web mining terminology, applications and software.
5.	To acknowledge the students with the business applications using data mining in a scientific way.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Understand the concept of data mining and data warehousing.
CO2	Apply the tools, applications of Business Intelligence in detail
CO3	Describe Data mining techniques and cluster analysis
CO4	Interpret the concepts of various web mining terminology, applications and software.
CO5	Understand the business applications of data mining in a scientific perspective.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	-	1	1
CO2	1	2	1	2	2
CO3	-	2	1	2	2
CO4	2	1	-	1	2
CO5	1	1	1	2	1

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Prerequisite: Basic Knowledge on Business Analytics

Unit I:

Introduction to Data Mining :Introduction—Scope of Data Mining—What is Data Mining—How does Data Mining Works—Predictive Modeling—Data Mining and Data Ware housing—Architecture for Data Mining: Profitable Applications—Data Mining Tools:

Unit II:

Business Intelligence: Introduction, Business Intelligence—Business Intelligence tools—Business Intelligence Infrastructure—Business Intelligence Applications—BI versus Data Warehouse—BI versus Data Mining—Future of BI.Data Pre processing: Introduction—Data Pre processing Overview—Data Cleaning—Data Integration and Transformation—Data Reduction—Discretization and Concept Hierarchy Generation.

Unit III:

Data Mining Techniques An Overview: Introduction—Data Mining—Data Mining Versus Database Management System—Data Mining Techniques-Association rules—Classification—Regression—Clustering—Neural networks. Clustering—Introduction—Clustering—Cluster Analysis—Clustering Methods-K means—Hierarchical clustering—Agglomerative clustering—Divisive clustering—clustering and segmentation software—evaluating clusters.

Unit IV:

Web Mining—Introduction—Terminologies—Categories of Web Mining—Web Content Mining—Web Structure Mining—Web Usage Mining—Applications of Web Mining and Agent based and Data base approaches—Web mining Software.

Unit V:

Applications of Data mining: Introduction—Business Applications Using Data Mining- Risk management and targeted marketing—Customer profiles and feature construction—Medical applications (diabetic screening)—Scientific Applications using Data Mining—Other Applications.

References:

1. Introduction to data mining by Tan, Steinbach & Kumar.
2. Data Mining: Concepts and Techniques, Third Edition by Han,Kamber&Pei.
3. Data Mining and Analysis Fundamental Concepts and Algorithms by Zaki & Meira.
4. Data Mining: The Textbook by Aggarwal.
5. Data Mining for Business Intelligence by Galit Shmueli, Nitin R. Patel,Peter C.Bruce

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs): In this course, the students will learn

1	To study how to plan and manage projects at each stage of the software development lifecycle (SDLC)
2	To train software project managers and other individuals involved in software project planning and tracking and oversight in the implementation of the software project management process.
3	To understand successful software projects that support organization's strategic goals
4	To familiarize with the concepts of Risk Management
5	To acknowledge the students with the knowledge of Project management & control, resource allocation

Course Out Comes (COs): At the end of the course, students will be able to

CO1	Determine organizational needs to the most effective software development model
CO2	Understand the basic concepts and issues of software project management
CO3	Apply the project plans through managing people ,communications and change
CO4	Apply the skills for tracking and controlling software deliverables
CO5	Create project plans that address real-world management challenges

Course Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	-	1	1
CO2	1	2	1	2	2
CO3	-	2	1	2	2
CO4	2	3	-	1	2
CO5	1	3	2	2	1

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Prerequisite: Basic Knowledge on Software Development Life Cycle.

UNIT-I: Introduction

Project, Management, Software Project Management activities, Challenges in software projects, Stakeholders, Objectives & goals Project Planning: Step-wise planning, Project Scope, Project Products & deliverables, Project activities, Effort estimation, Infrastructure

UNIT-II: Project Approach

Lifecycle models, Choosing Technology, Prototyping Iterative & incremental Process Framework: Lifecycle phases, Process Artifacts, Process workflows (Book2)

UNIT-III: Effort estimation& activity Planning

Estimation techniques, Function Point analysis, SLOC, COCOMO, Use case-based estimation, Activity Identification Approaches, Network planning models, Critical path analysis

UNIT-IV: Risk Management

Risk categories, Identification, Assessment, Planning and management, PERT technique, Monte Carlo approach

UNIT-V: Project Monitoring& Control, Resource Allocation

Creating a frame work for monitoring &control, Progress monitoring, Cost monitoring, Earned value Analysis, Defects Tracking, Issues Tracking, Status reports, Types of Resources, Identifying resource requirements, Resource scheduling, Planning Quality, Defining Quality-ISO9016, Quality Measures, Quantitative Quality Management Planning, Product Quality & Process Quality Metrics, Statistical Process Control Capability Maturity Model

TEXTBOOKS:

1. SoftwareProjectManagement,BobHughes&MikeCotterell,TATAMcgraw-Hill
2. Software Project Management, Walker Royce: Pearson Education, 2005.
3. Software Project Management in practice, Pankaj Jalote,Pearson.

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs):

On successful completion of the course the students should have:

1	To Motivated for organizations to develop or adopt enterprise wide information systems.
2	Learnt the alternative perspectives on data to be included in an enterprise wide Are
3	Learnt the integrated systems facilitate Electronic Commerce, Supply Chain Management, Customer Relationship Management and Manufacturing
4	To equip students with the knowledge of ERP in financial and industrial systems.
5	To gain knowledge on basic architectural concepts

Course Outcomes (COs) :

At the end of the course, students would be able to

CO1	Understand the functionality of Supply chain and management techniques.
CO2	Understand business process models that assist with implementation of ERP.
CO3	Analyze the implementation of ERP and MPGPRO.
CO4	Design different types of ERP Interfaces.
CO5	Architect the system control, presentation, database Interfaces.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	-	1	1
CO2	1	2	1	2	2
CO3	-	2	1	2	2
CO4	2	1	-	1	2
CO5	1	1	1	2	1

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: Basic knowledge on information management systems

Unit--I

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

Unit--II

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

Unit--III

ERP and the competitive advantage ERP domain MPGPRO –IFS/Avalon –Industrial and Financial Systems–Baan IVSAP-Market Dynamics and Dynamic Strategy.

Unit--IV

Commercial ERP Package Description–Multi-Client Server Solution–Open Technology–

User Interface-Application Integration.

Unit--V

Architecture Basic Architectural Concepts–The System Control Interfaces–Services–

Presentation Interface–Database Interface-**Relevant case**

study discussion in all units

Text Book:

- 1 VinodKumarGargandN.K.VenkitaKrishnan,"EnterpriseResourcePlanning–Concepts andPractice",PHI,1998.

References:

1. Jose Antonio Fernando, the SAPR/3Handbook, TMH,1998.
2. Lau,—Enterprise Resource Managementll, Mc Graw Hill.
3. Daniel E O,,Leary,—Enterprise Resource System: Systems, Lifecycle

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs):

1	To acquaint the students with concepts of quality from different theories
2	To create awareness on various concepts of ISO standards.
3	To make awareness about the functioning of statistical process controls in quality management.
4	To provide deeper insights into tools & techniques in quality functioning.
5	To make them familiar to extract benefits for business through six sigma.

Course Outcomes (COs):

At the end of the course, students will be able to

CO1	Define the structure & framework of quality management
CO2	Gain knowledge of various ISO standards
CO3	Understand the quality control charts.
CO4	Apply & gain knowledge for implementing tools in business through six sigma
CO5	Define the concept and methodologies of six sigma

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	1	1	1
CO2	1	2	1	2	2
CO3	-	2	1	2	2
CO4	3	1	-	1	2
CO5	2	1	1	2	1

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: Basic knowledge on fundamentals of operations

UNIT I

Introduction: Evolution of Quality – Quality Definition and Contributions by Deming, Juran, Crosby, Feiganbaum, Ishikawa and Taguchi – Definition of quality management – Quality management Framework – Barriers or Obstacles for implementation of quality management – Cost of Quality

UNIT II

Quality Management Systems: Introduction – Benefits of ISO Registration – ISO 9000 series of Standards – ISO 9001 Requirements – Implementation – Documentation – Writing the Documents – Quality Auditing

UNIT III

Statistical Process Control: Introduction – Pareto Analysis – Cause and Effect Diagram – Checklist or Check sheet – Process Flow Chart – Histogram – Scatter Diagram – Statistical Fundamentals such as Mean and Standard deviation – Chance and Assignable Causes – Control Charts for Variables – Process Capability Analysis such as Cp and Cpk – Control Charts for Attributes.

UNIT IV

Tools And Techniques: Plan-Do-Check-Act (PDCA) Cycle – Quality Circles – Seven Management tools – Benchmarking – Quality Function Deployment (QFD) – Failure Mode and Effect Analysis (FMEA) – Taguchi Method

UNIT V

SIX SIGMA: Evolution – TQM vs. Six Sigma – What is Six Sigma – Six Sigma methodologies Such as DMAIC, DFSS – Six Sigma Belts.

TEXT BOOKS

1. Besterfield, et al., Total Quality Management, Pearson Education Asia, 3rd Edition, 2006.
2. Suganthi, L. and Samuel, A., Total Quality Management, Prentice Hall (India) Pvt.Ltd.

REFERENCE BOOKS

1. Evans, J.R. and Lindsay, W. M., The Management and Control of Quality, 6th Edition, South-Western (Thomson Learning),2005.
2. Oakland, J.S., TQM – Text with Cases, Butterworth – Heinemann Ltd., Oxford, 3rd Edition, 2006.

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs):

1	To make the students learn the concepts of management of manufacturing system.
2	To enable the student to know the cellular manufacturing system and production flow analysis.
3	To create an opportunity to learn concepts of manufacturing systems.
4	To create awareness about synchronous manufacturing.
5	To enable the students understand the flexible manufacturing system.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	State the decisions relating to management of manufacturing activities.
CO2	Understand the process of cellular manufacturing system.
CO3	Determine schedule production process effectively by using inventory techniques.
CO4	Develop the resources for using synchronous manufacturing.
CO5	Identify and implement appropriate tools in flexible manufacturing system.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	1	3	-
CO2	1	2	2	2	3
CO3	1	2	-	-	-
CO4	2	-	2	-	1
CO5	1	1	1	1	2

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: Basic concepts of manufacturing concepts in industry

UNIT I

Management of Manufacturing Systems: An Overview – Manufacturing Systems: Type – Challenges -Evolution of Manufacturing Systems – Nine laws in Manufacturing – Various methodologies.

UNIT II

Cellular Manufacturing Systems: Principle – Group Technology (GT) – Cellular Manufacturing Systems – Layout – Cell Design: formation, operator allocation, sequencing and scheduling – Part Classification and Coding – Production flow analysis.

UNIT III

Just-in-time: Evolution of Just-In-Time – Principle – Seven wastes – Just-In-Time (JIT) – Kanban or Pull System – CONWIP – Tools and Techniques.

UNIT IV

Synchronous manufacturing: Synchronous Manufacturing or Theory of Constraints – Principle – Definition of Goal by Goldratt – Role of a constraint – Types of resources: bottlenecks and capacity constrained resource – Drum Buffer Rope System.

UNIT V

Flexible Manufacturing Systems (FMS): Concept of Flexible Manufacturing System (MS) – Flexibility – Types: Single machine cell, Flexible manufacturing cell, Flexible manufacturing system Components – Applications – Benefits – Implementation issues.

TEXT BOOKS:

1. Mikell P. Groover, Automation, Production Systems and Computer-Integrated Manufacturing, Pearson Education; Fourth edition,2016.
2. Richard J. Schon berger, World Class Manufacturing, Free Press Publication,2008.
3. Feld, W. M., Lean Manufacturing Tools, Techniques and How Use Them, St. Lucie Press, Florida,2000.

REFERENCE BOOKS:

1. Richard J. Schon berger, World Class Manufacturing: The Next Decade: Building Power, Strength, and Value, Free Press Publication,2013.
2. R.P.Mohanty & S.G.Deshmukh, Advanced operations management, Pearson education (Singapore) P.Ltd

MBA (III Sem.)

**20MB28-Logistics and Supply Chain
Management**

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs):

1	The Course aims to know the importance of Logistics and Supply Chain management in present Business context.
2	The Course is designed to equip the impact of Share holders value and its performance.
3	Learn to apply the techniques and Benchmarking Priorities.
4	With a good Understanding how to describe the sourcing of Product and Bull whip effect in Supply Chain management.
5	To enlighten the students with regard to Global Supply Chain and its relationship in economy.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Understand the growing importance of Supply Chain Management.
CO2	Define the Supply Chain Management Costs and its Performance.
CO3	Demonstrate the Bench marking in Supply Chain Management
CO4	Determine the Sourcing and transportation.
CO5	Understand the Concepts of Global aspects in SCM

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	3	1	2	2
CO2	1	2	3	1	3
CO3	1	2	3	2	1
CO4	3	2	1	2	2
CO5	1	2	2	1	3

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: Basic knowledge on marketing, sales and operations.

UNIT-I:

Logistics and Competitive strategy: Competitive advantage – Gaining Competitive advantage through logistics-Integrated supply chains-Competitive performance- Models in Logistics Management - Logistics to Supply Chain Management – Focus areas in Supply Chain Management-Customer service and retention-Basic service capability Value added services

UNIT-II:

Measuring logistics costs and Performance: The concept of Total Cost analysis – Principles of logistics costing-Logistics and the bottom-line-Impact of Logistics on shareholder value-customer profitability analysis-direct product profitability-cost drivers and activity-based costing.

UNIT-III:

Logistics and Supply chain relationships: Bench marking the logistics process and SCM operations-Mapping the supply chain processes-Supplier and distributor bench marking-setting bench marking priorities-identifying logistics performance indicators-Channel structure-Economics of distribution-channel relationships-logistics service alliances.

UNIT-IV:

Sourcing, Transporting and Pricing Products: Sourcing decisions and transportation in supply chain-infrastructure suppliers of transport services –transportation economics and pricing-documentation - pricing and revenue management Lack of coordination and Bullwhip Effect – Impact of lack of coordination.-CRM-Internal supply chain management.

UNIT-V:

Managing global Logistics and global Supply Chains: Logistics in a global economy – views of global logistics- global operating levels – inter linked global economy – The global supply chains -Global supply chain business processes –Global strategy –Global purchasing – Global logistics –Channels in Global logistics –Global alliances –Issues and Challenges in Global supply chain Management

Text Books:

1. K.Shridhara Bhat “logistics and Supply chain management”, Himalaya publishers, 3rd edition

Suggested Readings:

- Donald J. Bowersox and David J. Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
- Edward J. Bradi, John J. Coyle: “A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.
- Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi 2013
- Rahul V. Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009
- Deepak P. Mishra and M. Oka: “Supply Chain Management” Everest Publishing House, New Delhi.
- Manish Bansal, Babita Singla: “Retail and Supply Chain Management”, Kalyani Publishers, New Delhi, 2012.

L	T	P	Cr.
-	-	2	2

Course Educational Objectives (CEOs):

1	To open/close SPSS and how to Input Data into SPSS.
2	To Create Chart, Table, and Graph using Ms Excel.
3	To understand the basic functions of Tally.
4	To Handle the data on your own purpose and examine the basic statistics such as mean, median, frequency, percentage, variance, etc
5	To Run the Statistical Model such as ANOVA and Regression.

Course outcomes (COs):

At the end of the course ,students would be able to

CO1	Understand the role of data analysis by SPSS,R and MS EXCEL inmanagement practice
CO2	Analyze and apply various functions of advanced excel.
CO3	Determine basic functions of accounting package -tally.
CO4	Define various statistical techniques to be used in managerialperspectives
CO5	Explain the application of probability tools and techniques for dataanalysis.

Co-Po Articulation Matrix:

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	-	1	-	-	1
CO2	1	2	-	-	-
CO3	-	-	-	1	-
CO4	2	-	-	-	-
CO5	-	-	1	-	2

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Prerequisite: Basics in accounting, statistics and quantitative techniques

UNIT-I

Introduction to M.S Excel

Introduction to M.S Excel, SPSS and R. and their significant in data analysis

UNIT-II

Advanced functions of M.S Excel:

Excel environment-creating basic work book - consolidating work sheets-Functions in M.S Excel, Data sorting function-logical function -look up function –conditional function-PIVOT Chart function

UNIT-III:

Introduction to accounting packages

Tally, Basic accounting, fundamentals of tally, accounting software tally, inventory handling using tally, voucher entry in tally, advanced accounting in tally.

UNIT-IV:

Qualitative and Quantitative data

Data sources–Presenting data in Tables, graphs, bar diagrams and Charts–Measures of Central tendency (Mean, Median and Mode) – Measures of Dispersion (Range, mean deviation, Standard deviation). Index Numbers

UNIT-V

Introduction to Probability

Concepts and Definitions of Probability Distributions: Normal. Forecast the various methods: simple Linear Regression–Multiple Regression– Test of significance for small and large samples, Correlation matrix t–test, Z–test, Chi– square test and One–way and Two–way Anova, introduction to MRI.

REFERENCES

1. Richard I. Levin & David S. Rubin: Statistics For Management, (Pearson Education)
2. Statistical Package for Social Sciences. Dr. Chari, University Of Hyderabad
3. Glyn Davis & Branko Pecar: Business Statistics Using Excel,(Oxford)
4. David Whigham: Business Data Analysis Using Excel,(Oxford)
5. David M. Levine Et Al: Business Statistics, A First Course (Pearson Education)
6. S.P. Gupta & M.P. Gupta: Business Statistics, (Sultan Chand).
7. Beri, G.C: Business Statistics,(Tata Mc Graw-Hill).
8. Namrata Agarwal: Tally 9, Dream tech Publication
9. Smruti Bansali, Sangay Sinha, Kiran Pandya, Spssin Simple Steps, Dream tech Publications.

L	T	P	Cr.
1	-	3	4

Course Educational Objectives (CEOs):

1	To understand the problem under the study, conduct literature survey.
2	To visit the selected organization for field study work, to collect data & submit the interim report.
3	To conduct data analysis using various tools & techniques
4	To present the draft report to the department for assessment and feedback.
5	To submit the final report for external evaluation.

Course outcomes (COs):

At the end of the course , students will be able to

CO1	Understand the literature survey, define the problem under study and explain its significance.
CO2	Demonstrate the data collected, preparing interim report and present it to the selected company for getting approval.
CO3	Analyze the data collected, revise the report and present it to the department for feedback and improvement.
CO4	Reframe the quality, novelty and contribution of the findings, suggestions and conclusions of his/her study to the chosen field.
CO5	Summarize and submit the final report of the work and present it to the examiners in person for defense.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	3	-	-	1	-
CO2	-	2	-	1	1
CO3	2	2	1	2	1
CO4	2	3	-	-	-
CO5	1	-	2	2	3

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: Familiar with Industry analysis

Chapter-1	Introduction
Chapter-2	Objectives & Methodology
Chapter-3	Theoretical framework
Chapter-4	Company & Industry Profile
Chapter-5	Conclusion

IV SEMESTER

L	T	P	Cr.
4	-	-	4

Course Educational Objectives (CEOs) :

1	To understand the nature of entrepreneurship.
2	To motivate the Entrepreneurial opportunities and support
3	To understand the start-ups management and sustainability of ventures
4	To give a clear picture about the process and involved in setting up a small scale industrial settings and bigger settings.
5	To know about institutional supporting system – training and financial dimensions of entrepreneurship and startup management

Course Outcomes (COs):

At the end of the course, Students will be able to

CO1	Explain basics of entrepreneurial skills for better understanding of entrepreneurial scenario
CO2	Describe the various components from I to E and promoting adaptability nature
CO3	Demonstrate startups and constructive ideas to startup business perspectives at various levels
CO4	Illustrate small scale ventures and registrations and patents related for entrepreneurship and startups management
CO5	Define significance of institutional support at various levels for determining the entrepreneurial and startups eco system.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	3	1	2	1	3
CO2	2	1	1	1	1
CO3	1	1	2	1	1
CO4	1	3	2	-	-
CO5	1	2	1	-	-

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: To aware of industrial establishments, innovation and business sequence.

Unit – I

Introduction to Entrepreneurship

Definition of Entrepreneurship and its significance concept, characteristics and growth of entrepreneur. factors influencing entrepreneurship, entrepreneurial process barriers of entrepreneurship. The scenario of entrepreneurship in India, rural entrepreneurship and women entrepreneurship

Unit – II

Entrepreneurship opportunities and management

Identifications of business opportunities, idea generation, and innovation, incubation, and entrepreneurship and commercialization preparation of detailed project report, entrepreneurs legal and regulatory systems, intellectual property rights, patents ,copy rights and trade mark and their protection.

Unit – III

Start-up management: concept, significance, Start up opportunities, the big idea – generate ideas with brainstorming, business startups equation, the startup ecosystem in India and Government Initiatives, Startup survival and growth – stages of growth in new venture, venture life pattern, reasons for new venture failures, scaling ventures . Preparing for change, Leadership succession and support for growth and sustainability of the ventures.

Unit- IV: Small Scale ventures in India

Concept of micro, small and medium enterprises and startups. Scope and trends of small entrepreneurship and startup in India, Role of government in promoting small scale industries, types of Loans for entrepreneurship and startups, Registration and licensing of industries and business patent rights, business opportunity analysis and business planning process in India.

Unit-V

Institutional Support to Entrepreneurship and startups management

Training institutions“ District Industry Centre (DIC) Entrepreneurship Development Institute of India (EDII) National Small Industries Corporations (NSCI) Ministry Of Micro, Small and Medium Enterprises (MSME), Institutions’ Innovation Council – MHRD, Association of Lady Entrepreneurs of Andhra Pradesh (ALEAP). Financial Supports Institutions: Small Industries Development Bank of India (SIDBI). Industries Development Bank of India (IDBI). State Financial Corporation (SFC) and the banking sector with different funding programmes at financial institutions.

Relevant Case Study Discussions in All Units

Text Book

- 1 P.Narayana Reddy: Entrepreneurship. Cengage learning, New Delhi,2010
- 2 Kathleen R Allen, Launching new ventures: An entrepreneurial approach, Cenage Learning, 2016.
- 3 Steven Fisher, Ja-nae Duane, The startup equation – A visual guide book for building your startup, Indian edition, Mc Graw Hill Education India Pvt Ltd. 2016.
- 4 Donald F Kuratko, Jeffery S Hornsby, New Venture Management: The Entrepreneurs Road map, 2nd edition, Routledge. 2017

References

- 1 Hisrich : Entrepreneurship, TMH, New Delhi,2009
- 2 Vasantha Desai Entrepreneurship, TMH, New Delhi,2009
- 3 RajeevRoy:Entrepreneurship,OxfordUniversityPress,NewDelhi,2010
- 4 V.Gangadhar, Narsimha Chary: Entrepreneurship Development, Kalyani Publishers, New Delhi,2007.
5. Anjan Rai chaudhuri, Managing new ventures, concepts and cases, Prentice Hall International, 2010.

MBA (IV Sem.)

20MB30 – Business Ethics & Corporate Governance

L	T	P	Cr.
4	-	-	4

Course Educational Objectives (CEOs):

1	To understand the basic concepts of Business Ethics and Corporate Governance by the students.
2	To enlighten the student with regard to globalization and its impact on Business Ethics and Corporate Governance.
3	The students will be familiar about ethics in core areas like Marketing, HRM, and Financial Management.
4	To have the acquaintance by the students in respect of transparency maintained by the companies through Corporate Governance.
5	The students can have better knowledge regarding applicability of Corporate Governance with Indian scenario

Course Outcomes (COs) :

At the end of the course, Students will be able to

CO1	Understand the impact of Business Ethics and Law and Ethical Decision Making.
CO2	Illustrate the Impact of Globalization on Indian Business Ethics and Major Indian Scams.
CO3	Analyze ethical issues and how it could be impacts on Marketing, HRM and Financial Issues.
CO4	Interpret the Corporate Governance and its principles and practices around the globe.
CO5	Assess Corporate Governance and its implications in Indian Scenario and role of various interested parties towards company.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	2	2
CO2	1	2	3	2	1
CO3	1	-	2	3	1
CO4	1	2	2	1	1
CO5	1	1	2	1	3

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: Basic knowledge on various concepts of business.

Unit—I Importance of Business Ethics: Values and Ethics- Business Ethics and Law – Ethics in Work Place – Ethical Decision Making- Theories of Business Ethics – Management and Ethics- Indian Ethical Traditions.

Unit--II

Impact of Globalization on Indian Business Ethics: Reasons for Unethical Practices among Indian companies – Development of Indian Capital Markets – Various studies on Ethical Attitudes of Managers- Major Indian Scams.

Unit--III

Ethics in Marketing, HRM and Finance: Product safety and Pricing-Ethical responsibility in Product- Advertising and Target Marketing, Ethics of sales, advertising and product placement and Consumer Autonomy. Ethics in HRM & Finance – HR related ethical issues- Institutional Culture – Frauds in Banks - Measures against Bank Frauds – Frauds in Insurance sector.

Unit--IV

Corporate Governance: An overview – Theory and Practice of Governance- Indian model of Governance- Good Corporate Governance – Land marks in emergence of Governance OECD Principles – Sarbanes-Oxley Act 2002- SEBI Initiatives,

Unit--V

Corporate Governance Indian Scenario: Role of Indian Government in Ensuring Corporate Governance – Governance issues relating to Board of Directors – Duties and responsibilities of Auditors.

Relevant Case Study Discussions in Each Unit

Text Books

1. S.K.Mandal:—Ethics in Business and Corporate Governancel, TMH, New Delhi, 2012.
2. S.Prabhakaran:—Business Ethics and Corporate Governancel, Excel Books, New Delhi,2011.

References

- Marianne Jennings: —Cases in Business Ethics|. Cengage Learning, New Delhi,2012.
- N.Balasubramanyam:—A Case Book on Corporate Governance and Stewardship|, TMH. New Delhi,2011.
- CSVMurthy—BusinessEthicsandCorporateGovernancelHimalayaPublishers New Delhi2013.
- Bob tricker—Corporate governancel.

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs):

The course explores basic as well as advanced concepts in International Financial Management and its broad objectives to the students

1	Explain conceptual frame work of the International Financial Management.
2	To understand Globalization of the economy, its effects and recent trends.
3	Illustrate the key concepts like Balance of Payment (BOP) Economic&Monetary Union (EMU)etc
4	Restate concepts & working of foreign exchange markets, Exchange rates mechanism and different parity theories likes Exchange rate parity, interest rate parity, purchasing power parity& International Fisher Effect etc.
5	Differentiate the concepts of Long Term& Short Term Assets LiabilityManagement (ALM) techniques etc.

Course Outcomes (COs) :

At the end of the course, students will be able to

CO1	Describe International financial management and Balance of payment(BOP)
CO2	Illustrate Function and structure of foreign Exchangemarkets, Exchange rates mechanism/movement.
CO3	Analyze the concepts like arbitrage, parity theories and shall be able to demonstrate the relationship between inflation interest rates& Exchange rates.
CO4	Determine proficiency in long term asset liability management like International capitalbudgeting and international capital structures
CO5	Determine the short term asset liability management like international cash receivables management and international inventory management

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	2	2
CO2	3	2	-	2	2
CO3	2	2	-	2	1
CO4	3	1	-	2	2
CO5	2	-	1	2	2

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: Basic issues in domestic and foreign investment markets, economies, International business transactions and forex.

Unit-I: International Financial Management: Introduction, Dimensions, and Goals– Globalization of world economy-recent trends. Theories of International business, International Business Methods. International Flow of Funds Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP. Economic and Monetary Union(EMU).

Unit-II Foreign Exchange Market: Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations, process of arbitrage, speculation in the forward market. Overview of markets-Eurocurrency market, Euro credit market, Euro bond market, International Stock market.

Unit-III: Exchange Rates: Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates-exchange rate systems. International arbitrage and interest rate parity. Relationship between inflation, interest rates and exchange rates-Purchasing Power Parity-International Fisher Effect.

Unit-IV: Long Term Asset-Liability Management: Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Financing Equity, Bond financing, parallel loans.

Unit-V: Short-Term Asset-Liability Management: International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export-Import bank of India.

Relevant case study discussions in all units

Text Books:

1. Jeff Madura, International Financial Management, Thomson–South Western 2011
2. Apte, P.G., International Financial Management, Tata McGraw Hill, New Delhi.-2010

References:

- 1 Madhuvij, International Financial Management, Excel Books, New Delhi.-2006/2010
- 2 Abdullah, F.A., Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey.
- 3 Bhalla V.K. International Financial Management, Anmol Publications, New Delhi.-2007/ 2014
- 4 Eitman. Stone Hills, Moffett, Multinational Business Finance, Addison Wesley, 2019

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs)

1. Understand and explain the differences between the various financial derivative securities (Futures, Forwards and Options).
- 2 Explain the mechanics of the Futures market and evaluate the various hedging strategies using Futures.
3. Explain the mechanics of the Options market; analyze the various trading strategies involving options and compute payoff for different strategies.
4. Determine the price of options using binomial trees and Black Scholes Option Pricing Model.
5. Understand the different types of swaps available and their characteristics.

Course outcomes (COs):

At the end of the course, Students will be able to

CO1	Understand the basic growth of financial derivatives in India.
CO2	Examine trading/hedging strategies in futures contracts
CO3	Demonstrate a comprehensive knowledge in options in derivatives markets
CO4	Apply binomial and Black-Scholes model for the valuation of stock options
CO5	Describe the structure of SWAP contracts.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	1	2	1
CO2	2	2	-	1	-
CO3	2	-	-	2	-
CO4	3	1	-	-	-
CO5	2	-	2	-	1

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: Knowing basic concept of investments, financial markets and their functions.

Unit - I: Introduction to Financial Derivatives – Meaning and Need – Growth of Financial Derivatives in India – Derivative Markets – Participants- Functions – Types of Derivatives – Forwards – Futures – Options-Swaps – The Regulatory Framework of Derivatives Trading in India.

Unit - II: Futures - Features of Futures –Differences Between Forwards and Futures – Financial Futures –Trading – Currency Futures – Interest Rate Futures – Pricing of Future Contracts- Value at Risk (VaR)-Hedging Strategies – Hedging with Stock Index Futures – Types of Members and Margining System in India – Futures Trading on BSE & NSE.

Unit - III: Options Market – Meaning & Need – Options Vs Futures -Types of Options Contracts – Call Options – Put Options- Trading Strategies Involving Options – Basic Option Positions – Margins – Options on Stock Indices – Option Markets in India on NSE and BSE.

Unit - IV: Option Pricing – Intrinsic Value and Time Value- Pricing at Expiration – Factors Affecting Options pricing- Put-Call Parity Pricing Relationship- Pricing Models - Introduction to Binominal Option Pricing Model – Black Scholes Option Pricing Model.

Unit – V: Swaps – Meaning – Overview – The Structure of Swaps – Interest Rate Swaps – Currency Swaps – Commodity Swaps – Swap Variant – Swap Dealer Role –Equity Swaps – Economic Functions of Swap Transactions - FRAs and Swaps.

Suggested Readings:

1. Hull C. John, —Options, Futures and Other Derivatives, Pearson Education Publishers,
2. David Thomas. W & Dubofsky Miller. Jr., Derivatives valuation and Risk Management, Oxford University, Indian Edition.
3. ND Vohra & BR Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.
4. Red Head: Financial Derivatives: An Introduction to Futures, Forward, Options, Prentice Hall of India.
5. David A. Dubofsky, Thomas W. Miller, Jr.: Derivatives: Valuation and Risk Management, Oxford University Press.
6. Sunil K. Parameswaran, —Futures Markets: Theory and Practice, Tata-McGraw-Hill Publishing Company Ltd.
7. D.C. Patwari, Financial Futures and Options, Jaico Publishing House.
8. T.V. Somanathan, Derivatives, Tata McGraw-Hill Publishing Company Ltd.

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs) :

1	To make students understand the relationship between bankers and customers for mutual benefit
2	To create awareness to the students on various functions of banking system
3	To update the students on the emerging trends and issues in banking sector
4	To educate the students the significance of coverage of insurance
5	To make students understand the credit worthiness of customers based on their financials.

Course Outcomes (COs):

At the end of the course, students will be able to

CO1	Understand importance of relationship between bankers and customers
CO2	Gain exposure on various investment alternative functions of banking systems
CO3	State the emerging trends and issues in banking sector
CO4	Identify the importance of coverage of insurance
CO5	Evaluate the creditworthiness of different customers based on their key financial details

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	1	-	1	-
CO2	2	-	-	1	-
CO3	2	1	-	1	-
CO4	2	-	-	2	2
CO5	2	2	-	2	2

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: Basic idea on banking and non-banking institutions and their functions

Unit– I: Bankers –Customer Relationship:

Definition and meaning of banker and customer, permitted activities of commercial banks in India-deposit accounts- opening operations and closure of fixed deposit accounts-bank accounts and types

Unit–II: Banking investments

Negotiable instruments, types of negotiable instruments and parties, banking services Safe custody, MICR hearing, ATM,,s, credit cards debit cards travelling cheques, ombudsmen and customer services.

Unit–III: Emerging Trends and Issues

International banking euro bank and off-shore banking, overview of banking risks, Corporate governance, credit risk management in banks, liquidity risk management and asset liability management.

Unit–IV: Principles and Practices of Insurance

Introduction to risk and insurance, types of insurance-basic principles of general and life insurance-regulations on investments, insurance funds with respect to shareholders funds and policy share holders funds.

Unit–V: Credit and Its Instruments

Role of credit–credit instruments–types of credit–factors influencing volume of credit–Defects of credit-credit creation by commercial banks–credit control by RBI

Types of insurance products: General insurance products-fire, marine, motor engineering and others. Life insurance products: endowments, whole life plans, money back, ULIPs, pension plans, health plans, group insurance schemes. Risk management: risk & uncertainty

Relevant Case Study Discussions in All Units

Text Book:

- 1 McNamara principles of Risk management and Insurance, Addison-Wesley.
- 2 Bimal Jaiswal, Currency banking and Exchange, Vikas Publishing house,2016newedition

References:

- Vasant Desai: Indian Banking-Nature and problems, Himalaya publishing house, Mumbai
- Anand Ganguly: Insurance Management-PHI, New Delhi2007.
- George E Resda, Risk management and Insurance-2017
- Benjamin H Bankhurt, Money banking system, Times of India Press, Mumbai.Charles L Prather, Money & Banking, Richard Inc.,Illinois.
- Hawtrey, The art of Central Banking, Sugustus M Kelley Publishers,2017,NewYork.

MBA (IV Sem.)

**20MB34- International Human Resource
Management**

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs): In this course, the students will learn

1	To make the students draw a distinction between domestic and global HRM
2	To make the students understand issues and practices pertaining to the major HRM functions within the context of a multinational environment
3	To familiarize the students the importance and challenges of cross cultural management
4	To equip the students with the basic information of Compensation and performance management in global assignments.
5	To acknowledge the students with the measures required for creating a strategic HRD climate.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Understand the concept of Human Resource Management in Globalperspective.
CO2	Discuss various functions and legal aspects of global HRM
CO3	Identify the importance of cultural diversity in global assignments
CO4	Interpret the concepts of various compensation approaches and performancemanagement in global context
CO5	Demonstrate and handle Global HRD climate

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	1	3	-
CO2	1	2	-	3	-
CO3	2	-	1	3	3
CO4	2	3	1	2	2
CO5	2	-	1	2	1

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: Basic knowledge on Human Resource Management

UNIT I: Introduction: A Global HR Perspective in New Economy-Challenges of Globalization
- Implications of Managing People and Leveraging Human Resource - Strategic Role of International HRM – Distinction between Domestic and International HRM – HR Challenges at International Level.

UNIT II Managing International Assignments: Significance -Global HR Planning – Staffing policy – Training and development – performance appraisal –International Labour relations – Industrial democracy - Positioning Expatriate – Repatriate – factors of consideration - Strategies - Legal content of Global HRM- International assignments for Women - Problems.

UNIT III Cross Culture Management: Importance – Concepts and issues – Understanding Diversity – Managing Diversity Cross- Cultural Theories – Hofstede’s Model – Kluckhohn – Strodth beck Model – Andre- Laurent‘ Theory – Cultural Issues. considerations - Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams. Talent crunch – Indian MNCs and Challenges.

UNIT IV Compensation Management: Objectives -Importance – Concepts- Trends - Issues – Methods – Factors of Consideration – Models – incentive methods – Approaches of Compensation in Global Assignments - global compensation implications on Indian systems - Performance Management.

UNIT V Global Strategic Advantages through HRD: Measures for creating global HRD Climate – Strategic Frame Work of HRD and Challenges - Globalization and Quality of Working Life and Productivity – Challenges in Creation of New Jobs through Globalization- New Corporate Culture.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Subba Rao P: —International Human Resource Management, Himalaya Publishing House, Hyderabad, 2011
2. NilanjanSen Gupta: —International Human Resource Management Text and cases, Excel Books, New Delhi.
3. Tony Edwards :—International Human Resource Management, Pearson Education, New Delhi, 2012
4. Aswathappa K, Sadhana Dash: —International Human Resource Management, TMH, New Delhi,
5. Monir H Tayeb: —International Human Resource Management, Oxford Universities Press, Hyderabad, 2012.

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs):

1	To make students with a model based on the understanding of organizational change.
2	To aware of the students, thorough various factors involved in facilitating and managing change.
3	To know about strategic leverages for managing change in organizational context.
4	To make students realize the significant role of culture in dealing the change in organizational context.
5	To understand the significance of people in managing the change in industrial context.

Course Out comes (COs):

At the end of the course ,Students will be able to

CO1	Demonstrate the knowledge and role of management of change.
CO2	Identify different insights in managing change in organizational context.
CO3	Explain changing trends in business environment.
CO4	Understand the culture and its significance in dealing the new culture.
CO5	Describe the people's role in managing change and develop different cognitive versions in managing change.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	1	2	2	2
CO2	2	2	2	1	1
CO3	2	2	1	2	1
CO4	2	2	1	2	1
CO5	2	2	2	2	2

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: To aware of customers perceptions, demands and business scenario and need of change, models-change and employees

Unit-I

Understanding Change: Nature of Change- Managing Change- Forces of Change: External-Internal; Types of Change- Models of Organizational Change: Lewins Model Planning Model- Action Research Model- Integrative Model, role of management of change in management studies

Unit-II

Managing Change: The Current Status- Designing the New Status- Impact Analysis- Transformation Planning: Structural Considerations- Management Processes- Managing HR- Culture Management- Information Technology; Creating the Support Systems: Management Support- Employee Support- Administrative Systems & Procedures

Unit-III

Strategic Leverages to Change- Changing Trends in Work Environment- Organizational Restructuring -Reorganizing Work: Outsourcing-In sourcing- Vertical Integration- Horizontal Integration, Process Oriented Strategies: Benchmarking-Value Management- Business Reengineering; Competitor & Customer Oriented Strategies

Unit-IV

Organizational Culture & Change: Corporate Culture- Dealing with Change- Identifying & Diagnosing Organizational Culture-Developing New Culture-Assessing Cultural Risk

Unit-V

Managing Change through People: Dealing with Individuals: The Three_Rs of Management: Reason Management- Relationship Management- Results Management- Dealing with Groups- Sensitivity Training- Team Building-Self Managed Work Teams (SMT,,s)-Team Based Compensation-Overcoming Organizational Resistance to Change.

Relevant case study discussions in all units

Text Book

1. Harigopal.K, Management of Organizational Change-Leveraging Transformation, 2ndEdition, Response Books,2006.
2. REFERENCES
3. Somnath Chatopadhyaya and Udai Pareek, *Managing Organizational Change*, Oxford& IBH, New Delhi, 1982.
4. Nilanjan Sengupta: *Managing Changing Organizations*, PHI Learning, New Delhi, 2009.
5. AdrianThornhill:*ManagingChange*,PearsonEducation,NewDelhi,2008.
6. Radha R Sharma:*Change Management*, TMH,NewDelhi,2008.

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs):

1	To familiarize the concepts, role, significance and assessment of talent management.
2	To understand the talent identification and development for organizational effectiveness.
3	To know about the knowledge management in organization context and knowledge in promoting at various levels for organizational effectiveness
4	To familiarize the knowledge assessment of the human capital in various perspectives.
5	To aware of talent management solutions and various issues through knowledge management to managers in organizational effectiveness point of view.

Course Outcomes (COs):

At the end of the course, Students will be able to

CO1	Determine the basics and significance of talent management while making decisions for effectiveness
CO2	Identify the source of talent and its significance working for development in organizational effectiveness related.
CO3	Handle different working conditions for talent retention and development.
CO4	Assess the probability of knowledge and utilization of resources of organization effectively.
CO5	Assume the different strategic solutions of talent management for making effective decisions of talent upliftment.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	2	2	3	-
CO2	2	1	1	2	1
CO3	2	1	2	1	2
CO4	2	-	1	2	-
CO5	2	1	1	-	1

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: To aware human resources, relatively talent and knowledge management.

UNIT – I: Talent Management

Concept,, importance, Evolution, Talent Management System, Talent Reservoir – Components, Talent Management Grid, Talent Management Assessment Tools, Process of Talent Management, Competence –Core Competency, Competency Assessment, Competency Modeling – Steps in developing a valid competency model.

UNIT – II: Succession and Career Planning

Succession Planning – Traditional Approaches, Talent Acquisition - Talent Identification & Business Alignment, Recruiting & Assessment, Talent Development – Training & Coaching - types, Talent Management Strategies.

UNIT – III: Strategic Talent Management A panacea to Knowledge Management

Knowledge Management: Concept, Forces Driving Knowledge Management, Knowledge Management Systems, Issues in Knowledge Management, Knowledge Management Strategies, Technologies for Knowledge Management, Factors influencing Knowledge Management.

UNIT – IV:

Strategic Perspectives of Talent by knowledge management

Understanding Nature of Knowledge: Views of Knowledge – Subjective and Objective, Types of Knowledge – Location of Knowledge – Knowledge in People, Knowledge in Artifacts, Knowledge Management Assessment – Types of Assessment, Importance of KM Assessment.

UNIT – V:Strategic Talent Management Solutions through Practicing Knowledge Management

Knowledge Management Processes –Technologies, Knowledge Management Approaches – Hansen-Earl’s Seven Schools of Knowledge Management, Alversson and Karreman’s knowledge Management, Organizational Impacts of Knowledge Management – on People, Processes, Products and Organizational Performance.

Text Books:

1. Lance A Berger, Dorothy R Berger, The Talent Management Handbook, 2e, TMH, 2008.
2. Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal, Knowledge Management: Challenges, Solutions, and Technologies, Pearson, 2009

References:

3. Sudhir Warier, Knowledge Management, Vikas, 2004.
4. Ravinder Shukla, Talent Management: Process of Developing and Integrating Skilled Workers, Global India Publications, 2009.
5. Marshall Goldsmith, Louis Carter, Best Practices in Talent Management: How the World's Leading Corporations, Wiley, 2010.
6. Hugh Scullion, David G. Collings, Global Talent Management, Routledge, 2011.

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs):

1	To develop skills in managing a sales team, and innovative sales strategies as the situation warrants.
2	To Appraise and organize sales planning and budgeting , estimating market potential and sales forecasting , setting the sales territory and quotas
3	To familiarize the issues relating with making of effective sales force management decisions
4	To Manage marketing channels, Channel integration – VMS, HMS, and Channel Management
5	To understand and resolve various sources of channel conflicts.

Course Outcomes (COs) :

At the end of the course ,students would be able to

CO1	Understand skills required for managing sales team.
CO2	Interpret sales planning and estimating market potential.
CO3	Apply the conceptual knowledge for effective sales force management.
CO4	Determine the Concepts of Distribution management..
CO5	Identify the channel conflicts among channel members and resolving them.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	1	1	1	1	-
CO2	1	1	-	2	1
CO3	2	1	1	1	1
CO4	-	1	-	1	1
CO5	1	2	1	1	-

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: Basic knowledge on various concepts of marketing and sales

Unit–I : Introduction to Sales Management:

Nature and Importance of sales management, Growth and evolution of sales management, Role of a sales manager, Responsibilities of a sales manager, Theories of personal selling, AIDAS theory, Qualities of salesmanship, Steps in selling process- sales organization structures-International Sales Management.

Unit–II: Organizing & Driving Sales Efforts

Sales Planning-Sales Budget-Estimating Market Potential and Forecasting Sales: Qualitative methods and Quantitative methods-Sales Territories-Sales Quotas- Sales Technology-Sales and cost analysis.

Unit–III: Sales Force Management

Sales Job Analysis, Recruitment & Selection (Briefly – specific to Sales Jobs), Sales Training – Need & Types, Sales Force Compensation Structure & Motivation Tools, Sales Contests Sales Force Supervision: Sales Expenses, Sales Performance Evaluation, Sales Reports, Sales Audits, Ethics in Sales

Unit–IV: Distribution Management

Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, functions of channel partners, Evolution & possible channel formats. Designing channel systems-Horizontal and Vertical systems-Channel Management.

Unit–V: Channel control

Performance measures in Marketing Channels-Channel Conflicts: Sources of Conflict - Goal incompatibility, Differing perceptions of reality, Clashes over domains. Types of conflicts-Channel Information Systems: Elements of channel information systems - Databases for channel information systems. Impact of information systems on channel flow - Channel Institutions: Wholesaling, Retailing

Relevant case study discussions in all units

Text Book

1. Krishna K. Havaldar, Vasant M. Cavale, Sales & Distribution Management- McGraw Hill
2. S.A.Chunawala, Sales & Distribution Management- Himalaya Publishing house.

References

1. Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sandeep Puri Sales and Distribution Management : Decisions, Strategies & Cases, Pearson Latest Edition
2. Ramendra Singh, Sales and Distribution Management – A Practic-Based Approach, Vikas Publishing House Pvt. Ltd Latest Edition
3. Dr. S. L. Gupta Sales & Distribution Management Excel Books Latest Edition
4. Panda Tapan K.,Sahadev Sunil Sales & Distribution Management Oxford Latest Edition
5. David Jobber, Geoffrey Lancaster Sales & Distribution Management Pearson, Latest Edition.
6. Johnson F.M., Kurtz D.L.,Scheuing E.E. Sales Management: Concepts, Practice, and Cases McGraw Hill Latest Edition.

L	T	P	Cr.
3	-	-	3

Course Educational Objectives :

1	To understand the concepts, principles of Consumer Behaviour.
2	To familiarize the students with the determinants of Consumer behaviour.
3	To give an idea to the students about models of Consumer Behaviour.
4	To make the students aware of CRM strategies and Process.
5	To know the application areas of CRM.

Course Outcomes (COs):

At the end of the course students would be able to

CO1	Understand the behavior and buying decision process of consumers
CO2	Evaluate the internal and external determinants of Consumer Behavior
CO3	Apply the conceptual models of Consumer Behavior in business situations
CO4	Gain knowledge in understanding CRM strategies and CRM process.
CO5	Demonstrate the importance of CRM application in various areas.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	1	2	-	1	1
CO2	1	1	1	2	1
CO3	1	2	-	1	1
CO4	1	1	1	1	1
CO5	1	-	-	1	1

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: Basic knowledge on various concepts of marketing.

Unit-I :Introduction to Consumer Behavior

Consumer behaviour- Need for Understanding consumer behaviour – Types of consumers- Changing pattern of Indian consumer behaviour – Factors influencing consumer behavior– Understanding the buying decisions process–Industrial consumer behavior–Consumer behaviour and marketing strategy–Rural consumer behavior–Problems in studying Consumer behavior

Unit-II: Determinants of Consumer Behavior

Internal determinants of Consumer Behaviour: Motivation-Learning-Perception-Attitudes- Personality–External determinants of Consumer Behavior: Culture-Subculture-Family- Social class-Reference groups and opinion leader.

Unit-III: Consumer decision making

Decision making process-Impulse buying decision- Decision making criteria–Factors influencing decision making. Models of consumer decision making : Howard-sheth model, EKB Model and Nicosia model –Diffusion of Innovations.

Unit-IV: Concept and Introduction of CRM

Definition, Evolution of CRM, objectives, Benefits, challenges in implementing CRM, Types of CRM: Operational CRM, Analytical CRM, Collaborative CRM-Building blocks of CRM, CRM strategy, E-CRM, CRM process

Unit-V: Models of CRM

G-spot model of CRM, KOEL's model, Web qual audit model, Onyx model.CRM implementation-A Frame work of successful CRM-CRM in Marketing: From product to customer, CRM marketing initiatives- CRM in different Industries.

Relevant case study discussions in all units

Text Book

2. Ramanuj Majumdar-Consumer Behavior-Insights from Indian market-PHI
3. Schiffman Leon G and Kanuk, Lazar-consumer behavior-Pearson Education
4. Ekta Rastogi- Customer relationship management-Excel books
5. Dr.Govinda Bhat- Customer relationship management-Himalaya Publishing House.

References

1. Hawkins .Best,Coney–Consumer Behavior–TMH, New Delhi
2. RogerDBlackwelletal,ConsumerBehavior,9/e, Thomson, New Delhi
3. Henry Assael, consumer Behavior,6/e, Thomson.
4. S.Shanmukha sundaram, Customer Relationship Management, Modern trends and perspectives, PHI Learning(p)ltd-Latest edition
5. G.Shaineshand Jagdish Sheth- Customer Relationship Management: A Strategic Perspective-Macmillan India Ltd–Latest edition

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs) :

1	To develop understanding on various factors influencing Global marketing environment
2	To create awareness on Global Market Entry Strategies
3	To enable students understand key issues on Global product management
4	To evaluate effectiveness of International Marketing Channels
5	To provide insights on Export marketing, its policies and procedures

Course Outcomes (COs):

At the end of the course, students will be able to:

CO1	Apply the gained knowledge to handle domestic as well as global marketing activities
CO2	Differentiate international markets strategies from domestic market strategies
CO3	Understand global product management and product positioning
CO4	Evaluate various distribution channels for effective global marketing
CO5	Analyze the avenues for export marketing and be familiar with Exim policy

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	1	1	-	1	1
CO2	-	1	1	1	-
CO3	1	1	-	1	1
CO4	1	1	-	1	1
CO5	-	1	-	1	1

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: Basic knowledge on various concepts of marketing at domestic level and also business environment.

Unit – I Global Marketing: Scope and Significance of Global Marketing, The importance of global / international marketing, Differences between international and domestic marketing, International environment, International Social & culture Environment, the political legal environment and regulatory environment of international marketing. Technological Environment.

Unit – II Global Market Entry Strategies: Indirect Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies without Direct Investment, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.

Unit – III Global product management: International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion–Strategic Alternatives. New products in International Marketing, Product and culture, brands in International Market.

Unit – IV International Marketing Channels: channels –Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing an international Distribution Strategy Selecting Foreign Country Market intermediaries. The management of physical distribution of goods, Advertising and Branding, Grey Market goods.

Unit – V Export Marketing: Introduction to Export Marketing, Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

TEXT BOOKS

- Johnny K.Johansson –Global Marketing–Foreign Entry, Local Marketing and Global Management–Tata McGraw Hill Pvt. Ltd. New Delhi,2016.
- Kate Gillespie, Jean Pierre Jeannet, H.David Hennessey–International Marketing–CengageLearning–NewDelhi-2016

REFERENCES

- Varshney and Bhattacharya:International Marketing management Sultan chand 2009
- David Carson: International Marketing latest edition 2019
- Philip Kotler:Marketing Management Edition 2017

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs): In this course, the students will learn

1	To make the students familiarize with the basic concepts relating to Data ware housing.
2	To train the students the requirements of Data ware and Data Ware house development Life Cycle.
3	To understand data warehouse architecture and dimensional modeling
4	To familiarize with the concepts of data transformation types and data loading techniques.
5	To acknowledge the students with the knowledge of Meta data management in Data Warehouse.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Match organizational needs with the most effective Data Ware Housing techniques
CO2	Understand the basic concepts and issues of data ware development
CO3	Implement various techniques of Data ware architecture and various dimensional modeling types
CO4	Develop the skills for data transforming and data loading using various techniques
CO5	Develop the students in the area of Meta Data management particularly in the area of data warehousing.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	1	2	-	2	1
CO2	1	1	3	1	2
CO3	-	-	2	1	3
CO4	1	1	1	2	-
CO5	1	-	-	2	1

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Prerequisite: Basic Knowledge on DBMS.

Unit I

Data Warehouse Fundamentals: Introduction to Data Warehouse,--OLTP Systems—Differences between OLTP Systems and Data Warehouse—Characteristics of Data Warehouse—Functionality of Data Warehouse—Advantages and Applications of Data Warehouse; Advantages--Applications: Top- Down and Bottom-Up Development Methodology—Tools for Data warehouse development—Data Warehouse Types:

Unit II

Planning and Requirements: Introduction—Planning Data Warehouse and Key Issues—Planning and Project Management in constructing Data warehouse—Data Warehouse Project—Data Warehouse development Life Cycle, Kimball Lifecycle Diagram—Requirements Gathering Approaches—Team organization—Roles—and Responsibilities:

Unit III

Data Warehouse Architecture: Introductions—Components of Data warehouse Architecture-- Technical Architectures; Data warehouse architectures 1,2,and3-Tool selection—Federated Data Warehouse Architecture .Dimensional Modeling: Introduction: E-R Modeling—Dimensional Modeling--E-R Modeling VS Dimensional Modeling—Data Warehouse Schemas—Star Schema—Inside Dimensional Table—Inside Fact Table, Fact Less Fact Table—Granularity—Star Schema Keys—Snowflake Schema—Fact Constellation Schema.

Unit IV

Extract, Transform and Load: Introduction: ETL Overview or Introduction to ETL—ETL requirements and steps—Data Extraction—Extraction Methods—Logical Extraction Methods—Physical Extraction Methods—Data Transformation—Basic Tasks in Transformation—Major Data Transformation Types—Data loading—Data Loading Techniques—ETL Tools: Data Warehouse & OLAP: Introduction: concept and Characteristics of OLAP—Steps in the OLAP Creation Process—Advantageous of OLAP—Concept of Multi dimensional Data—OLAP Architectures—MOLAP—ROLAP—HOLAP—Data Warehouse and OLAP—Hypercube & Multi cubes

Unit V

Meta data Management in Data Warehouse—Introductions to Metadata—Categorizing Metadata—Metadata management in practice—Metadata requirements gathering—Metadata classification—Metadata collection strategies—Meta Data Management in Oracle and SAS—Tools for Metadata management.

References

- 1.Data Warehousing Data Mining and OLAP by Alex Berson, Stephen J.Smith Tata Mc GrawHill
2. Data Mining: Concepts and Techniques, Third Edition by Han, Kamber & Pei.
3. Data Mining and Analysis Fundamental Concepts and Algorithms by Zaki & Meira.
4. Data Mining for Business Intelligence by Galit Shmueli, Nitin R.Patel, Peter C. Bruce

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs): In this course, the students will learn

1	To make the students familiarize with the various components of Decision Support System
2	To train the students with the knowledge of Modeling Process and various Models required for Decision Support System
3	To train the students how to manage the Data Management System in Software development
4	To familiarize with the concepts of Dialogue Management
5	To acknowledge the students with the knowledge of Development of Decision Support System

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Match organizational needs with the most efficient Decision Support System
CO2	Understand the basic concepts, issues and models of Modeling
CO3	Implement various techniques of Data Management System in software
CO4	Develop the concepts of Dialogue Management in Decision Support System
CO5	Develop the students in the development process of Decision Support System.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	1	2	-	2	1
CO2	1	1	3	1	2
CO3	-	-	2	1	3
CO4	1	1	1	2	-
CO5	1	-	-	2	1

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Prerequisite: Basic Knowledge on Data Mining for Business Decisions.

UNIT I Introduction: Decision concept – Steps – Decision Support System – Components – Characteristics – Classifications and Applications.

UNIT II Model Management: Model – Modeling Process – Types of Models – Optimization – Simulation – Heuristic: Descriptive – Predictive Model Base – Modeling Languages – Model Directory, Model Base Management System – Model Execution, Integration and Command Processing – Model Packages.

UNIT III Data Management System: Data Base – Sources of Data – Data Directory – Data Structure and Data Base Languages – Query Facility – Data Management System – DBMS as DSS Development Tool.

UNIT IV Dialog Management: User Interface – Graphics – Multimedia – Visual Interactive Modeling – Natural language processing – Speech Recognition and Understanding – Issues in User interface.

UNIT V Development of Decision Support System: Development Process – Software and Hardware; Data Acquisition – Model Acquisition – Dialog development – Integration – Testing and Validation – Training and Implementation.

Reference Books

1. Janaki raman, V.S. and Sarukesi, Decision Support Systems, 2ndEdition, PHI Learning, 2009.
2. Marakas, G.M., Decision Support Systems in the 21st century, 2ndEdition, PHI Learning, 2009.
3. Sauter, V., Decision Support Systems for Business Intelligence, 2ndEdition, John Wiley & Sons, 2011.
4. Taylor, J., Decision Management Systems: A Practical Guide to Using Business Rules and Predictive Analytics, IBM Press, 2011.
5. Turban, E., Delen, E. and Sharda, R., Decision Support and Business Intelligence Systems, 9thEdition, Pearson, 2011.

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs): In this course, the students will learn

1	To make the students familiarize with the various concepts in cyber security
2	To train the students with the knowledge of Secure system planning and administration
3	To train the students regarding concepts in analyzing the effects of Secure System Planning and administration
4	To familiarize the students to Compare and contrast the practical applications of Information security systems
5	To acknowledge the students with the knowledge of information security

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Understand the students with the basic issues involved in Cyber Security
CO2	Define the basic requirements of Secure System planning and administration
CO3	Develop the concepts in analyzing the effects of Secure System Planning and administration
CO4	Compare and contrast the practical applications of Information security systems
CO5	Develop the students in analyzing the role of information security.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	1	2	-	2	1
CO2	1	1	3	1	2
CO3	-	-	2	1	3
CO4	1	1	1	2	-
CO5	1	-	-	2	1

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Prerequisite: Basic Knowledge on Internet and cyber related issues.

UNIT-I:

Introduction to Computer Security: Definition, Threats to security, Government requirements, Information Protection and Access Controls, Computer security efforts, Standards, Computer Security mandates and legislation, Privacy considerations, International security activity.

UNIT-II:

Secure System Planning and administration: Introduction to the orange book, Security policy requirements, accountability, assurance and documentation requirements, Network Security, The Red book and Government network evaluations.

UNIT-III:

Information security policies and procedures: Corporate policies-Tier1, Tier2 and Tier3 policies- process management-planning and preparation-developing policies-asset classification policy-developing standards.

UNIT-IV:

Information security: fundamentals- Employee responsibilities-information classification Information handling-Tools of information security-Information processing-secure program administration.

UNIT-V:

Organizational and Human Security: Adoption of Information Security Management Standards, Human Factors in Security- Role of information security professionals. Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Debby Russell and Sr. G.T Gangemi, "Computer Security Basics (Paperback)", 2nd Edition, O'ReillyMedia, 2006.
2. Thomas R. Peltier,—Information Security policies and procedures: A Practitioner's Reference, 2nd Edition Prentice Hall, 2004.
3. Kenneth J. Knapp,—Cyber Security and Global Information Assurance: Threat Analysis and Response Solutions, IGIGlobal, 2009.
4. Thomas R Peltier, Justin Peltier and John blackley, Information

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs): In this course, the students will learn

1	Understand the major capabilities and limitations of deterministic operations research modeling as applied to problems in industry.
2	Emphasize the mathematical procedures of linear programming techniques.
3	Understanding the transportation and assignment concepts and limitations as applied to problems in industry.
4	Understand how optimal strategies are formulated in conflict and competitive environment by using game theory and queuing theory.
5	Understand the importance of using PERT & CPM techniques for project management phases and various activities that need to be done.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Understand the characteristics of different types of decision making environments and the appropriate decision making approaches and tools to be used in each type.
CO2	Apply appropriate LPP techniques to express the defined problems mathematically.
CO3	Build and solve transportation models and assignment models.
CO4	Apply appropriate optimal strategies for conflict and competitive environment by using game theory and queuing theory.
CO5	Design new simple models, like: CPM, to improve decision making and develop critical thinking and objective analysis of decision problems.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	-	1	2	-	-
CO2	-	1	-	-	2
CO3	2	-	-	1	-
CO4	-	-	-	2	-
CO5	-	-	-	-	1

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: Basic knowledge on statistics, accounting concepts

Unit-I:

Importance-The History of OR- Definition- Features- Scope of Operations Research–Linear Programming: Introduction- Advantages of using LP-Application areas of LP-Formation of mathematical modelling, Graphical method, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau, Artificial variable techniques: Big M method.

UNIT II:

Transportation, Assignment Models: Definition and application of the transportation model, methods for finding initial solution-tests for optimality-variations in transportation problem, the Assignment Model, Travelling Salesman Problem.

Unit-III:

Dynamic Programming– Applications of D.P.(Capital Budgeting, Production Planning, Solving Linear Programming Problem)–Integer Programming –Branch and Bound Method.

Unit-IV:–Game Theory: Introduction–Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point–Algebraic, matrix and arithmetic methods. Simulation–Simulation Inventory and Waiting Lines.

Unit- V:

P.E.R.T.&C.P.M. and Replacement Model: Drawing networks–identifying critical path–probability of completing the project within given time-project crashing–optimum cost and optimum duration. Replacement models comprising single replacement and group replacement.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. Winston, Operations Research, Cengage, ND
2. Anand Sharma, Operations Research, Himalaya Publishing House,

References:

- Kalavarthy, S. Operations Research, Vikas Publishers House Pvt Ltd.,
- 4.Mcleavey&Mojena,Principles of Operations Research for Management, AITBS publishers,
- 5. V.K.Kapoor,Operation Research Techniques for Management, Sultan Chand &Sons,
- 6.Richard Bronson& Govindasami Naadimuthu,SCHAUM‘ SOUTLINE OF THEORY&
- PROBLEMS OF Operations Research, 2nd Ed., Tata McGraw-Hill Edition,
- 7.JKSharma Operation Research–Theory and Applications, Mac Millan.

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs): In this course, the students will learn

1	To develop understanding on various factors influencing sourcing management.
2	To create awareness on global sourcing.
3	To enable understand the key issues on third party logistic service.
4	To evaluate effectiveness of International analytical tools in security.
5	To provide insights on risk management, its sustainability and sourcing.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Apply the gained knowledge to handle the sourcing as well as supplier evaluation and selection.
CO2	Differentiate global sourcing trends and its performance measurement.
CO3	Understand the importance of supply chain in various mechanisms.
CO4	Evaluate the various analytical tools in sourcing.
CO5	Understand the importance of risk & trends in sourcing.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	1	1	-	1	1
CO2	-	1	1	1	-
CO3	1	1	-	2	1
CO4	1	3	-	1	1
CO5	-	1	-	1	1

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: Basic knowledge on production and operations in an organization

UNIT I

Introduction of Sourcing – Sourcing management: Concept, Functions, Application – Supplier Evaluation and Selection (Concepts): Supplier Rating– Rating criteria – Factors.

UNIT II

Global sourcing: Introduction to Global Sourcing– Trends in Global Sourcing– Global Sourcing– Negotiation– Performance Measurement and Evaluation (Concepts and Metal craft Case)

UNIT III

Supply Chain: The Role of Sourcing – Components – Key Process – Outsource: Various Mechanism – Third-party logistics (3PL): Service.

UNIT IV

Analytical tools: Analytical Tools in Sourcing (Total Cost of Ownership (Wire Harness case), Pricing Analyses-(Plastic Shield case))–Analytical Tools in Sourcing (Foreign Exchange Currency Management, Learning Curve, Quantity Discount Models)–Integrative Pacific Systems Case(Supplier Scorecard, Sourcing Risk, Supplier Financial Analysis).

UNIT V

Risks & Trends: Sourcing Risk Management (Concepts)–Electronic Sourcing–Sustainability and Sourcing (Green Sourcing; Wal mart-China Case)

TEXT BOOKS:

1. Sunil Chopra and Peter Meindi, Supply Chain Management– Strategy Planning and Operation, Pearson Education, Third Indian Reprint, 2004.
2. Monczka et al., Purchasing and Supply Chain Management, Thomson Learning, Second edition, Second Reprint, 2002.

REFERENCE BOOKS:

3. Lee J. Krajewski and Larry P. Ritzman, 2007, Operations Management strategy and analysis, 9th Edition, Pearson Education / Prentice Hall of India, 2007.
4. Altekar Rahul V, Supply Chain Management– Concept and cases, Prentice Hall India, 2005.
5. Olivier Bruel, Strategic Sourcing Management: Structural and Operational Decision-making Kogan Page; 1 edition, 2016.

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs): In this course, the students will learn

1	To identify and reduce errors and increase the efficiency of business process in six sigma.
2	To create awareness on six sigma approach.
3	To enable students understand the key issues on six sigma.
4	To make the students familiar with the various concepts in six sigma.
5	To understand and the significance of team performance in managing the changes in institutionalizing six sigma.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Understand the basic concepts of six sigma.
CO2	Develop the basic concepts in analyzing the effects of six sigma.
CO3	Evaluate the various organizational structures for initiation of six sigma.
CO4	Determine the students with the basic issues involved in project selection for sigma.
CO5	Define about the team performance role and managing the problems in six sigma.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	1	1	1	1
CO2	3	2	1	1	1
CO3	1	2	-	1	1
CO4	1	1	-	1	1
CO5	3	2	1	1	2

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre-requisite: Basic knowledge on production concepts

UNIT I: INTRODUCTION TO SIX SIGMA

Introduction to quality, Definition of six sigma, origin of six sigma, Six sigma concept, Critical success factors for six sigma.

UNITII: SIX SIGMA APPROACH

Evolution of six sigma, the synergy of six sigma, Definition of six sigma the principles of six sigma, Scope for six sigma, Features of six sigma, The laws of six sigma, Benefits of six sigma, Introduction to DMAIC tools.

UNITIII: INITIATION FOR SIX SIGMA

Top management commitment –Infrastructure and deployment planning, Process focus, organizational structures, Measures–Rewards and recognition, Infrastructure tools, structure of transforming event, Launch preparation.

UNIT IV: PROJECT SELECTION FOR SIXSIGMA

Resource and project selection, Selection of Black belts, Selecting projects–Benefit/Effort graph, Process mapping, value stream mapping, Balanced score card for project identification, project suitable for six sigma.

UNIT V: THE DMAIC PROCESS AND INSTITUTIONALIZING THE SIX SIGMA

Predicting and improving team performance, Nine team roles, Team leadership, DMAIC process, Institutionalizing six sigma, Design for six sigma, Case study presentations.

REFERENCES:

1. Michael L. George, Lean Six Sigma, Mc Graw-Hill,2002.
2. James P. Womack, Daniel T. Jones, Lean Thinking, Free press business, 2003.
3. Forrest W. Brey fogle III, Implementing Six Sigma: Smarter solutions Using Statistical Methods,1999.
4. Ronald G. Askinand Jeffrey B.Gold berg, Design and Analysis of Lean Production Systems, John Wiley & Sons, 2003.
5. Rother M.and hook J., Learning to See: Value Stream Mapping to add value and Eliminate Muda, Lean Enterprise Institute, Brook line, MA.

L	T	P	Cr.
1	-	3	4

Course Educational Objectives (CEOs): In this course, the students will learn

1	To understand the problem under the study, conduct literature survey.
2	To visit the selected organization for field study work, to collect data & submit the interim report.
3	To conduct data analysis using various tools & techniques
4	To present the draft report to the department for assessment and feedback.
5	To submit the final report for external evaluation.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Understand the literature survey, define the problem under study and explain its significance.
CO2	Demonstrate the data collected, preparing interim report and present it to the selected company for getting approval.
CO3	Analyze the data collected, revise the report and present it to the department for feedback and improvement.
CO4	Reframe the quality, novelty and contribution of the findings, suggestions and conclusions of his/her study to the chosen field.
CO5	Summarize and submit the final report of the work and present it to the examiners in person for defense.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	3	-	-	1	-
CO2	-	2	-	1	1
CO3	2	2	1	2	1
CO4	2	3	-	-	-
CO5	1	-	2	2	3

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Pre requisite: Fundamental knowledge on economy, business environment

Chapter-1	Introduction
Chapter-2	Objectives and Methodology of the study
Chapter-3	Theoretical Framework & profile of selected organization
Chapter-4	Data Analysis
Chapter-5	Findings, suggestions and summary

L	T	P	Cr.
-	-	-	2

Course Educational Objectives (CEOs): In this course, the students will learn

1	To motivate the students to familiar with entire MBA programme
2	To educate the students to acquire the skills & knowledge on various courses.
3	To create awareness among the students on all program electives
4	To understand the student capabilities in field work, project works and labs.
5	To make the students more dynamic in business decisions.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Understand MBA programme and its significance in business decisions
CO2	Identify different skills from various courses and activities developed.
CO3	Interpret the fundamentals of various programme electives of MBA
CO4	Understand market and industry situations through skill labs & fieldstudy projects.
CO5	Solve business problems based on MIS supported by technology.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	3	3	1	2	2
CO2	3	2	1	-	1
CO3	3	1	-	1	2
CO4	1	3	-	3	3
CO5	2	2	-	1	1

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)