VELAMMAL

COLLEGE OF ENGINEERING AND TECHNOLOGY, MADURAI - 625009
(Autonomous)

(Accredited by NAAC with 'A' Grade and by NBA for 5 UG Programmes)

(Approved by AICTE and affiliated to Anna University, Chennai)

DEPARTMENT OF MANAGEMENT STUDIES

MBA - Department of Management Studies

CURRICULUM and SYLLABUS

(I to IV SEMESTER)

Academic Year: 2023 - 2024

VELAMMAL COLLEGE OF ENGINEERING AND TECHNOLOGY,MADURAI.
NON-AUTONOMOUS COLLEGES AFFILIATED TO ANNA UNIVERSITY

REGULATIONS – 2021
MASTER OF BUSINESS ADMINISTRATION (FULL – TIME)
CHOICE BASED CREDIT SYSTEM
CURRICULA AND SYLLABI FOR I TO IV SEMESTERS

SEMESTER – I

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
THEORY								
1.	23MBA101	Statistics for Management	PCC	3	0	0	3	3
2.	23MBA102	Management Concepts and Organizational Behavior	PCC	3	0	0	3	3
3.	23MBA103	Managerial Economics	PCC	3	0	0	3	3
4.	23MBA104	Accounting for Decision Making	PCC	3	0	0	3	3
5.	23MBA105	Legal Aspects of Business	PCC	3	0	0	3	3
6.	23MBA106	Information Management	PCC	3	0	0	3	3
7.		Non-Functional Elective	NEC	3	0	0	3	3
PRACTICAL								
8.	23MBA109	Indian ethos (Seminar)	EEC	0	0	4	4	2
9.	23MBA110	Business Communication (Laboratory)	EEC	0	0	4	4	2
			TOTAL	**21**	**0**	**8**	**29**	**25**

NOTE: In the first semester students need to choose one elective from the Non-Functional stream

SEMESTER – II

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
THEORY								
1.	23MBA201	Quantitative Techniques for Decision Making	PCC	3	0	0	3	3
2.	23MBA202	Financial Management	PCC	3	0	0	3	3
3.	23MBA203	Human Resource Management	PCC	3	0	0	3	3
4.	23MBA204	Operations Management	PCC	3	0	0	3	3
5.	23MBA205	Business Research Methods	PCC	3	0	0	3	3
6.	23MBA206	Business Analytics	PCC	3	0	0	3	3
7.	23MBA207	Marketing Management	PCC	3	0	0	3	3
PRACTICAL								
8.	23MBA208	Case Lab	EEC	0	0	4	4	2
9.	23MBA209	Data analysis and Business Modelling (Laboratory)	PCC	0	0	4	4	2
			TOTAL	**21**	**0**	**8**	**29**	**25**

Summer internship – minimum of 4 weeks of internship

The report along with the company certificate should be submitted within the two weeks of the reopening date of 3rd semester. The report should be around 40 pages. The report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3rd Semester.

SEMESTER - III

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
THEORY								
1.	23MBA301	Strategic Management	PCC	3	0	0	3	3
2.	23MBA302	International Business Management	PCC	3	0	0	3	3
3.		Professional Elective I	PEC	3	0	0	3	3
4.		Professional Elective II	PEC	3	0	0	3	3
5.		Professional Elective III	PEC	3	0	0	3	3
6.		Professional Elective IV	PEC	3	0	0	3	3
7.		Professional Elective V	PEC	3	0	0	3	3
8.		Professional Elective VI	PEC	3	0	0	3	3
PRACTICAL								
9.	23MBA303	Creativity and Innovation Laboratory	EEC	0	0	4	4	2
10.	23MBA304	Summer Internship	EEC	0	0	4	4	2
11.	23MBAAC01	Business Ethics	AC	0	0	2	0	0
			TOTAL	**24**	**0**	**10**	**32**	**28**

SEMESTER - IV

SI. NO	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
PRACTICAL								
1.	23MBA401	Project Work	EEC	0	0	24	24	12
2.	23MBAAC02	UVE		0	0	2	0	0
			TOTAL	**0**	**0**	**26**	**24**	**12**

TOTAL :90 CREDITS

NON FUNCTIONAL ELECTIVES (2 electives)

SL. NO	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
1.	23MBA107	Entrepreneurship Development	NEC	3	0	0	3	3
2.	23MBA108	Event Management	NEC	3	0	0	3	3

PROFESSIONAL ELECTIVES (PEC)

FUNCTIONAL SPECIALISATIONS

1. Students can take three elective subjects from **two functional** specializations
   Or
2. Students can take six elective subjects from any **one sectoral** specialization

SL. NO	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
Stream/ Specialization : **Financial Management [7]**								
1.	23MBA305	Security Analysis and Portfolio Management	PEC	3	0	0	3	3
2.	23MBA306	Financial Markets	PEC	3	0	0	3	3
3.	23MBA307	Banking and Financial Services	PEC	3	0	0	3	3
4.	23MBA308	Financial Derivatives	PEC	3	0	0	3	3
5.	23MBA309	Financial Modelling	PEC	3	0	0	3	3
6.	23MBA310	International Finance	PEC	3	0	0	3	3
7.	23MBA311	Behavioral Finance	PEC	3	0	0	3	3
Stream/ Specialization : **Marketing Management [7]**								
8.	23MBA312	Retail Management	PEC	3	0	0	3	3
9.	23MBA313	Consumer Behavior	PEC	3	0	0	3	3
10.	23MBA314	Integrated Marketing Communication	PEC	3	0	0	3	3
11.	23MBA315	Services Marketing	PEC	3	0	0	3	3
12.	23MBA316	Healthcare Marketing	PEC	3	0	0	3	3
13.	23MBA317	Product and Brand Management	PEC	3	0	0	3	3
14.	23MBA318	Digital and Social Media Marketing	PEC	3	0	0	3	3

Stream/ Specialization : **Human Resource Management [6]**								
15.	23MBA319	Strategic Human Resource Management	PEC	3	0	0	3	3
16.	23MBA320	Industrial relations and labour legislations	PEC	3	0	0	3	3
17.	23MBA321	Organizational, design, change and development	PEC	3	0	0	3	3
18.	23MBA322	Negotiation and conflict management	PEC	3	0	0	3	3
19.	23MBA323	Reward and Compensation management	PEC	3	0	0	3	3
20.	23MBA324	International Human Resource Management	PEC	3	0	0	3	3
Stream/ Specialization : **Operations Management [6]**								
21.	23MBA325	Supply Chain Management	PEC	3	0	0	3	3
22.	23MBA326	Quality Management	PEC	3	0	0	3	3
23.	23MBA327	Materials Management	PEC	3	0	0	3	3
24.	23MBA328	Services Operations Management	PEC	3	0	0	3	3
25.	23MBA329	Supply Chain Analytics	PEC	3	0	0	3	3
26.	23MBA330	Project Management	PEC	3	0	0	3	3
Stream/ Specialization : **Business Analytics [5]**								
27.	23MBA331	Data Mining for Business Intelligence	PEC	3	0	0	3	3
28.	23MBA332	Deep Learning and Artificial Intelligence	PEC	3	0	0	3	3
29.	23MBA333	Social media web Analytics	PEC	3	0	0	3	3
30.	23MBA334	E-Business Management	PEC	3	0	0	3	3
31.	23MBA335	Enterprise Resource Planning	PEC	3	0	0	3	3

23MBA101	STATISTICS FOR MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVE:

- To enable the students to have insight in the probability concepts
- To enable the students to understand sampling distributions and estimation
- To gain and understanding about hypothesis testing using tools such as Z-test, F-test and Anova test
- To learn about χ^2 and non-parametric tests.
- To enable the students to draw conclusion from the correlation and regression analysis.

UNIT I	INTRODUCTION	9

Basic definitions and rules for probability, conditional probability independence of events, Baye‘s theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions

UNIT II	SAMPLING DISTRIBUTION AND ESTIMATION	9

Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

UNIT III	TESTING OF HYPOTHESIS - PARAMETIRC TESTS	9

Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z- test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way

UNIT IV	NON-PARAMETRIC TESTS	9

Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test.

UNIT V	CORRELATION AND REGRESSION	9

Correlation – Coefficient of Determination – Rank Correlation – Regression – Estimation of Regression line – Method of Least Squares – Standard Error of estimate.

TOTAL: 45 PERIODS

OUTCOMES: At the end of the course, learners will be able to:

CO1	To facilitate objective solutions in business decision making
CO2	To understand and solve business problems.
CO3	To apply statistical techniques to data sets, and correctly interpret the results
CO4	To develop skill-set that is in demand in both the research and business environments

CO5	To enable the students to apply the statistical techniques in a work setting

TEXT BOOKS:

1. Richard I. Levin, David S. Rubin, Masood H.Siddiqui, Sanjay Rastogi, Statistics for Management, Pearson Education, 8th Edition, 2017.
2. T N Srivastava and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 3rd Edition 2017.Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.

REFERENCES:

1. Prem. S. Mann, Introductory Statistics, Wiley Publications, 9th Edition, 2015.
2. David R. Anderson, Dennis J. Sweeney, Thomas A.Williams, Jeffrey D.Camm, James J.Cochran, Statistics for business and economics, 13th edition, Thomson (South – Western) Asia, Singapore, 2016.
3. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2017.

23MBA102	MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOR	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.
- To acquaint the students with the fundamentals of managing business and to understand individual and group behaviour at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases.
- To learn the knowledge of perception and communication barriers
- To understand the strong group dynamics
- To scatter the resources belongs to creativity and organizational climate

UNIT-I	NATURE AND THEORIES OF MANAGEMENT	9

Evolution of management Thought-Classical, Behavioral and Management Science Approaches Management- meaning, levels, management as an art or science, Managerial functions and Roles, Evolution of Management Theory- Classical era- Contribution of F.W.Taylor, Henri Fayol, Neo-Classical-Mayo & Hawthorne Experiments.

UNIT II	PLANNING AND ORGANISING	9

Planning - Steps in Planning Process - Scope and Limitations - Forecasting and types of Planning - Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Types, Techniques and Processes.

Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - - Impact of Technology on Organisational design - Mechanistic vs Adoptive Structures - Formal and Informal Organisation.Control: meaning, function, Process and types of Control.

UNIT-III	INDIVIDUAL BEHAVIOUR	9

Meaning of Organizational behavior, contributing disciplines, importance of organizational behavior, Perception and Learning - Personality and Individual Differences - Motivation theories and Job Performance - Values, Attitudes and Beliefs - Communication Types-Process - Barriers - Making Communication Effective.

UNIT-IV	GROUP BEHAVIOUR	9

Groups and Teams: Definition, Difference between groups and teams, Stages of Group Development, Group Cohesiveness, Types of teams, Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture, Conflict: concept, sources, Types, Stages of conflict, Management of conflict Organisational Change and Development.

UNIT-V	EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOUR	9

Comparative Management Styles and approaches - Japanese Management Practices Organizational Creativity and Innovation - Organizational behavior across cultures - Conditions affecting cross cultural organizational operations, Managing International Workforce, Productivity and cultural contingencies, Cross cultural communication, Management of Diversity.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After the completion of the course, the students will be able to:

CO1: Understanding of various management concepts and skills required in the business world

CO2: In- depth knowledge of various functions of management in a real time management context

CO3: Understanding of the complexities associated with management of individual behavior in the organizations

CO4: Develop the skillset to have manage group behaviour in Organizations

CO5: Insights about the current trends in managing organizational behaviour

TEXT BOOKS:

1. Harold Koontz and Heinz Weihrich, Essentials of Management: An International, Innovation, And Leadership Perspective, 10th edition, Tata McGraw-Hill Education, 2015.
2. Charles W.L Hill and Steven L McShane, „Principles of Management, McGraw Hill Education, Special Indian Edition, 2017.
3. Stephen P. Robbins, Timothy A.Judge, Organisational Behavior, PHI Learning / Pearson Education, 16th edition, 2014.
4. Fred Luthans, Organisational Behavior, McGraw Hill, 12th Edition, 2013.

REFERENCES:

1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 10th edition, 2016.
2. Samuel C. Certo and S.Trevis Certo, Modern Management: Concepts and Skills, Pearson education, 15th edition, 2018.
3. Don Hellriegel, Susan E. Jackson and John W,Jr Slocum, Management: A competency-Based Approach, Thompson South Western,11th edition, 2008.
4. McShane, Mary V. Glinow, Organizational Behavior, 8th Edition, Tata Mc Graw Hill, 2017.
5. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage learning. 2nd edition. 2012
6. Robert Konopaske, John M Ivancevich, Michael T Matteson, Oranizational Behavior and Management, 11th edition, Tata McGraw Hill, 2017.
7. Udai Pareek, Understanding Organisational Behavior, 3rd Edition, Oxford Higher Education, 2011.
8. Jerald Greenberg, Behavior in Organizations, PHI Learning. 10th edition. 2011

23MBA103	MANAGERIAL ECONOMICS	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To introduce the concepts of scarcity and efficiency
- To explain principles of micro economics relevant to managing an organization;
- To describe principles of macroeconomics
- To have the understanding of economic environment of business.
- To learn the vast knowledge of fiscal and monetary policies.

UNIT-I	INTRODUCTION	9

The themes of economics – scarcity and efficiency – three fundamental economic problems – society's capability – Production possibility frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Micro economies and Macro economies – the role of markets and government – Positive Vs negative externalities.

UNIT II	CONSUMER AND PRODUCER BEHAVIOUR	9

Market – Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply – consumer behaviour – consumer equilibrium – Approaches to consumer behaviour – Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function.

UNIT-III	PRODUCT AND FACTOR MARKET	9

Product market – perfect and imperfect market – different market structures – Firm's equilibrium and supply – Market efficiency – Economic costs of imperfect competition – factor market – Land, Labour and capital – Demand and supply – determination of factor price – Interaction of product and factor market – General equilibrium and efficiency of competitive markets.

UNIT-IV	PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS	9

Macro-economic aggregates – circular flow of macroeconomic activity – National income determination
– Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income – multiplier effect – Demand side management – Fiscal policy in theory.

UNIT-V	AGGREGATE SUPPLY AND THE ROLE OF MONEY	9

Short-run and Long-run supply curve – Unemployment and its impact – Okun's law – Inflation and the impact – reasons for inflation – Demand Vs Supply factors –Inflation Vs Unemployement tradeoff – Phillips curve –short- run and long-run –Supply side Policy and management- Money market- Demand and supply of money – money- market equilibrium and national income – the role of monetary policy.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After the completion of the course, the students will be able to:

CO1: To introduce the concepts of scarcity and efficiency;

CO2: To explain principles of microeconomics relevant to managing an organization

CO3: To describe principles of macroeconomics

CO4: To have the understanding of economic environment of business.

CO5: To study about the policies that regulate economic variables

TEXTBOOKS:

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19^{th} edition, Tata McGraw Hill, New Delhi, 2011
2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 7 th edition 2008.
3. N. Gregory Mankiw, Principles of Economics, 8 th edition, Thomson learning, New Delhi,2017.

REFERENCES:

1. Richard Lipsey and Alec Chrystal, Economics, 13th edition, Oxford, University Press, New Delhi, 2015.
2. Karl E. Case and Ray C. Fair, Principles of Economics, 12th edition, Pearson, Education Asia, New Delhi, 2017.
3. Panneerselvam. R, Engineering Economics, 2 nd Edition, PHI Learning, 2014.

23MBA104	ACCOUNTING FOR DECISION MAKING	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

Enables student to

- A thorough grounding of financial accounting concepts
- Preparation of financial statement analysis
- Understand the management and cost accounting techniques
- Apply the management and cost accounting techniques for decision making
- Assess the accountancy standards of practices in India

UNIT-I	FINANCIAL ACCOUNTING	9

Introduction to Financial, Cost and Management Accounting – Generally accepted accounting principles– Double Entry System – Preparation of Journal, Ledger and Trial Balance Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet - Reading the financial statements

UNIT II	ANALYSIS OF FINANCIAL STATEMENTS	9

Financial ratio analysis, Interpretation of ratio for financial decisions- Dupont Ratios – Comparative statements - common size statements. Cash flow (as per Accounting Standard 3) and Funds flow statement analysis – Trend Analysis.

UNIT-III	COST ACCOUNTING	9

Cost Accounts – Classification of costs – Job cost sheet – Job order costing – Process costing – (excluding Interdepartmental Transfers and equivalent production) – Joint and By Product Costing – Activity Based Costing, Target Costing.

UNIT-IV	MARGINAL COSTING	9

Marginal Costing and profit planning – Cost, Volume, Profit Analysis – Break Even Analysis – Decision making problems -Make or Buy decisions -Determination of sales mix - Exploring new markets - Add or drop products -Expand or contract.

UNIT-V	BUDGETING AND VARIANCE ANALYSIS	9

Budgetary Control – Sales, Production, Cash flow, fixed and flexible budget – Standard costing and Variance Analysis – (excluding overhead costing) -Accounting standards and accounting disclosure practices in India.

TOTAL: 45 PERIODS

TEXTBOOKS:

1. R. Narayanaswamy, Financial Accounting, PHI, sixth edition, 2017.
2. M.Y. Khan & P.K. Jain, Management Accounting, Tata McGraw Hill, 8 th edtion, 2018.
3. T.S. Reddy & A. Murthy, Financial Accounting, Margham Publications, 2014
4. Jan Williams, Susan Haka, Mark S bettner, Joseph V Carcello, Financial and Managerial Accounting - The basis for business Decisions, 18th edition, Tata McGraw Hill Publishers, 2017

REFERENCES:

1. Charles T. Horngren, Gary L.Sundem, David Burgstahler, Jeff Schatzberg, Introduction to Management Accounting, PHI Learning, 2014 , 16th edition.
2. Earl K. Stice& James D.Stice, Financial Accounting, Reporting and Analysis, 8th edition, Cengage Learining, 2015.
3. N.M. Singhvi, Ruzbeh J.Bodhanwala, Management Accounting – Text and cases,3 rd edition PHI Learning, 2018
4. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsiever, 2012.

23MBA105	LEGAL ASPECTS OF BUSINESS	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- The objective of this course is to familiarize the students with various laws
- To refine their understanding of how law affects the different aspects of business.
- To understand the basic welfare of the workers
- To know the compliances involved in the act of taxation
- To understand the delicate areas of intellectual rights.

UNIT-I	COMMERCIAL LAW	9

THE INDIAN CONTRACT ACT 1872
Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.

THE SALE OF GOODS ACT 1930 Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller.

NEGOTIABLE INSTRUMENTS ACT 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

UNIT II	COMPANY LAW AND COMPETITION ACT	9

COMPANY ACT 1956&2013 Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.
Competition Act 2002 - Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations.

UNIT-III	INDUSTRIAL LAW	9

An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act.

UNIT-IV	CORPORATE TAX & GST	9

Corporate Tax Planning, Corporate Taxes and Overview of Latest Developments in Indirect tax Laws relating to GST:An introduction including constitutional aspects, Levy and collection of CGST & IGST, Basic concept of time and value of supply, Input tax credit, Computation of GST Liability, Registration, Tax Invoice, Credit & Debit Notes, Electronic Way bill, Returns, Payment of taxes including Reverse Charge

UNIT-V	CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS	9

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums-- Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR Intellectual Property Laws- Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement.– Copy rights, Trade marks, Patent Act. Introduction, Right to Information Act, 2005.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After the completion of the course, the students will be able to:

CO1: Understand the fundamental legal principles in developing various contracts and commercial laws in the business world
CO2: Identify the common forms of business associations and elements of Corporate Governance
CO3: Develop insights regarding the laws related to industrial environment
CO4: Ability to understand the fundamentals of corporate tax and GST
CO5: Understand the role of consumer rights and cyber laws in the modern business environment

TEXTBOOKS:

1. N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 2017.
2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2017.
3. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill,, 6th Edition 2018.
4. Ravinder Kumar, Legal Aspects of Business, New Delhi: Cengage Learning, 4 th edition, 2016.

REFERENCES:

1. Sinha P.K, Dr. Vinod Singhania, Text Book of Indirect Tax, Taxman Publication, New Delhi
2. Taxmann, GST Manual with GST Law Guide & Digest of Landmark Rulings, 11th Edition, 2019
3. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2015.
4. Dr. Vinod K. Singhania, Direct Taxes Planning and Management, 11 th, 2007.
5. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 15 th edition 2017.
6. Daniel Albuquerque, Legal Aspect of Business, Oxford,2 nd edition, 2017
7. Ravinder Kumar– Legal Aspect of Business.– Cengage Learning, 4 th Edition-2016.
8. V.S. Datey, GST Ready Reckoner, 9 th edition, 2019

23MBA106	INFORMATION MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To understand the importance of information in business
- To know about the recent information systems and technologies.
- To understand the importance of information in business.
- To get exposure on database technologies.
- To know about the recent information systems and technologies.

UNIT-I	INTRODUCTION	9
Data, Information, Information System, evolution, types based on functions and hierarchy, Enterprise and functional information systems.		
UNIT II	**SYSTEM ANALYSIS AND DESIGN**	**10**
System development methodologies, Systems Analysis and Design, Data flow Diagram (DFD), Decision table, Entity Relationship (ER), Object Oriented Analysis and Design (OOAD), UML diagram.		
UNIT-III	**DATABASE MANAGEMENT SYSTEMS**	**8**
DBMS – types and evolution, RDBMS, OODBMS, RODBMS, Data warehousing, Data Mart, Data mining.		
UNIT-IV	**INTEGRATED SYSTEMS, SECURITY AND CONTROL**	**9**
Knowledge based decision support systems, Integrating social media and mobile technologies in Information system, Security, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web.		
UNIT-V	**NEW IT INITIATIVES**	**9**
Introduction to Deep learning, Big data, Pervasive Computing, Cloud computing, Advancements in AI, IoT, Block chain, Crypto currency, Quantum computing		

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After the completion of the course, the students will be able to:

CO1: Learn the basics of data and information system.
CO2: Understand the system development methodologies.
CO3: Understand database management system and its types.
CO4: Learn the various technologies in information system and its security.
CO5: Gains knowledge on effective applications of information systems in business.

TEXT BOOKS:

1. Roger S. Pressman, “Software Engineering: A practitioner’s Approach”, McGraw-Hill International Edition, Seventh Edition, 2014.
2. Abraham Silberschatz, Henry F. Korth, S. Sudharshan, “Database System Concepts”, Seventh Edition, Tata McGraw Hill, 2021.
3. Craig Larman, “Applying UML and Patterns: An Introduction to Object Oriented Analysis and Design and Iterative Development”, Third Edition, Pearson Education, 2005.

REFERENCES:

1. Robert Schultheis and Mary Sumner, Management Information Systems – The Manager’ s View, Tata McGraw Hill, 2008.
2. Kenneth C. Laudon and Jane P Laudon, Management Information Systems – Managing the Digital Firm, 15 th edition, 2018.
3. Panneerselvam. R, Database Management Systems, 3rd Edition, PHI Learning, 2018.

23MBA107	NON-FUNCTIONAL ELECTIVES ENTREPRENEURSHIP DEVELOPMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To equip and develop the learners entrepreneurial skills and qualities essential to undertake business.
- To impart the learner's entrepreneurial competencies needed for managing business efficiently andeffectively.

UNIT-I	ENTREPRENEURAL COMPETENCE	9

Entrepreneurship concept– Entrepreneurship as a Career—Entrepreneurial Personality - Characteristics of Successful Entrepreneurs – Knowledge and Skills of an Entrepreneur.

UNIT II	ENTREPRENEURAL ENVIRONMENT	9

Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations-- Introduction to TBI(Technology Business Incubator)- Assessment of Failures in Start Ups and Bootstrapping of startups

UNIT-III	BUSINESS PLAN PREPARATION	9

Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital Budgeting- Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

UNIT-IV	LAUNCHING OF SMALL BUSINESS	9

Finance and Human Resource Mobilisation - Operations Planning - Market and Channel Selection Growth Strategies - Product Launching – Incubation, Venture capital, Start-ups.

UNIT-V	MANAGEMENT OF SMALL BUSINESS	9

Monitoring and Evaluation of Business - Business Sickness - Prevention and Rehabilitation of Business Units -Effective Management of small Business - Case Studies.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After the completion of the course, the students will be able to:

CO1: The learners will gain entrepreneurial competence to run the business efficiently.
CO1: The learners are able to undertake businesses in the entrepreneurial environment
CO1: The learners are capable of preparing business plans and undertake feasible projects.
CO1: The learners are efficient in launching and develop their business ventures successfully
CO1: The learners shall monitor the business effectively towards growth and development.

TEXTBOOKS:

1. S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2016.
2. R.D.Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2018.
3. Rajeev Roy ,Entrepreneurship, Oxford University Press, 2nd Edition, 2011.

REFERENCES:

1. Donald F Kuratko,T.V Rao. Entrepreneurship: A South Asian perspective. Cengage Learning, 2012.
2. Dr. Vasant Desai, “Small Scale Industries and Entrepreneurship”, HPH,2006.
3. Arya Kumar. Entrepreneurship, Pearson,2012.
4. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, TataMcGraw-Hill, 8 th edition ,2017.

23MBA108	EVENT MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- This course is designed to provide an introduction to the principles of event management.
- The course aims to impart knowledge on the various events and how these events can be organized successfully.

UNIT-I	EVENT CONTEXT	9

History & Evolution – Types of events – MICE – Types of Meeting, Trade Shows, Conventions, Exhibitions- Structure of event industry – Event Management as a profession – Perspectives on event : Government, Corporate & Community – Code of Ethics.

UNIT II	EVENT PLANNING & LEGAL ISSUES	9

Conceptualizing the event – Host, sponsor, Media, Guest, Participants , Spectators – Crew – Design ofconcept – Theme and content development – Visualization – Event objectives – Initial planning – Budgeting – Event design and budget checklist – Preparation of functional sheets – Timing – Contractsand Agreements – Insurance, Regulation, Licence and Permits – Negotiation.

UNIT-III	EVENT MARKETING	9

Role of Strategic Marketing Planning - Pricing – Marketing Communication Methods & budget – Elements of marketing communication – Managing Marketing Communication – Role of Internet – Sponsorship – Event sponsorship – Strategy – Managing Sponsorships – Measuring & Evaluating sponsorship.

UNIT-IV	EVENT OPERATION	9

Site Selection – Types of location – Venue Requirements – Room, Stage, Audi-Visual, Lighting, Performers, Decors, Caterer, Photography & Videography — Protocols — Guest list — Guest demographics – Children at event – Invitation – Media – Freelance Event Operation – Road show -Food & Beverage – Entertainment – Event Logistics – Supply of facilities – Onsite logistics – Control ofevent logistics — Evaluation & Logistics.

UNIT-V	SAFETY & EVENT EVALUATION	9

Risk assessment — Safety officer, Medical Manager — Venue, Structural safety — Food safety — Occupational safety – Fire Prevention – Sanitary facilities – Vehicle traffic – Waste Management. Event Impact – Event Evaluation Process – Service Quality - Customer Satisfaction.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After the completion of the course, the students will be able to:

CO1: Learning about structure and code of ethics of events

CO2: Exploring and getting to know about event planning and regulations

CO3: Understand about event marketing, planning and strategies

CO4: Enhance professional skills in event management

CO5: Analyse the safety measure of event management

TEXTBOOKS:

1. Lynn Van Der Wagen, Event Management for Tourism, Cultural Business & Sporting Events, 4 thEdition, Pearson Publications, 2014.
2. Lynn Van Der Wagen, & Brenda R. Carlos, Sucessful Event Management.
3. Judy Allen, Event Planning 2nd Edition, Wiley & Sons, Canada, 2014.
4. G.A.J. Bowdin, Events Management ,Elseiver Butterworth

REFERENCES:

1. John Beech, Sebastian Kaiser & Robert Kaspar, The Business of Events Management, PearsonPublication, 2014.
2. Judy, Event Planning Ethics and Etiquette: A Principled Approach to the Business of Special EventManagement, 2014.
3. Shannon Kilkenny, The complete guide to successful event planning.
4. Julia Rutherford Silvers, Professional Event Coordination, The Wiley Event Management Series.
5. Allison, The Event Marketing Handbook: Beyond Logistics & Planning.

23MBA109	INDIAN ETHOS (SEMINAR)	L	T	P	C
		0	0	4	2

COURSE OBJECTIVES:

- To enable the learners in understanding of the basic concepts of Indian Ethos
- To familiarize about ethical behavior and
- To familiarize value systems at work.
- To categorize the supreme power of mental ability belongs to moral values.
- To incorporate Indian value principles

NOTE:

- The following is the list of topics suggested for preparation and presentation by students twice during the semester.
- This will be evaluated by the faculty member(s) handling the course and the final marks are consolidated at the end of the semester. No end semester examination is required for this course**.**

1) Indian Ethos and Personality Development
2) Work ethos and ethics for Professional Managers
3) Indian Values, Value Systems and Wisdom for modern managers
4) Ethos in leadership development
5) Indian system of learning – Gurukul system of learning, Law of humility, Law of growth, Law of responsibility

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After the completion of the course, the students will be able to:

CO1: The learners are able to apply the basic concepts of Indian ethos and value systems at work.
CO2: The learners can handle issues of business ethics and offer solutions in ethical perspectives
CO3: The learners are professionally efficient and skilful in value systems and culture
CO1: The learners are capable in ethically manage business towards well being of the society.
CO1: The learners can be socially effective in undertaking business responsibilities.

23MBA110	BUSINESS COMMUNICATION (LABORATORY)	L	T	P	C
		0	0	4	2

COURSE OBJECTIVES:

- To help the students to acquire some of the necessary skills.
- To handle day-to-day managerial responsibilities, such as - making speeches, controlling one-to-one communication.
- To enriching group activities and processes.
- To give effective presentations, writing letters, memos, minutes, reports and advertising
- To maintain one's poise in private and in public.

UNIT-I	INTRODUCTION AND TYPES OF BUSINESS COMMUNICATION	12

Introduction to Business Communication: Principles of effective communication, Target group profile, Barriers of Communication, Reading Skills, Listening, Feedback. - Principles of Nonverbal Communication: Professional dressing and body language. Role Playing, Debates and Quiz. Types of managerial speeches - Presentations and Extempore - speech of introduction, speech of thanks, occasional speech, theme speech. - Group communication: Meetings, group discussions. - Other Aspects of Communication: Cross Cultural Dimensions of Business Communication Technology and Communication, Ethical & Legal Issues in Business Communication

UNIT II	BUSINESS COMMUNICATION WRITING MODELS AND TOOLS	12

Business letters, Routine letters, Bad news and persuasion letters, sales letters, collection letters, Maintaining a Diary, Resume/CV , job application letters, proposals. Internal communication through - notices, circulars, memos, agenda and minutes, reports. Case Studies. Exercises on Corporate Writing, Executive Summary of Documents, Creative Writing, Poster Making, Framing Advertisements, Slogans, Captions, Preparing Press Release and Press Notes

UNIT-III	EFFECTIVE PRESENTATIONS	12

Principles of Effective Presentations, Principles governing the use of audiovisual media.

UNIT-IV	INTERVIEW SKILLS	12

Mastering the art of giving interviews in - selection or placement interviews, discipline interviews, appraisal interviews, exit interviews, web /video conferencing, tele-meeting.

UNIT-V	REPORT WRITING	12

Objectives of report, types of report, Report Planning, Types of Reports, Developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing.

Note: The emphasis of the entire subject should be on practical aspects.

Practical: Module 1-This module introduces both written and spoken communication skills to students to build their confidence in delivering clear and logical messages to their audience. They will develop written communication skills through crafting business messages such as business letters, emails, and meeting minutes. In addition, students will work through presentations and simulated meetings to refine their spoken communication skills, discussion techniques and people skills.

Practical - Module 2-This module builds on the foundation of Business Communication 1 and creates opportunities for students to strengthen their oral and written communication. Students will be required to enhance their presentation skills through impromptu speeches. Students will also learn how to prepare a formal business report. Job hunting and employment skills will be introduced to prepare students for a positive start to their careers. Students will be taught to write application letters and resumes. Additionally, students will learn job interview techniques through role-plays and simulations

Practical - Module 3-This practical module aims to help students be persuasive in the business world. Students will learn listening and data gathering skills to better understand their target audience's needs and requirements and persuasive skills to convince the audience to accept a new policy/suggestion/product through role-playing a boardroom presentation. Students will also be taught business networking skills including conversation techniques, dining etiquette and personal branding through role-plays and simulations.

TOTAL: 60 PERIODS

COURSE OUTCOMES:

After the completion of the course, the students will be able to:

CO1: Develop good managerial communication skills
CO2: Ability to excel in different forms of written communication required in a business context
CO3: Develop good presentation skills
CO4: In-depth understanding of interview skills
CO5: Ability to prepare Business reports

TEXTBOOKS:

1. R. C. Sharma , Krishna Mohan ,Business Correspondence & Report Writing , Tata McGraw Hill, 5th Edition, 2017
2. Malcolm Goodale , Developing Communication Skills, 2nd Edition Professional Presentations, Cambridge University Press
3. Supplementary Reading Material Business Communication - Harvard Business Essentials Series, HBS Press
4. Adair, J , Effective Communication. , Pan Macmillan Excellence in Business Communication by Thill, J.
5. V. &Bovee, G. L, McGraw Hill, New York. Business Communications: From Process to Product by Bowman, J.P. &Branchaw, P.P., Dryden Press, Chicago.

REFERENCES:

1. Rajendra Pal, J.S. Korlahalli ,Essentials of Business Communication by, Sultan Chand & Sons, 13^{th} Edition
2. Meenakshi Raman, Prakash Singh ,Business Communication by, Oxford, 2nd edition, 2012.
3. Raymond V. Lesikar, Flatley, Basic Business Communication Skills for Empowering the Internet Generation by, M.E., TMGH , New Delhi , 10th edition, 2004.
4. Ludlow R , Panton ,The Essence of Effective Communications , Prentice Hall of India Pvt. Ltd. 2, 1995
5. C. S. Rayadu , Communication by, HPH, 2015

WEBSITES :

www.businesscommunicationskills.com
www.kcitraining.com
www.mindtools.com
www.businesscmmunication.org

23MBA201	QUANTITATIVE TECHNIQUES FOR DECISION MAKING	L	T	P	C
		3	0	0	3

COURSE OBJECTIVE:

- To enable the students to have insight into basic linear programming
- To enable the students to identify transportation model for optimization problems
- To learn the Assignment models for enhancing optimal efficiency
- To learn the mathematical techniques in decision making
- To learn the mathematical techniques in Game theory

UNIT I	LINEAR PROGRAMMING MODEL	9

Relevance of quantitative techniques in management decision making. Linear Programming- formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Revised simplex method.
Case study: The Optimization of manufacturing / Production process using Linear Programing methods.

UNIT II	TRANSPORTATION MODEL	9

Transportation Models (Minimizing and Maximizing Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel’s approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Case of Degeneracy. Transshipment Models.
Case study: The Optimization of the Transportation Cost.

UNIT III	ASSIGNMENT MODEL	9

Assignment Models (Minimizing and Maximizing Problems) – Balanced and Unbalanced Problems. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem.
Case study: The Optimization of the Transportation Cost using Assignment models

UNIT IV	DECISION THEORY	9

Decision making under risk – Decision trees – Decision making under uncertainty.
Case study: On Effective Decision making under uncertainity.

UNIT V	GAME THEORY	9

Game Theory-Two-person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.
Case study: Game Theory Strategies for Decision Making

TOTAL: 45 PERIODS

COURSE OUTCOMES:
At the end of the course, learners will be able to:

CO1	Formulate and obtain the optimal solution for Linear Programming problems
CO2	Determine the optimal solution for Transportation problems.
CO3	Obtain the optimal solution for Assignment problems.

CO4	Constructing the best decision under uncertainty
CO5	Determine the best strategy and value of the given game model

TEXT BOOK:

1. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Tenth Edition, Third Indian Reprint 2019.
2. Singiresu S. Rao, Engineering Optimization Theory and Practice, Fourth Edition, John Wiley & Sons, Inc., 2009.
3. N. D Vohra, Quantitative Techniques in Management, Tata McGraw Hill, 2010.
4. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
5. G. Srinivasan, Operations Research – Principles and Applications, Second Edition, PHI, 2011.

REFERENCES:

1. Bernard W. Taylor III, Introduction to Management Science, 9th Edition, Pearson Ed.
2. Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case studies approach with spreadsheets, Tata McGraw Hill, 2010.
3. Nagraj B, Barry R and Ralph M. S Jr., Managerial Decision Modelling with Spreadsheets, Second Edition, 2007, Pearson Education.
4. Swaroop, Kanti, P. K. Gupta and Man Mohan. 2007. Operations Research, 13th Edition. New Delhi: Sultan Chand & Sons.

23MBA202	FINANCIAL MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

Enables student to

- Understand the operational nuances of a Finance Manager.
- Comprehend the technique of making decisions related to investment functions.
- Recognize the importance of financing decision.
- Understand the dividend decisions from a strategic perspective.

  Compute working capital and develop innovative business operational strategies.

UNIT-I — FOUNDATION OF FINANCE — 9

Introduction to finance - Financial Management – Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management – Role of Finance Manager – Time Value of Money: concept and reasons, Compounding and Discounting techniques, Concepts of Annuity and Perpetuity. Risk-return relationship (Concepts only).

UNIT II — INVESMENT DECISIONS — 9

Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques – Concept and measurement of cost of capital - Specific cost and overall cost of capital.

UNIT-III — FINANCE DECISIONS — 9

Leverages - Operating and Financial leverage – measurement of leverages – degree of Operating & financial leverage – Combined leverage, EBIT – EPS Analysis- Indifference point. Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure.

UNIT-IV — DIVIDEND DECISIONS — 9

Dividend decision- Issues in dividend decisions, Importance, Relevance & Irrelevance theories- Walter's – Model, Gordon's model and MM model. – Factors determining dividend policy – Types of dividend policies – forms of dividend.

UNIT-V — SOURCE AND APPLICATION OF LIQUIDITY FUND — 9

Principles of working capital: Concepts, Needs, issues and estimation of working capital - Factors Influencing the Level of working Capital - Receivables Management – Inventory management – Cash management - Working capital finance: Commercial paper, Company deposit, Trade credit, Bank finance.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After completion of this course students will be able to:

CO1. Construct the overall role and importance of the finance functions of a firm.

CO2. Carry out the finance plans by measuring the cost of capital of the firm.

CO3. Apply leverages in order to arrive a better finance decision

CO4. Determine the right dividend decision for the firm.
CO5. Assess the long-term and short-term financing decisions.

TEXT BOOKS:

1. I M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018
2. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 8th edition, 2017.
3. Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2017.
4. Maheshwari.S.N: Financial Management – Princples and practice, Sultan Chand & sons, New Delhi, 2019.
5. Srivatsava, Mishra, Financial Management, Oxford University Press, 2012.

REFERENCES:

1. Aswath Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
2. Kishore Ravi, M: Financial Management; Taxman, 2019.
3. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning,13th Edition, 2014.
4. Brigham, Ehrhardt, Financial Management Theory and Practice, 14th edition, Cengage Learning 2015.

23MBA203	HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

Enables student to

- To understand the basic concepts, functions and processes of human resourcemanagement
- To enable students to learn the skills of talent acquisition practices
- To describe corporate training & development methods
- To develop conceptual understanding of compensation management system and career Concepts.
- To develop practical insights and problem solving capabilities for effectivelymanaging the organisational appraisal and control practices

UNIT-I	PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT	9

Evolution of human resource management – The importance of the human capital – Role of human resource manager –Challenges for human resource managers - trends in Human resource policies – Human resourceaccounting and audit.

UNIT II	HUMAN RESOURCE PLANNING AND RECRUITMENT	9

Importance of Human Resource Planning(HRP)– Forecasting human resource requirement – matching supply and demand - Internal and External sources- Organizational Attraction-. Recruitment, Selection, Induction.

UNIT-III	TRAINING AND DEVELOPMENT	9

Introduction- Types of training methods –purpose- benefits- resistance – AI in training & development- Executive development programme – Common practices - Benefits – Self development – Knowledge management.

UNIT-IV	EMPLOYEE ENGAGEMENT AND MENTORING	9

Compensation plan – Reward – Career management – Mentoring - Development of mentor – Protégé relationships- Job Satisfaction, Employee Engagement, Organizational Citizenship Behavior: Theories, Models.

UNIT-V	PERFORMANCE EVALUATION AND CONTROL	9

Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. Job Sculpting. The control process – Importance – Methods – Requirement of effective control systems.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After completion of this course students will be able to:

CO1: Students would have gained knowledge on the various aspects of HRM
CO2: Students will gain knowledge needed for success as a human resources professional.
CO3: Students will develop the skills needed for a successful HR manager
CO4: Students would be prepared to implement the concepts learned in the workplace.

CO5: Students would be aware of the emerging concepts in the field of HRM

TEXT BOOKS:

1. Gary Dessler and Biju Varkkey, Human Resource Management, 14th Edition, Pearson education Limited, 2015.
2. David A. Decenzo, Stephen.P.Robbins, and Susan L. Verhulst, Human ResourceManagement, Wiley, International Student Edition, 11th Edition, 2014.
3. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012.

REFERENCES:

1. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8th edition 2012.
2. Wayne Cascio, Managing Human Resource, McGraw Hill, 2015.
3. Ivancevich, Human Resource Management, McGraw Hill 2012.
4. Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2012

23MBA204	OPERATIONS MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

This Course Facilitates Students to:

- Learn the basic perspectives and skills required for successful Operations Management
- Understand Manufacturing technology and theories integration in smart production.
- Comprehend the importance of product and service design decisions and its impact other designdecisions and operations.
- Understand the roles of inventories and basics of managing inventories in various demandsettings.
- Obtain an understanding of quality management practice in organizations and how total qualitymanagement and six-sigma facilitate organizational effectiveness.

UNIT-I	INTRODUCTION TO OPERATIONS MANAGEMENT	9

Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends. Operations Strategy – Strategic fit, framework. Productivity; World-class manufacturing practices

UNIT II	OPERATIONS AND THE VALUE CHAIN	9

Capacity Planning – Long range, Types, Developing capacity alternatives, tools for capacity planning. Facility Location – Theories, Steps in Selection, Location Models. Sourcing and procurement - Strategic sourcing, make or buy decision, procurement process, managing vendors.

UNIT-III	DESIGNING OPERATIONS	9

Product Design - Criteria, Approaches. Product development process - stage-gate approach -tools for efficient development. Process - design, strategy, types, analysis. Facility Layout – Principles, Types, Planning tools and techniques.

UNIT-IV	PLANNING AND CONTROL OF OPERATIONS	9

Demand Forecasting – Need, Types, Objectives and Steps - Overview of Qualitative and Quantitative methods. Operations planning - Resource planning - Inventory Planning and Control. Operations Scheduling - Theory of constraints - bottlenecks, capacity constrained resources, synchronous manufacturing.

UNIT-V	QUALITY MANAGEMENT	9

Quality: Definition, Dimension, Cost of Quality, Continuous Improvement (Kaizen), ISO (9000&14000 Series), Quality Awards, Statistical Quality Control: Variable & Attribute, Process Control, Control Chart (X , R , p , np and C chart), Acceptance Sampling Operating Characteristic Curve (AQL , LTPD, a & b risk), Total Quality Management (TQM).Six sigma.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After completion of this course students will be able to:

CO1: Understand the evolution of operations management practices and world class manufacturing processes

CO2: Acquire knowledge about capacity planning, strategic sourcing and procurement in organizations

CO3: Developed the understanding of product development and design process

CO4: Forecast demand and overcome bottlenecks

CO5: Provide insight to Quality management tools and practices.

TEXT BOOKS:

1. R.Paneerselvam, Production and Operations Management, 3rd Edition, PHI, 2012.
2. Mahadevan B, "Operations Management -Theory and Practice",3rd Edition, PearsonEducation, 2018.
3. Cecil C. Bozarth, Robert B. Handfield, Introduction to Operations and Supply Chain Management, Pearson, 4th Edition, 2016.

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1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Operations and Supply Chain Management, McGraw Hill Education (India) Pvt. Ltd, 14th Edition, 2014.
2. Mahadevan B, Operations management: Theory and practice. Pearson Education India;2015.
3. William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition, 2009.
4. Russel and Taylor, Operations Management, Wiley, 5th Edition, 2006.
5. Norman Gaither and Gregory Frazier, Operations Management, SouthWestern Cengage Learning,9th edition, 2015.

23MBA205	BUSINESS RESEARCH METHODS	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

Students will be able to

- To understand the complexities of Business Research Process.
- To know the different alternatives of research design and to use the appropriate researchdesign.
- To understand the measurement scales in research studies.
- To learn various data collection and acquire knowledge in applying appropriate analysistool.
- To know the content and rules pertaining to report preparation in research.

UNIT-I	INTRODUCTION	9

Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectionaland time – series Research – Research questions / Problems – Research objectives – Researchhypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.

UNIT II	RESEARCH DESIGN AND MEASUREMENT	9

Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurementand scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.

UNIT-III	DATA COLLECTION	9

Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Types of Validity – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Sampling methods.

UNIT-IV	DATA PREPARATION AND ANALYSIS	9

Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Applications of Bivariate and Multivariate statistical techniques, Factor analysis, Discriminant analysis, Cluster analysis, Multiple regression and Correlation, Multidimensional scaling – Application of statistical software for data analysis.

UNIT-V	REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH	9

Research report –Types – Contents of report – need for executive summary – chapterization contents of chapter – report writing – the role of audience – readability – comprehension –tone – final proof – report format – title of the report – Ethics in research -Subjectivity and Objectivity in research.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After completion of this course students will be able to:

CO1: Students will understand and appreciate scientific inquiry.

CO2: Students would know to write research proposals.

CO3: The students would be able to undertake a systematic outlook towards business situations for the purpose of objective decision making, and the method of conducting scientific inquiry to solve organizational problems.

CO4: Students would be able to analyze data and find solutions to the problems.

CO5: Students could prepare research reports.

TEXT BOOKS:

1. Deepak Chawla, NeenaSondhi, Research Methodology: Concepts & Cases,Vikas Publication, 2nd Edition,2016
2. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Researchmethods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012.
3. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.

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1. Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, WileyIndia, New Delhi, 2012.
2. William G Zikmund, Barry J Babin, Jon C.Carr, AtanuAdhikari,Mitch Griffin,Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.
3. Panneerselvam. R, Research Methodology, 2nd Edition, PHI Learning, 2014.

MOOC REFERENCES:

1. https://www.edx.org/course/scientific-methods-and-research
2. https://www.edx.org/course/social-work-research
3. https://www.udemy.com/course/research-methods/
4. https://www.udemy.com/course/research-methods-for-businessstudents/

23MBA206	BUSINESS ANALYTICS VISUALISATION	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

Enables student to learn

- Use business analytics for decision making
- To apply the appropriate analytics and generate solutions
- Model and analyse the business situation using analytics.

UNIT-I	INTRODUCTION TO BUSINESS ANALYTICS (BA)	9

Business Analytics - Terminologies, Process, Importance, Relationship with Organizational Decision Making, BA for Competitive Advantage.

UNIT II	MANAGING RESOURCES FOR BUSINESS ANALYTICS	9

Managing BA Personnel, Data and Technology. Organisational Structures aligning BA. Managing Information policy, data quality and change in BA.

UNIT-III	DESCRIPTIVE ANALYTICS	9

Introduction to Descriptive analytics - Visualising and Exploring- DataVisual analysis: Data concepts – Data Dashboards - Data exploration & visualization – Scorecard.

UNIT-IV	PREDICTIVE ANALYTICS	9

Introduction to Predictive analytics - Logic and Data Driven Models - Predictive AnalysisModeling and procedure - Data Mining for Predictive analytics.

UNIT-V	PRESCRITIVE ANALYTICS	9

Introduction to Prescriptive analytics - Prescriptive Modeling - Non Linear Optimisation -Demonstrating Business Performance Improvement.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After completion of this course students will be able to:

CO1: Ability to understand the role of Business Analytics in decision making
CO2: Ability to identify the appropriate tool for the analytics scenario
CO3: Ability to apply the descriptive analytics tools and generate solutions
CO4: Understanding of Predictive Analytics and applications
CO5: Knowledge of Prescriptive Analytics and demonstrating business process improvement.

REFERENCES

1. Marc J. Schniederjans, Dara G. Schniederjans and Christopher M. Starkey, "Business Analytics Principles, Concepts, and Applications - What, Why, andHow" , Pearson Ed, 2014
2. Christian Albright S and Wayne L. Winston, "Business Analytics - Data Analysisand Decision Making" , Fifth edition, Cengage Learning, 2015.
3. James R. Evans, "Business Analytics - Methods, Models and Decisions", Pearson Ed, 2012.

MOOC REFERENCES:

1. https://www.coursera.org/courses?query=information%20systems
2. https://www.edx.org/course/introduction-to-managementinformation-systems-mis
3. https://www.classcentral.com/course/independent-informationsystems-11923

23MBA207	MARKETING MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

Enables student to

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the various formats of marketing strategy
- To create awareness of product mix and marketing mix concepts.
- To understand and appreciate the importance of the product mix and marketing mix decision
- To equip them with the recent trends in marketing.

UNIT-I	INTRODUCTION	9

Defining Marketing − Core concepts in Marketing – Evolution of Marketing − Marketing Planning Process − Scanning Business environment: Internal and External − PESTEL − SWOT Analysis –

UNIT II	MARKETING STRATEGY	9

Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing − Services marketing – Competition Analysis − Strategic Marketing Mix components.

UNIT-III	PRODUCT MIX AND MARKETING MIX DECISIONS	9

Product Decisions - concept of a Product - Product mix decisions-Product planning and development – Product life cycle-Product Life Cycle strategies – New product Development and Management

Defining Market Segmentation – Targeting and Positioning − Brand Positioning and Differentiation – Channel Management – Managing Integrated Marketing Channels − ManagingRetailing, Wholesaling and Logistics

UNIT-IV	PRICE DECISION AND PROMOTION DECISION	9

Price Decisions - Pricing objectives - Pricing polices and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy

Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives - Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in Advertising - Advertisement effectiveness - - Sales force Decision

UNIT-V	MARKETING RESEARCH & TRENDS IN MARKETING	9

Marketing Research Process – Ethics in marketing – Online marketing trends - socialmedia and digital marketing.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After completion of this course students will be able to:

CO1: Applied knowledge of contemporary marketing theories to the demands of business and management practice.

CO2 : Enhanced knowledge of marketing strategies for consumer and industrial marketing

CO3: Deep understanding of choice of marketing mix elements and managing integrated marketing channels

CO4:Ability to analyze the nature of consumer buying behaviour

CO5:Understanding of the marketing research and new trends in the arena of marketing

TEXT BOOKS:

1. Philip T. Kotler and Kevin Lane Keller, Marketing Management, Prentice Hall India,15th Edition, 2017.
2. KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGraw Hill Education, 2012
3. Lamb, Hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching- A south Asian perspective, Cengage Learning, 2012

REFERENCES:

1. KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGraw Hill Education, 2012
2. Lamb, Hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching- A south Asian perspective, Cengage Learning, 2012.
3. Paul Baines, Chris Fill, Kelly Page, Marketing, Asian edition, Oxford University Press,5 th edition, 2019.
4. Ramasamy, V.S, Namakumari, S, Marketing Management: Global Perspective IndianContext, Macmillan Education, New Delhi, 6 th edition, 2018.
5. A. NAG, Marketing successfully- A Professional Perspective, Macmillan 2008.
6. Micheal R.Czinkota, Masaaki Kotabe, Marketing Management, Vikas ThomsonLearning, 2nd edition 2006.
7. Philip Kotler , Gay Armstrong, Prafulla Agnihotri, Principles of marketing, 7 th edition, 2018.

23MBA208	CASE LAB	L	T	P	C
		0	0	4	2

COURSE OBJECTIVES:

Enables student to

- To thoroughly understand the case and the implications of the decision they make
- To allow students with real expertise and understanding, as well as judgment to excel.
- To analyze what course of action the organization should pursue.
- To propose and select from multiple possible options, none of which may be right or wrong.

AN ILLUSTRATIVE LIST OF AREAS (SUBJECT WISE):

- Introduction to case method of teaching (What and Why)
- Types of Cases ; How to read, analyze and write a Case report
- Identification of case problem/Situation
- Analyzing the case - Approaches
- Participating in classroom case discussion
- Model Case presentation (In team)

Minimum of 3 cases from all 1st & 2nd Semester subjects expect Business Statistics and Analytics forDecision Making and Business Optimization Techniques.

Total Cases: 30

TOTAL: 30 SESSIONS

EVALUATION PARAMETER

SNO	CONTENTS
1	Sequence, Clarity, Team Participation, Smooth change over from one speaker to another Special
2	Time Management
3	Communication Skills, Confidence Level, Quality of visuals
4	Coordinating & Organizing skills
5	Features (Creativity) in presentation

COURSE OUTCOMES:

After completion of this course students will be able to:

CO 1: Ability to ask the right questions, in a given problem situation

CO 2: Grasping of management theory, by providing real-life examples of the underlying theoretical concepts.

CO 3: Understand the exposure to the actual working of business and other organizations in the real world.

CO 4: Reflect the reality of managerial decision-making in the real world

CO 5: Understand the ambiguity and complexity that accompany most management issues

CO 6: Exhibit the concepts gained to solve the real time issues

23MBA209	DATA ANALYSIS AND BUSINESS MODELING (LABORATORY)	L	T	P	C
		0	0	4	2

OBJECTIVE :

- To have hands-on experience on data analysis for business modeling.

S.No.	Exp. No.	Details of experiments Name	Duration
1	1	Descriptive Statistics	4
2	2	Parametric Tests	4
3	3	Non-parametric Tests	4
4	4	Correlation & Regression	4
5	5	Forecasting	4
6	-	Extended experiment – 1	4
7	6	Portfolio Selection	4
8	7	Risk Analysis & Sensitivity Analysis	4
9	8	Revenue Management	4
10	-	Extended experiment – 2	4
11	9	Transportation & Assignment	4
12	10	Networking Models	4
13	11	Queuing Theory	4
14	12	Inventory Models	4
15	-	Extended experiments – 3	4

- Spreadsheet Software and Data Analysis Tools

TOTAL: 60 PERIODS

Requirements for a batch of 30 students

1. Personal Computers – 30Nos.
2. Any Spreadsheet, analysis software like Microsoft Excel, SPSS and R-Software(freeware) with R-Studio.

COURSE OUTCOMES:

After completion of this course students will be able to:

CO 1: Deep knowledge about the nature of data and conducting hypothesis testing usingvarious data analysis techniques.

CO 2: Facilitates to identify the relationship between variables using data analytical tools.

CO 3: Provides understanding about forecasting in real time business world using analyticaltools.

CO 4: Ability to conduct Risk and sensitivity analysis and portfolio selection based on business data.

CO 5: Enhances knowledge about networking, inventory models and queuingtheory using data analytical tools.

REFERENCES:

1. David R. Anderson, et al, "An Introduction to Management Sciences: Quantitative approaches to Decision Making", (13th edition) South-WesternCollege Pub, 2011.
2. William J. Stevenson, CeyhunOzgur, "Introduction to Management Science with Spreadsheet", Tata McGraw Hill, 2009.
3. Hansa Lysander Manohar, "Data Analysis and Business Modelling usingMicrosoft Excel" PHI, 2017.
4. David M. Levine et al, “Statistics for Managers using MS Excel" (6th Edition) Pearson,2010.
5. Minnick, C. WebKit for Dummies. John Wiley & Sons, (2012).

23MBA301	STRATEGIC MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To learn the major initiatives taken by a company's top management on behalf of corporate involving resources and performance in external environments
- It entails specifying the organization's mission, vision and objectives.
- To equip with skills required to manage business and non-business organizations at senior levels.
- The course adopts a functional approach to management developing policies and plan to understand the analysis and implementation of strategic management in strategic business units.

UNIT-I	STRATEGY AND PROCESS	9

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.

UNIT II	COMPETITIVE ADVANTAGE	9

External Environment - Porter‘s Five Forces Model-Strategic Groups- Competitive Changes during Industry Evolution- - Capabilities and competencies–core competencies-Low cost and differentiation - Generic Building Blocks of Competitive Advantage- Distinctive Competencies- Avoiding failures and sustaining competitive advantage-Case study.

UNIT-III	STRATEGIES	9

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy- Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model –Selection of matrix - Balance Score Card-case study.

UNIT-IV	STRATEGY IMPLEMENTATION & EVALUATION	9

The implementation process, Resource allocation, designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change- Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

UNIT-V	OTHER STRATEGIC ISSUES	9

Managing Technology and Innovation - Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy- Challenges Recent Trends in Strategic Management: Strategic management in a new globalised economy

TOTAL: 45 PERIODS

COURSE OUTCOMES:

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

CO1: Ability to understand the Strategic management process and social responsibility of business organizations

CO2:In-depth understanding about the need for developing competitive advantage for organizations

CO3: Provides insights into various corporate and business level strategies

CO4: Facilitates to identify the various control systems required for organizational strategy implementation process

C05: Enhances the cognitive knowledge about various strategic issues and development of new business models

TEXTBOOKS :

1. Hill. Strategic Management: An Integrated approach, 2009 Edition Wiley (2012).
2. John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
3. Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2008
4. AdriauH Aberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.

REFERENCES:

1. Lawerence G. Hrebiniak, Making strategy work, Pearson, 2 nd edition, 2013.
2. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts
3. Dr.Dharma Bir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.
4. John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, McGraw Hill, 12th Edition, 2012
5. Lafley AG and Roger L Martin, Playing to Win : Strategy really works, Harvard Business Review Press

<table>
<tr><td rowspan="2">23MBA302</td><td rowspan="2">INTERNATIONAL BUSINESS</td><td>L</td><td>T</td><td>P</td><td>C</td></tr>
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COURSE OBJECTIVES:

- To understand history, evolution, growth & development of International Business
- To create awareness about the theories of international trade and investment
- To provide foundation for undergoing a business in global market
- To familiarise with the functional aspects of international business
- To provide insight into the human resource management aspects in global business

UNIT-I	**AN OVERVIEW OF INTERNATIONAL BUSINESS**	**9**

Evolution of international business, nature of international business, need & importance of International Business, stages of internationalization, (EPRG) approaches to international business, Definition and drivers of International Business- Changing Environment of International Business-, Role and Advantage of WTO.

UNIT II	**THEORIES OF INTERNATIONAL TRADE AND INVESTMENT**	**9**

Theories of International Trade: Mercantilism, Absolute Advantage Theory, Theories of Foreign Direct Investment: Product Life Cycle, Eclectic, Market Power, Internationalisation-Instruments of Trade Policy: Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy, Balance of Payment.

UNIT-III	**GLOBAL ENTRY**	**9**

Strategic compulsions-– Strategic options – Global portfolio management- Global entry strategy, different forms of international business, advantages - Organizational issues of international business – Organizational structures – Controlling of international business.

UNIT-IV	**PRODUCTION, MARKETING, FINANCIALS OF GLOBAL BUSINESS**	**9**

Global production: Location, scale of operations- cost of production- Standardization Vs Differentiation-Make or Buy decisions- Marketing strategy- Challenges in product development- pricing-. Foreign Exchange Determination Systems: Basic Concepts-types of Exchange Rate Regimes- Factors Affecting Exchange Rates.

UNIT-V	**HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL BUSINESS**	**9**

Selection of expatriate managers- Managing across cultures -Training and development- Compensation-Disadvantages of international business – Conflict in international business-–Ethical issues in international business – Ethical decision-making.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

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

CO1. In Depth knowledge of driving factors of international Business
CO2. Understanding of theories of trade and investment practiced in the global world
CO3. Deep Insights in to various market entry strategies followed by Global Organizations
C04. Ability to identify the various global productions and supply chain issues and have an understanding of foreign exchange determination system
CO5. Enhance the cognitive knowledge of managing business across the cultures

TEXTBOOKS :

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata McGraw Hill, New Delhi, 2010.
2. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7th Edition, Cengage Learning, New Delhi, 2010.
3. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.

REFERENCES:

1. K. Aswathappa, International Business, 5th Edition, Tata Mc Graw Hill, New Delhi, 2012.
2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi,12 th edition.
3. Vyuptakesh Sharan, International Business, 3rd Edition, Pearson Education in South Asia, New Delhi, 2011.

21MBA305	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

Enables student to

- Understand the basic concept of investments and SEBI.
- Discuss the fundamental analysis required for building up an ideal portfolio.
- Learn various techniques used for technical analysis for of portfolio management.
- Familiarize with theories regarding portfolio construction and evaluation.
- Understand the techniques involved in deciding upon purchase or sale of securities.

UNIT-I	INVESTMENT SETTING	9

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Scope of Investment Decisions; Investment vs. Speculation; Investment process - Types of Investment – Investment alternatives – Choice and Evaluation – SEBI - Role of SEBI in Security Markets.

UNIT II	FUNDAMENTAL ANALYSIS	9

Funamental Analysis : Economic Analysis and Economic Forecasting; Industry Analysis-Industrial Classification, Analysis of Industry Life Cycle and Industrial Indicators; Company Analysis - Analysis of Financial Statements; Estimation of Intrinsic Value of Shares-Traditional and Modern Methods.

UNIT-III	TECHNIAL ANALYSIS	9

Fundamental Analysis Vs Technical Analysis - Dow theory – Charting methods - Chart Patterns Trend – Trend reversals – Market Indicators - Moving Average – Exponential moving Average Oscillators - RSI - ROC - MACD. Efficient Market theory - Forms of market efficiency -weak, semi- strong, strong form - Empirical tests of market efficiency.

UNIT-IV	PORTFOLIO CONSTRUCTION AND SELECTION	9

Portfolio analysis - Reduction of portfolio risk through diversification – Portfolio risk - Portfolio Selection - Feasible set of portfolios - Efficient set - Markowitz model - Single index model - Construction of optimum portfolio - Multi-index model.

UNIT-V	PORTFOLIO MANAGEMENT	9

Capital Asset Pricing model - Lending and borrowing - CML - SML - Pricing with CAPM - Arbitrage pricing theory– Portfolio Evaluation - Sharpe's index Treynor's index, Jensen's index – Mutual Funds – Portfolio Revision.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After completion of this course students will be able to:

CO1. Recognize the best investment among the alternatives available to investors

CO2. Identify the nuances of fundamental analyses and technical analyses

CO3. Analyse and evaluate the value of securities

CO4. Construct an efficient portfolio

CO5. Explore the various methods through which portfolio evaluation can be done.

TEXTBOOKS :

1. Donald E.Fischer& Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2018.
2. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.
3. Punithavathy Pandian, Security Analysis & Portfolio Management, Vikas Publishing House, 2th edition, 2013.

REFERENCES:

1. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9th edition, 2011.
2. S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2012.
3. Bodi, Kane, Markus, Mohanty, “Investments”, 8th edition, Tata McGraw Hill, 2011.
4. V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2013.

23MBA306	FINANCIAL MARKETS	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

Enables student to

- Understand the types of financial markets in India.
- Learn the functions of the various financial markets in India and its instruments and Regulations.
- Gain Knowledge about primary markets and secondary markets
- Evaluate empirical evidence of the market performance and the role of regulatory authorities to develop the financial market.
- Understand the problems or issues related to financial markets and institutions.

UNIT-I	FINANCIAL MARKETS IN INDIA	9

Indian financial system and markets – structure of financial markets in India –Types-Participants in financial Market – Regulatory Environment, - RBI, CCIL, Common securities market, Money market, - Capital market - Governments policy and financial market – financial instruments.

UNIT II	INDIAN CAPITAL MARKET- PRIMARY MARKET	9

Primary Market - Primary market system – Role of primary market – Regulation of primary market - Types of scripts - Issue of capital: process, regulation pricing of issue, – Methods of floating new issues, Book building- Primary markets intermediaries: commercial banks, development banks, Merchant banker, issue managers, rating agencies etc.

UNIT-III	SECONDARY MARKET	9

Stock exchanges in India - History and development - Depositaries - Stock exchange mechanism: Trading, Settlement, risk management, Basics of pricing mechanism - Player and stock exchange - Regulations of stock exchanges –Role of SEBI – BSE, OTCEI, NSE, ISE, - Role of FIIs, MFs and investment bankers – Stock market indices.

UNIT-IV	DEBT MARKET AND FOREX MARKET	9

Bond markets in India: Government bond market and its interface with capital market - Components of bond market - G-Sec, T-Bills, Corporate Bonds, Yield conventions, Role of primary dealers, Auction Markets - Pricing of Bonds Introduction to Forex markets, basics in exchange rates theory - Forex risk exposures and basics of corporate forex risk management.

UNIT-V	MUTUAL FUNDS, DERIVATIVES MARKETS AND VENTURE CAPITAL AND PRIVATE EQUITY	9

Mutual funds institutions in India - Types of mutual funds - Basics in portfolio management, Metrics of performance for fund manager. Introduction to Derivatives and the size of derivatives markets -Brief introduction to forwards, Options, Futures and Swaps. Role of Venture capital and Private equity in financial markets.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After completion of this course students will be able to:

CO1. Understanding the basic concepts of the finance markets in India

CO2. Identify the underlying structure and functions of Indian financial markets

CO3. Familiarise the methods of issuing shares and the role of intermediaries in the primary market

CO4. Learn about the trading mechanism in stock market

CO5. Describe the instruments, participants and trading in debt market

TEXTBOOKS :

1. Christopher Viney and Peter Phillips, Financial Institutions, Instruments and Markets (2015), 8th Edition published by McGraw Hill.
2. Pathak, Bharati V., Indian Financial System: Markets, Institutions and Services, Pearson education (Singapore), New Delhi, Fourth edition, 2014.
3. V.K.Bhalla, Investment Management, S.Chand & Company Ltd., 2012.

REFERENCES:

1. Saunders, Anthonu and Cornett, Marcia Millon, Financial markets and Institutions: An Introduction to the risk management approach, McGrawHill, Irwin, New York,3rd Edition,2017.
2. Bhole, L.M, Financial institutions and Markets: Structure, Growth and Innovations, McGrawHill, New Delhi, Sixth edition, 2017.
3. Fabozzi, Frank J. and Modigliani, Franco, Capital Markets: Institutions and Markets, Prentice Hall of India, New Delhi, Fourth edition, 2009.

23MBA307	BANKING AND FINANCIAL SERVICES	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

Enables student to

- Understand the nature, structure and financial services scenario in merchant banking.
- Familiarize the schemes and pricing techniques in risk management for banking funds and products.
- Learn about the technology used in banking technology
- Gain knowledge about the assets based financial services
- Understand about insurance and other fee based financial services.

UNIT-I	INTRODUCTION TO INDIAN BANKING SYSTEM	9

Overview of Indian Banking system – Structure – Functions – Key Regulations in Indian Banking sector –RBI Act, 1934/ 2006 –Banking Regulation Act, 1949– Negotiable Instruments Act 1881/ 2002 – Provisions Relating to CRR – Provision for NPA's - Overview of Financial Statements of banks – Balance Sheet – Income Statement – CAMEL - Performance of BFSI. Trends and progress of financial services industry in India.

UNIT II	MANAGING BANK FUNDS/ PRODUCTS	9

Capital Adequacy – Deposit and Non-deposit sources – Designing deposit schemes and pricing of deposit sources – loan management – Investment Management – Asset and Liability Management – Financial Distress –Signal to borrowers – Prediction Models – Risk Management – Interest rate – Forex – Credit market –operational and solvency risks – NPA's – Current issues on NPA's – IBC (Insolvency and Bankruptcy Code).

UNIT-III	DEVELOPMENT IN BANKING TECHNOLOGY	9

Payment system in India – paper based – e payment –electronic banking –plastic money – e- money – forecasting of cash demand at ATM's – Core banking, application of AI in financial services, role of Block chain technology, collaboration of Fintech companies and Financial Institutions. RBI's Financial Sector Technology vision document – security threats in e-banking & RBI's Initiative.

UNIT-IV	ASSET BASED FINANCIAL SERVICES	9

Introduction – Need for Financial Services – Financial Services Market in India –NBFC – RBI framework and act for NBFC – Leasing and Hire Purchase – Financial evaluation – underwriting – mutual funds.

UNIT-V	INSURANCE AND OTHER FEE BASED FINANCIAL SERVICES	9

Insurance Act, 1938 –IRDA – Regulations – Products and services –Venture Capital Financing – Bill discounting –factoring – Merchant Banking – Role of SEBI.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After completion of this course students will be able to:

CO1. Describe the overall structure and functions of Indian Financial System.

CO2. Interpret the regulations governing the Indian Banking system.

CO3. Analyze various types of loans proposed by banks to various prospective borrowers with different risk profiles and evaluate the performance of banks.

CO4. Criticize the concept of e-banking.

CO5. Differentiate the fee-based and fund-based financial services in India.

TEXTBOOKS :

1. Padmalatha Suresh and Justin Paul, “Management of Banking and Financial Services, Pearson, Delhi, 2017.
2. Christopher Viney and Peter Phillips, Financial Institutions, Instruments and Markets (2015), 8th Edition published by McGraw Hill.
3. V.K.Bhalla, Investment Management, S.Chand & Company Ltd., 2012

REFERENCES:

1. Meera Sharma, “Management of Financial Institutions – with emphasis on Bank and Risk Management”, PHI Learning Pvt. Ltd., New Delhi 2010.
2. Anthonu, Marcia Millon, Financial markets and Institutions: An Introduction to the risk management approach, McGrawHill, Irwin, New York,3rd Edition,2017.
3. Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services”, Tata McGraw Hill, New Delhi, 2017.

23MBA308	FINANCIAL DERIVATIVES	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

Enables student to

- Understand the nuances involved in derivatives
- Understand the basic operational mechanisms in derivatives
- Predict the price movement in the stock market
- Recognize the various instruments operating in the stock market along with their trading mechanism and regulations.
- Develop various pricing models of stock prices, trading, hedging of options and management of derivative exposure.

UNIT-I	INTRODUCTION	9

Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.

UNIT II	FUTURES CONTRACT	9

Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.

UNIT-III	OPTIONS	9

Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options –Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts.

UNIT-IV	SWAP	9

Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary– Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs –Credit Risk.

UNIT-V	DERIVATIVES IN INDIA	9

Evolution of Derivatives Market in India – Regulations - framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After completion of this course students will be able to:

CO1. Possess good skills in hedging risks using derivatives.

CO2. Understand about future contract and options.

CO3. Learn in deep about options and swaps.

CO4. Know about the evolution of derivative markets.

CO5. Develop in depth knowledge about stock options and index futures in NSE.

TEXTBOOKS :

1. David Dubofsky – „Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.
2. S.L.Gupta, Financial Derivaties- Theory, Concepts and Practice, Prentice Hall Of India, 2011. Website of NSE, BSE.
3. Varma, Derivaties and Risk Management, 2ndt Edition, 2011.

REFERENCES:

1. John.C.Hull, Options, Futures and other Derivative Securities‟, PHI Learning, 9th Edition, 2012.
2. Keith Redhead, „Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs‟,– PHI Learning, 2011.
3. Stulz, Risk Management and Derivaties, Cengage Learning, 2nd Edition, 2011.

23MBA309	FINANCIAL MODELLING	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

Enables student to

- Analysis by integrating conceptual material with spreadsheet-based numerical solution and simulation techniques.
- Build financial models by including various fields of study viz Financial Management and Derivatives.
- Understand the tools prevalent in applied finance.
- Critically analyze the financial information and able to make decision in various industries.
- Familiar in the concepts like project analysis, capital budgeting, portfolio analysis, and securities and options valuation.

UNIT-I	INTRODUCTION TO FINANCIAL MODELLING & BUILT IN FUNCTIONS USING SPREAD SHEETS	9

Introduction to Financial Modelling - Need for Financial Modelling - Steps for effective financial modeling – Introduction to Time value of money & Lookup array functions:FV, PV, PMT, RATE, NPER, Vlookup, Hlookup, if, count if etc - Time value of Money Models: EMI with Single & Two Interest rates –Loan amortisation modeling Debenture redemption modeling.

UNIT II	BOND & EQUITY SHARE VALUATION MODELLING	9

Bond valuation – Yield to Maturity(YTM): Rate method Vs IRR method-Flexi Bond and Strip Bond YTM Modelling - Bond redemption modelling - Equity share valuation : Multiple growth rate valuation modelling with and without growth rates.

UNIT-III	CORPORATE FINANCIAL MODELLING	9

Alt Man Z score Bankruptcy Modelling-Indifference point modelling – Financial Break even modelling - Corporate valuation modelling (Two stage growth)- Business Modelling for capital budgeting evaluation: Payback period ,NPV ,IRR and MIRR.

UNIT-IV	PORTFOLIO MODELLING	9

Risk, Beta and Annualised Return –Security Market Line Modelling –Portfolio risk calculation (Equal Proportions)-Portfolio risk optimisation (varying proportions)-Portfolio construction modeling.

UNIT-V	DERIVATIVE MODELLING	9

Option pay off modelling: Long and Short Call & Put options -Option pricing modeling (B-S Model)- Optimal Hedge Contract modelling.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After completion of this course students will be able to:

CO1. Develop fast, efficient and accurate excel skills.

CO2. Design and construct useful and robust financial modelling applications.

CO3. Recognize efficient financial budgeting and forecasting techniques.

CO4. Familiarize the students with the valuation modelling of securities.

CO5. The course establishes the platform for students to develop various portfolio models.

TEXTBOOKS :

1. Sheeba Kapil,2021, "Financial Valuation and Modelling Paperback", Wiley
2. Wayne L Winston," Microsoft Excel 2016-Data Analysis and Business Modelling ", PHI publications, (Microsoft Press),New Delhi,2017.
3. Chandan Sen Gupta, "Financial analysis and Modelling –Using Excel and VBA" , Wiley Publishing House ,2014.

REFERENCES:

1. Craig W Holden,"Excel Modelling in Investments" Pearson Prentice Hall, Pearson Inc,New Jersey,5th Edition 2015
2. Ruzhbeh J Bodanwala , "Financial management using excel spread sheet", Taxman Allied services Pvt Ltd, New Delhi,3rd Edition 2015
3. Alastair Day, 2008, "Mastering Financial Modelling in Microsoft Excel", Pearson.

23MBA310	INTERNATIONAL FINANCE	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- Understand of the foundations of international financial management
- Familiarize with the foreign exchange market and risk involved exchange market.
- Learn the steps involved in mitigating the risk and return in foreign exchange transactions.
- Gain knowledge about world financial markets and the institutions for source of finance.
- Understand of tools and tactics used for risk assessment in multinational firm

UNIT-I	INTERNATIONAL TRANSACTIONS	9

Overview and Evolution of International Finance –Institutions for International Finance – Internationalization process –International Monetary and Financial System – Balance of Payments – Exchange rate and money supply – International parity relations – Purchasing power parity – interest rate parity – Forward rate parity. Domestic vs. International finance.

UNIT II	MULTINATIONAL FINANCIAL MANAGEMENT	9

Process of overseas expansion – Reasons for cross-border investing – The theory of investment – techniques of project evaluation - Approaches for investment under uncertainty - FDI – Measuring and Managing Risk – International M&A – Financial Techniques in M&A – Regulations of M&A in major countries.

UNIT-III	INTERNATIONAL MONETARY SYSTEM	9

Introduction to Institutions of the Foreign Exchange Interbank Market - Foreign Exchange Spot and Derivative Transactions – forward market –– Hedging and Speculation - Hedging FX Transaction Exposure - The Eurocurrency market – international banking – structure and instruments

UNIT-IV	BORROWING AND LENDING: INTERNATIONAL SOURCES OF FINANCE	9

Bond Markets of various countries – Fixed and floating rate notes - Syndicate loans – Syndicated Eurocredits – ADR – GDR – Managing interest rate risk – Bond prices and yeils – Bond Management – tools and techniques

UNIT-V	INTERNATIONAL RISK ASSESSMENT AND OTHER INTERNATIONAL MARKETS	9

Country and political risk analysis – benefits and risks of international portfolio investment – assessing country creditworthiness – futures markets and instruments – option markets and instruments – option pricing – option pricing theory in financial risk assessment.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

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

CO1. Summarize about evolution, process and system of International Finance.

CO2. Identify the concepts of international merger and acquisitions, financial techniques and regulations.

CO3. Examine the international monetary system.

CO4. Compare the ADR, GDR and bond management.

CO5. Explore the learning in international risk assessment.

TEXTBOOKS:

1. Apte P.G., International Financial Management, Tata McGraw Hill, 2011.
2. Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2011.
3. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2010.

REFERENCES:

1. Eunand Resnik, International Financial Management, Tata Mcgraw Hill, 5th Edition, 2011.
2. Website of Indian Government on EXIM policy

23MBA311	BEHAVIORAL FINANCE	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

Enables student to

- To understand the role of human behaviour in financial decision making.
- To identify and understand systematic behavioral factors that influences the investment behavior.
- To understand investors' behaviour in secondary markets.
- To recognize the linkages between theoretical knowledge drawn from research and real practical financial decision making.
- To understand about building block of behavioural finance.

UNIT-I	INTRODUCTION: WHY BEHAVIORAL FINANCE	9

The role of security prices in the economy – EMH – Failing EMH – EMH in supply and demand framework – Equilibrium expected return models – Investment decision under uncertainty – Introduction to neoclassical economics and expected utility theory – Return predictability in stock market - Limitations to arbitrage.

UNIT II	DECISION AND BEHAVIORAL THEORIES	9

Nash Equilibrium: Keynesian Beauty Context and The Prisoner's Dilemma - The Monthly Hall Paradox - The St. Petersburg Paradox - The Allais Paradox - The Ellsberg Paradox - Prospects theory – CAPM - behavioral portfolio theory – SP/A theory – brief history on rational thought – Pascal – Fermat to Friedman – savage.

UNIT-III	DECISION MAKING BIASES	9

Information screening bias - Heuristics and behavioral biases of investors – Bayesian decision making – cognitive biases – forecasting biases – emotion and neuroscience – group behaviour – investing styles and behavioral finance.

UNIT-IV	ARBITRAGEURS	9

Definition of arbitrageur - Long-short trades - Risk vs. Horizon - Transaction costs and short-selling costs - Fundamental risk - Noise-trader risk - Professional arbitrage - Destabilizing informed trading.

UNIT-V	MANAGERIAL DECISIONS	9

Supply of securities and firm investment characteristics (market timing, catering) by rational firms - Associated institutions - Relative horizons and incentives - Biased managers.

TOTAL: 45 PERIODS

COURSE OUTCOMES:
After completion of this course students will be able to:

CO1. Understanding the need of behavioural finance

CO2. Knowing about various decision and behavioural theories

CO3. Learn about heuristic and behavioral biases of investors

CO4. Analyze and understand about arbitragers and managerial decision

CO5. Thorough understanding about the price discovery in markets

TEXTBOOKS :

1. Prasanna Chandra (2020), Behavioral Finance, McGraw-Hill, 2nd Edition.
2. Singh Ranjit (2019), Behavioral Finance, PHI Learning.
3. Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press.

REFERENCES:

1. Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management", PHI Learning Pvt. Ltd., New Delhi 2010.
2. S.L.Gupta, Financial Derivaties- Theory, Concepts and Practice, Prentice Hall Of India, 2011. Website of NSE, BSE.
3. Daniel Kahneman, Paul Slovic, and Amos Tversky (eds.). (1982) Judgment under Uncertainty: Heuristics and biases, Oxford; New York: Oxford University Press.

21MBA312	RETAIL MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To understand the basic of retail management and its influencing factors
- To help the learner to distinguish between the organized and unorganized retail format
- To provide knowledge about various retail decisions
- To familiarize with the practice of managing a retail outlet
- To provide insight into the global retail management

UNIT-I	**INTRODUCTION**	**9**

An overview of Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Product Retailing vs. Service Retailing - Non store Retailing-Trends in the Indian Retailing Industry.

UNIT II	**RETAIL FORMATS**	**9**

Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.

UNIT-III	**RETAILING DECISIONS**	**9**

Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply ChainManagement – Retail Pricing Decisions. Merchandizing and category management – buying.

UNIT-IV	**RETAIL SHOP MANAGEMENT**	**9**

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – RetailManagement Information Systems

UNIT-V	**GLOBAL RETAIL TRENDS**	**9**

Globalization and changing retail formats – Online retailing - International Retailing – Opportunities and Challenges - Market entry formulas - New customized formats (customized stores, portable stores, merchandise depots, retail theater, service malls, customer-made stores, interactive kiosk 'shopping arcades')

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After completion of this course students will be able to:

CO1:To provide insights on retail operation

CO2:To understand effective methods and strategies required for retail management.

CO3:To understand how to utilize resources and techniques used in retail management.

CO4:To understand analysis of store location, merchandising, products and pricing.

CO5:To gain knowledge about shopping behavior.

TEXTBOOKS :

1. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, SixthEdition, 2007
2. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3rd Edition, 2009.
3. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008

REFERENCES:

1. Ogden, Integrated Retail Management, Biztantra, India, 2008.
2. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.
3. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press,2007.
4. Dunne, Retailing, Cengage Learning, 2nd Edition, 2008
5. Dr.JaspreetKaur , Customer Relationship Management, Kogent solution.

23MBA313	CONSUMER BEHAVIOR	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To study and understand the consumer' behavior in-order to effectively utilise the market'potential
- To familiarize the concept of behaviour of customers
- To provide insight into the external influences
- To understand the application of consumer behaviour models
- To provide an overview of consumer decision making process

UNIT-I	INTRODUCTION	9

Understanding Consumer behaviour - Consumption, Consumer orientation, Interpretive and Quantitativeapproaches - Effects of Technology, Demographics and Economy on Consumer behaviour.

UNIT II	INTERNAL INFLUENCES	9

Influences on consumer behavior – motivation – perception – Attitudes and Beliefs - Learning andExperience - Personality & Self Image.

UNIT-III	EXTERNAL INFLUENCES	9

Socio-Cultural, Cross Culture - Family group – Reference group – Communication - Influences onConsumer behavior

UNIT-IV	CONSUMER BEHAVIOUR MODELS	9

Traditional and Contemporary Consumer behaviour model for Individual and industrial buying behavior and decision making.

UNIT-V	PURCHASE DECISION PROCESS	9

Consumer decision making process – Steps, Levels and decision rules - Evolving Indian consumers –Opinion Leadership - Diffusion and Adoption.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After the completion of the course, the students will be able to:

CO1:Consumer orientation and consumption
CO2:Intrinsic influences
CO3:Effects of external influences
CO4:Models of consumer and industrial buying
CO5:The decision-making process

TEXTBOOKS : 1. RamanujMajumdar, Consumer Behaviour - Insights from Indian Market, PHI, 2010. 2. Leon G.Schiffman and Leslie LasarKanuk, Consumer Behavior, Pearson Education, India, ninthedition, 2010. 3. Paul Peter et al., Consumer Behavior and Marketing Stratergy, Tata McGraw Hill, IndianEdition, 7th Edition 2005.
REFERENCES: 1. Barry J.B., Eric G.H., Ashutosh M., Consumer Behaviour - A South Asian Perspective, CengageLearning, 2016. 2. Hawkins, Best and Coney, Consumer Behaviour,Tata McGraw Hill, New Delhi 3. John A Howard, Consumer Behaviour in Marketing Strategy, Prentice Hall New Delhi 4. Schiffman L G and Kanuk L L Consumer Behaviour, Prentice Hall New Delhi 5. Hawkins, Best and Coney, Consumer Behaviour,Tata McGraw Hill, New Delhi 2. John A Howard, Consumer Behaviour in Marketing Strategy, Prentice Hall New Delhi 3. Schiffman L G and Kanuk L L Consumer Behaviour, Prentice Hall New Delhi 4. Anita Ghatak, Consumer Behaviour in India, D K Agencies (P) Ltd New Delhi Anita Ghatak, Consumer Behaviour in India, D K Agencies (P) Ltd New Delhi

<table>
<tr><td rowspan="2">23MBA314</td><td rowspan="2">INTEGRATED MARKETING COMMUNICATION</td><td>L</td><td>T</td><td>P</td><td>C</td></tr>
<tr><td>3</td><td>0</td><td>0</td><td>3</td></tr>
<tr><td colspan="6">COURSE OBJECTIVES:
• To introduces students to the essential concepts and techniques for the development anddesigning an effective Integrated Marketing Communication programme.
• To make the student understand about the communication process
• To understand about the planning process for market communication
• To provide insight about the concept of digital marketing</td></tr>
<tr><td>UNIT-I</td><td colspan="4">AN INTRODUCTION TO INTEGRATED MARKETING COMMUNICATION</td><td>9</td></tr>
<tr><td colspan="6">Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - warehouse management.</td></tr>
<tr><td>UNIT II</td><td colspan="4">UNDERSTANDING COMMUNICATION PROCESS</td><td>9</td></tr>
<tr><td colspan="6">Overview of ERP software solutions, BPR, Project management, Functional modules-Organisational data, master data and document flow.</td></tr>
<tr><td>UNIT-III</td><td colspan="4">PLANNING FOR MARKETING COMMUNICATION (MARCOM)</td><td>9</td></tr>
<tr><td colspan="6">Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation- Consultants, Vendors and Employees</td></tr>
<tr><td>UNIT-IV</td><td colspan="4">DEVELOPING THE INTEGRATED MARKETING COMMUNICATION PROGRAMME</td><td>9</td></tr>
<tr><td colspan="6">Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.</td></tr>
<tr><td>UNIT-V</td><td colspan="4">DIGITAL MEDIA & ADVERTISING</td><td>9</td></tr>
<tr><td colspan="6">Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics - Future trends in ERP systems-web enabled, Wireless technologies, cloud computing and Augmented reality</td></tr>
<tr><td colspan="6" align="right">TOTAL: 45 PERIODS</td></tr>
<tr><td colspan="6">COURSE OUTCOMES:
After the completion of the course, the students will be able to:
CO1: To review and give a general understanding of the basics of traditional communication forms, such asadvertising, personal selling, sales promotion and indirect promotion within various delivery vehicles from broadcast to targeted social media.
CO2: This course introduces students to the essential concepts and techniques for the development and designing an effective Integrated Marketing Communication programme.</td></tr>
</table>

CO3: To Know how IMC fits into the marketing mix.

CO4: To develop an awareness about marketing communications tools, and how each can be used effectively-individually or in an integrated mix.

CO5: To examine the process by which integrated marketing communications programs are planned,developed, executed and measured.

TEXTBOOKS :

1. Dr. Niraj Kumar, Integrated Marketing Communication, Himalaya Publishing House 2015
2. Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch &Keyoor Purani, TATA McGraw Hill 8th edition
3. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education, 7th Edition, 2007. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 3rd Edition, 2006.

REFERENCES:

1. Terence A. Shimp and J.Craig Andrews, Advertising Promotion and other aspects of Integrated Marketing Communications, CENGAGE Learning, 9th edition, 2016
2. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 3rd Revised edition edition, 2008.
3. Julian Cummings, Sales Promotion: How to Create, Implement and Integrate Campaigns that Really Work, Kogan Page, London, Fifth Edition Edition, 2010.
4. JaishriJefhwaney, Advertising Management, Oxford University Press, 2nd Edition, 2013.

23MBA315	SERVICES MARKETING	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To appreciate the challenges involved in managing the services and analyse the strategies todeal with these challenges.
- To give insights about the foundations of services marketing, customer expectations ofservices and gap existing in the service delivery processes and service Quality.
- To make the student understand about service design and development
- To familiarise the service delivery and promotion strategy
- To provide insight into the service strategies

UNIT-I	INTRODUCTION	9

Introduction– Definition– Service Economy – Evolution and growth of service sector – Nature and Scopeof Services –Difference between services and tangible products– Unique characteristics of services– Challenges and issues in Services Marketing.

UNIT II	SERVICE MARKETING OPPURTUNITIES	9

Assessing service market potential – Classification of services – Expanded marketing mix – Servicemarketing – Environment and trends – Service market segmentation, targeting and positioning.

UNIT-III	SERVICE DESIGN AND DEVELOPMENT	9

Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality –Measuring service quality – SERVQUAL – Service Quality function development.

UNIT-IV	SERVICE DELIVERY AND PROMOTION	9

Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle – Managing demand, Managing supply, managing Demand and Supply of Service–Integrated Service marketing communication.

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UNIT-V	SERVICE STRATEGIES	9

Service Marketing Strategies for Health – Hospitality – Tourism – Financial – Logistics– Educational –Marketing of Online Services– Entertainment & public utility Information technique Services

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After the completion of the course, the students will be able to:

CO1: Demonstrate an extended understanding of the similarities and differences in service-basedand physical product based marketing activities

CO2: Develop and justify marketing planning and control systems appropriate to service-basedactivities

CO3: Demonstrate integrative knowledge of marketing issues associated with service productivity,perceived quality, customer satisfaction and loyalty

CO4: Develop blueprint for the services sector and develop a better appreciation of the necessarystrategies to create a service excellence.

CO5: Recognise the challenges faced in services delivery as outlined in the services gap model

TEXTBOOKS :

1. R. Srinivasan, SERVICES MARKETING, Prentice Hall of India Private Limited, 4th Edition 2014,New Delhi.
2. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2ndEdition, New Delhi, 2004
3. Chiristropher H. Lovelock and JochenWirtz, Services Marketing: People, Technology, strategyPearson Education, New Delhi,8th edition, 2016

REFERENCES:

1. John.E.G.Bateson, K.Douglas Hoffman, Services Marketing, South Western Cengage learning, 4thEdition, 2011.
2. Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007.
3. Christian Gronroos, Services Management and Marketing a CRM in Service Competition,3rdEdition,Wiley,2007.
4. Vinnie Jauhari&kirti Dutta (2017), Services Marketing, Text and cases, 2nd edition.

23MBA316	HEALTHCARE MARKETING	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To familiarize the students about the environment of market, consumer Behavior
- To develop the ability to design the best marketing strategy by analyzing the factors influencing
  the purchase decision
- To inculcate application of Marketing for service businesses from a managerial perspective
- To provide a managerial frame work of service marketing
- To provide insite about hospital services

UNIT-I	INTRODUCTION	8

Introduction to concepts of marketing in a medical care organization - Needs wants, demands products, value, satisfaction and quality - Exchange transactions and relationships – medical marketing and marketers - Evolution of Marketing - Relationship Marketing –NABH..

UNIT II	STRATEGIC PLANNING	10

Strategic planning - mission, objectives, goals - setting marketing objectives - the marketing process - Target consumers, marketing strategic for competitive advantages for competitive advantage and developing this marketing mix - global marketing in the medical sector - WTO and its implications.

UNIT-III	MARKET SEGMENTATION AND DEALING WITH COMPETITION	10

Market Segmentation, Targeting and Positioning for competitive Advantage - market and market segmentation - Requirements for effective segmentation - market targeting - evaluating and selecting market segments - Identifying - analyzing competitions - Designing the competitive -Intelligence system Designing competitive strategies.

UNIT-IV	MARKETING SPECIAL SERVICES IN HOSPITALS	8

Women's Health Care and Maternity Services – Marketing Birthing Rooms – Geriatric Services Educational Programme for Marketing to the elderly – Psychiatric Care Referral sources Special clinics – Pediatric Service – Dental service – Cardiac Services – Trauma Care – Neurology Service – Preventive Medicine – Promotion Mix – Public Standing of a Hospital – employees firs line of PR – function of Public Relations – Patient Care Planning and Management, Public Relations - Promotional tools.

UNIT-V	HOSPITAL MEDIA RELATIONS & MARKETING NON – PROFIT ORGANIZATIONS	9

Establishment of media relations policy – Developing an effective media Relations Programme – Handling news media during disaster – Service Scope in Hospital – employees communicate real spirit – Public relations marketing tools – Clean and Hygienic Hospital –Medial Tourism, Health Insurance Management-Need for marketing Non – Profit Organizations – Understanding the marketing mix.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After the completion of the course, the students will be able to:

CO1 : Understanding of basic marketing cincepts

CO2: Provides insight about the marketing of services

CO3: Understanding the concepts of segmenting markets and the strategies to cope with competition

CO4: Provides knowledge about the marketing of specialised services in hospitals

CO5: Marketing of Non-profit organisation

TEXTBOOKS :

1. Principles of marketing - Philip kotler & Gary Armstrong (1996), Prentice Hall of India New Delhi. 14th Indian Reprint.
2. Marketing Management - analysis, planning and control - Philip Kotler, (1987), 5th edition, Prentice hall of India, New Delhi.
3. Fundamentals of Marketing – William J. Stanton and Charles Futrell

REFERENCES:

1. Helen Woodruffe, 2001. & Services Marketing &, Macmillan India Limited, New Delhi.
2. Valarie A. Zeithaml and Mary Jo Bitner, 2000. & Services Marketing & Tata McGraw Hill Publishing Company Limited, New Delhi.
3. Dr. B. Balaji, 2006. & Services Marketing and Management &, S. Chand & Company Private limited, New Delhi. 8. G.D.Kunders, “How to Market your Hospital without Selling your Philosophy” Prism Publication

23MBA317	PRODUCT AND BRAND MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To introduce the basic concepts of product and branding
- To understand about the various aspects of brand management techniques
- To provide foundation for undergoing a business in global market
- To familiarise with the practical implications of global branding methodology
- To provide insight into the promotional activity of a product

UNIT-I	PRODUCT VS BRAND	9

Introduction, Product Planning and Development, PLC Theory- Product vs Brand, Management of New Product Development Process - Managing Product Life cycle -Brands and Branding- Introduction to BrandManagement -Brand Management Process - Brand Choice Decisions and Models**.**

UNIT II	BRANDING OF PRODUCTS	9

Product Plans-Elements of Branding- Brand Identity -Brand Communication -Brand Positioning - Brand Image and Personality - Valuation of Brands- Brand Valuation -Brand Tracking and Monitoring**.**

UNIT-III	PORTFOLIO MANAGEMENT	9

Marketing Mix Factors and Products-Managing Brand Over Time- Building Brands in Indian Market - Launching a New Brand -Revitalizing Brands - Branding Strategies- Brand Extension Strategies - BrandPortfolio Management- Managing Brands Across Geographical Borders**.**

UNIT-IV	MANAGING OF BRANDS	9

Managing Brand Experience - Digital Branding-Employment Branding - Co-branding- Brand extensionscorecard-Culture and branding-Brand flashbacks-Future brand priorities**.**

UNIT-V	PRICING AND PROMOTION	9

Advertising -Brand Name Plan- Pricing Systems -Product Distribution Systems -Advertising and Sales Promotion - Product Sales Management -Product and Public Relations Service Product Marketing - Industrial Product Marketing

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After the completion of the course, the students will be able to:

CO1: Apply the fundamental concepts of product and brand development and management.

CO2: Use the brand positioning framework to develop a brand, keep it relevant, expand a brandinternationally, and reposition a brand.

CO3: Use tools and metrics to analyses competitors and develop positioning strategies.

CO4: Recognize the importance of using teams and organization to coordinate multiple interdisciplinary tasksin order to create and manage products within an organization.

CO5: Apply an understanding of the product manager's role in product pricing, sales, and promotion.

TEXTBOOKS :

1. Strategic Brand Management: Building, Measuring, and Managing Brand Equity, by Kevin lane Keller;Ambi M. G. Parameswaran; IssacJacob;Fourth edition; Pearson Education India; 2015; ISBN-10: 9789332542204; ASIN: 9332542201
2. Product and Brand Management Tapan K. Panda Paperback: 888 pages Publisher: Oxford UniversityPress; First edition (January 2016);ISBN-10: 9780199460496; ISBN-13: 978-0199460496; ASIN: 0199460493
3. Product and brand management by U C Mathur;Publisher: Excel Books (December 2012)ISBN- 10:9350620146;ISBN-13: 978-93506

REFERENCE BOOK:

1. Product Management, Donald R. Lehmann and Russell S. Winer, Fourth Edition, TMH
2. Innovation Management and New Product Development, Paul Trott, Fourth Edition, Pearson
3. Startegic Brand Management, Kapferer, J.-N. (1997). London: Kogan Page Limited

23MBA318	DIGITAL AND SOCIAL MEDIA MARKETING	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To understand the meaning, importance and challenges in online marketing
- To create awareness about the techniques of of digital marketing
- To make students understand about different types of digital marketing
- To familiarise with different dimensions of social media marketing
- To provide insight into the recent trends in digital marketing

UNIT-I	INTRODUCTION	9

Introduction to Online Market space-Scope-Importance-Opportunities and Challenges- Digital Marketing Strategy- Components -Opportunities for building Brand- Website - Planning and Creation-Content Marketing.

UNIT II	TECHNIQUES FOR DIGITAL MARKETING	9

Search Engine optimisation - Keyword Strategy- SEO Strategy - SEO success factors - On-Page Techniques - Off-Page Techniques. Search Engine Marketing- How Search Engine works- SEM components- PPC advertising -Display Advertisement

UNIT-III	E-MARKETING	9

E- Mail Marketing - Types of E- Mail Marketing - Email Automation - Lead Generation - Integrating Email with Social Media and Mobile- Measuring and maximising email campaign effectiveness. Mobile Marketing- Mobile Inventory/channels- Location based;Context based; Coupons and offers, Mobile Apps, Mobile Commerce, SMS Campaigns-Profiling and targeting.

UNIT-IV	SOCIAL MEDIA MARKETING	9

Social Media Marketing - Social Media Channels- Leveraging Social media for brand conversations and buzz. Successful /benchmark Social media campaigns. Engagement Marketing- Building Customer relationships - Creating Loyalty drivers - Influencer Marketing.

UNIT-V	ANALYTICS AND STRATEGY	9

Digital Transformation & Channel Attribution- Analytics- Ad-words, Email, Mobile, Social Media, Web Analytics - Changing your strategy based on analysis- Recent trendsin Digital marketing.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After the completion of the course, the students will be able to:

CO1: To examine and explore the role and importance of digital marketing in today’s rapidly changing business environment.

CO2: To focusses on how digital marketing can be utilised by organisations andhow its effectiveness can measured.
CO3: To know the key elements of a digital marketing strategy
CO4:To study how the effectiveness of a digital marketing campaign can be measured
CO5: To demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.

TEXTBOOKS :

1. Fundamentals of Digital Marketing by Puneet Singh Bhatia;Publisher:Pearson Education; First edition (July 2017);ISBN-10: 933258737X;ISBN-13: 978-9332587373.
2. Digital Marketing by Vandana Ahuja ;Publisher: Oxford University Press (April2015) 3. ISBN-10: 0199455449;ISBN-13: 978-0199455447
3. Marketing 4.0: Moving from Traditional to Digital by Philip Kotler;Publisher:Wiley; 1st edition(April 2017); ISBN10: 9788126566938;ISBN13: 9788126566938; ASIN: 8126566930

REFERENCES:

1. Ryan, D. (2014). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.
2. Pulizzi,J Beginner's Guide to Digital Marketing , Mcgraw Hill Education.
3. Barker, Barker, Bormann and Neher(2017), Social Media Marketing: A Strategic Approach, 2E South-Western ,Cengage Learning.

23MBA319	STRATEGIC HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To help students understand the transformation in the role of HR functions.
- The objective of the course is to develop a theoretical and practical understanding of the role of HR professionals as a strategic partner in organizations.
- The course is designed to provide linkages of Business Strategy to HR Strategies – Policies & Systems in terms of online HRD System.
- To make students learn and focus on the best practices, tools and models to implement an effective career building HRM systems.
- Provides insights on how to develop and formulate strategies and programs to introduce and sustain competitive HR advantage in organizations.

UNIT-I	CONTEXT OF SHRM	9

HRM - SHRM models - strategic HRM vs Traditional HRM - Barriers to Strategic HR- Adopting an Investment Perspective - Understanding and Measuring Human capital - Human side of corporate strategies - strategic work redesign - Strategic Capability - Bench Marking-

UNIT II	HUMAN RESOURCE DEVELOPMENT	9

Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals.

UNIT-III	E-HRM	9

Types of E-HRM- e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – e-learning strategies- e- Performance management and Compensation design - Use of mobile applications in HR functions– Development and Implementation of HRIS – Designing HR portals- Issues in employee privacy – Employee surveys online.

UNIT-IV	CAREER & COMPETENCY DEVELOPMENT	9

Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Fast tracking, dual laddering– Competency Mapping Models – Equity and Competency based Compensation.

UNIT-V	EMPLOYEE COACHING & COUNSELING	9

Need for Coaching – Role of HR in coaching – Coaching and Performance – Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness –

Employee Health and Welfare Programs.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

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

CO1: Understand the relationship of HR strategy with overall corporate strategy, the strategic role of specific HR systems.
CO2: Appreciate SHRM in the context of changing forms of organisation and will have a better understanding of the tools and techniques used by organizations to meet current challenges.
CO3: To be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organisations and also to learn E-HRM concepts.
CO4: Providing an overview of the counselling and coaching processes and techniques, Developing alternative approach to dealing with problem situations in organisations.
CO5: Understand the career development theories and models and gain necessary self-insight, skills and techniques to become effective HR managers.

TEXTBOOKS :

1. Terresa Torres Coronas & Mario Arias Olivia. e-Human Resource Management- Managing Knowledge People- Idea Group Publishing, 2005.
2. Randall S Schuler and Susan E Jackson. Strategic Human Resource Management, Wiley Publications- 2007.
3. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 7th edition, 2016.

REFERENCES:

1. Pulak Das. Strategic Human Resource Management- A Resource Driven Perspective Cengage Learning 4th Indian Reprint- 2013.
2. Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, 3rd edition, 2011.
3. Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2011
4. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.

23MBA320	INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS	L	T	P	C
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COURSE OBJECTIVES:

- To explore contemporary knowledge and gain a conceptual understanding of industrial relations.
- To have a broad understanding of the legal principles governing the employment relationship at individual and collective level.
- To provide exposure of theories, techniques and approaches to manage Industrial Relations.
- To understand the importance of labour administration and Constitutional Provisions
- To make students learn labour legislations.

UNIT-I	INDUSTRIAL RELATIONS	9

Concept, scope- objectives- Importance - Approaches to IR- Industrial relations system in India. Trade Unions Act,1926- trade union movement in India- objective -role - functions-procedure for registration of trade unions- Rights and responsibilities.

UNIT II	INDUSTRIAL CONFLICTS AND LABOUR WELFARE	9

The Industrial Disputes Act, 1947-Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication. Labour welfare-statutory- Voluntary- welfare funds-welfare of unorganized labour.

UNIT-III	LABOUR LEGISLATIONS-I	9

Labour legislation in India- Factors influencing labour legislation - Principles of labour legislations-Factories Act 1948- Minimum Wages Act, 1948- Payment of Wages Act, 1936- Payment of Bonus Act, 1965.

UNIT-IV	LABOUR LEGISLATIONS-II	9

The Industrial employment (standing orders) Act, 1946- The Apprentices act, 1961-The Equal Remuneration act, 1976- Payment of Gratuity act 1972- Employee compensation act in 2013.

UNIT-V	LABOUR LEGISLATIONS-III	9

Employees' Provident fund and Miscellaneous provisions act, 1952- Employees' state insurance (ESI) Act, 1948- Maternity Benefit Act, 1961-The Child Labour Prevention and Regulation Act, 1986.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

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

CO1: About the concepts of Industrial relations system and Trade unions.

CO2: Industrial Disputes and labour welfare measures.

CO3: Labour legislation introduction and legal provisions for factory workers, wages and Bonus.

CO4: Legal provisions for equal remuneration, gratuity, compensation, industrial employment and Apprenticeship.

CO5: Legal provisions for EPF, ESI, Maternity, contract labours, and child labour prevention.

TEXTBOOKS :

1. Kapoor N. D, Elements of Mercantile Law, Sultan Chand, 2014.
2. Tax Mann, Labour Laws, 2018
3. P.R.N Sinha, InduBala Sinha, Seema Priyardarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2017.

REFERENCES:

1. P.K. Padhi, Industrial Laws, PHI, 2017.
2. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2016.
3. ArunMonappa, RanjeetNambudiri, PatturajaSelvaraj. Industrial relations &Labour Laws. Tata McGraw Hill. 2012
4. Srivastava, Industrial Relations and Labour laws, Vikas, 2015.
5. P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.
6. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
7. C.S.VenkataRatnam, Globalisation and Labour Management Relations, Response Books, 2007.

<table>
<tr><td rowspan="2">23MBA321</td><td rowspan="2">ORGANIZATIONAL DESIGN, CHANGE AND DEVELOPMENT</td><td>L</td><td>T</td><td>P</td><td>C</td></tr>
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COURSE OBJECTIVES:

- To help the students to gain knowledge about the concepts of change management and to acquire the skills required to manage any change effectively
- To teach students concepts of change management and its role in organization development
- To understand the concept and techniques of OD and to enable the skills for the application of OD in organizations.
- To familarise the students with the interventions designed for organizational development
- To make students gain insights on organization as learning system and its implications for future.

UNIT-I	**ORGANIZATIONAL DESIGN**	**9**

Organizational Design – Determinants – Components – Basic Challenges of design – Standardization and Mutual adjustment -Mechanistic and Organic Structures- Technological and Environmental Impacts on Design-Importance of Design – Success and Failures in design.

UNIT II	**ORGANIZATIONAL CHANGE**	**9**

Meaning, Nature, Forces for change- change agents- Change process-Types and forms of change-Models of change- Resistance to change – individual factors – organizational factors – techniques to overcome change- Change programs – Job redesign.

UNIT-III	**ORGANIZATIONAL DEVELOPMENT**	**9**

Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD-managing the phases of OD- Organizational diagnosis-Process-stages- Techniques- Questionnaire, The Lab training stem, The survey research- workshop, task-force- collecting, analyzing- feedback of diagnostic information.

UNIT-IV	**OD INTERVENTION**	**9**

Human process interventions-Individual, group and inter-group human relations- structure and technological interventions- strategy interventions – Issues in Consultant - Client Relationship-sensitivity training – survey feedback, process consultation – team building – inter-group development.

UNIT-V	**ORGANIZATIONAL EVOLUTION AND SUSTENANCE**	**9**

Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

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

CO1: The fundamentals of organizational design and structure.
CO2: Change process, types, and models of change in organizations.
CO3: The fundamentals of organizational development.
CO4: Organizational development Interventions.
CO5: Organizational evolution and sustenance.

TEXTBOOKS :

1. Wendell L. French, Cecil H. Bell, Jr, Veena Vohra - Organization Development : Behavioral Science Interventions for Organizational Improvement, Sixth Edition 2017
2. Palmer I, Dunford R, Akin G, 'Managing Organizational Change a multiple perspectives approach, Tata McGraw Hill Publication, New Delhi.2010.
3. Thomas G. Cummings and Christopher G. Worley," Organizational Development and Change", Thompson learning- India, New Delhi,2002.

REFERENCES:

1. Organizational, Design, and Change-Gareth R. Jones, 7th Edition, Pearson Education,2013.
2. Rajiv Shaw: Surviving Tomorrow: Turnaround Strategies in Organisational Design And Development, Vikas Publishing House,1998.
3. S. Ramnarayan, T. Venkateswara Rao, Kuldeep Singh: Organization Development: Interventions And Strategies, Sage Publications,1998.
4. Organization Development, behavioral science interventions for Organization Improvement, Wendell French, Cecil H.Bell, Veena, Jr, Pearson, PHI,August 2017.
5. Change & Knowledge Management-R.L. Nandeshwar, Bala Krishna Jayasimha, Excel Books, 1st Ed,2011.
6. Management of Organizational Change – K Harigopal – Response BOOKS, 2nd editon,2006

23MBA322	NEGOTIATION AND CONFLICT MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To develop an understanding towards identifying and explain the principles, strategies, and tactics of effective negotiation and professional relationship management.
- To make students identify and describe negotiation theories, concepts, and tactics to manage negotiations as well as professional relationships.
- To understand conflict and strategies to resolve the conflict.
- To teach students identify and employ effective communication, Interpersonal, problem-solving, and influence techniques appropriate in an organisation.
- To teach students learn conflict techniques.

UNIT-I	FUNDAMENTALS OF NEGOTIATION	9

Nature, Negotiation and its components-Dimensions of Negotiation-Structure- Norms & values-Types of Negotiation- Negotiation process-Communication and Influence- Techniques of Negotiation- Issues in negotiation.

UNIT II	NEGOTIATION STRATEGIES	9

Strategy and planning for negotiation- Strategy and Tactics for distributive bargaining -Four major Negotiation Styles- Integrative negotiation- Negotiation power- source of power- Cross culture Negotiation-Ethics in negotiation.

UNIT-III	INTRODUCTION TO CONFLICT MANAGEMENT	9

Understanding conflict, components, of conflict- Types of conflict- Change Leading to Conflict-Models of conflict (Process & Structural)-Sources of conflict- Contingency approach, conflict management process, conflict domain, conflict trends, conflict distribution, conflict mapping and tracking.

UNIT-IV	MANAGING INTERPERSONAL, GROUP AND ORGANIZATIONAL CONFLICT	9

Individual difference- Personalities & abilities- Interpersonal conflict- Group conflict-Organizational conflict- Thomas-Kilman model of conflict -Dealing with difficult subordinates & boss-Technique to resolve team conflict & organizational conflict.

UNIT-V	CONFLICT RESOLUTION AND COST	9

Conflict resolution models-framework model-classical ideas- new developments in conflict resolution- Environmental conflict resolution-gender and conflict resolution-Assessing the cost of workplace conflict. Perspective.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

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

CO1: The fundamentals of Negotiation, Types, process and techniques.
CO2: Strategies and tactics in Negotiation.
CO3: The basics of Conflict management, models, approaches and process.
CO4: Managing interpersonal, group and organizational conflict.
CO5: Conflict resolution models and cost of workplace conflict.

TEXTBOOKS :

1. Negotiation- Communication for diverse settings- Michael Spangle, Sage Publication, 2008
2. Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008.
3. Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 2011, ISBN 1412844258.

REFERENCES:

1. Negotiation - Lewicki, Saunders, Barry, TMGH, 2014.
2. How to negotiate effectively, David Oliver, The Sunday Times, Kogan Page, 2010.
3. Corporate Conflict Management - concepts & skills by Eirene Rout, Nelson Omika, PHI, 2007.
4. Conflict Management: Practical guide to develop negotiation strategies, Barbara A Budjac Corvette, Pearson Prentice Hall, 2006, ISBN: 8174466428, 9788174466426
5. Negotiation, Harvard Business Essentials, Harvard Business School Press, 2003
6. Conflict Resolution Techniques by Subbulakshmi, ICFAI University press, 2005

23MBA323	REWARD AND COMPENSATION MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To educate students about basic concepts of wage and compensation determination.
- To impart skills in designing analyzing and restructuring reward management systems, policies and strategies.
- To understand the various dimensions of Compensation Management.
- To make students learn about various employee benefits available.
- Students will learn the concept and formulation of various compensation plans.

UNIT-I	**INTRODUCTION**	**9**

Compensation - Definition - objectives- principles of compensation formulation- Compensation Design and strategy- theories of wage determination- Wage Structure -types of wages- wage boards- wage policy. Compensation trends and reward system in India.

UNIT II	**EMPLOYEE COMPENSATION**	**9**

Compensation Classification - Types - Incentives - Fringe Benefits - Strategic Compensation Planning – Determining Compensation – The wage Mix – Development of Base Pay Systems – The Wage Curve – Pay Grades – Salary Matrix – Compensation as a Retention Strategy

UNIT-III	**MANAGING EMPLOYEE BENEFITS AND REWARDS**	**9**

Nature and types of employee benefits- statutory employee benefits in India-Monetary & Non-monetary benefits. Reward - Meaning, Elements, Types- Basic concepts of reward management - Approaches to reward system- Difference between reward and compensation.

UNIT-IV	**PERFORMANCE RELATED COMPENSATION**	**9**

Performance management system (PMS)-performance objectives - indicators- standards and metric - effective performance modeling-dimensions of performance- competency based pay. Enterprise Incentive Plan – Profit Sharing Plan- ESOPs.

UNIT-V	**EXECUTIVE AND SALES COMPENSATION PLAN**	**9**

Executive Compensation – Components, Theories, Design- Relationship between Fixed and variable pay-Executive Incentive Programmes. Sale Compensation plan-sales incentives and motivations. Compensation Management in Multi-National organisations.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

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

CO1: The basics of Compensation Management and Reward system, Theories and strategies.
CO2: Students will learn various aspects of employee compensation

CO3: Students will learn concepts for Managing employee benefits and rewards
CO4: It helps students learn dimensions of Performance related compensation
CO5: Students will understand the executive and sales compensation plans, theories and design.

TEXTBOOKS :

1. Richard.I. Henderson: Compensation Management In A Knowledge Based World – Prentice Hall, 2007.
2. Richard Thrope& Gill Homen: Strategic Reward Systems- Prentice-Hall, 2000.
3. Michael Armstrong & Helen Murlis, Hand Book Of Reward Management, Crust Publishing House,2007.

REFERENCES:

1. Reward Management: A Handbook of salary administration by Armstrong, Michael and Marlis, Kogan page business books, 2005
2. Thomas.P. Plannery, David.A. Hofrichter&Paul.E.Platten: People Performance & Pay – Free Press.
3. Michael Armstrong & Helen Murlis: Hand Book Of Reward Management – Crust Publishing House.

23MBA324	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- The course aims to provide students insights to HR practices followed in Global organizations.
- Critically study the recruitment and selection practices in shaping human resource practices in MNCs.
- To acquaint the learners with the tools & techniques essential as a strategic contribution of HRM to organizational growth.

UNIT-I	INTRODUCTION TO IHRM	9

Compensation - Definition - objectives- principles of compensation formulation- Compensation Design and strategy- theories of wage determination- Wage Structure -types of wages- wage boards- wage policy. Compensation trends and reward system in India.

UNIT II	HRM STRATEGIES	10

Compensation Classification - Types - Incentives - Fringe Benefits - Strategic Compensation Planning – Determining Compensation – The wage Mix – Development of Base Pay Systems – The Wage Curve – Pay Grades – Salary Matrix – Compensation as a Retention Strategy

UNIT-III	RECRUITMENT AND SELECTION	6

Nature and types of employee benefits- statutory employee benefits in India-Monetary & Non-monetary benefits. Reward - Meaning, Elements, Types- Basic concepts of reward management - Approaches to reward system- Difference between reward and compensation.

UNIT-IV	TRAINING AND DEVELOPMENT, PERFORMANCE APPRAISAL	9

Performance management system (PMS)-performance objectives - indicators- standards and metric - effective performance modeling-dimensions of performance- competency based pay. Enterprise Incentive Plan – Profit Sharing Plan- ESOPs.

UNIT-V	INTERNATIONALCOMPENSATION	9

Executive Compensation – Components, Theories, Design- Relationship between Fixed and variable pay-Executive Incentive Programmes. Sale Compensation plan-sales incentives and motivations. Compensation Management in Multi-National organisations.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

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

CO1: The basics of IHRM, models and practices
CO2: Strategic orientation and cultural context towards IHRM
CO3: International practices on recruitment and selection

CO4: International perspectives on Training, development, performance appraisal
CO5: International practices on Compensation management

TEXTBOOKS :

1. Peter J Dowling & D E. Welch: International Human Resource Management, Cengage Learning 7th Edition IE.,2017
2. Monir H. Tayeb: International Human Resource Management**,**A Multinational Company Perspective Oxford University Press, IE
3. IbraizTarique, Dennis Briscoe&randall, International Human Resource Management-Policies and practices for Multinational Enterprises, Routledge, 5th edition

REFERENCES:

1. Anne- WilHarZing, Ashly Pinnington, International human Resource Management, 3rd edition, Sage Publication
2. P L Rao, International Human resource Management- Text and Cases, Excel Books
3. Christopher Brewster, Guy Vernon, Paul Sparrow, Elizabeth Houldsworth – International Human Resource Management, Kogan Page Publishers

23MBA325	SUPPLY CHAIN MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To help understand the importance of and major decisions in supply chain management for gaining competitive advantage.
- To understand the distribution channel and its network design
- Facilitating the key objectives of inventory management
- Portraying the logistics outsourcing and characteristics of global supply chains
- To know the nuances of supply chain innovations

UNIT-I	INTRODUCTION	9

Supply Chain – Fundamentals, Evolution, Role in Economy, Importance, Decision Phases, Enablers & Drivers of Supply Chain Performance; Supply chain strategy; Supply Chain Performance Measures.

UNIT II	SUPPLY CHAIN NETWORK	9

Distribution Network Design – Role in supply chain, Influencing factors, design options, online sales and distribution network, Distribution Strategies; Network Design in supply chain – Role, influencing factors, framework for network design, Impact of uncertainty on Network Design.

UNIT-III	PLANNING DEMAND, INVENTORY AND SUPPLY	9

Managing supply chain cycle inventory and safety inventory - Uncertainty in the supply chain , Analyzing impact of supplychain redesign on the inventory, Risk Pooling, Managing inventory for short life-cycle products, multiple item -multiple location inventory management; Pricing and Revenue Management.

UNIT-IV	LOGISTICS	9

Transportation – Role, Modes and their characteristics, infrastructure and policies, transport documentation, design options, trade-offs in transportation design, intermodal transportation. Logistics outsourcing – catalysts, benefits, value proposition. 3PL, 4PL, 5PL, 6PL; International Logistics -objectives, importance in global economy, Characteristics of global supply chains, Incoterms.

UNIT-V	SUPPLY CHAIN INNOVATIONS	9

Supply Chain Integration, SC process restructuring, IT in Supply Chain; Agile Supply Chains, Legible supply chain, Green Supply Chain, Reverse Supply chain; Supply chain technology trends AI, Advanced analytics, Internet of Things, Intelligent things, conversational systems, robotic process automation, immersive technologies, Block chain.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

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

CO 1: Understanding of supply chain fundamentals
CO 2: Ability to design supply chain networks to enhance supply chain performance
CO 3: Ability to plan demand based on inventory and supply
CO 4: Understanding the role of logistics in supply chain performance
CO 5: Awareness of innovations for sustainable supply chains

TEXTBOOKS :

1. Sunil Chopra, Peter Meindl and DharamVirKalra, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Sixth Edition, 2016.
2. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2009
3. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5thEdition, 2007.

REFERENCES:

1. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2005.
2. Pierre David, International Logistics, Biztantra, 2011.

23MBA326	QUALITY MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To learn the various principles and practices of Quality Management
- To understand the process of different quality portfolios
- To concrete the importance of reengineering concepts and principles
- To distribute information regarding the tools and techniques of quality
- To ensure the flow of quality audits in the learning of students

UNIT-I	**INTRODUCTION**	**9**

Introduction - Need for quality - Evolution of quality - Definition of quality. Concept of Quality – different perspectives. Concept of total Quality – Design, inputs, process and output - Attitude and involvement of top management. Customer Focus – customer perception - customer retention. Dimensions of product and service quality. Cost of quality.

UNIT II	**QUALITY MANAGEMENT PHILOSOPHIES AND PRICIPLES**	**9**

Quality Gurus - Crosby, Deming, Masaaki Imai, Feigenbaum, Ishikawa, Juran, Oakland, ShigeoShingo, and Taguchi. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

UNIT-III	**STATISTICAL PROCESS CONTROL**	**9**

Statistical Process Control (SPC) – Meaning, Significance. construction of control charts for variables and attributes. Process capability – meaning, significance and measurement. Six sigma-concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP), Terotechnology. Business process Improvement (BPI) – principles, applications, reengineering process, benefits and limitations.

UNIT-IV	**QUALITY TOOLS AND TECHNIQUES**	**9**

Quality Tools - The seven traditional tools of quality, New management tools.Six-sigma, Bench marking, Poka-yoke, Failure Mode Effect Analysis (FMEA) – reliability, failure rate, FMEA stages, design, process and documentation. Quality Function Deployment (QFD) – Benefits, house of quality. Taguchi - quality loss function, parameter and tolerance design, signal tonoise ratio.

UNIT-V	**QUALITY MANAGEMENT SYSTEMS**	**9**

Introduction Quality management systems – IS/ISO 9004:2000 – Quality System –Elements, Documentation guidelines for performance improvements. Quality Audits - QS 9000 – ISO 14000 – Concepts. TQM -culture, framework, benefits, awareness and obstacles. Employee involvement – Motivation, empowerment, Team and Teamwork, Recognition and Reward, Performance appraisal. Supplier - Selection, Partnering, Supplier Rating.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

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

CO 1: Understanding the evolution of Quality management
CO 2: Understanding of quality philosophies and practices
CO 3: Ability to apply statistical process control to enhance quality.
CO 4: Ability to apply quality tools to enhance organization's quality performance
CO 5: Awareness of quality management systems

TEXTBOOKS :

1. Dale H.Besterfield, CarolBesterfield-Michna, Glen H. Besterfield, Mary Besterfield - Sacre, Hemant Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management (TQM), Fifth edition, Pearson Education, 2018.
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2010
3. PoornimaM.Charantimath, Total Quality Management, Pearson Education, Second Edition, 2011.

REFERENCES:

1. Douglas C. Montgomory, Introduction to Statistical Quality Control, Wiley Student Edition4th Edition, Wiley India Pvt Limited, 2008.
2. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.
3. Panneerselvam.R, Sivasankaran. P, Quality Management, PHI Learning, 2014.

23MBA327	MATERIALS MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To understand why materials management should be considered for profit in operations
- To understand and clarify the importance of material planning
- Reconcile the work of purchasing department and sharing the knowledge
- To build the strong foundation of transportation which helps to achieve efficiency
- To assess the performance of material flow and its efficiency

UNIT-I	INTRODUCTION	9
Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches-master scheduling-manufacturing planning and control system-manufacturing resource planning-enterprise resource planning-making the production plan		
UNIT II	**QUALITY MANAGEMENT PHILOSOPHIES AND PRICIPLES**	**9**
Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.		
UNIT-III	**STATISTICAL PROCESS CONTROL**	**9**
Policy Decisions–objectives-control -Retail Discounting Model, Newsvendor Model; Review of deterministic models, Probabilistic inventory models.		
UNIT-IV	**QUALITY TOOLS AND TECHNIQUES**	**9**
Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment-international purchasing		
UNIT-V	**QUALITY MANAGEMENT SYSTEMS**	**9**
Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis- material handling-transportation and traffic management -operational efficiency-productivity-cost effectiveness-performance measurement		

TOTAL: 45 PERIODS

COURSE OUTCOMES:

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

CO 1: Understanding basics of materials management
CO 2: Understanding requirement analysis for material planning
CO 3: Ability to apply inventory management models
CO 4: Understanding purchasing practices
CO 5: Understanding storage in warehouse

TEXTBOOKS :

1. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.
2. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012
3. A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2^{nd} Edition, 2006

REFERENCES:

1. A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2^{nd} Edition, 2006
2. Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012
3. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education,Fifth Edition
4. S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2012

23MBA328	SERVICES OPERATIONS MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To help understand how service performance can be improved by studying services operations management
- Navigating students to unveil the services nuances in the operation management
- To understand the quality wheels in operation management
- Ability to fix standard for product improvement
- To guide and gauge the capacity management and design

UNIT-I	**INTRODUCTION**	**9**

Services – Importance, role in economy, service sector – nature, growth. Nature of services – distinctive characteristics, Service Package, Service classification, service-dominant logic, open-systems view. Service Strategy –Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness.

UNIT II	**SERVICE DESIGN**	**9**

New Service Development – Design elements – Service Blue-printing - process structure – generic approaches. Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface– service decoupling. Technology in services – self-service, automation, e- commerce, e-business, technology innovations.

UNIT-III	**SERVICE QUALITY**	**9**

Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality – SERVQUAL, Walk-through Audit, Quality service by design , Service Recovery, Service Guarantees. Process Improvement –productivity improvement - DEA, quality tools, benchmarking, Quality improvement programs.

UNIT-IV	**SERVICE FACILITY**	**9**

Supporting facility -Service scopes, Facility design – nature, objectives, process analysis, and Service facility layout. Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, Centre of gravity, retail outlet location, location set covering problem. Vehicle routing and Scheduling.

UNIT-V	**MANAGING CAPACITY AND DEMAND**	**9**

Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising, globalization.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

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

CO1: Appreciation of nature of service operations
CO2: Ability to design services
CO3: Ability to inculcate quality in service design and delivery
CO4: Apply models to design service facility
CO5: Ability to grow and sustain service business

TEXTBOOKS :

1. James A. Fitzsimmons, Mona J, Fitzsimmons, SanjeevBordoloi, Service Management Operations, Strategy, Information Technology,McGraw-Hill Education – 8th Edition2018.
2. Richard D. Metters, Successful Service Operations Management, Cengage Learning, 2nd Edition, 2012.
3. Bentat clock, Service operations and controls – BBV Limited publishing house

REFERENCES:

1. CengizHaksever, Barry Render, Service Management, Pearson Education,2013.
2. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education,2 nd Edition, 2005.
3. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage,2006.

23MBA329	SUPPLY CHAIN ANALYTICS	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To treat the subject in depth by emphasizing on the advanced quantitative models and methods in logistics and supply chain management and its practical aspects and the latest developments in the field.
- Ability to record the programming path towards supply chain
- To understand the bigger picture of inventory management with help of technology
- To understand the potentials of transportation network models
- To know the applications in SCM

UNIT-I	INTRODUCTION	9

Introduction to analytics – descriptive, predictive and prescriptive analytics, Data Driven Supply Chains – Basics, transforming supply chains, Barriers to implementation, Road Map.

UNIT II	QUALITY MANAGEMENT PHILOSOPHIES AND PRICIPLES	9

Mathematical Programming Models - P-Median Methods - Guided LP Approach - Balmer – Wolfe Method, Greedy Drop Heuristics, Dynamic Location Models, Space Determination and Layout Methods

UNIT-III	STATISTICAL PROCESS CONTROL	9

Inventory aggregation Models, Dynamic Lot sizing Methods, Multi-Echelon Inventory models, Aggregate Inventory system and LIMIT, Risk Analysis in Supply Chain - Measuring transit risks, supply risks, delivering risks, Risk pooling strategies.

UNIT-IV	QUALITY TOOLS AND TECHNIQUES	9

Notion of Graphs, Minimal Spanning Tree, Shortest Path Algorithms, Maximal Flow Problems, Multistage Transshipment and Transportation Problems, Set covering and Set Partitioning Problems, Traveling Salesman Algorithms, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms- Deficit function Approach and Linking Algorithms

UNIT-V	QUALITY MANAGEMENT SYSTEMS	9

Analytic Hierarchy Process (AHP), Data Envelopment Analysis (DEA), Fuzzy Logic and Techniques, the analytical network process (ANP), TOPSIS-Application in SCM

TOTAL: 45 PERIODS

COURSE OUTCOMES:

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

CO1: Understanding of supply chain analytics fundamentals

CO2: Ability to design warehouse models to enhance supply chain performance.
CO3: Ability to analyze models and strategies in inventory management.
CO4: Ability to understand network models in transportation.
CO5: Ability to make decision using multi-criteria in applications of SCM

TEXTBOOKS :

1. Nada R. Sanders, Big data driven supply chain management: A framework for implementing analytics and turning information into intelligence, Pearson Education,2014.
2. Michael Watson, Sara Lewis, Peter Cacioppi, Jay Jayaraman, Supply Chain Network Design: Applying Optimization and Analytics to the Global Supply Chain, Pearson Education,2013.
3. Anna Nagurney, Min Yu, Amir H. Masoumi, Ladimer S. Nagurney, Networks Against Time: Supply Chain Analytics for Perishable Products, Springer,2013.

REFERENCES:

1. Muthu Mathirajan, ChandrasekharanRajendra Analytics in Operations/Supply Chain Management, I.K. International Publishing House Pvt. Ltd.,2016.
2. Gerhard J. Plenert, Supply Chain Optimization through Segmentation and Analytics, CRC Press, Taylor & Francis Group,2014.
3. SowmyanarayananSadagopan, ArunachalamRavindran, ParasuramBalasubramanian, Analytics in Operations/Supply Chain Management , I.K. International Publishing House Pvt. Ltd.,2016

23MBA330	PROJECT MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To learn the fundamental principles and practices of managing projects.
- To understand the work breakdown structure of project management
- To know the strong resource allocation technique and its applications
- Project conflict management and managing strategies to be drawn.
- To evaluate the project and its success failure analysis

UNIT-I	INTRODUCTION TOPROJECTMANAGEMENT	9

Project Management – Definition –Goal - Lifecycles. Project Environments. Project Manager – Roles- Responsibilities and Selection.

UNIT II	PLANNING, BUDGETING AND RISK MANAGEMENT	9

The Planning Process – Work Break down Structure. Cost Estimating and Budgeting - Process, Summaries, schedules and forecasts. Managing risks - concepts, identification, assessment and response planning.

UNIT-III	SCHEDULING & RESOURCE ALLOCATION	9

PERT & CPM Networks - Project durations and floats - Crashing – Resource loading and leveling. Simulation for resource allocation. Goldratt‟s Critical Chain..

UNIT-IV	PROJECT ORGANISATION & CONFLICT MANAGEMENT	9

Formal Organization Structure – Organization Design – Types of project organizations. Conflict – Origin & Consequences. Project Teams. Managing conflict – Team methods for resolving conflict.

UNIT-V	CONTROLAND COMPLETION	9

Project Control – Process, Monitoring, Internal and External control, Performance analysis, Performance Index Monitoring. Project Evaluation, Reporting and Termination. Project success and failure - Lessons.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

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

CO1: Ability to understand the roles and responsibilities of a project manager
CO2: Ability to plan and budget projects Ability to schedule and allocate resources to projects
CO3: Ability to manage project organization
CO4: Ability to control and complete projects
CO5: Ability to coordinate the turnkey projects.

TEXTBOOKS :

1. John M. Nicholas, Project Management for Business and Technology - Principles and Practice,Second Edition, Pearson Education,2006.
2. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition,2005.
3. Gido and Clements, Successful Project Management, Seventh Edition, Thomson Learning,2017.

REFERENCES:

1. Samuel J.M., Jack R.M., Scott M.S., Margaret M.S., and Gopalan M.R., Project Management, First Indian edition, Wiley-India,2006.
2. Harvey Maylor, Project Management, Third Edition, Pearson Education,2006.
3. Panneerselvam. R, Senthilkumar. P, Project Management, PHI Learning,2009.

23MBA331	DATA MINING FOR BUSINESS INTELLIGENCE	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To know how to derive meaning form huge volume of data and information
- To understand how knowledge discovering process is used in business decision making.
- To know how prediction algorithms can be used to infer knowledge.
- To develop proficiency in classification and clustering techniques for solving business problems.
- To enhance knowledge and skills in the current trends of machine learning algorithms

UNIT-I	**INTRODUCTION**	**9**

Data mining, Text mining, Web mining, Spatial mining, Process mining, Data ware house and datamarts.

UNIT II	**DATA MINING PROCESS**	**9**

Datamining process – KDD, CRISP-DM, SEMMA and Domain-Specific, Classification and Prediction performance measures -RSME, MAD, MAP, Confusion matrix, Receiver Operating Characteristic curve & AUC;Validation Techniques - hold-out, k-fold cross-validation.

UNIT-III	**PREDICTION TECHNIQUES**	**9**

Data visualization, Time series – ARIMA, Winter Holts, Vector Autoregressive analysis, Multivariate regression analysis.

UNIT-IV	**CLASSIFICATION AND CLUSTERING TECHNIQUES**	**9**

Classification- Decision trees, k nearest neighbour, Logistic regression, Discriminant analysis; Clustering; Market basket analysis;

UNIT-V	**MACHINE LEARNING AND AI**	**9**

Genetic algorithms, Neural network, Fuzzy logic, Support Vector Machine, Optimization techniques – Ant Colony.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After the completion of the course, the students will be able to:

CO 1: Learn to apply various data mining techniques into various areas of different domains.

CO 2: Be able to interact competently on the topic of data mining for business intelligence. Know the basics of data mining processes, algorithms, & systems well enough to interact with CTOs, expert data miners, consultants, etc.

CO 3: Apply various prediction techniques.

CO 4: Learn about supervised and unsupervised learning technique.

CO 5: Develop and implement a basic trainable neural network (or) a fuzzy logic system to design and manufacturing

TEXTBOOK:

1. Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers 2006.
2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2008
3. M. Kantardzic, "Data mining: Concepts, models, methods and algorithms, John Wiley &Sons Inc,3rd Edition.

REFERENCES:

1. W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India pvt. Ltd. 2005.
2. Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 3rd edition, 2013.
3. Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2011
4. G. K. Gupta, Ïntroduction to Data mining with Case Studies, Prentice hall of India, 2011
5. Giudici, Applied Data mining – Statistical Methods for Business and Industry, John Wiley. 2009
6. Elizabeth Vitt, Michael LuckevichStaciaMisner, Business Intelligence, Microsoft, 2011
7. Michalewicz Z., Schmidt M. Michalewicz M and Chiriac C, Adaptive Business Intelligence, Springer – Verlag, 2007
8. GalitShmueli, Nitin R. Patel and Peter C. Bruce, Data Mining for Business Intelligence – Concepts, Techniques and Applications Wiley, India, 2010.

23MBA332	DEEP LEARNING AND ARTIFICIAL INTELLIGENCE	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To expose various algorithms related to Deep Learning and Artificial Intelligence.
- To prepare students to apply suitable algorithm for the specified applications.
- To give understanding of the main abstractions and reasoning for intelligent systems.
- To understand the basic areas of artificial intelligence including problem solving, knowledge representation, reasoning, decision making, planning, perception and action.
- To enable the students to understand the basic principles of Artificial Intelligence in various applications.

UNIT-I	DEEP NETWORKS	9

Deep Networks: Modern Practices: Deep Forward Networks: Example: Learning XOR - Gradient-Based Learning - Hidden Units.

UNIT II	MODELS	9

Optimization for Training Deep Models: How Learning Differs from Pure Optimization - Challenges in Neural Network Optimization - Basic Algorithms - Parameter Initialization Strategies - Algorithms with Adaptive Learning Rates.

UNIT-III	INTELLIGENT SYSTEMS	9

Introduction to Artificial Intelligence: Intelligent Systems - Foundations of AI - Applications - Tic-Tac-Toe Game Playing - Problem Solving: State-Space Search and Control Strategies: Introduction - General Problem Solving - Exhaustive Searches - Heuristic Search Techniques.

UNIT-IV	KNOWLEDGE REPRESENTATION	9

Advanced Problem-Solving Paradigm: Planning: Introduction - Types of Planning Systems - Knowledge Representation: Introduction - Approaches to Knowledge Representation - Knowledge Representation using Semantic Network

UNIT-V	APPLICATIONS	9

Expert Systems and Applications: Blackboard Systems - Truth Maintenance Systems - Applications of Expert Systems - Machine-Learning Paradigms: Machine-Learning Systems - Supervised and Unsupervised Learnings.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After the completion of the course, the students will be able to:

CO 1: Knowledge of Algorithms of Deep Learning & Artificial Intelligence.

CO 2: Knowledge of applying Algorithm to specified applications.
CO 3: Ability to understand intelligent systems and Heuristic Search Techniques
CO 4: Understanding of Knowledge Representation, Semantic Networks and Frames
CO 5: Knowledge of Expert systems, applications and Machine learning.

TEXTBOOK:

1. Ian Goodfellow, YoshuaBengio, Aaron Courville, "Deep Learning", MIT Press, 2016.
2. Li Deng and Dong Yu, "Deep Learning Methods and Applications", Foundations and Trends in Signal Processing.,2014.
3. YoshuaBengio, "Learning Deep Architectures for AI-Foundations and Trends in Machine Learning",Now publishers,2009.

REFERENCES:

1. SarojKaushik, "Artificial Intelligence", Cengage Learning India Pvt. Ltd,2nd edition,2022.
2. Deepak Khemani, "A First Course in Artificial Intelligence", McGraw Hill Education(India) Private Limited, NewDelhi,6th edition,2017.
3. Elaine Rich, Kevin Night, Shivashankar B Nair, "Artificial Intelligence" Third Edition, McGraw Hill, 2008.

23M BA333	SOCIAL MEDIA WEB ANALYTICS	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To showcase the opportunities that exist today to leverage the power of the web and social media
- To Understand the role of web analytics within the digital marketing landscape
- To Understand analytical methods to transform social media data into marketing insights
- To Identify, define and interpret commonly used web metrics and KPIs.
- To understand how to effectively use insights to support website design decisions, campaign optimisation, search analytics, etc

UNIT-I	**INTRODUCTION**	**9**

Evolution of online communities - History and Evolution of Social Media- Social Media vs. traditional media - Social Media Audience and Goals for using Social Media - Understanding Social Media– How ideas travel – Viralness - Social theory and social media.

UNIT II	**COMMUNITY BUILDING AND MANAGEMENT**	**9**

Science of Social Media - Keys to Community Building - Promoting Social Media Pages- Linking Social Media Accounts-The Viral Impact of Social Media-Digital PR-Encourage Positive Chatter in Social Media - Identity in social media: formation of identities, communities, activist movements, and consumer markets - Social Media as business.

UNIT-III	**SOCIAL MEDIA POLICIES AND MEASUREMENTS**	**9**

Social Media Policies-Etiquette, Privacy- ethical problems posed by emerging social media technologies - The road ahead in social media- The Basics of Tracking Social Media - social media analytics- Insights Gained From Social Media- Customized Campaign Performance Reports - Observations of social media use.

UNIT-IV	**WEB ANALYTICS**	**9**

Web Analytics - Present and Future, Data Collection - Importance and Options, Overview of Qualitative Analysis, Business Analysis, KPI and Planning, Critical Components of a Successful Web Analytics Strategy, Web Analytics Fundamentals, Concepts, Proposals & Reports, Web Data Analysis.

UNIT-V	**SEARCH ANALYTICS**	**9**

Search engine optimization (SEO), non-linear media consumption, user engagement, usergenerated content, web traffic analysis, navigation, usability, eye tracking, online security, online ethics, content management system, data visualization, RSS feeds, Mobile platforms, User centered design, Understanding search behaviors

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After the completion of the course, the students will be able to:

CO 1: The students will be able to enhance the social media skills.

CO 2: The students will be able to develop a mass communication strategy and guide campaigns.

CO 3: To get an idea of social media policies.

CO 4: Understand the fundamentals and concepts of web analytics.

CO 5: How to effectively use the resulting insights to support website design decisions, campaign optimisation, search analytics, etc.

TEXTBOOK:

1. K. M. Shrivastava, Social Media in Business and Governance, Sterling Publishers Private Limited,2013
2. Christian Fuchs, Social Media a critical introduction, SAGE Publications Ltd, 2014
3. Bittu Kumar, Social Networking, V & S Publishers, 1st edition,2013

REFERENCES:

1. Avinash Kaushik, Web Analytics - An Hour a Day, Wiley Publishing, 2nd editon,2007
2. Eric T. Peterson, Web Analytics Demystified, Celilo Group Media and Café Press, 2nd edition,2004
3. TakeshiMoriguchi, Web Analytics Consultant Official Textbook, 7th Edition, 2016
4. Clifton B., Advanced Web Metrics with Google Analytics, Wiley Publishing, Inc. (2010), 2nd ed.
5. Kaushik A., Web Analytics 2.0 The Art of Online Accountability and Science of Customer Centricity, Wiley Publishing, Inc. (2010),1st ed.

23M BA334	E – BUSINESS MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To understand the practices and technology to start an online business.
- To understand about various technological infrastructure related to E business
- To learn about various business applications
- To enhance knowledge in E payments and security issues in E commerce.
- To discuss about ethical and legal issues in conducting a business.

UNIT-I	INTRODUCTION TO E-BUSINESS	8

E-business, e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce

UNIT II	TECHNOLOGY INFRASTRUCTURE	10

Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software.

UNIT-III	BUSINESS APPLICATIONS	10

Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals – social media marketing

UNIT-IV	E-BUSINESS PAYMENTS AND SECURITY	9

E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- Internet security – cryptography – security protocols – network security.

UNIT-V	LEGAL AND PRIVACY ISSUES	8

Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

After the completion of the course, the students will be able to:

CO 1: Ability to build and manage an e-business.
CO 2: Knowledge about Technology Infrastructure
CO 3: Understanding of customer oriented business applications
CO 4: Knowledge of e business payment protocols and security

CO 5: Understanding of ethical, legal , privacy issues and encryption policies

TEXTBOOK :

1. E-Business and E-Commerce Management- Strategy, Implementation and Practice ,Dave Chaffey, 5th edition,Prentice Hall.

2. Electronic Commerce- Framework, Technologies and Applications, Bharat Bhaskar, TataMcGraw Hill. 2nd edition,2008.

3. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2nd edition,2011.

REFERENCES:

1. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce – A managerial perspective, Pearson Education Asia, 3rd edition,2010.
2. Parag Kulkarni, SunitaJahirabadkao, Pradeep Chande, e business, Oxford University Press, 2nd edition,2012.
3. Hentry Chan &el , E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd,2nd edition, 2007.
4. Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007
5. Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition. Tata McGrawHill Publications, 2009
6. Kamlesh K.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGraw Hill Publications, 7th reprint, 2009.
7. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 3rd edition,2004
8. MichealPapaloelon and Peter Robert, e-business, Wiley India, 2nd edition,2006.

23M BA335	ENTERPRISE RESOURCE PLANNING	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To exhibit the theoretical aspects of Enterprise Resource Planning.
- To provide practical implication on ERP Suite implementation.
- To study the steps and activities in the ERP life cycle
- To train the students to develop the basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth
- To understand about various ERP systems used in practice.

UNIT-I	INTRODUCTION	8
Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - warehouse management.		
UNIT II	**SAMPLING DISTRIBUTION AND ESTIMATION**	**10**
Overview of ERP software solutions, BPR, Project management, Functional modules-Organisational data, master data and document flow.		
UNIT-III	**TESTING OF HYPOTHESIS - PARAMETIRC TESTS**	**10**
Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation-Consultants, Vendors and Employees		
UNIT-IV	**NON-PARAMETRIC TESTS**	**8**
Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.		
UNIT-V	**CORRELATION AND REGRESSION**	**9**
Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics - Future trends in ERP systems-web enabled, Wireless technologies, cloud computing and Augmented reality		
		TOTAL: 45 PERIODS

COURSE OUTCOMES:

After the completion of the course, the students will be able to:

CO 1: Knowledge of risk and benefits associated with Enterprise Resource Planning.
CO 2: Knowledge or ERP solutions and functional modules
CO 3: Exposure to the implementation environment
CO 4: Understanding of post implementational impact and maintenance of ERP
CO 5: Knowledge of emerging trends on ERP.

TEXTBOOKS :

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.
2. Simha R. Magal , Jeffrey Word, Integrated Business processes with ERP systems, John Wiley & Sons, 2012.
3. Summer, ERP, Pearson Education, 1st edition,2008.

REFERENCES:

1. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
2. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009
3. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2006.

23MBA303	CREATIVITY AND INNOVATION LAB	L	T	P	C
		0	0	4	2

COURSE OBJECTIVES:

- To understand the nuances involved in Creativity & Innovation.
- To get hands on experience in applying creativity in problem solving.
- To develop original thoughts, ideas, and opinions effectively.
- To be able to enhance their creativity and use stimulation tools.
- To be able to understand and innovative models to business development.

UNIT-I	INTRODUCTION	12

Need for Creative and innovative thinking for quality – Essential theory about directed creativity, Components of Creativity, Methodologies and approaches, individual and group creativity, Organizational role in creativity, types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation.

UNIT II	MECHANISM OF THINKING AND VISUALIZATION	12

Definitions and theory of mechanisms of mind heuristics and models: attitudes, Approaches and Actions that support creative thinking - Advanced study of visual elements and principles- line, plane, shape, form, pattern, texture gradation, colour symmetry. Spatial relationships and compositions in 2- and 3-dimensional space - procedure for genuine graphical computer animation – Animation aerodynamics – virtual environments in scientific Visualization – Unifying principle of data management for scientific visualization – Visualization benchmarking

UNIT-III	CREATIVITY	12

Nature of Creativity: Person, Process, Product and Environment, Methods and tools for Directed Creativity – Basic Principles – Tools that prepare the mind for creative thought – stimulation – Development and Actions: - Processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and Motivation The Bridge between man creativity and the rewards of innovativeness – Applying
Directed Creativity.

UNIT-IV	CREATIVITY IN PROBLEM SOLVING	12

Generating and acquiring new ideas, product design, service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences. Assessing Your Personal Creativity and Ability to Innovate, Enhancing Your Creative and Innovative Abilities

UNIT-V	INNOVATION	12

Innovation- radical vs evolutionary, – Introduction to TRIZ methodology of Inventive Problem Solving – the essential factors – Innovator's solution – creating and sustaining successful growth – Disruptive Innovation model – Segmentive Models – New market disruption -—Managing the Strategy Development Process – The Role of Senior Executive in Leading New Growth – Passing the Baton, Entrepreneurial Tools for Creativity and Innovation

TOTAL: 60 PERIODS

COURSE OUTCOMES:

After the completion of the course, the students will be able to:

CO1: Provides insights about approaches to creativity and innovation
CO2: Understanding of heuristic models and its applications
CO3: Enhances the knowledge of nature of creativity
CO4: Ability to apply creativity in problem solving
CO5: Knowledge about radical and disruptive models of innovation

Note: Students will undergo the entire programme similar to a Seminar. It is an activity-based course. Students will undergo the programme with both theoretical and practical content. Each student will be required to come out with innovative products or services. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark. No end semester examination is required for this course

TEXTBOOKS:

1. Rousing Creativity: Think New Now Floyd Hurt, ISBN 1560525479, Crisp Publications Inc.1999
2. Geoffrey Petty," How to be better at Creativity", The Industrial Society 2012
3. Clayton M. Christensen Michael E. Raynor," The Innovator's Solution", Harvard Business School Press Boston, USA, 2007

REFERENCES:

1. Semyon D. Savransky," Engineering of Creativity – TRIZ", CRC Press New York USA," 1st edition 2000
2. CSG Krishnamacharyalu, Lalitha R Innovation management , Himalaya Publishing House 2013

23MBAAC01	UNIVERSAL HUMAN VALUES AND PROFESSIONAL ETHICS	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To help students distinguish between values and skills, and understand theneed, basic guidelines, content and process of value education.
- To help students initiate a process of dialog within themselves to know whatthey 'really want to be' in their life and profession
- To help students understand the meaning of happiness and prosperity for ahuman being.
- To facilitate the students to understand harmony at all the levels of humanliving, and live accordingly.
- To facilitate the students in applying the understanding of harmony inexistence in their profession and lead an ethical life.

UNIT-I	COURSE INTRODUCTION - NEED, BASIC GUIDELINES, CONTENT AND PROCESS FOR VALUE EDUCATION	9

Understanding the need, basic guidelines, content and process for Value Education Self Exploration–what is it? - its content and process; 'Natural Acceptance' and Experiential Validation- as the mechanism for self exploration, Continuous Happiness and Prosperity- A look at basic Human Aspirations, Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority, Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario, Method to fulfill the above human aspirations: understanding and living in harmony at various levels.

UNIT-II	UNDERSTANDING HARMONY IN THE HUMAN BEING - HARMONY IN MYSELF	9

Understanding human being as a co-existence of the sentient 'I' and the material 'Body', Understanding the needs of Self ('I') and 'Body' - Sukh and Suvidha, Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer),Understanding the characteristics and activities of 'I' and harmony in 'I', Understanding the harmony of I with the Body: Sanyam and Swasthya, correct appraisal of Physical needs, meaning of Prosperity in detail, Programs to ensure Sanyam and Swasthya.

UNIT-III	GLOBAL ENTRY	9

Understanding harmony in the Family- the basic unit of human interaction , Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay-tripti; Trust (Vishwas) and Respect (Samman) as the foundational values of relationship, Understanding the harmony in the society (society being an extension of family): Samadhan, Samridhi, Abhay, Sah-astitva as comprehensive Human Goals, Visualizing a universal harmonious order in society- Undivided Society (AkhandSamaj), Universal Order (SarvabhaumVyawastha)-from family to world family!.

UNIT-IV	PRODUCTION, MARKETING, FINANCIALS OF GLOBAL BUSINESS	9

Understanding the harmony in the Nature, Interconnectedness and mutualfulfillment among the four orders of nature- recyclability and self-regulation in nature, Understanding Existence as Co-existence

23MBAAC02	BUSINESS ETHICS	L	T	P	C
		0	0	4	2

COURSE OBJECTIVES:

Enables student to

- To enable the learners to have exposure on business ethics and ethical business perspectives.
- To provide basic knowledge of business ethics and values and its relevance in modern context.
- To enable the students know the importance of ethics in management and decision making process.
- To give an insight on corporate governance practices in India.
- To enable the learners to understand the ethical behavior and its impact on business

The following is the list of topics suggested for preparation and presentation by students twice during the semester.

This will be evaluated by the faculty member(s) handling the course and the final marks are consolidated at the end of the semester. No end semester examination is required for this course.

1) Individual Culture and Ethics
2) Ethical codes of conduct and value Systems
3) Loyalty and Ethical Behaviour, Ethical decision making
4) Ethical business issues and solutions
5) Corporate Social Responsibilities of Business

TOTAL : 60 SESSIONS

COURSE OUTCOMES:

After completion of this course students will be able to:

CO 1: The learners can handle issues of business ethics and offer solutions ethical perspectives

CO 2: The learners are able to apply the basic concepts of Indian ethos and value systems at work

CO 3: The learners can handle issues of business ethics and offer solutions in ethical perspective

CO 4: The learners are professionally efficient and skilful in value systems and culture

CO 5: The learners are capable in ethically manage business towards well being of the society

CO 6: The learners can be socially effective in undertaking business responsibilities

(Sah-astitva) of mutually interacting units in all-pervasive space, Holistic perception of harmony at all levels of existence.

UNIT-V	HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL BUSINESS	9

Natural acceptance of human values, Definitiveness of Ethical Human Conduct, Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order, Competence in Professional Ethics: a) Ability to utilize the professional competence for augmenting universal human order, b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems, technologies and management models, Case studies of typical holistic technologies, management models and production systems, Strategy for transition from the present state to Universal Human Order: a) At the level of individual: as socially and ecologically responsible engineers, technologists and managers, b) At the level of society: as mutually enriching institutions and organizations.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

On completion of this course, the students will be able to

CO 1: Understand the significance of value inputs in a classroom, distinguish between values and skills, understand the need, basic guidelines, content and process of value education, explore the meaning of happiness and prosperity and do a correct appraisal of the current scenario in the society

CO 2: Distinguish between the Self and the Body, understand the meaning of Harmony in the Self the Co-existence of Self and Body.

CO 3: Understand the value of harmonious relationship based on trust, respect and other naturally acceptable feelings in human-human relationships and explore their role in ensuring a harmonious society

CO 4: Understand the harmony in nature and existence, and work out their mutually fulfilling participation in the nature.

CO 5: Distinguish between ethical and unethical practices, and start working out the strategy to actualize a harmonious environment wherever they work.

TEXTBOOKS :

1. R R Gaur, R Sangal, G P Bagaria, 2009, A Foundation Course in HumanValues and Professional Ethics.
2. Ivan Illich, 1974, Energy & Equity, The Trinity Press, Worcester, and Harper Collins, USA
3. E.F. Schumacher, 1973, Small is Beautiful: a study of economics as if people mattered, Blond & Briggs, Britain.
4. Sussan George, 1976, How the Other Half Dies, Penguin Press. Reprinted 1986, 1991

REFERENCES:

1. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, Limits to Growth – Club of Rome's report, Universe Books.
2. A Nagraj, 1998, Jeevan Vidya Ek Parichay, Divya Path Sansthan, Amarkantak.
3. P L Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Publishers.
4. A N Tripathy, 2003, Human Values, New Age International Publishers.
5. SubhasPalekar, 2000, How to practice Natural Farming, Pracheen (Vaidik) KrishiTantraShodh, Amravati.
6. E G Seebauer & Robert L. Berry, 2000, Fundamentals of Ethics for Scientists & Engineers , Oxford University Press
7. M Govindrajran, S Natrajan & V.S. Senthil Kumar, Engineering Ethics (including Human Values), Eastern Economy Edition, Prentice Hall of India Ltd.
8. B P Banerjee, 2005, Foundations of Ethics and Management, Excel Books.B L Bajpai, 2004, Indian Ethos and Modern Management, New Royal Book Co., Lucknow. Reprinted

RELEVANT WEBSITES, MOVIES AND DOCUMENTARIES:

1. Value Education websites, http://uhv.ac.in, http://www.uptu.ac.in
2. Story of Stuff, http://www.storyofstuff.com
3. Al Gore, An Inconvenient Truth, Paramount Classics, USA
4. Charlie Chaplin, Modern Times, United Artists, USA
5. IIT Delhi, Modern Technology – the Untold Story
6. Gandhi A., Right Here Right Now, Cyclewala Productions

23MBA208	CASE LAB	L	T	P	C
		0	0	4	2

COURSE OBJECTIVES:

Enables student to

- To thoroughly understand the case and the implications of the decision they make
- To allow students with real expertise and understanding, as well as judgment to excel.
- To analyze what course of action the organization should pursue.
- To propose and select from multiple possible options, none of which may be right or wrong.

AN ILLUSTRATIVE LIST OF AREAS (SUBJECT WISE):

- Introduction to case method of teaching (What and Why)
- Types of Cases ; How to read, analyze and write a Case report
- Identification of case problem/Situation
- Analyzing the case - Approaches
- Participating in classroom case discussion
- Model Case presentation (In team)

Minimum of 3 cases from all 1st & 2nd Semester subjects expect Business Statistics and Analytics forDecision Making and Business Optimization Techniques.

Total Cases: 30

TOTAL: 30 SESSIONS

EVALUATION PARAMETER

SNO	CONTENTS
1	Sequence, Clarity, Team Participation, Smooth change over from one speaker to another Special
2	Time Management
3	Communication Skills, Confidence Level, Quality of visuals
4	Coordinating & Organizing skills
5	Features (Creativity) in presentation

COURSE OUTCOMES:

After completion of this course students will be able to:

CO 1: Ability to ask the right questions, in a given problem situation

CO 2: Grasping of management theory, by providing real-life examples of the underlying theoretical concepts.

CO 3: Understand the exposure to the actual working of business and other organizations in the real world.

CO 4: Reflect the reality of managerial decision-making in the real world

CO 5: Understand the ambiguity and complexity that accompany most management issues

CO 6: Exhibit the concepts gained to solve the real time issues

23MBA107	ENTREPRENEURSHIP DEVELOPMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

- To equip and develop the learners entrepreneurial skills and qualities essential to undertake business.
- To impart the learner’s entrepreneurial competencies needed for managing business efficiently and effectively.
- To learn about the nuances of business plan preparation
- To analyse the various aspects, scope and challenges under an entrepreneurial venture
- To discuss the steps in venture development and new trends in entrepreneurship.

UNIT-I	ENTREPRENEURAL COMPETENCE	12

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful Entrepreneurs – Knowledge and Skills of an Entrepreneur.

UNIT II	ENTREPRENEURAL ENVIRONMENT	12

Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations.

UNIT-III	BUSINESS PLAN PREPARATION	12

Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital Budgeting- Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

UNIT-IV	LAUNCHING OF SMALL BUSINESS	12

Finance and Human Resource Mobilisation - Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital, Start-ups.

UNIT-V	MANAGEMENT OF SMALL BUSINESS	12

Monitoring and Evaluation of Business - Business Sickness - Prevention and Rehabilitation of Business Units - Effective Management of small Business - Case Studies.

TOTAL: 60 PERIODS

COURSE OUTCOMES:

After the completion of the course, the students will be able to:

CO1: The learners will gain entrepreneurial competence to run the business efficiently.
CO2: The learners are able to undertake businesses in the entrepreneurial environment
CO3: The learners are capable of preparing business plans and undertake feasible projects.
CO4: The learners are efficient in launching and develop their business ventures successfully
CO5: The learners shall monitor the business effectively towards growth and development..

TEXTBOOKS:

1. S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2016.
2. R.D.Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2018.
3. Rajeev Roy ,Entrepreneurship, Oxford University Press, 2nd Edition, 2011.

REFERENCES:

1. Donald F Kuratko,T.V Rao. Entrepreneurship: A South Asian perspective. Cengage Learning, 2012.
2. Dr. Vasant Desai, "Small Scale Industries and Entrepreneurship", HPH,2006.
3. Arya Kumar. Entrepreneurship, Pearson,2012.
4. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 8 th edition ,2017.

23MBA303	CREATIVITY AND INNOVATION LAB	L	T	P	C
		0	0	4	2

COURSE OBJECTIVES:

- To understand the nuances involved in Creativity & Innovation.
- To get hands on experience in applying creativity in problem solving.
- To develop original thoughts, ideas, and opinions effectively.
- To be able to enhance their creativity and use stimulation tools.
- To be able to understand and innovative models to business development.

UNIT-I	INTRODUCTION	12

Need for Creative and innovative thinking for quality – Essential theory about directed creativity, Components of Creativity, Methodologies and approaches, individual and group creativity, Organizational role in creativity, types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation.

UNIT II	MECHANISM OF THINKING AND VISUALIZATION	12

Definitions and theory of mechanisms of mind heuristics and models: attitudes, Approaches and Actions that support creative thinking - Advanced study of visual elements and principles- line, plane, shape, form, pattern, texture gradation, colour symmetry. Spatial relationships and compositions in 2- and 3-dimensional space - procedure for genuine graphical computer animation – Animation aerodynamics – virtual environments in scientific Visualization – Unifying principle of data management for scientific visualization – Visualization benchmarking

UNIT-III	CREATIVITY	12

Nature of Creativity: Person, Process, Product and Environment, Methods and tools for Directed Creativity – Basic Principles – Tools that prepare the mind for creative thought – stimulation – Development and Actions: - Processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and Motivation The Bridge between man creativity and the rewards of innovativeness – Applying
Directed Creativity.

UNIT-IV	CREATIVITY IN PROBLEM SOLVING	12

Generating and acquiring new ideas, product design, service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences. Assessing Your Personal Creativity and Ability to Innovate, Enhancing Your Creative and Innovative Abilities

UNIT-V	INNOVATION	12

Innovation- radical vs evolutionary, – Introduction to TRIZ methodology of Inventive Problem Solving – the essential factors – Innovator's solution – creating and sustaining successful growth – Disruptive Innovation model – Segmentive Models – New market disruption -—Managing the Strategy Development Process – The Role of Senior Executive in Leading New Growth – Passing the Baton, Entrepreneurial Tools for Creativity and Innovation

TOTAL: 60 PERIODS

COURSE OUTCOMES:

After the completion of the course, the students will be able to:

CO1: Provides insights about approaches to creativity and innovation
CO2: Understanding of heuristic models and its applications
CO3: Enhances the knowledge of nature of creativity
CO4: Ability to apply creativity in problem solving
CO5: Knowledge about radical and disruptive models of innovation

Note: Students will undergo the entire programme similar to a Seminar. It is an activity-based course. Students will undergo the programme with both theoretical and practical content. Each student will be required to come out with innovative products or services. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark. No end semester examination is required for this course

TEXTBOOKS:

1. Rousing Creativity: Think New Now Floyd Hurt, ISBN 1560525479, Crisp Publications Inc.1999
2. Geoffrey Petty," How to be better at Creativity", The Industrial Society 2012
3. Clayton M. Christensen Michael E. Raynor," The Innovator's Solution", Harvard Business School Press Boston, USA, 2007

REFERENCES:

1. Semyon D. Savransky," Engineering of Creativity – TRIZ", CRC Press New York USA," 1st edition 2000
2. CSG Krishnamacharyalu, Lalitha R Innovation management , Himalaya Publishing House 2013

23MBAAC01	BUSINESS ETHICS	L	T	P	C
		0	0	4	2

COURSE OBJECTIVES:

Enables student to

- To enable the learners to have exposure on business ethics and ethical business perspectives.
- To provide basic knowledge of business ethics and values and its relevance in modern context.
- To enable the students know the importance of ethics in management and decision making process.
- To give an insight on corporate governance practices in India.
- To enable the learners to understand the ethical behavior and its impact on business

The following is the list of topics suggested for preparation and presentation bystudents twice during the semester.

 This will be evaluated by the faculty member(s) handling the course and the final marks are consolidated at the end of the semester. No end semester examination is required for this course.

1) Individual Culture and Ethics
2) Ethical codes of conduct and value Systems
3) Loyalty and Ethical Behaviour, Ethical decision making
4) Ethical business issues and solutions
5) Corporate Social Responsibilities of Business

TOTAL: 60 SESSIONS

COURSE OUTCOMES:

After completion of this course students will be able to:

CO 1: The learners can handle issues of business ethics and offer solutions ethical perspectives
CO 2: The learners are able to apply the basic concepts of Indian ethos and value systems at work
CO 3: The learners can handle issues of business ethics and offer solutions in ethical perspective
CO 4: The learners are professionally efficient and skilful in value systems and culture
CO 5: The learners are capable in ethically manage business towards well being of the society.
CO 6: The learners can be socially effective in undertaking business responsibilities