

**MBA**  
**Master of Business Administration**  
**CHOICE BASED CREDIT SYSTEM (CBCS)**

**Regulations & Syllabus**  
**2020 – 2021**



**DEPARTMENT OF MANAGEMENT**  
**FACULTY OF ARTS, SCIENCE AND HUMANITIES**

**KARPAGAM ACADEMY OF HIGHER EDUCATION**

**(Deemed to be University)**

**(Established Under Section 3 of UGC Act, 1956)**

**Pollachi Main Road, Eachanari (Post), Coimbatore – 641 021, Tamil Nadu, India**

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## FACULTY OF ARTS, SCIENCE AND HUMANITIES

### POSTGRADUATE (PG) PROGRAMME

### MBA DEGREE PROGRAMME

### REGULATIONS 2020

### CHOICE BASED CREDIT SYSTEM (CBCS)

The following Regulations are effective from the academic year 2020-2021 and are applicable to the students admitted in MBA programme in the Faculty of Arts, Science, and Humanities, Karpagam Academy of Higher Education from the academic year 2020 – 2021 onwards.

## 1. PROGRAMMES OFFERED, MODE OF STUDY AND ADMISSION REQUIREMENTS

### MODE OF STUDY

#### Full-Time

Candidates admitted under ‘Full-Time’ should be present in the University during the complete working hours for curricular, co-curricular and extra-curricular activities assigned to them.

### ADMISSION REQUIREMENTS

Candidates for admission to the first semester Master’s Degree Programme shall be required to have passed an appropriate Degree Examination of this Deemed to be University or any other University accepted by the KAHE as equivalent thereto.

## 2. DURATION OF THE PROGRAM

The minimum and maximum period for completion of the PG Programmes are given below:

Programme	Min. No. of Semesters	Max. No. of Semesters
MBA	4	8

Each semester should consist of 90 working days or (6 Hrs / Day) or 540 Instructional hours for full-time mode of study to facilitate the effective learning process for the multidisciplinary students admitted to the course. Examination shall be conducted at the end of every semester for

the respective courses.

### 3. CREDITS

Credits means the weightage given to each course of study by the experts of the Board of Studies concerned. **A total of 102 credits are prescribed for the PG programme (two years).**

### 4. STRUCTURE OF THE PROGRAM

Syllabi consists of theory and practical courses that shall be categorized as follows:

**Program Core Courses (PCC)** includes the core courses both functional and non-functional core.

**Program Elective Courses (PEC)** include the elective courses relevant to the chosen functional Specialization.

**Employability Enhancement Courses (EEC)** include Capstone Project, Internship, Professional Development, and Journal paper Analysis and Presentation. Industrial Visits, Field Visits and Outbound Training, the seminar, case study analysis also enhance employability skills.

#### a. Core:

Core consists of theory and practice and the examinations shall be conducted at the end of each semester.

#### b. Electives

Elective courses are to be chosen with the approval of the Head of the department concerned from the list of elective courses mentioned in the curriculum.

- Specializations are offered in five functional areas.
- They are Finance, Human Resources, Marketing, Management Information Systems and Operations Management.
- A candidate has to select any two specializations of his/her choice.
- A candidate has to select three electives in the third Semester from each specialization.

#### c. Internship

Students shall undergo a minimum of 4 weeks internship during the summer. The student has to select any firm. The candidate shall bring the completion certificate from the firm where the internship work carried out. On completion of the Internship work, he/she shall submit the report to the Head of the Department. The Internship Report prepared

according to approved guidelines and duly signed by the supervisor(s) shall be submitted to HoD for *Viva-Voce* Exam.

**d. Capstone Project**

Capstone Projects are hands-on projects that **allow the students to apply the concepts** learned in a Specialization to a practical question or problem related to the Specialization topic. **The duration of the project is for a minimum of 8 weeks.** The candidate shall bring the completion certificate from the firm where the project work carried out. On completion of the project work, he/she shall submit the report to the Head of the Department. The Report prepared according to approved guidelines and duly signed by the supervisor(s) shall be submitted to HoD for *Viva-Voce* Exam. The project may be converted into a research paper and submitted for the publication in UGC referred CARE Journals / Scopus Journals / Web of Science Journals. A letter of submission may be attached along with the *Viva-Voce* Marks.

**e. Industrial Visits / Field Visits/Out Bound Training**

The students shall undertake Industrial Visits / Field Visits for one or two days per visit during each semester.

Outbound training Every MBA full-time student may undergo outbound training for a period of 3 days during the programme. The student may submit a completion certificate within 5 working days after the completion of the programme.

**f. Online Course**

Student shall study at least one online course from SWAYAM / NPTEL / MOOC in any one of the first three semesters for which examination shall be conducted at the end of the course by the respective organizations. The student can register to the courses which are approved by the Department. The student shall produce a pass certificate from the respective organizations before the end of the third semester. The credit(s) earned by the students will be considered as additional credit(s) over and above the required credits earned from program concerned.

## **5. MEDIUM OF INSTRUCTION**

The medium of instruction for all courses, examinations, seminars, presentations and internship/reports shall be in English.

## 6. MAXIMUM MARKS

The maximum marks assigned to different courses shall be as follows:

(i) Each of the theory and practical courses shall carry a maximum of 100 marks. Out of which 40 marks are for Continuous Internal Assessment (CIA) and 60 marks for End Semester Examinations (ESE).

(ii) Maximum marks for Internship

S. No	Programme	Maximum marks	CIA	ESE
1	MBA	100	40	60

(iii) Maximum marks for Capstone Project

S. No	Programme	Maximum marks	CIA	ESE
1	MBA	200	80	120

(iv) Activity based course will have 50 marks of internal Evaluation. The internal evaluation for shall be as follows:

S.No	Courses	No.ofActivities	Maximum marks (CIA)
1	Written and Oral Communication	Minimum 5	50
2	Team Building and Leadership skills	Minimum 5	50
3	Campus to Corporate Communication	Minimum 5	50

## 7. REQUIREMENTS TO APPEAR FOR THE END SEMESTER EXAMINATION (ESE)

- Ideally, every student is expected to attend all classes and secure 100% attendance. However, in order to allow for certain unavoidable circumstances, the student is expected to attend at least 75% of the classes and the conduct of the candidate has been satisfactory during the course.
- A candidate who has secured attendance between 65% and 74% (both included), due to medical reasons (Hospitalization / Accident / Specific Illness) or due to participation in University / District / State / National / International level sports or due to participation in Seminar / Conference / Workshop / Training Programme / Voluntary Service / Extension activities or similar programmes with prior permission from the Registrar shall be given exemption from

prescribed attendance requirements and shall be permitted to appear for the examination on the recommendation of the Head of the Department concerned and Dean to condone the lack of attendance. The Head of the Department has to verify and certify the genuineness of the case before recommending to the Dean.

- c. However, a candidate who has secured attendance less than 64% in the current semester due to any reason shall not be permitted to appear for the current semester examinations. But he/she will be permitted to appear for his/her supplementary examinations if any and he/she has to redo the same semester with the approval of the “Students’ Affairs Committee” and Registrar.

## **8. a. FACULTY MENTOR**

To help students in planning their courses of study and for general advice on the academic programme, the HoD shall allot a twenty number of students to a faculty to whom they shall function as faculty mentor throughout their period of study. Faculty mentors shall advise the students and monitor their conduct of behaviour and academics. Problems if any, they should be counselled periodically. The Faculty mentor is also responsible to inform the parents of their wards progress. Faculty mentor shall display the cumulative attendance particulars of his / her ward students’ periodically (once in 2 weeks) on the Notice Board to enable the students to know their attendance status and satisfy the **clause 7** of this regulation.

## **b. ONLINE COURSE COORDINATOR**

To help students in planning their online courses and for general advice on online courses, the HOD shall nominate a coordinator for the online courses. The Online course coordinator shall identify the courses which students can select for their programme from the available online courses offered by the different agencies periodically and inform the same to the students. Further, the coordinator shall advise the students regarding the online courses and monitor their course.

## **9. CLASS COMMITTEE**

Every class shall have a class committee consisting of teachers of the class concerned, student representatives (Minimum two boys and 2 girls of various capabilities and Maximum of 6 students) and the concerned HoD / senior faculty as a Chairperson. The objective of the class committee meeting is all about the teaching-learning process. Class Committee may be convened at least once in a month. The functions of the class committee include

- Analyzing and Solving problems experienced by students in the classroom and in the laboratories.
- Analyzing the performance of the students of the class after each test and finding the ways and means to improve the performance.
- The class committee of a particular class of any department is normally constituted by the HoD / Chairperson of the Class Committee. However, if the students of different departments are mixed in a class, the class committee is to be constituted by the respective faculty Dean.
- The class committee shall be constituted within the first week of each semester.
- The HoD / Chairperson of the class committee may convene the meeting of the class committee.
- The respective Faculty Dean may participate in any class committee meeting.
- The Chairperson is required to prepare the minutes of every meeting, and submit the same to Dean within two days after having convened the meeting. Serious issues if any shall be brought to the notice of the Registrar by the HoD / Chairperson.

## 10. COURSE COMMITTEE FOR COMMON COURSES

Each common theory course offered to more than one discipline or group shall have a “Course Committee” comprising all the teachers handling the common course with one of them nominated as course coordinator. The nomination of the course coordinator shall be made by the Dean depending upon whether all the teachers handling the common course belong to a single department or to various other departments. The ‘Course committee’ shall meet in order to arrive at a common scheme of evaluation for the tests and shall ensure a uniform evaluation of the tests. If feasible, the course committee shall prepare a common question paper for the Internal Assessment test(s).

## 11. PROCEDURE FOR AWARDING MARKS FOR INTERNAL ASSESSMENT

Every Faculty is required to maintain an **Attendance and Assessment Record (Logbook)** which consists of attendance marked in each lecture / practical / Internship work class, the test marks and the record of class work (a topic covered), separately for each course. This should be submitted to the HoD once in a fortnight for checking the syllabus coverage and the records of

test marks and attendance. The HoD shall sign with date after due verification. The same should be submitted to Dean once in a month. After the completion of the semester, the HoD should keep this record in safe custody for five years. Because records of attendance and assessment shall be submitted for Inspection as and when required by the University / any other approved body.

**Continuous Internal Assessment (CIA):** The performance of students in each course will be continuously assessed by the respective faculty as per the guidelines given below:

#### Theory Courses

S. No.	Category	Maximum Marks
1	Attendance	5
2	Test – I (first 2 ½ UNITS)	10
3	Test – II (last 2 ½ UNITS)	10
4	Journal Paper Analysis & Presentation*	15
<b>Continuous Internal Assessment: Total</b>		<b>40</b>

\*Evaluated by two faculty members of the department concerned.

Distribution of marks for one Journal paper analysis:

- Subject write up (Hard copy/Soft Copy) - 5 marks,
- Oral Communication : 4 marks,
- Visual aids (PPT/Videos/Poster): 2 marks and
- Question and Discussion: 4 marks

#### Practical Courses

S. No.	Category	Maximum Marks
1	Attendance	5
2	Observation work	5
3	Record work	5
4	Model practical examination	15
5	<i>Viva – voce</i> [Comprehensive]*	10
<b>Continuous Internal Assessment: Total</b>		<b>40</b>

\* *Viva-voce* conducted during model practical examination.



### Activity based courses

S.No	Courses	No.of Activities	Maximum marks (CIA)
1	Written and Oral Communication	Minimum 5	50
2	Team Building and Leadership skills	Minimum 5	50
3	Campus to Corporate Communication	Minimum 5	50

Every practical Exercise / Experiment / Activity shall be evaluated based on the conduct of Exercise/ Experiment/ Activity and records should be maintained.

### 11.3 Pattern of CIA Question Paper:

Instruction	Remarks
Maximum Marks	50 Marks for all Courses.
Duration	2 hrs
Part – A	15 One mark Questions ( <b>15 x 1 = 15 Marks</b> ) Question No. 1 to 15 Multiple Choice Questions
Part- B	3 Eight mark Questions ( <b>3 x 8 = 24 Marks</b> ) Question No. 16 to 18 will be 'either-or' type, Question No. 16: either 16 (a) or 16(b), Question No. 17: either 17 (a) or 17(b), Question No. 18: either 18 (a) or 18 (b)
Part- C (Compulsory)	One Eleven marks Question ( <b>1 x 11 = 11 Marks</b> ) Question No.19: <b>Case Study</b>

### 11.4 Attendance

#### Marks Distribution for Attendance

S. No.	Attendance %	Maximum Marks
1	91 and above	5.0
2	86 – 90	4.0
3	81 – 86	3.0
4	76 - 80	0
5	Less than 75	0

## 12. KAHEEXAMINATIONS

**End Semester Examination (ESE):** ESE will be held at the end of each semester for each

course. The question paper is for a maximum of 60marks.

**Pattern of ESE Question Paper:**

Instruction	Remarks (with online)
Maximum Marks	60 Marks
Duration	½ Hr for Online & 2 ½ Hours ESE
Part - A	20 One mark Questions ( <b>20x 1 = 20 Marks</b> ) Question No. 1 to 20 Online Multiple Choice Questions
Part- B	5 Two Mark Questions ( <b>5 x 2 =10 Marks</b> ) Question No. 21 to 25 will be compulsory questions, covering all five UNITs of the syllabus; i.e., Question No. 21: UNIT -I, Question No. 22: UNIT - II, Question No. 23: UNIT - III, Question No. 24: UNIT -IV, Question No. 25: UNIT –V.
Part- C	4 Five mark Questions ( <b>4 x 5 =20 Marks</b> ) Question No. 26 to 29 will be ' <b>either-or</b> ' type, one Question each from any four UNITs of the syllabus;i.e., Question No. 26: either 26 (a) or 26(b), Question No. 27: either 27 (a) or 27(b), Question No. 28: either 28 (a) or 28(b), Question No. 29: either 29 (a) or 29 (b)
Part- D Compulsory	One Ten marks Question ( <b>1 x 10 = 10 Marks</b> ) Question No.30: <b>Case Study</b> from the remaining one UNIT

**Practical:** There shall be a combined valuation. The pattern of distribution of marks shall be as given below.

Experiments	: 40Marks
Record	: 10Marks
Viva-voce	: 10Marks
<b>Total</b>	<b>: 60Marks</b>

**Record Notebooks for Practical Examination**

Candidate taking the Practical Examination should submit Bonafide Record Notebook prescribed for the Practical Examination. Failing which the candidate will not be permitted to take the Practical Examination. In case of failures in Practical Examination, the marks awarded for the record at the time of the first appearance of the Practical Examination should remain the same at

the subsequent appearance by the candidate.

### **Evaluation of Internship**

The internship shall carry a maximum mark as per clause 6 (ii). ESE will be a combined evaluation of Internal and External Examiners. The internship report prepared according to approved guidelines and duly signed by the supervisor(s) shall be submitted to HoD. The evaluation of the internship will be based on the internship report submitted and a *Viva-Voce* Examination by a team consisting of the supervisor, who will be the Internal Examiner and an External Examiner who shall be appointed by the KAHE. In case the guide is not available, the HoD shall act as an Internal Examiner or appoint another faculty as an Internal Examiner.

If a candidate fails to submit the internship report on or before the specified date, the candidate is deemed to have failed in the internship work and shall re-enrol for the same in a subsequent semester. If a candidate fails in the viva-voce examinations he/she has to resubmit the internship report within 30 days from the date of declaration of the results. For this purpose, the same Internal and External examiner shall evaluate the resubmitted report. Copy of the approved internship report after the successful completion of *viva voce* examinations shall be kept in the KAHE library.

Internship	CIA		ESE	
	Review I	Review 2	Internship Report	Viva Voce Examination
	20	20	20	40

### **Evaluation of Capstone Project**

The Capstone Project shall carry a maximum mark as per clause 6 (iii). ESE will be a combined evaluation of Internal and External Examiners. The capstone Project report prepared according to approved guidelines and duly signed by the supervisor(s) shall be submitted to HoD. The evaluation of the Capstone Project will be based on the Capstone Project report submitted and a *Viva-Voce* Examination by a team consisting of the supervisor, who will be the Internal Examiner and an External Examiner who shall be appointed by the KAHE. In case the guide is not available, the HoD shall act as an Internal Examiner or appoint another faculty as an Internal Examiner.

If a candidate fails to submit the Capstone Project report on or before the specified date, the

candidate is deemed to have failed in the Capstone Project work and shall re-enrol for the same in a subsequent semester. If a candidate fails in the viva-voce examinations he/she has to resubmit the Capstone Project report within 30 days from the date of declaration of the results. For this purpose, the same Internal and External examiner shall evaluate the resubmitted report. Copy of the approved Capstone Project report after the successful completion of *viva voce* examinations shall be kept in the KAHE library.

Capstone Project	CIA			ESE	
	Review 1	Review 2	Review 3	Project Report	Viva Voce Examination
	20	25	35	40	80

### 13. PASSING REQUIREMENTS

Passing minimum: There is a passing minimum for CIA and it is 20 marks out of 40 marks. The passing minimum in ESE is 30 marks out of 60 marks. The overall passing in each course is 50 out of 100 marks (Sum of the marks in CIA and ESE examination).

If a candidate fails to secure a pass in a particular course (either CIA or ESE or Both), it is mandatory that the candidate has to register and reappear for the examination in that course during the subsequent semester when examination is conducted for the same till a pass is secured both in CIA and ESE.

The candidate failed in the CIA will be permitted to improve CIA marks in the subsequent semesters by writing tests and by submitting Assignments.

CIA marks (if it is pass) obtained by the candidate in the first appearance shall be retained by the Office of the Controller of Examinations and considered valid for all subsequent attempts till the candidate secures a pass in ESE.

A candidate who is absent in ESE in a Course / Practical / Internship work after having enrolled for the same shall be considered to have failed in that examination.

### 14. IMPROVEMENT OF MARKS IN THE COURSE ALREADY PASSED

Candidates desirous of improving the marks secured in a passed course in their first attempt shall reappear once (**only in ESE**) in the subsequent semester. **The improved marks shall be considered for classification but not for ranking.** If there is no improvement there shall be no change in the marks awarded earlier.

### 15. AWARD OF LETTER GRADES

All assessments of a course will be done on absolute marks basis. However, for the purpose of reporting the performance of a candidate, letter grades, each carrying a certain number of points, will be awarded as per the range of total marks (out of 100) obtained by the candidate in each course as detailed below:

Letter grade	Marks Range	Grade Point	Description
O	91 - 100	10	OUTSTANDING
A+	81- 90	9	EXCELLENT
A	71-80	8	VERY GOOD
B+	66- 70	7	GOOD
B	61 – 65	6	ABOVE AVERAGE
C	55 - 60	5	AVERAGE
D	50 - 54	4	PASS
RA	<50	-	REAPPEARANCE
AAA	-	-	ABSENT

## 16. GRADESHEET

After the declaration of the results, Grade Sheets will be issued to each student which will contain the following details:

- The list of courses enrolled during the semester and the corresponding grade scored.
- The Grade Point Average (**GPA**) for the semester and
- The Cumulative Grade Point Average (**CGPA**) of all courses enrolled from first semester onwards.

GPA of a Semester and CGPA of a programme will be calculated as follows.

*GPA of a Semester*

$$= \frac{\text{sum of the product of the GP by the corresponding credits of the courses offered in that semester}}{\text{sum of the credits of the courses of that semester}}$$

$$\text{i.e. GPA of a Semester} = \frac{\sum C_i G P_i}{\sum C_i}$$

*CGPA of the entire programme*

$$= \frac{\text{sum of the product of the GPs by the corresponding credits of the courses offered for the entire programme}}{\text{sum of the credits of the courses of the entire programme}}$$

i.e. **CGPA** of the entire programme=

$$\frac{\sum_n \sum_i C_{ni} GP_{ni}}{\sum_n \sum_i C_{ni}}$$

where,

$C_i$  is the credit fixed for the course 'i' in any semester

$GP_i$  is the grade point obtained for the course 'i' in any semester

'n' refers to the Semester in which such courses are credited

**Note:** RA grade will be excluded for calculating **GPA** and **CGPA**.

## 17. REVALUATION

Candidate can apply for revaluation and retotalling of his / her semester examination answer script (**theory courses only**), within 2 weeks from the declaration of results, on payment of a prescribed fee. For the same, the prescribed application has to be sent to the Controller of Examinations through the HoD. **A candidate can apply for revaluation of answer scripts not exceeding 5 courses at a time.** The Controller of Examination will arrange for the revaluation and the results will be intimated to the candidate through the concerned HoD. Revaluation is not permitted for supplementary theory courses.

## 18. TRANSPARENCY AND GRIEVANCE COMMITTEE

Revaluation and Retotalling is allowed on representation (clause 17). The student may get the Xerox copy of the answer script on payment of prescribed fee if he/she wishes. The student may represent the grievance, if any, to the Grievance Committee, which consists of Dean of the Faculty, (if Dean is HoD, the Dean of another Faculty nominated by the University), HoD of the Department concerned, the faculty of the course and Dean from other disciplines nominated by the University and the CoE. If the Committee feels that the grievance is genuine, the script may be sent for external valuation; the marks awarded by the External examiner will be final. The student has to pay the prescribed fee for the same.

## 19. ELIGIBILITY FOR THE AWARD OF THE DEGREE

**A student shall be declared to be eligible for the conferment of the Degree if he / she has**

- Successfully completed all the components in clause 3 and gained the required number of total credits as specified in the curriculum corresponding to his / her Programme within the

stipulated period.

- No disciplinary action is pending against him/her.
- The award of the degree must be approved by the Board of Management.

## **20. CLASSIFICATION OF THE DEGREE AWARDED**

The candidate who qualifies for the award of the Degree (vide clause 13) having passed the examination in all the courses in his / her first appearance, within the specified minimum number of semesters and securing a CGPA not less than 8.0 shall be declared to have passed the examination in First Class with Distinction.

**The candidate who qualifies for the award of the Degree (vide clause 13) having passed the examination in all the courses within the specified maximum number of semesters (vide clause 2), securing a CGPA not less than 6.5 shall be declared to have passed the examination in First Class.**

All other candidates who qualify for the award of the degree (vide Clause 19) shall be declared to have passed the examination in Second Class.

## **21. PROVISION FOR WITHDRAWAL FROM END-SEMESTER EXAMINATION**

A candidate, may for valid reasons and on prior application, be granted permission to withdraw from appearing for the examination of any one course or consecutive examinations of more than one course in a semester examination. Such withdrawal shall be permitted only once during the entire period of study of the degree programme. Withdrawal of application is valid only if it is made within 10 days prior to the commencement of the examination in that course or courses and recommended by the HoD/ Dean concerned and approved by the Registrar. Notwithstanding the requirement of mandatory TEN days' notice, applications for withdrawal for special cases under extraordinary conditions will be considered on the merit of the case. Withdrawal shall not be construed as an appearance for the eligibility of a candidate for First Class with Distinction. This provision is not applicable to those who seek withdrawal during IV semester. Withdrawal from the End semester examination is **NOT** applicable to arrears courses of previous semesters. The candidate shall reappear for the withdrawn courses during the examination conducted in the subsequent semester.

## **22. PROVISION FOR AUTHORISED BREAK OF STUDY**

Break of Study shall be granted only once for valid reasons for a maximum of one year during the entire period of study of the degree programme. However, in extraordinary situation the candidate

may apply for additional break of study not exceeding another one year by paying prescribed fee for break of study. If a candidate intends to temporarily discontinue the programme in the middle of the semester for valid reasons, and to rejoin the programme in a subsequent year, permission may be granted based on the merits of the case provided he / she applies to the Registrar, but not later than the last date for registering for the end semester examination of the semester in question, through the HoD stating the reasons therefore and the probable date of rejoining the programme. The candidate thus permitted to rejoin the Programme after the break shall be governed by the Curriculum and Regulations in force at the time of rejoining. Such candidates may have to do additional courses as per the Regulations in force at that period of time.

The authorized break of study (for a maximum of one year) will not be counted for the duration specified for passing all the courses for the purpose of classification. (Vide Clause 20). However, additional break of study granted will be counted for the purpose of classification. The total period for completion of the Programme reckoned from, the commencement of the first semester to which the candidate was admitted shall not exceed the maximum period specified in clause 2 irrespective of the period of break of in order that he/she may be eligible for the award of the degree. If any student is detained for want of requisite attendance, progress and good conduct, the period spent in that semester shall not be considered as permitted 'Break of Study' or 'Withdrawal' (Clause 21 and 22) is not applicable for this case.

## **23. RANKING**

A candidate who qualifies for the PG Degree programme passing all the Examinations in the first attempt, within the minimum period prescribed for the programme of study from Semester I through Semester IV to the programme shall be eligible for ranking. Such ranking will be confined to 10% of the total number of candidates qualified in that particular programme of Study subject to a maximum of 10 ranks.

The improved marks will not be taken into consideration for ranking.

## **24. SUPPLEMENTARY EXAMINATION**

Supplementary Examination will be conducted only for the final semester students within ten days from the date of publication of results for students who have failed in one theory course only. Such students shall apply with prescribed fee to the Controller of Examinations within the stipulated time.

## **25. DISCIPLINE**



Every student is required to observe disciplined and decorous behavior both inside and outside the campus and not to indulge in any activity which will tend to bring down the prestige of the University. The erring students will be referred to the disciplinary committee constituted by the University, to enquire into acts of indiscipline and recommend the University about the disciplinary action to be taken. If a student indulges in malpractice in any of the University / Internal Examination, he / she shall be liable for punitive action as prescribed by the university from time to time.

## **26. REVISION OF REGULATION AND CURRICULUM**

The University may from time to time revise, amend or change the Regulations, Scheme of Examinations and syllabi if found necessary.

**DEPARTMENT OF MANAGEMENT**  
**FACULTY OF ARTS, SCIENCE AND HUMANITIES**  
**PG PROGRAMME (CBCS) – M.B.A.**  
**CURRICULUM**  
**(2020–2021 Batch and onwards)**

Course Code	Name of the Course	Objectives and Outcomes		Instruction hours / week			Credit(s)	Maximum Marks			Page Number
		PEOs	POs	L	T	P		CIA	ESE	Total	
								40	60	100	
SEMESTER - I											
20MBAP101	Fundamentals of Management and Organizational Behaviour	I,II	a,b,c,d,e,f, i,j	4	0	0	3	40	60	100	6
20MBAP102	Managerial Economics	I,II,III,IV	a,b,d,e,f,g,i,j	4	0	0	4	40	60	100	8
20MBAP103	Legal Aspects of Business	I,II,IV	a,c,d,f,g,h,i,j	4	0	0	4	40	60	100	11
20MBAP104	Accounting for Managers	I,II,IV	a,b,c,d,e,f,h,i,j	5	1	0	5	40	60	100	14
20MBAP105	Data Driven Decision Making	I,III	a,b,c,d,e,f,i,j	5	1	0	5	40	60	100	16
20MBAP106	Personal Finance	I,II,III,IV	a,b,d,e,f,g,i,j	4	0	0	3	40	60	100	19
20MBAP111	IT Tools for Managers (Practical)	I,II,III	a,b,c,d,f,i,j	0	0	4	2	40	60	100	22
20MBAP112	Written and Oral Communication	I,II,III,IV	a,b,c,d,e,f, g,i,j	0	0	2	1	50	0	50	26
	Journal paper Analysis and Presentation	I,II	a,b,c,d,j	1	0	0	0	0	0	0	-
Semester Total				27	2	6	27	330	420	750	-
SEMESTER – II											
20MBAP201	Production and Operations Management	I,II,III,IV	a,b,c,d,e,f,g,h,i,j	4	1	0	4	40	60	100	28
20MBAP202	Marketing Management	I,II,III,IV	a,b,c,d,e,f,g,h,i,j	4	0	0	4	40	60	100	31
20MBAP203	Human Resource Management	I,II,III,IV	a,b,c,d,e,f,g,h,i,j	4	0	0	4	40	60	100	33
20MBAP204	Quantitative Techniques	I,II,III	a,b,c,d,e,f,i,j	4	1	0	4	40	60	100	35
20MBAP205	Financial Management	I,II,III,IV	a,b,c,d,e,f,g,h,i,j	4	1	0	4	40	60	100	38
20MBAP206	Research Methodology for Management	I,II,III,IV	a,b,c,d,e,f,g,h,i,j	4	0	0	4	40	60	100	41
20MBAP211	Decision making using statistical package (Practical)	I,II,III	a,b,c,d,f,i,j	0	0	4	2	40	60	100	44
20MBAP212	Team Building and Leadership skills (Practical)	I,II	a,b,c,d,e,f,,i,j	0	0	2	1	50	0	50	46
-	Journal paper Analysis and Presentation	I,II	a,b,c,d,j	2	0	0	0	0	0	0	-

Course Code	Name of the Course	Objectives and Outcomes		Instruction hours / week			Credit(s)	Maximum Marks			Page Number
		PEOs	POs	L	T	P		CIA	ESE	Total	
								40	60	100	
Semester Total				26	3	6	27	330	420	750	-
SEMESTER – III											
20MBAP301	Corporate Strategy	I,II,III,IV	a,b,c,d,f,g,h,i,j	4	0	0	4	40	60	100	48
20MBAP302	International Business	I,II,III,IV	a,c,d,f,g,h,i,j	4	0	0	4	40	60	100	50
	Specialization I Elective 1			4	0	0	3	40	60	100	-
	Specialization I Elective 2			4	0	0	3	40	60	100	-
	Specialization I Elective 3			4	0	0	3	40	60	100	--
	Specialization II, Elective 1			4	0	0	3	40	60	100	-
	Specialization II Elective 2			4	0	0	3	40	60	100	-
	Specialization II Elective 3			4	0	0	3	40	60	100	-
20MBAP321	Internship	I,II,III,IV	a,b,c,d,e,f,,g,h,j	0	0	2	1	40	60	100	114
-	Journal paper Analysis, and Presentation	I,II	a,b,c,d,j	1	0	0	0	0	0	0	-
Semester Total				33	0	2	27	360	540	900	-
SEMESTER – IV											
20MBAP401	Indian Ethos, values and Business Ethics	I,II,IV	a,f,g,h,i,j	4	0	0	4	40	60	100	116
20MBAP402	Entrepreneurship	I,II,III,IV	a,b,c,d,e,f,,g,h,j	4	0	0	4	40	60	100	118
20MBAP411	Campus to Corporate Communication	I,II	a,b,c,d,e,f,h,j	0	0	2	1	50	0	50	120
20MBAP421	Capstone Project	I,II,III,IV	a,b,c,d,e,f,,g,h,j	0	0	24	12	80	120	200	122
-	Journal paper Analysis and Presentation	I,II	a,b,c,d,j	1	0	0	0	0	0	0	-
Semester Total				9	0	26	21	210	240	450	-
Programme Total				95	5	40	102	1230	1620	2850	-

Category		SEMESTER I	SEMESTER II	SEMESTER III	SEMESTER IV	TOTAL
Programme Core Courses	Credit(s)	24	24	8	8	64
	No. of Courses	6	6	2	2	16
Programme Elective Courses (Specialization 1)	Credit(s)	-	-	9	-	9
	No. of Courses	-	-	3	-	3
Programme Elective Courses (Specialization 2)	Credit(s)	-	-	9	-	9
	No. of Courses	-	-	3	-	3
Employability Enhancement Courses	Credit(s)	3	3	1	13	20
	No. of Courses	2	2	1	2	7
TOTAL	Credit(s)	27	27	27	21	102
	No. of Courses	8	8	9	4	29

SPECIALISATION OFFERED	NO.OF COURSES IN BASKET	COURSES IN SEMESTER 3	CREDIT(S)
Finance	6	3	9
Marketing Management	6	3	9
Human Resource Management	6	3	9
Management Information System	6	3	9
Operations Management	6	3	9

#### ELECTIVE LIST - SEMESTER III

Semester	List of Specializations	Course Code	Name of the Elective Course	PEO	PO	Page No
	Finance	20MBAPF303A	Investment Analysis and Portfolio Management	I,II,III,IV	a,b,c,d,e,f,g,j	52
		20MBAPF303B	Merchant Banking and Financial Services	I,II,IV	a,b,c,d,e,f,g,j	54
		20MBAPF303C	Project Appraisal and Finance	I,II,III,IV	a,b,c,d,e,f,g,i	56
		20MBAPF303D	Corporate Restructuring, Mergers and Acquisitions	I,II,III,IV	a,b,c,d,e,f,g,i	59
		20MBAPF303E	Financial Econometrics	I,II,III,IV	a,b,c,d,e,f,g,h,j	61
		20MBAPF303F	Risk Management in Banks	I,II,III,IV	a,b,c,d,e,f,g,h,j	63
	Marketing	20MBAPM303A	Services Marketing	I,II,IV	a,b,c,d,e,f,g,i,j	65

III	<b>Management</b>	20MBAPM303B	Integrated Marketing Communication	I,II,IV	a,b,c,d,e,f,g,i,j	67
		20MBAPM303C	Retail Management	I,II,III,IV	a,b,c,d,e,f,g,j	69
		20MBAPM303D	Consumer Behaviour	I,II,III,IV	a,b,c,d,e,f,g,h,j	71
		20MBAPM303E	Sales and Distribution Management	I,II,III,IV	a,b,c,d,e,f,g,h,j	73
		20MBAPM302F	Marketing Analytics	I,II,III	a,b,c,d,e,f,g,h,j	75
	<b>Human Resource Management</b>	20MBAPH303A	Industrial Relations and Labour Welfare	I,II,III,IV	a,b,c,d,e,f,g,h,i,j	77
		20MBAPH303B	Compensation Management	I,II,III,IV	a,b,c,d,e,f,g,h,i,j	79
		20MBAPH303C	Organizational Change and Development	I,II,III,IV	a,b,c,d,e,f,g,h,j	81
		20MBAPH303D	Performance Management and Appraisal	I,II,III,IV	a,b,c,d,e,f,g,h,j	83
		20MBAPH303E	Competency Mapping	I,II,III,IV	a,b,c,d,e,f,g,h,j	85
		20MBAPH303F	Human Resource Metrics and Analytics	I,II,III	a,b,c,d,e,f,g,h,j	87
	<b>Management Information System</b>	20MBAPS303A	Enterprise Resource Planning	I,II,III	a,b,c,d,e,f,g,i,j	89
		20MBAPS303B	Managing Software Projects	I,II,III,IV	a,b,c,d,e,f,g,i,j	92
		20MBAPS303C	E-Commerce	I,II,III,IV	a,b,c,d,e,f,g,i,j	94
		20MBAPS303D	Data Mining and Data warehousing	I,II,III,IV	a,b,c,d,e,f,g,i	96
		20MBAPS303E	Data Visualization for Managers – Using R and Tableau	I,II,III,IV	a,b,c,d,e,f,g,i	98
		20MBAPS303F	Digital and Social Media Marketing	I,II,III,IV	a,b,c,d,e,f,g,h,j	100
	<b>Operations Management</b>	20MBAPO303A	Supply Chain Management	I,II,III,IV	a,b,c,d,e,f,g,h,i	102
		20MBAPO303B	Operations Strategy	I,II,III,IV	a,b,c,d,e,f,g,h,i	104
		20MBAPO303C	Total Quality management	I,II,III,IV	a,b,c,d,e,f,g,h,i	106
		20MBAPO303D	Technology Management and Intellectual Property Right	I,II,III,IV	a,b,c,d,e,f,g,h,i,j	108
		20MBAPO303E	Sourcing Management	I,II,III,IV	a,b,c,d,e,f,g,h,j	110
		20MBAPO303F	Services operations management	I,II,III,IV	a,b,c,d,e,f,g,h,j	112

### PROGRAMME OUTCOMES (PO)

- Postgraduates students will be able to acquire in-depth management and functional domain knowledge with an ability to differentiate, evaluate, analyze existing knowledge and apply the new knowledge relevant to the changing business environment.
- Postgraduates students will be able to analyze complex business problems critically by applying intellectual and creative developments gained through research based or project based approach of learning.
- Postgraduates students will be able to excerpt information from various sources and apply appropriate management techniques and tools to analyze and interpret data demonstrating a higher order thinking skill.
- Postgraduates will communicate day-to-day managerial activities confidently and effectively in written and oral communication in the organisation and society at large.
- Postgraduates will possess knowledge and understanding of working in teams in order to achieve common goals to exhibit their leadership skills.
- Postgraduates will acquire managerial positions or take up entrepreneurial ventures by applying the skills and knowledge gained.
- Postgraduates will be able to evaluate the implications of changing environmental factors in

- global perspective and cross cultural issues that affect the functioning of the organization.
- h. Postgraduates will acquire professional and intellectual integrity, professional code of conduct, ethics and values to contribute for sustainable development of society by becoming socially responsible citizen.

### PROGRAMME SPECIFIC OUTCOMES (PSO)

- i. Postgraduates will develop lateral thinking and conceptualization of functional knowledge and put into consideration ethics, safety, diversity, cultural, society and environmental factors while evaluating potential solutions options to solve managerial problems.
- j. Postgraduates will apply the lifelong learning and exhibit high level of commitment to identify a timely opportunity and use business innovation to pursue that opportunity to create value and wealth for the betterment of the individual and society at large.

### PROGRAMME EDUCATIONAL OBJECTIVES (PEO)

- I. Postgraduates will acquire knowledge of management science and apply it to solve the real-time business problems.
- II. Postgraduates will attain professional skills to develop and communicate strategic, creative and innovative ideas to excel in diverse career path.
- III. Postgraduates will be able to apply the management tools and techniques to implement systematic decision making process.
- IV. Postgraduates will be able to adapt to a rapidly changing global environment and become socially responsible and value driven citizens committed to sustainable growth.

Program Educational Objectives	Program Outcomes									
	a	b	c	d	e	f	g	h	i	j
Postgraduates will acquire knowledge of management science and apply it to solve the real-time business problems.	√					√			√	√
Postgraduates will attain professional skills to develop and communicate strategic, creative and innovative ideas to excel in diverse career path.		√	√	√	√	√			√	√
Postgraduates will be able to apply the management tools and techniques to implement systematic decision making process.		√	√	√					√	√
Postgraduates will be able to adapt to a rapidly changing global environment and become socially responsible and value driven citizens committed to sustainable growth.							√	√	√	√

20MBAP101	FUNDAMENTALS OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	Semester – I 4H – 3C
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Instruction Hours / week: L: 4 T: 0 P: 0

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

## COURSE OBJECTIVES:

### To make the students

- To understand the concept, functions and levels of management and how the different school of thoughts are integrated into management principles and practices.
- To know the management functions and its application in business
- To impart the importance of human behavior and personality to resolve conflict and managing change.
- To understand the leadership and motivation theories and realise the practical implication in the individual performance and organization behavior.
- To realise the importance of groups and teamwork and managing of conflict between the members of the organization.
- To obtain the perceiving skills to judge the situation and communicate the thoughts and ideas.

## COURSE OUTCOMES:

### Learners should be able to

1. Understand the concepts of management and the functions of management.
2. Execute the managerial functions of planning, organizing and controlling in a variety of circumstances.
3. Assess the impact of the personality traits and their perception in day to day performance.
4. Exhibit the leadership skills whenever required and work in groups and teams by motivating and resolving conflict arising in groups and adapting to change.
5. Understand and exhibit the communication skills to convey the thoughts and ideas to the individuals and group.
6. Understand the management function and roles of the manager and become an effective planner and decision maker

### UNIT I School of Management thoughts and Forms of organization

Definition of Management –managerial roles and skills – Evolution of Management – Scientific, human relations, system and contingency approaches – Management by Objectives (MBO) – Management by Exception (MBE) - Types of Business organization - Sole proprietorship, partnership, company-public and private sector enterprises

**Special forms of ownership:** Franchising - Licensing - Leasing - Corporate Expansion: mergers and acquisitions - Diversification, forward and backward integration - Joint ventures, Strategic alliance.

### UNIT II Management Functions

**Planning:** Nature and purpose of planning – planning process – types of planning – objectives – setting objectives – policies – Planning premises – Strategic Management – Planning Tools and Techniques – Decision making steps and process –

**Organizing:** – Formal and informal organization – organization chart – organization structure – types – Line and staff authority – departmentalization – Delegation of authority – centralization and decentralization – System and process of controlling – budgetary and non-budgetary control techniques- Productivity problems

and management – control and performance – direct and preventive control – reporting.

### **UNIT III Organizational behavior and Personality**

Importance of organizational Behaviour – OB Model - Attitudes – Components – Attitude and Behaviour– Job attitudes – Values – importance – Terminal and Instrumental values – Generational Values – Personality and values.

Personality – Types – Factors influencing personality – Theories –

Perception: – Importance – Factors influencing perception, Process of Perception, – Judging others, perception and individual decision making, Perceptual errors.

Organisational culture: Meaning, Functions of Culture, Culture and Innovation, ethical dimension of culture

### **UNIT IV Learning and Leadership Theories**

Learning - Concept and Theories of Learning, Reinforcement – Positive and Negative - Applications

Leadership – Theories – Leadership Styles --Trait and Contingency theories - Theories -trait theory, behavioral theory, Fielder's contingency theory; Harsey and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership, contemporary issues in leadership

Power and politics – Bases of power – Dysfunctional uses of Power - Causes and consequences of political behavior

### **UNIT V Group, Teams, Conflict and Organizational Development**

Groups and Teams - Definition, Difference between Groups and teams - Stages of Group Development - Group Cohesiveness - Types of teams,

Organizational Conflict and Negotiations: Dynamics and management; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organizational conflicts; Resolution of conflict.

Organizational Development: Concept; Need for change, resistance to change; Theories of planned change; organization change, Resistance to change, managing resistance to change, Implementing Change – Kurt Lewin Theory of Change.

### **SUGGESTED READINGS:**

1. Tripathi.P.C and P.N.Reddy(2017), Principles Of Management, 6Th Edition, Mc Graw Hill India, New Delhi.
2. Aswathappa, K. (2016). Organizational Behaviour. 12th edition, Himalaya Publishing House, Mumbai.
3. Vijay Kumar Kaul. (2016). Principles and Practices of Management. Vikas Publication, New Delhi
4. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra(2016), Organizational Behavior,16th edition, Pearson, New Delhi.
5. Harold Koontz and Heinz Weihrich (2015), Essentials of Management: An International, Innovation and Leadership Perspective, 10th edition, McGraw Hill Education, New Delhi.

### **E- Resources:**

- <https://nptel.ac.in/courses/122108038/>
- <https://nptel.ac.in/courses/110/105/110105033/>



**COURSE OBJECTIVES:**

To make the students

- To obtain fundamental knowledge on economic concepts and tools that have direct managerial applications.
- To illustrate the application of economic theory and methodology as an alternative in managerial decisions.
- To gain a rigorous understanding of competitive markets as well as alternative market structures.
- To understand the forces determining macroeconomic variables such as inflation, unemployment, interest rates, and the exchange rate.
- To obtain familiarity on the macro level business components like money, banking, monetary policy, fiscal policy, trade, business cycles and balance of payments.
- To illustrate the application of economic theory and methodology as an alternative in managerial decisions.

**COURSE OUTCOMES:**

Learners should be able to

1. Apply the economic way of thinking to individual decisions and business decisions
2. Measure the responsiveness of consumers' demand to changes in the price of a goods or service, and understand how prices get determined in markets,
3. Understand the different costs of production and how they affect short and long run decisions and derive the equilibrium conditions for cost minimization and profit maximization
4. Demonstrate an understanding of monetary and fiscal policy options as they relate to economic stabilization in the short run and in the long run and Critically evaluate the consequences of basic macroeconomic policy options under differing economic conditions within a business cycle.
5. Understand and exhibit the communication skills to convey the thoughts and ideas of case analysis to the individuals and group.
6. Demonstrate an understanding of monetary and fiscal policy options as they relate to economic stabilization in the short run and in the long run.

**UNIT I Managerial Economics: Law of Demand and Supply**

Introduction - Meaning, nature and scope of Managerial Economics, Significance in decision making. Consumer's Behaviour and Demand: Meaning of Consumer's Equilibrium – Utility approach – The cardinal approach to consumer equilibrium – The Law of Diminishing Marginal

utility - Law of Equi-Marginal utility – The ordinal approach – Indifference curve approach – Revealed Preference theory - Consumer's surplus. Demand function - Concept of Demand – Types of Demand – Determinants – Law of Demand – Exceptions to Law of Demand – Change in Demand – Elasticity of Demand – Types – Measurement of Price elasticity of demand. Concept of Supply – Determinants of Supply – Law of Supply – Change in Supply – Elasticity of Supply – Types.

### **UNITII Production, Cost and Revenue Function**

Producer's Behaviour and Supply: Production Function - Basic concepts in production – Firm – Fixed & Variable Factors – Total Product – Marginal Product – Average Product. Production Function – Short-run production function – Long-run production function – Economies and Diseconomies of Scale – Producer's Equilibrium

Cost and Revenue Function: Cost of Production – Types of costs – opportunity cost – Fixed and Variable costs – Total Cost curves – Average cost curves – Marginal cost - Cost curves – Short run and Long run Cost Curves – Revenue function - Total Revenue – Average Revenue – Marginal Revenue – Break Even Point Analysis.

### **UNIT III Market Competition and Price structures**

Main forms of Market – Basis of Classification – Perfect Competition – Features – Short Run and Long Run Equilibrium – Price Determination – Monopoly Market – Features – Short Run and Long Run Equilibrium – Price Discrimination – Degrees of Price Discrimination. Oligopoly Market Competition – Features – Price Leadership – Price Rigidity – Cartel – Collusive and Non-Collusive oligopoly – Oligopsony – Features – Monopolistic Competition – Features – Product Differentiation – Selling Cost – Short Run and Long Run Equilibrium – Monopsony – Duopoly Market Equilibrium.

### **UNIT IV Macro Economic Indicators**

Components of the Macro Economy – Circular flow of economic activities and income – Two-sector model – Four- sector model – IS-LM analysis – National income – Difference between Normal residents and Non- residents – Domestic territory - Gross and Net Concepts of Income and Product – market price and Factor Cost – Factor Payments and Transfer Payments – National Income Aggregates– Private Income – Personal Income – Personal Disposable Income – National Disposable Income – Measurement of National Income – Production Method – Income Method –

Expenditure Method. Phases of Business Cycle – Causes of cyclical movements – Price Movements: Inflation and Deflation – Types of Inflation – Effects of Inflation – Control of Inflation.

## **UNIT V Monetary Policy**

Government in the Macro Economy – Monetary policy - Objectives of Monetary Policy – Types of Monetary Policy – Instruments of monetary policy. Fiscal policy - Objectives of Fiscal Policy – Types of Fiscal Policy – Instruments of Fiscal Policy – Budget Preparation – Deficit Budget. Balance of Trade and Balance of Payments –Components of BOP – Disequilibrium in BOP – Types – Causes and measures to correct BOP. Meaning and Functions of Money – Demand and Supply of Money – Measurement of Money supply – Commercial Banks – Central Bank – Functions – Process of Credit Creation and Money Supply – High Powered Money – Money multiplier – Money and Interest Rate.

### **SUGGESTED READINGS:**

1. Geetika and Piyali Ghosh (2017), *Managerial Economics*, 3rd edition, McGraw Hill Education, New Delhi.
2. Christopher R.Thomas and S.Charles Maurice (2017), *Managerial Economics : foundation of business analysis and strategy*, 10th edition, McGraw Hill Education, New Delhi.
3. Varshney,R.L and Maheshwari, K.L(2012), *Managerial Economics*, Sultan chand and sons, New Delhi.
4. Paul Samuelson, William D. Nordhaus (2017), *Micro Economics*, 19th edition, McGraw Hill Education, New Delhi
5. William F. Samuelson, Stephen G. Marks (2013), *Managerial Economics*, 6th edition, Wiley, New Delhi,
6. Paul Samuelson, William D. Nordhaus (2011), *Macro Economics*, 19th edition, McGraw Hill Education, New Delhi.

### **E-Resources**

- <https://nptel.ac.in/courses/110/101/110101005/>
- <https://nptel.ac.in/courses/110/104/110104093/>
- <https://nptel.ac.in/courses/109/104/109104073/>
- <https://nptel.ac.in/courses/110/103/110103093/>

**LEGAL ASPECTS OF BUSINESS****20MBAP103****Semester – I  
4H – 4C****Instruction Hours/week L: 4 T: 4 P : 0****Marks: Internal: 40 External: 60 Total: 100****End Semester Exam: 3 Hours****COURSE OBJECTIVES:**

To make the students

- To understand the nature and importance of Indian contract act and sales of goods act.
- To provide an overview of important laws that have a bearing on the conduct of business in India
- Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer.
- To acquire knowledge of income tax act and sales tax act and its applications in business
- To understand the existing law and practice relating to consumer protection and cyber law.
- To make the students understand the basics of legal concept and environment in which the present-day business is carried.

**COURSE OUTCOMES:**

Learners should be able to

1. Analyze the nature of contract law, Company law and cyber laws and its application in business.
2. Assess the legal forms of business organization and its modus operandi.
3. Recognize the application appropriate regulations of factories act and wages act in business scenario.
4. Understand and apply the concept and laws pertaining to income tax and sales tax, intellectual property rights and cyber laws and evaluate its impact on business and social environment.
5. Effectively communicate ideas, explain procedures in oral and written forms to different audiences.
6. Illustrate the consumer legislations towards consumer protection and Environment protection

**UNIT I      Merchantile Law**

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.

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 Commercial Law**

Contract of Agency- Essentials of Contract of Agency – Creation of Agency – Kinds of Agents – Comparison Between an Agent and Servant – Comparison Between an Agent and Independent Contractor – Relationship of Principal and Agent – Duties of an Agent – Rights of an Agent – Duties and Rights of the Principal – Delegation of authority by an Agent – Sub Agent – Position of Principal and Agent in relation to third Parties – Termination of Agency.

## **UNIT III Company Law**

Company – Formation – Memorandum – Articles – Prospective Shares – debentures – Directors – appointment – Powers and duties. Meetings – Proceedings – Management – Accounts – audit – oppression & mismanagement – winding up.

## **UNIT V Consumer Protection Act and Introduction of Cyber Laws**

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums- Competition Act 2002 - Cybercrimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.

## **UNIT IV Indirect Tax**

Indirect tax structure in India - Goods and Services Tax Act - Need for GST in India - Dual GST Model - Goods and Services Tax Network (GSTN) - Levy and Collection of Tax - Scope of supply (Section 7 of CGST Act, 2017) - Input Tax Credit under GST & Returns - Eligibility for taking Input Tax Credit (ITC) - Registration under GST Law - Procedure for Registration - Computation of Tax Liability and Payment of Tax - Furnishing of Returns - Audit under GST

### **SUGGESTED READINGS:**

1. Akhileshwar Pathak (2017), *Legal Aspects of Business*, 6th Edition, Mcgraw hill, New Delhi.
2. Daniel Albuquerque (2017), *Legal Aspects of Business*, 2nd Edition, Oxford University Press, NewDelhi,
3. Kapoor, N.D. (2017). *Elements of Mercantile Law*. S Chand Publishing, New Delhi.
4. P.C. Tulsian, (2017), *Mercantile Laws for CA-CPT*, 2nd edition, Mcgraw hill, New Delhi.
5. Rohini Aggarawal (2014), *Mercantile and Commercial Laws*, Taxmann Publications

**E-Resources**

- <https://nptel.ac.in/courses/110/105/110105139/>
- <https://nptel.ac.in/courses/109105098/>

**COURSE OBJECTIVES:**

To make the students

- To understand the financial accounting standards, conventions and principles in preparation of financial reports
- To prepare financial statements for the organization.
- To understand the tools and techniques used for analyzing the financial statements.
- To recognize the cost concepts and prepare cost sheets.
- To know the cost-volume-profit techniques and its application to determine optimal managerial decisions.
- To facilitate an understanding about accounting as an information system and also the language of the business

**COURSE OUTCOMES:**

Learners should be able to

1. Understand the accounting standards and realize the difference in the GAAP and IFRS.
2. Ability to prepare, read, interpret and analyse financial statements to assess the financial performance and position of company;
3. Understand and apply cost concepts to analyse common business management decisions such as pricing and outsourcing decisions from a financial perspective;
4. Understand the importance and application of budgeting in organizational planning and control.
5. Explain how financial transactions are processed through the accounting information system each accounting period
6. Demonstrate capabilities of problem-solving, critical thinking, and communication skills related to the accounting decisions.

**UNIT I Financial Accounting**

Introduction to Financial, Cost and Management Accounting- - Generally accepted accounting principles, Conventions and Concepts—IFRS- Accounting Equation

**UNIT II Final Accounts**

Journal entry and Ledger entry- Trial Balance. Final Accounts – Preparing Trading Account - Profit and Loss account - Balance sheet (with and without adjustments)- Maintenance of Books of Account. Depreciation – Depreciation Methods.

**UNIT III Financial Statement Analysis**

Financial Statement Analysis - Comparative Statements, Common-size statement, Trend

Percentages, Financial ratio analysis - Classification of Ratios- Liquidity, Solvency, Turnover ratios, Profitability ratios, Market ratios, Dupont Analysis, Interpretation of Ratios- Cash flow and Fund flow preparations – Cashflow A/S 3 Standard.

#### **UNIT IV Cost Accounting and Marginal Costing**

Cost Accounts -Costing –Types of costing- Job costing, Batch Costing, Process costing, Activity Based Costing, Target costing - Elements of Costs - Materials Costs: - Materials purchasing, receiving, storing and issuing including pricing of issues, Labour Costs and Labour Turnover, Overheads- Identifying the overheads with cost centre. Allocation, Apportionment and Absorption – Accounting treatment of Under and Over Absorption ,Classification of manufacturing costs- Preparation of Cost Sheet, items to be excluded while preparing cost sheet.

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**

Budgetary Control – Need and its application - Zero Based Budgeting (Theory) – Cash budget, sales budget, master budget and Flexible budgets (Theory and Problems)

Standard Costing – Materials Cost and Labour cost variances only.

**Note:** Problems 60 Marks and Theory 40 Marks.

#### **SUGGESTED READINGS:**

1. Narayanaswamy R. (2017), *Financial Accounting: A Managerial Perspective*, 6th edition, PHI Learning Private Limited, New Delhi
2. Ramachandran, Kakani (2017), *Financial Accounting for Management*, 4th edition, McGraw Hill, Publications, New Delhi.
3. M.Y. Khan, P.K. Jain (2017), *Management Accounting*, 7th edition, McGraw Hill, Publications, New Delhi.
4. Alnoor Bhimani, Charles T. Horngren, Srikant M.Datar, MadhavRajan(2015), *Management and Cost Accounting*, 6th edition, Pearson Education, India.
5. S.N. Maheshwari, Suneel Maheshwari, Sharad K. Maheshwari (2018), *A Textbook of Accounting for Management*, S Chand Publishing, New Delhi
6. R.Narayanaswamy, *Financial Accounting – A managerial perspective*, PHI Learning, New Delhi, 2008.
7. M.Y. Khan & P.K. Jain, *Management Accounting*, Tata McGraw Hill, 8th edition, 2018.
8. T.S. Reddy & A. Murthy, *Financial Accounting*, Margham Publications, 2014
9. 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

#### **E- Resources**

- <https://nptel.ac.in/courses/110/106/110106135/>
- <https://nptel.ac.in/courses/110101003/>
- <https://nptel.ac.in/courses/110101004/>



**COURSE OBJECTIVES:**

To make the students

- To understand the classification and analysis of the data with statistical tools and techniques.
- To know the descriptive and inferential statistics, and apply them to examine business and economic data.
- To realize the applications of probability and distributions in the analytical decision making.
- To conduct statistical estimation and hypothesis testing with statistical tools and techniques.
- To understand the index number concepts and its applications.
- To understand the assumptions of cost of living index number

**COURSE OUTCOMES:**

Learners should be able to

1. Understand the basic statistical tools and techniques and its application in business decision-making.
2. Perform basic statistical estimation and hypothesis testing for interpret the results.
3. Know how to specify, estimate, and use statistical models to predict and obtain reliable forecasts.
4. Develop an ability to analyse and interpret the collected data to provide meaningful information in making management decisions
5. Develop skills to design business model and Analytics projects
6. Demonstrate capabilities of problem-solving, critical thinking, and communication skills related to the discipline of statistics.

**Unit – I: Univariate Analysis**

Introduction to Descriptive Statistics, Univariate Analysis: Measures of Central Tendency and Dispersion: Introduction, Objectives of statistical average, Requisites of a Good Average, Statistical Averages - Arithmetic Mean, Positional Averages – Median and Mode, Measures of Dispersion – Range - Quartile deviations, Standard Deviation and Coefficient of Variance.

## **Unit –II: Bivariate Analysis**

Introduction to Bivariate Analysis: Simple Correlation and Regression: Correlation - Causation and Correlation - Types of Correlation, degrees of correlation, Measures of Correlation: Scatter diagram, Karl Pearson's correlation coefficient, Spearman's Rank Correlation Coefficient. Regression: Regression analysis – Regression lines, Regression equations – Regression coefficients and its Properties, Methods of solving Regression equations.

## **Unit –III: Probability Theory and Distributions**

Introduction - Definition of probability - Basic terminologies used in probability theory, Approaches to probability, Rules of Probability - Addition rule - Multiplication rule, Solving Problems on Probability, Conditional Probability and Bayes' theorem.

Probability Distributions: Random variables, Bernoulli trial, discrete probability distributions: Binomial distribution and Poisson distribution. Continuous probability distributions: Uniform, Normal Distribution and its properties, Standard Normal Distribution.

## **Unit – IV: Hypothesis Testing**

Testing Hypothesis - Null and alternate hypothesis - Significance Level - type I and type II error, One and Two – Tailed Tests, Parametric Tests: Concept of a statistical test, Small and Large sample tests, Small sample test: t- test, two sample t- test, Large sample tests, Z- test - one tailed test about population mean when sigma known, two tailed test about population mean when sigma known

Non-parametric Tests: Difference between Parametric and Non-parametric tests. Non-parametric tests - Chi-square test - Goodness of fit test, Independence Tests by contingency tables, Kolmogorov and Smirnov test for comparing two populations, Wilcoxon-Mann-Whitney tests.

## **Unit – V: Estimation, Analysis of Variance and Data Analytics**

Estimation and Analysis of Variance (ANOVA): Preliminary notion-Consistency estimation- Unbiased estimates - Sufficiency- Efficiency, methods of finding estimates - confidence Interval. Standard Error of Estimate, Reliability of Estimates. Analysis of Variance: One way

classification and two-way classification. Introduction to Artificial Intelligence and Machine Learning, Classification of Data Analytics and Popular Software used for Data Analytics - EXCEL, SPSS, Python and R- Programming.

**Note:** Problems 60 Marks and Theory 40 Marks.

### **Suggested Readings:**

1. Levin Richard, H. Siddiqui Masood, S. Rubin David, Rastogi Sanjay, (2017), *Statistics for Management*, 8th edition, Pearson education, New Delhi.
2. Amir Aczel, Jayavel Sounder pandian, P Saravanan (2017), *Complete Business Statistics*, 7th edition, Mcgraw Hill Education, New Delhi.
3. T N Srivastava and Shailaja Rego (2015), *Statistics for Management*, 2<sup>nd</sup> edition, Mcgraw Hill Education, New Delhi.
4. Anderson et.al (2015), *Statistics for Business and Economics*, Cengage, New Delhi.
5. SP Gupta (2012), *Statistical Methods*, S Chand Publishing, New Delhi.
6. R. Evans James (2017), *Business Analytics*, 2nd edition, Pearson Education, New Delhi.

### **E-Resources**

- <https://nptel.ac.in/courses/110107114/>

### **KAHE – Learning Management System**

- <http://172.16.25.76/course/view.php?id=1655>

**20MBAP106****PERSONAL FINANCE****Semester – I**  
**4H – 3C****Instruction Hours / week: L: 4 T: 0 P: 0****Marks: Internal: 40 External: 60****Total: 100****End Semester Exam: 3 Hours****COURSE OBJECTIVES:****To make the students**

- To recognize the phases of the financial life cycle and formulate the personal balance sheet and profit and loss statement.
- To understand the financial system, intermediaries and regulators role in saving and investment.
- To manage the liquid cash and credit card bills.
- To know about the different asset classes and identify the best asset classes that suit the individual needs.
- To know the methods of filing for Taxation.
- To make students aware of E-filing and the various forms related to filing of Tax.

**COURSE OUTCOMES:****Learners should be able to**

1. Identify individuals phases of the financial life cycle and prepare the personal balance sheet and profit and loss statement.
2. Apply the understanding of the the financial system, intermediaries and regulators role in saving and investment.
3. Manage the liquid cash and credit card bills.
4. Understand the different asset classes and identify the best asset classes that suit the individual needs.
5. Plan the individual taxation methods and recent concepts.
6. Be able to Efile individually on recent forms.

**Unit I Financial Planning**

The Financial Planning Process – Financial life cycle - Facing Financial Challenges - Individual or “Micro” & “Macro” Factors That Affect Financial Thinking - The Personal Financial Planning Process - Establishing Your Financial Goals - Measuring Your Financial Health - Using a Balance Sheet & an Income Statement to Trace Your Money.

## **UNIT II Indian Financial System an Overview**

Financial Markets: Money market: meaning , constituents and functions; Money market instruments and Recent trends in Indian money market. Capital market: primary and secondary markets; Meaning, functions and recent developments; Government securities market.

Financial Institutions: Commercial Banks: meaning, functions, present structure; Ebanking; Recent developments in commercial banking.

RBI and SEBI: their objectives and major functions.

## **UNIT III Liquid Asset Management, Consumer Loans & Credit Card**

Cash or Liquid Asset Management : Saving Account, Recurring Deposit, Fixed Deposits, Electronic Fund Transfer – NEFT/RTGS/Google Pay/PAYTM and other payment modes.

Using Consumer Loans: The Role of Planned Borrowing, Characteristics of Consumer Loans, The Loan Contract, Special Types of Consumer Loans, The Home and Automobile Decision, Conventional and Government-Backed Mortgages, Fixed-Rate Mortgages, Adjustable-Rate Mortgages, Adjustable-Rate Versus Fixed-Rate Mortgages

Using Credit Cards: Credit Cards, The Pros and Cons of Credit Cards, Consumer Credit Rights, Identity Theft, Controlling and Managing Your Credit Cards and Open Credit, Credit Score,

## **UNIT IV Individual investment portfolios**

Insurance – Protection measures :Life and Health Insurance, The Logic Behind Insurance: Risk Management, Determining Your Life Insurance Needs, Major Types of Life Insurance, Health Insurance - Basic Health Care Choices, Controlling Health Care Costs, Finding the Perfect Plan, Disability Insurance, Long-Term Care Insurance

Securities Markets - Investing in Stocks - Why Consider Stocks? - General Classifications of Common Stock - Investing in Bonds and Other Alternatives - Types of Bonds - Mutual Funds: An Easy Way to Diversify -The Costs of Mutual Funds - Mutual Funds types – Derivatives : A means to hedge risk – Futures, Options and Forward contract. - Investing in Real Estate - Investing -- Speculating -- in Gold, Silver, Gems, and Collectibles

Retirement Planning - Social Security - Employer-Funded Pensions - Plan Now, Retire Later - Employer-Sponsored Retirement Plans - Retirement Plans for the Self-Employed and Small Business Employees -

## **UNIT V Tax Planning**

Basic Concepts, Residential Status and Tax Incidence, Exempted Incomes, Computation of Taxable Income under Various heads Computation of Taxable Income of Individuals

Tax planning: Concepts, Significance and problems of tax planning, Tax evasion and tax avoidance, methods of tax planning.

E-filing of Income Tax Returns and E-Payment of Income Tax – Application for PAN – Online Registration of PAN Income Tax Returns of Individuals – Utility Available for Preparation of Return – Viewing of Tax Credit Available in Form 26AS – Filing of Various Returns of Income for an individual i.e., ITR-1 to ITR-4 with Digital Signatures and Without Digital Signatures.

### **SUGGESTED READINGS:**

1. Jack Kapoor and Les Dlabay and Robert J. Hughes and Melissa Hart, (2020), Personal Finance, 13<sup>th</sup> Edition, McGraw Hill Education, New Delhi.
2. Jack Kapoor and Les Dlabay and Robert J. Hughes and Melissa Hart (2019), Focus on Personal Finance, McGraw-Hill Education, New Delhi.
3. Stephen J. Skripak (2016), Fundamentals of Business, Pamplin College of Business and Virginia Tech Libraries.
4. Jack Kapoor and Les Dlabay and Robert J. Hughes and Melissa Hart (2017), Loose Leaf for Personal Finance, 12<sup>th</sup> Edition, McGraw-Hill Education, New Delhi.
5. Jack Kapoor, Les Dlabay and Robert J. Hughes, (2014), Personal Finance, McGraw-Hill Education, New Delhi.
6. Rachel Siegel, Carol Yacht (2009), University of South Florida Sarasota-Manatee Lyndon State University, Saylor Foundation
7. E. Thomas Garman and Raymond E. Forgue (2008), Personal Finance, 9<sup>th</sup> Edition, Houghton Mifflin Company, USA.

### **E-Resources**

- <https://nptel.ac.in/courses/110/105/110105144/>

**COURSE OBJECTIVES:**

To make the students

- To provide insight on importance of technology for communication and decision-making.
- To provide hands-on usage of MS-office to creating new word documents including features like tables, charts and references.
- To enable students to enter data and analyse the data with the support of Excel tools.
- To design presentation using animation, special effects and graphics.
- To facilitate the understanding of accounting package and its application.
- To Provide foundational or “computer literacy” curriculum that prepares students for life-long learning of computer concepts and skills.

**COURSE OUTCOMES:**

Learners should be able to

1. Create new word documents using inbuilt features like tables, charts and references.
2. Create a datasheet from collected data and analyses the data using inbuilt functions and tools.
3. Design a presentation using animation, special effects and graphics.
4. Utilize the Internet Web resources for communication.
5. Create the vouchers and prepare the company’s final account and reports.
6. Stimulate their Critical thinking by designing and developing clean and lucid writing skills.

**UNIT I Document Preparation and Designing Visual Presentation.**

Word processing concepts: saving, closing, Opening an existing document, Selecting text, Editing text, Finding and replacing text, printing documents, Creating and Printing Merged Documents, Character and Paragraph Formatting, Page Design and Layout. Editing and Profiling Tools: Checking and correcting spellings. Handling Graphics, Creating Tables and Charts, Document Templates and Wizards. Inserting Reference : Bibliography (APA, MLA format), end note, foot note

Creating, Opening and Saving Presentations, Creating the Look of Your Presentation, Working in Different Views, Working with Slides, Adding and Formatting Text, Formatting Paragraphs, Checking Spelling and Correcting Typing Mistakes, Making Notes Pages and Handouts, Drawing and Working with Objects, Adding Clip Art and other pictures, Designing Slide Shows, Running and Controlling a Slide Show, Printing Presentations.

## **UNIT II Data Sheet Preparation**

Spreadsheet Concepts, Creating, Saving and Editing a Workbook, Inserting, Deleting Work Sheets, entering data in a cell / formula Copying and Moving from selected cells, handling operators in Formulae, Functions: Mathematical, Logical, statistical, text, financial, Date and Time functions, Using Function Wizard. Formatting a Worksheet: Formatting Cells – changing data alignment, changing date, number, character or currency format, changing font, adding borders and colors, Printing worksheets, Charts and Graphs – Creating, Previewing, Modifying Charts. Integrating word processor, spread sheets, web pages.

Moving between Spreadsheets, Selecting Multiple Spreadsheets, Inserting and Deleting Spreadsheets Renaming Spreadsheets, Splitting the Screen, Freezing Panes, Copying and Pasting Data between Spreadsheets, Hiding , Protecting worksheets

## **UNIT III Using Data Sheet for decision making**

Visual display of quantitative information – best practice guidelines Statistical functions, descriptive statistics, Basic graph formatting, FREQUENCY function, histograms, trend curves, regression analysis, distributions

Excel basics: Referencing, functions and formulas, Text functions, date and time, math functions, financial functions Charts, Dynamic named ranges, dynamic charting

**SORTING DATA-** Sorting Data-Custom Sort Orders

**FILTERING DATA-**Using AutoFilters- Applying a Custom AutoFilter-Creating Advanced Filters.

Pivot table and pivot chart,

**SORTING DATA-** Sorting Data-Custom Sort Orders



FILTERING DATA-Using AutoFilters- Applying a Custom AutoFilter-Creating Advanced Filters- Applying Multiple Criteria-Using Complex Criteria-Copying Filtered Results to a New Location- Using

#### **UNIT IV Advanced Uses of Spread Sheers**

Database Functions- USING WHAT-IF ANALYSIS-Using Data Tables-Using Scenario Manager-Using Goal Seek

Concatenate, Vlookup, Hlookup, Match, Countif, Text, Trim

Recording Macros, Running Macros, Deleting Macros

#### **UNIT V Accounting Package**

User Interface and Company Management - Masters – Ledgers - Masters – Groups

Masters – Bill wise Debtors and Creditors Ledger - Payment Voucher -Day Book in Tally

Pre-Allocation of Bills - Receipt Voucher - Contra and Journal Voucher - Cheque Printing in Tally ERP

Masters : Inventory - -Goods and Services Tax (GST) - Purchase Voucher with GST

Sales Voucher with GST - GST Returns and Payment - Billing Features in Tally - Purchase Order Processing

Sales Order Processing - Debit and Credit Notes - Bank Reconciliation in Tally - Price List in Tally Credit Limit - Stock Transfers - Manufacturing Vouchers - Batch Wise Details - Re-Order Level in Tally

Interest Calculations (Auto Mode) - Voucher Types and Class

Point of Sales

Scenarios and Optional Vouchers

Budgets and Controls in Tally

Cost Centres and Cost Categories

Party Ledger Analysis

Purchase and Sales Reporting

Stock Analysis and Reports

Cash and Bank Reports

Search, Filter and Sorting

Financial Reports  
Multi Language  
Export, Import, Backup and Restore  
Tax Deducted at Source (TDS) in Tally  
Payroll Accounting in Tally  
Finalisation Entries  
Data Security  
Tally Audit  
Data Synchronisation  
Multi-Currency  
Printing Reports  
Miscellaneous  
Shortcut Keys

**SUGGESTED READINGS:**

1. Wayne L. Winston, (2017), Microsoft Excel 2016 - Data Analysis and Business Modeling, Prentice Hall India Learning Private Limited, New Delhi
2. FaitheWempen (2016), Microsoft Office 2016 at Work for Dummies, Wiley India, New Delhi
3. Dinesh Maidasani(2015), Learning Computer Fundamentals, MS Office and Internet & Web Technology, 3rd Edition, Laxmi Publications, New Delhi.
4. John Walkenbach (2015), Microsoft Excel 2016 Bible: The Comprehensive Tutorial Resource, Wiley India, New Delhi.
5. Cox (2013), Microsoft Access 2013 Step by Step, Prentice Hall India Learning Private Limited, New Delhi
6. Tally education, (2018), Official Guide to Financial Accounting Using Tally. ERP 9 with GST (Release 6.4), 4th revised and updated edition, BPB Publications; New Delhi
7. Asok K. Nadhani (2018), Tally ERP Training Guide - 4TH edition, BPB Publications; New Delhi
8. Sajee Kurian, (2017) Learning Tally ERP 9 with GST, 1st edition, Blessings Inc, Mumbai.
9. Ajay Maheshwari and Shubham Maheshwari (2017), Implementing GST in Tally.ERP 9, 1<sup>st</sup> edition, Tally E-learning.
10. Shraddha Singh, Navneet Mehra (2014), Tally ERP 9 (Power of Simplicity): Software for Business and Accounts, V&S Publishers, New Delhi

Instruction Hours/weekL:0 T:0P:2

Marks: Internal:50 Total:50

**Course objectives**

- To apply the grammar in the daily usage of business communication.
- To form meaningful sentences for communicating the thoughts and ideas.
- To choose appropriate words and tones to communicate
- To converse and make presentations effectively in all business situations
- To inculcate interpersonal skills for communication.
- To prepare error free business correspondences

**Learners should be able to**

1. Apply the grammar in the daily usage of business communication.
2. Form meaningful sentences for communicating the thoughts and ideas.
3. Choose appropriate words and tones to communicate
4. Converse and make presentations effectively in all business situations
5. Adapt themselves to various situations prevailing in the society.
6. Prepare error free business correspondences

**Unit I Grammar**

Remedial Grammar and Usage, Important Aspects of English Grammar and Usage

Parts of speech and their uses – word formation – Noun and their uses pronoun and their uses, Adjective and their uses – Verb and their uses – tenses and their uses – articles and their uses – Preposition – Conjunction and their uses – Punctuation – types of sentences and sentence patterns – synonyms and their uses – antonyms.

Idioms, **Phrases and Clauses**, Words Often Confused, One Word Substitutes, Word Formation: Prefixes, Bases and Suffixes (Derivational & Inflectional). Word Choice: Right Words, Appropriate Words.

**Unit II Phonology in English**

Phonemes: Consonants – vowels and Diphthongs – Phonetic transcription of words and sentences – syllables and CVC pattern – Rules for word accents – Weak forms and Strong forms – Accent patterns in connected speech. Intonation: Rising tone – falling tone – Rise-fall – Fall-rise.

**Unit III Conversation in English**

Greeting – introduction oneself – Invitation – making oneself – making request – expressing gratitude – complementing and congratulating- Expressing sympathy – Apologizing – Asking for Information – Seeking permission – complaining and Expressing regret.

#### **Unit IV Presentation**

Impromptu Presentation Exercise - Interpersonal Communication Exercise - Dramatic Interpretation Exercise - Ceremonial Presentation - Demonstration Presentation - Narrative Presentation - PowerPoint Presentation - Group Presentation Persuasive - Individual Persuasive Presentation - Group Presentation Informative - Group Presentation Informative - Performance Outline Submission.

#### **Unit V Effective Writing Skills:**

Elements of Effective Writing, Main Forms of Written Communication: Agenda, Minutes, Notices, Writing of CV, Memo, Drafting an E-mail, Press Release. Correspondence: Personal, Official and Business, Report Writing.

#### **Reference Books:**

1. Geoffrey leech, Margaret Deushar, *English Grammar Today*.
2. P.C Wren and H. Martin. Highschool English grammar and composition. S. Chand company Mumbai, 2006.
3. W.S. Allen. *Living English Structure*.
4. Bansal R.K. and Harrison J.B Spoken English for India. Orient Longman, Mumbai..
5. Adler, R. B., G. Rodman, & A. du Pre`. (2013) *Understanding Human Communication*. 12th Edition. New York: Oxford University Press.
6. Beebe, S.A., and S. J. Beebe. (2013) *Public Speaking Handbook*. 4th Edition. Pearson Education, Inc.

**COURSE OBJECTIVES:**

To make the students

- To understand the Operations management and operation strategy concepts and its application in business.
- To recognize the importance factory location, plant location, Plant layout and facility layout.
- To formulate the production planning and control systems and ensure efficient scheduling for production.
- To understand and apply the forecasting techniques in estimating the requirement of resources.
- To understand the quality management practice and TQM tools and its application in improving the organizational performance.
- To understand the concept of Materials Management – functions – material planning and budgeting and Material Requirement planning

**COURSE OUTCOMES :**

Learners should be able to

1. Understand the core features of the operations and production management function at the operational and strategic levels.
2. Evaluate and decide the best plant and factory location and layout.
3. Forecast the requirement and make accurate production planning , inventory planning and schedule the production.
4. Obtain the knowledge of applying a quality management TQM tools to improve organizational effectiveness.
5. Effectively communicate ideas, explain procedures in oral and written forms to different audiences.
6. Creating and delivering products & services to customers and improving process & supply chain performance

**UNIT I Operations Management and Operations Strategy**

Nature, Importance, historical development, transformation processes, differences between services and goods, Operations Strategy, Competitive Capabilities and Core Competencies,

Operations Strategy as a Competitive Weapon, Linkage Between Corporate, Business, and Operations Strategy, Developing Operations Strategy, Elements or Components of Operations Strategy, Competitive Priorities, Manufacturing Strategies, Service Strategies, Global Strategies and Role of Operations Strategy

## **UNIT II Location, Layout, material handling and Maintenance**

Location Strategies: Introduction, Location Planning Process-

Facility or Layout Planning and Analysis: : Introduction, Objectives of Layout, Classification of Facilities, Basis for Types of Layouts, Why Layout decisions are important, Nature of layout problems, Redesigning of a layout, Manufacturing facility layouts, Types of Layouts, Layout Planning, Evaluating Plant Layouts, Assembly Line Balancing, Material handling - Overview of MRP, MRP II and ERP, Maintenance Management- Reliability and Maintenance – Replacement Techniques-Concept of PERT and CPM

## **UNIT III Production Planning and controlling, Scheduling**

Production planning and Control– Objectives, functions, PPC in different types of manufacturing systems -Capacity Planning – Long range, Types, Rough cut plan, Capacity Requirements Planning (CRP), Developing capacity alternatives. Aggregate Planning – Purpose of Operations Scheduling, Factors Considered while Scheduling, Scheduling Activity under PPC, Scheduling Strategies, Scheduling Guidelines, Approaches to Scheduling, Scheduling Methodology – Gantt Chart and sequencing (Problems), Scheduling in Services

## **UNIT IV Forecasting**

Forecasting: Introduction, The Strategic Importance of Forecasting, Benefits, Cost implications and Decision making using forecasting, Classification of Forecasting Process, Methods of Forecasting, Forecasting and Product Life Cycle, Selection of the Forecasting Method, Qualitative Methods of Forecasting, Quantitative Methods, Associative Models of Forecasting, Accuracy of Forecasting.

## **UNIT V TQM, JIT and Supply chain**

Total Quality Management: Introduction, Meaning and Dimensions of Quality, Quality Control Techniques, Quality Based Strategy, Total Quality Management (TQM), Towards TQM – ISO 9000 as a Platform, Total Productive Maintenance (TPM) - Statistical Process Control (SPC) (Problems)

Just-In-Time: Introduction, Characteristics of JIT, Key Processes to Eliminate Waste, Implementation of JIT, Pre-requisites for implementation, JIT Inventory and Supply Chains - Supply Chain Management, Managing supply chain, Supply chain integration.

**Note:** Problems 20 Marks and Theory 80 Marks

### **SUGGESTED READINGS:**

1. Jay Heizer, Barry Render, Chuck Munson, Amit Sachan (2017), *Operations Management : Sustainability and Supply chain Management*, 12th edition, Pearson Education, NewDelhi.

2. Krajewski, L.J et.al (2015), *Operations Management*, 11th edition, Pearson Education, NewDelhi.
3. Russel, Taylor (2015), *Operations and Supply Chain Management*, 8th edition, Wiley, NewDelhi.
4. B. Mahadevan (2015). *Operations Management : Theory and Practice*, 3rd edition, Pearson Education, NewDelhi.
5. Pannerselvam. (2012). *Production and Operations Management*, 3rd edition, PHI, New Delhi.

#### **E-Resources**

- <https://nptel.ac.in/courses/112107238/>
- <https://nptel.ac.in/courses/111/107/111107128/>
- <https://nptel.ac.in/courses/110/107/110107141/#>

**COURSE OBJECTIVES:**

To make the students

- To understand the marketing concepts and conduct market analysis through environment scanning
- To recognize and apply market segmentation branding and New Product development concepts in real situations.
- To identify the importance of selecting the marketing channel and the pricing strategies and its applications.
- To recognize the role of advertising, sales promotion, public relations, and market research in the success of marketing a product.
- To understand the ethical issues related to marketing and the latest development in marketing.
- To analysis Customer relationship marketing, Customer database, identifying and analyzing competitors

**COURSE OUTCOMES :**

Learners should be able to

1. Understand the core concepts of marketing and the role of marketing in business and society.
2. Perform market analysis and identify the best marketing mix.
3. Determine strategies for developing new products and services for the right target segment by Conducting marketing research.
4. Understand the latest trends in marketing and apply the ethical norms in marketing domain.
5. Effectively communicate ideas, explain procedures and interpret results and solutions in written and oral forms to the teammembers.
6. Analyze the importance of consumer buying motives & consumer behavior, Designing competitive strategies for Leaders

**UNIT I Marketing , Marketing Process and Marketing Environment**

Introduction to Marketing Management: Introduction, Market and Marketing, the Exchange Process, Core Concepts of Marketing, Functions of Marketing, Importance of Marketing

The marketing process: Introduction, Marketing Mix-The Traditional 4Ps- The Additional 3Ps

Marketing Environment: Introduction, Environmental Scanning, Analysing the Organization's Micro Environment, Company's Macro Environment



## **UNIT II Market Segmentation, Branding and Product concepts**

Marketing segmentation- Bases for segmenting consumer Markets and Business Markets - Steps in segmenting a Market-Strategies for selecting Target Markets, One to One Marketing-Positioning.

Product Concepts-Product-Definition, Levels of product, Types-Product Items, Product Lines and Product Mixes - New Product Development: Process-Product lifecycle.

## **UNIT III Marketing Channels and Pricing strategies**

Need for Marketing Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Introduction to Retailing, Wholesaling,

Pricing: Introduction, Factors Affecting Price Decisions, Cost Based Pricing, Value Based and Competition Based Pricing, Product Mix Pricing Strategies

## **UNIT IV Promotion and Personal Communication Channels**

Promotion Management-Managing Non-Personal Communication Channels: Introduction, Integrated Marketing Communications (IMC), Introduction to Advertising, Fundamentals of Sales Promotion, Basics of Public Relations and Publicity, Personal Selling, Direct Marketing,

## **UNIT V Contemporary Developments in marketing**

Relationship Marketing Vs. Relationship Management, Definitions of Customer Relationship Management (CRM), Forms of Relationship Management, Managing Customer Loyalty and Development, Reasons Behind Losing Customers by Organisations, Services Marketing, E-Marketing or Online Marketing, Social marketing, Rural Marketing and Green Marketing.

### **Suggested Readings:**

1. Philip T. Kotler, Gary Armstrong, Prafulla Agnihotri , (2018), *Principles of Marketing*, 17th edition, Pearson Education, NewDelhi
2. V. S. Ramaswamy , S. Namakumari (2018), *Marketing Management: Indian Context Global Perspective*, 6th edition, , Sage Publications India (P) Ltd., NewDelhi
3. Philip Kotler, Kevin Lane Keller, (2017), *Marketing Management*, 15th edition, Pearson Education, NewDelhi
4. Rajan Saxena (2017), *Marketing Management*, 5th edition, McGraw Hill Education, NewDelhi.
5. Philip Kotler (2017), *Marketing 4.0: Moving from Traditional to Digital*, Wiley, NewDelhi

### **E-Resources**

- <https://nptel.ac.in/courses/110104068/>
- <https://nptel.ac.in/courses/110104070/>

**COURSE OBJECTIVES:**

To make the students

- To acquire knowledge in human resource management, HR audit, and Analytics.
- To gain knowledge of HR planning, Selection, Recruitment, job analysis and its interrelations.
- To understand the concepts and practical implications of performance management, Training methods and career planning.
- To know about compensation and reward management and its practice in industry.
- To be familiar with Employee relations and its application for the development of Human resources.
- To understand the methods to improve quality of work life.

**COURSE OUTCOMES:**

Learners should be able to

1. Assess the job analysis for a profile and understand its linkage with HR planning
2. Evaluate the training needs and draft a training programme.
3. Understand the compensation and reward system applicable to the industry based and understand its linkage with performance management
4. Understand and apply the appropriate employee relations measures.
5. Understand the HR functions and latest developments in the field of HR and effectively communicate ideas, explain procedures and interpret results and solutions in written and oral forms to different audiences.
6. Make any manager to identify various activities related to Human Resources, Job involved in HR, Training, Compensation and Labour welfare practices

**UNIT I HRM and latest trends in HR**

Human resource management - introduction to Human Resource Management– Functions and importance of HRM – Globalization and challenges to HR manager – Diversity management – Strategic Human resource management – HR audit accounting - HR analytics

**UNIT II HRP, Selection, Recruitment and Job Analysis**

Human Resource Planning and Staffing - Human resource planning and forecasting Recruitment and selection: Sources of recruitment, Recruitment process – Process of selection -Interviewing for selection Induction and Placement – Employee Socialisation – Employee termination and Exit interviews. Job analysis and Design – Process of Job Analysis - Job description, Job specification,

Job rotation, Job enrichment- Job enlargement – Job enhancement.

### **UNIT III Training, Performance Management and career development.**

Training Need assessment - Designing Training Programs – Methods and Techniques of Training and Development – training evaluation – Management development programs - Talent Management – techniques of performance appraisal – Orientation – Socialization – Process of socialization – Strategies. Training – Training process - Performance appraisal- Process – Traditional and Modern Methods - 360° - 720° feedback – Ethics of performance appraisal - challenges to performance appraisal – career and development planning- mentoring – coaching – succession planning

### **UNIT IV Compensation and Reward**

Compensation and Reward Management Factors influencing pay rates – Components of compensation – Types of incentives and rewards – Employee benefits and services- Statutory benefits - Non-Statutory (voluntary) benefits - Executive compensation – Employee social security – Employee engagement

Motivation – Importance – Theories: Need, Content and Process theory motivation; Different Theories of motivation - need hierarchy theory, theory X and theory Y, two factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory – Application.

### **UNIT V Employee Relations.**

Employee Relations - Managing employee relations – Grievance Management - organizational discipline – dispute settlement – Collective bargaining – Employee Health and Safety – IHRM and Managing Expatriates - Quality of Work life – Concepts – Methods to improve quality of work life

### **SUGGESTED READINGS:**

1. Dessler, G. and BijjuVarkkey (2017). *Human Resource Management*, 15<sup>th</sup> edition, Pearson Education, NewDelhi.
2. Aswathappa, K. (2017). *Human Resource Management*, 6<sup>th</sup> edition, McGraw Hill Education, NewDelhi.
3. David A. Decenzo , Stephen P. Robbins, Susan L. Verhulst (2015), *Human Resource Management*, 11<sup>th</sup> edition, Wiley, NewDelhi.
4. George W Bohlander and Scott., Snell., (2016). *Principles of Human Resource*

*Management* , 16th edition, Cengage India, NewDelhi.

5. Scott Snell, George Bohlander , Veena Vohra (2010), *Human Resources Management: A South Asian Perspective*, 1st edition, Cengage India, NewDelhi.

#### **E-Resources**

- <https://nptel.ac.in/courses/110105069/>
- <https://nptel.ac.in/courses/122105020/>

**COURSE OBJECTIVES:**

To make the students

- To understand the scientific approaches to decision-making through mathematical modeling and solving linear programming models.
- To use variables for formulating complex mathematical models in management science, industrial engineering and transportation science.
- To know the advanced methods for large-scale transportation, assignment problems and inventory models.
- To formulate and solve problems as networks and graphs
- To recognize the mathematical and computational modeling of real decision-making problems,
- To analyse Competitive Decision Models

**COURSE OUTCOMES :**

Learners should be able to

1. Understand the principles and techniques of Operations Research and their applications in decision-making.
2. Realize and apply mathematical techniques for shortest path, maximum flow, minimal spanning tree, critical path, minimum cost flow, and transshipment problems.
3. Formulate linear programming (LP) models and understand the cost minimization and profit maximization concepts.
4. Select the best strategy on the basis of decision criteria under the uncertainty.
5. Demonstrate capabilities of problem-solving, critical thinking, and communication skills.
6. Understand the concept of Dynamic Programming

**UNIT I Operations Research and Linear Programming**

Introduction, Historical Background, Scope of Operations Research , Features of Operations Research, Phases of Operations Research, Types of Operations Research Models, Operations Research Methodology, Operations Research Techniques and Tools , Structure of the Mathematical Model, Limitations of Operations Research

**UNIT II LPP and Transportation Problems**

Linear Programming: Introduction, Linear Programming Problem, Requirements of LPP,

Mathematical Formulation of LPP, Case Studies of LPP, Graphical Methods to Solve Linear Programming Problems, Applications, Advantages, Limitations, Graphical Analysis, Some Basic Definitions, Graphical Methods to Solve LPP, Some Exceptional Cases, Important Geometric Properties of LPP, Standard Form of LPP, Fundamental theorem of LPP, Solution of LPP – Simplex Method

The Simplex Algorithm, Penalty Cost Method or Big M-method, Two Phase Method, Solved Problems on Minimisation, Importance of Duality Concepts, Formulation of Dual Problem, Economic Interpretation of Duality, Sensitivity Analysis.

Transportation Problem: Introduction, Formulation of Transportation Problem (TP), Transportation Algorithm (MODI Method), the Initial Basic Feasible Solution, Moving Towards Optimality

Assignment Problem: Introduction, Mathematical Formulation of the Problem, Hungarian Method Algorithm, Routing Problem, Travelling Salesman Problem

### **UNIT III Network Analysis**

Network Analysis – Construction of networks, Components and Precedence relationships – Event – activities – rules of network construction, errors and dummies in network.

PERT/CPM networks –project scheduling with uncertain activity times – Critical Path

Analysis – Forward Pass method, Backward Pass method – Float (or slack) of an activity and event –Time – cost trade-offs – crashing activity times.

### **UNIT IV Queuing Models**

Introduction, Queuing Theory, Operating Characteristics of a Queuing System, Constituents of a Queuing System, Service Facility, Queue Discipline, Introduction, Mathematical Analysis of Queuing Process, Properties of Queuing System, Notations, Service System, Single Channel Models, Multiple Service Channels, Erlang Family of Distribution of Service Times, Applications of Queuing Theory, Limitations of Queuing Theory, Finite Queuing Models

### **UNIT V Simulation and Game Theory**

Introduction, Methodology of Simulation, Basic Concepts, Simulation Procedure,

Application of Simulation - Simulation Monte-Carlo Method: Introduction, Monte-Carlo Simulation, Applications of Simulation, Advantages of Simulation, Limitations of Simulation

Game Theory: Introduction, Competitive Situations, Characteristics of Competitive Games, Maximin – Minimax Principle, Dominance

**Note:** Problems 60 Marks and Theory 40 Marks.

### **SUGGESTED READINGS:**

1. Wayne L. Winston, S. Christian Albright (2018), *Practical Management Science*, 6th Edition, Cengage Learning, New Delhi.
2. Frederick S. Hillier, Gerald J. Lieberman, Bodhibrata Nag, Preetam Basu (2017), *Introduction to Operations Research*, 10th edition, McGraw Hill Education, New Delhi.
3. J.K. Sharma (2017). *Operations Research - Theory and Applications.*, 6th edition, Laxmi Publications, New Delhi.
4. G. Srinivasan (2017), *Operations Research: Principles and Applications*, PHI, New Delhi
5. Taha (2014), *Operations Research: An Introduction*, 9th edition, Pearson education, New Delhi.

**COURSE OBJECTIVES:**

To make the students

- To understand the financial management concept and its importance and its applications in business, their relationship with the business environment and the role and functions of chief financial officer.
- To know the concept of time value of money and the rationale for using the time value of money concept in capital budgeting techniques for evaluations of business proposals.
- To recognize the availability of different source of capital and computation of cost of capital.
- To recognize the importance of financial leverage, dividend policies and capital structure theories and its application in business.
- To comprehend on the importance working capital, its determination and application.
- To understand the factors affecting working capital requirements

**COURSE OUTCOMES:**

Learners should be able to

1. Understand the role of a financial manager, and their role in taking decisions professionally.
2. Demonstrate knowledge and compute value of money over time and apply the concept to Evaluate the business proposal applying capital budgeting techniques
3. Compute the cost of capital and financial leverage to estimate the optimal capital structure.
4. Comprehend the knowledge of assessing the working of organization to assess the liquidity position of the firm.
5. Demonstrate capabilities of teamwork, problem-solving, critical thinking, and communication skills related to finance decisions.
6. Develop analytical skills which facilitate the financial decision making in business situations

**UNIT I Financial Management, Role of finance manager and sources of finance**

Financial Management: Meaning, nature and scope of finance goal – Forms of Organisation – Sole Proprietorship, Partnership and corporation - profit vs. wealth maximization; Finance decisions – investment, financing and dividend decisions. Role of finance manager – Treasurer Vs. Controller. Agency conflict and agency cost.



Long Term Sources of Finance: Equity, Debentures, Preference Shares, Long term loan, Private equity, Venture capital and Angel investor, Asset Based Financing.

Short term Sources of Finance : Short term loan, commercial paper, certificate of deposits, commercial paper, bill of exchange, factoring.

## **UNIT II Time value of money and its applications.**

Time value of money: Present value, future value, Annuity, Annuity Due, Perpetuity, Amortization schedule,

Capital Budgeting : Independent, Mutually exclusive and Contingent Projects,—Evaluation Technique -Discounted cashflow methods : NPV, IRR, profitability index - Non discounted Cashflow Methods : payback, ARR. Capital Rationing.

## **UNIT III Capital structure and cost of capital**

Capital Structure: forms – importance – optimal capital structure – theories – Factors determining capital structure – changes in capital structure – capital gearing.

Cost of Capital: Cost of capital – meaning – significance – classification of cost – determination – problems – computation of cost of specific sources of finance (cost of Debt, Equity & Preference shares , Retained earnings) – Computation of weighted average cost of capital, Marginal cost of capital.

## **UNIT IV Leverage and Dividend policy**

Leverages: Meaning – Types – Financial Leverage – Operational Leverage – Composite – Working Capital Leverage- EBIT – EPS Analysis- Indifference point.

Dividend: Approaches – determinants – types of dividend policy – forms of dividend. - effects and objects of bonus issue – Dividend theories and Models - Relevance & Irrelevance theories- Walter's Model, Gordon's Model and MM approach.

## **UNIT V Working capital Management**

Working capital requirements: Meaning - concept – kinds – importance of adequate working capital - determinants of working capital - working capital policy- estimation of working capital— operating cycle/ cash conversion cycle- working capital finance - Commercial paper, Company

deposit, Trade credit, Bank finance. Cash management: optimal cash, cash budget. Inventory management: EOQ, Reorder level Receivables Management: Credit policy, receivables matrix.

**Note:** Mark distribution - Problems 40 marks and Theory 60 marks.

### **SUGGESTED READINGS:**

1. Pandey. I.M. (2016). *Financial Management*, 11<sup>th</sup> edition, Vikas Publishing House, New Delhi.
2. Vanhorne, J. C and Wachowicz, J .M Jr. (2015). *Fundamentals of Financial Management*. 13<sup>th</sup> edition. Pearson Education, NewDelhi.
3. Lawrence J. Gitman, Chad J. Zutter, (2017). *Principles of Managerial Finance*. (13<sup>th</sup> edition). Pearson Education, NewDelhi.
4. Khan, M.K. and Jain, P.K. (2017). *Financial Management*, 7<sup>th</sup> edition, McGraw Hill, New Delhi
5. Chandra, P. (2017). *Financial Management Theory and Practice*, 9th edition, McGraw Hill, New Delhi:

### **E-Resource:**

- <https://nptel.ac.in/courses/110/107/110107144/>

**Instruction Hours/week L:4 T:0P:0****Marks: Internal:40 External:60****Total:100****End Semester Exam: 3 Hours****COURSE OBJECTIVES:**

To make the students

- To understand the basic framework of research and research process and its important in business decision.
- To develop an understanding of various research designs and sampling techniques and its application.
- To identify appropriate sources of information and methods of data collection for solving a business issue.
- To understand the selection of appropriate tools to analyse the quantitative and qualitative data.
- To understand the ethical norms for research and select the best type of research report and be familiar with the content to be included in the report.
- To understand about Attitude Measurement and Scaling.

**COURSE OUTCOMES :**

Learners should be able to

1. Assess the best suitable research type and formulate the research objective for the business problem.
2. Formulate the suitable research designs and select appropriate sampling techniques for the research.
3. Select the appropriate data collection method for solving the business issue and decide the appropriate measurement scale for designing the instrument for data collection.
4. Apply appropriate analytical tools for the data collected and formulate a suitable suggestion for the business problem.
5. Demonstrate capabilities of team work, problem-solving, critical thinking, and communication skills and design a suitable research report based on the ethical norms of research.
6. Understand Norms for Using Tables, Charts and Diagrams

### **UNIT I Introduction to Research:**

Meaning, types, criteria of good research, marketing research, scientific approach to research in physical and management science, limitations of applying scientific methods in business research problems, ethical issues in business research.

An overview - Research process, problem formulation, management problem v/s. research problem, Steps involved in preparing business research plan/proposal

### **UNIT II Research Design and Sampling Design**

Business Research Design: Exploratory, Descriptive, & Causal research

Exploratory research: Meaning, suitability, collection, hypothesis formulation

Descriptive research: Meaning, types of descriptive studies, data collection methods

Causal research: Meaning, various types of experimental designs, types of errors affecting research design.

Sampling Design Meaning, Steps in Sampling process, Types of Sampling - Probability and non probability Sampling Techniques, Errors in sampling.

### **UNIT III Sources of Data collection and instrument designing**

Data collection: Primary and Secondary data – Sources – advantages/disadvantages, Data collection Methods – Observations, Survey, Interview and Questionnaire design, Qualitative Techniques of data collection. Measurement & Scaling Techniques: Nominal Scale, Ordinal Scale, Interval Scale, Rating Scale, Criteria for good measurement, attitude measurement – Likert's Scale, Semantic Differential Scale, Thurstone-equal appearing interval scale, MDS – Multi Dimensional Scaling.

Questionnaire Design: Questionnaire method; Types of Questionnaires; Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method. Data Processing: Data Editing- Field Editing, centralized in house editing; Coding- Coding Closed ended structured Questions, Coding open ended structured Questions; Classification and Tabulation of Data.

#### **UNIT IV Univariate and Bivariate Analysis of Data:**

Meaning, Types, characteristics, sources, Formulation of Hypothesis, Errors in hypothesis testing, Parametric and Nonparametric test: T-test, Z-test, F-test, U-test, Rank-Sum test, K-W test. (Theory only).

ANOVA – One-way & Two-way classification

Analysis of Business Research: Bivariate Analysis (Chi-square only)

Multivariate Analysis -Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, (Theory only).

#### **UNIT V Research Report Writing and Ethical code for research**

Types of research reports – Brief reports and Detailed reports; Report writing: Structure of the research report- Preliminary section, Main report, Interpretations of Results and Suggested Recommendations; Report writing: Formulation rules for writing the report: Guidelines for presenting tabular data, Guidelines for visual Representations.

Ethics in Research: Meaning of Research Ethics; Clients Ethical code; Researchers Ethical code; Ethical Codes related to respondents; Responsibility of ethics in research, Plagiarism.

Citations : Meaning and Purpose and Types of citations and its interpretations.

**Note:** Case study (20 Marks) and Theory 80 Marks

Chapter 4 – Theory will be covered here and practically applied using SPSS Practical

#### **SUGGESTED READINGS:**

1. Uma Sekaran, Roger Bougie (2018), *Research Methods for Business: A Skill-Building Approach*, 7th edition, Wiley, NewDelhi.
2. C.R. Kothari , Gaurav Garg (2018), *Research Methodology*, Fourth Edition, New Age International Publishers, NewDelhi.
3. Donald Cooper and Pamela Schindler (2017), *Business Research Methods*, 11th edition, McGraw Hill education, NewDelhi.
4. Zikmund William G. et.al (2016), *Business Research Methods*, Cengage India, New Delhi.
5. Mark N.K. Saunders, Philip Lewis, Adrian Thornhill (2015), *Research Methods for Business Students*, 7th edition, Pearson Education, NewDelhi.

#### **E-Resources**

- <https://nptel.ac.in/courses/121106007/>
- <https://nptel.ac.in/courses/110107080/>

**COURSE OBJECTIVES:**

To make the students

- To understand the Importance of SPSS and the features for entering the data according to the variable type.
- To understand and apply the descriptive analytical tools
- To know the univariate tools and its application
- To comprehend the application of Bivariate analysis
- To understand and compute the multivariate analysis using the package.
- To learn the data editing and derive required graphs.

**COURSE OUTCOMES:**

Learners should be able to

1. Create datasheet and enter the data
2. Compute descriptive statistics using the package and graphically represent the data.
3. Perform univariate and bivariate analysis in the software package.
4. Perform multivariate analysis in the software package.
5. Demonstrate capabilities of problem-solving, critical thinking, and communication skills to infer the output.
6. Do Multivariate analysis

**UNIT I Overview and Data Entry**

SPSS – Meaning – Scope- Limitation- Data view- Variable view- Data entry procedures- Data editing- Missing

**UNIT II Descriptive Statistics**

Descriptive statistics – Frequencies Distribution – Diagram – Graphs, Mean, Median, Mode, Skewness –

Kurtosis – Standard Deviation.

### **UNIT III Non parametric and parametric test**

Cross tabulation, Chi square, t test, independent sample t test, paired t test.

### **UNIT IV Analysis of Variance, Bivariate Analysis**

ANOVA – One way, Two Way ANOVA, Correlation – Rank correlation – Regression – charts.

### **UNIT V Multivariate analysis**

Factor Analysis

#### **Suggested Readings:**

1. Darren George, Paul Mallery (2016), *IBM SPSS Statistics 23 Step by Step*, Routledge, NewDelhi.
2. Asthana & Braj Bhushan (2017), *Statistics for Social Sciences (With SPSS Applications)*, PHI, New Delhi.
3. Keith McCormick, Jesus Salcedo, Aaron Poh, *SPSS Statistics for Dummies*, 3rd edition, Wiley, New Delhi.
4. Keith McCormick, Jesus Salcedo, Jon Peck, Andrew Wheeler, Jason Verlen (2017), *SPSS Statistics for Data Analysis and Visualization*, Wiley, NewDelhi.
5. Brian C. Cronk (2016), *How to Use SPSS®: A Step-By-Step Guide to Analysis and Interpretation*, 9<sup>th</sup> edition, Routledge, NewDelhi.

20MBAP212

**TEAM BUILDING AND LEADERSHIP  
SKILLS (PRACTICAL)****2H - 1C****Instruction Hours / week: L: 0 T: 0 P: 2****Marks: Internal: 50 Total: 50****COURSE OBJECTIVES:**

To make the students

- To understand the tools and techniques to build and maintain high performance teams
- To understand the importance of clear goals, roles, and processes for conducting effective and productive teams
- To gain the ability to use the resources of the team to identify and overcome obstacles.
- To gain ability to run effective team meetings that produce results
- To obtain the skills for team communication strategies, tools, and techniques to assure positive outcomes.
- To give Feedback for Improved Performance

**COURSE OUTCOMES:**

Learners should be able to

1. Apply facilitative leadership skills to promote team communication, collaboration, and performance.
2. Gain Confidence and ability to deal effectively with challenging team situations.
3. Ability to use ongoing evaluation and feedback tools to monitor team progress, tools for team problem-solving and goal attainment.
4. Utilize teamwork tools that are used to align individuals to be as effective as team members.
5. Receive and integrate feedback on decision-making practices, conflict resolution skills, and teamwork behaviors with the support of a team-based coach.
6. Manage Conflict in Organization

**Course Content****Team Building Skills**

Goals, Roles and Processes, The Leader's Role, Definitions, What Teams Need, Your Best and Worst Experiences, Team Building Stages, Team Requirements, Team Connections, Team Roles and Resources, Ground Rules, Utilizing Team Resources, Team Building Process, Symptoms of Team Stress, The Five Dysfunctions of Teams, Team Meetings,



Facilitation Skills, Decision Strategies, Goal Setting and Problem Solving, Team Assessment.

### **Communication Skills**

Developing Trust, Mapping Your Stakeholders, Communication Planning, Choice and Control, Building Blocks of Effective Communication, Influencing Skills, Successful Delegation, Giving Feedback for Improved Performance, Managing Conflict

### **SUGGESTED READINGS**

1. Uday Kumar Haldar (2010), *Leadership and Team Building*, Oxford University Press, NewDelhi.
2. Justin Hughes (2016), *The Business of Excellence: Building high-performance teams and organizations*, Bloomsbury Business, NewDelhi.
3. D.K. Tripathi (2011), *Team Building And Leadership (With Text & Cases)*, 1<sup>st</sup>edition, Himalaya Publishing House Pvt. Ltd, NewDelhi
4. Brian Cole Miller (2015), *Quick Team-Building Activities for Busy Managers: 50 Exercises That Get Results in Just 15 Minutes*, 2<sup>nd</sup>edition, AMACOM, McGraw-Hill Education Asia,Singapore.
5. Mary Scannell , Jim Cain (2012), *Big Book of Low-Cost Training Games: Quick, Effective Activities that Explore Communication, Goal Setting, Character Development, Teambuilding, and More—And Won't Break the Bank!* , McGraw-Hill Education, New Delhi.
6. Craig E. Runde , Tim A. Flanagan (2008), *Building Conflict Competent Teams (J-B CCL (Center for Creative Leadership))*, Wiley, NewDelhi.

**COURSE OBJECTIVES:**

To make the students

- To learn about strategic planning in the corporate sector.
- To analyze the environment and to identify opportunities and threat.
- To understand the planning and evaluation techniques
- To learn to apply quantitative and qualitative tools to evaluate and control
- To know how to formulate the strategies for companies.
- To understand Various approach to implementation of strategy

**COURSE OUTCOMES:**

Learners should be able to

1. Demonstrate a critical understanding of strategic management theories and apply lifelong.
2. Apply quantitative and qualitative tools to evaluate and control
3. Formulate appropriate strategies for companies.
4. Demonstrate capabilities of problem-solving, critical thinking, team work and communication skills
5. Communicate effectively strategic evaluation and control techniques
6. Understand the concept of Quantitative and Qualitative tools in Strategy Evaluation and Control.

**UNIT I Strategic Management**

Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business

Strategic Management, Need, scope, key features and importance of strategic management, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management

**UNIT II Environment Analysis and Internal Analysis of Firm:**

Introduction, Strategy Analysis and its Importance, Environmental Appraisal and Scanning Techniques, Organisational Position and Strategic Advantage Profile, Strategic Management Model

*Challenges in Strategic Management:* Introduction, Strategic Management as an Organisational Force, Dealing with Strategic Management in Various Situations, Strategic Management Implications and Challenges

**UNIT III Strategy Formulation:**

Introduction, Strategy Formulation, Process in Strategy Formulation, Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome,

Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs)  
*Business Investment Strategies:* Introduction, Business Plan and Business Venture,  
Business Investment Strategies

#### **UNIT IV *Strategic Alliances:***

Introduction, Strategic Alliances, Types of Strategic Alliances and Business Decisions,  
Problems Involved in Strategic Alliances

Concepts of Business Continuity Plan (BCP), Relevance and Importance of BCP, Steps in  
Business Continuity Plan, Business Impact Areas, BCP and its Influence on Strategic  
Management, BCP and its Influence on Policy Making, Contingency Planning

#### **UNIT V *Strategic Control and Evaluation:***

Introduction, Strategy Evaluation, Strategic Control, Difference Between Strategic Control  
and Operational Control, Concept of Synergy and its Meaning, Key Stakeholder's  
Expectations

*Recent Trends in Strategic Management:* Introduction, Strategic Thinking, Organisational  
Culture and its Significance, Organisational Development and Change, Change  
Management, Models of Leadership Styles and its Roles, Strategic management in a new  
globalised economy

#### **Suggested Readings:**

1. AzharKazmi , Adela Kazmi (2015), Strategic management, 4th edition, McGraw Hill, New Delhi
2. Charles W.L. Hill , Gareth R. Jones, (2012), Strategic Management: An Integrated Approach, 9th edition, Cengage, New Delhi.
3. Fred R. David, Forest R. David, PurvaKansal (2018), Strategic Management Concepts: A Competitive Advantage Approach, 16th edition, Pearson Education, New Delhi.
4. John Pearce, Richard Robinson, AmitaMital (2017), Strategic Management: Formulation, Implementation and Control, 12th edition, McGraw Hill , New Delhi,
5. Barney/Hesterly (2015), Strategic Management and Competitive Adv: Concepts and Cases, 5th edition, Pearson Education, New Delhi.
6. Roman Pichler (2012), Agile Product Management with Scrum: Creating Products That Customers Love, Pearson Education, New Delhi.
7. Idris Mootee (2017), Design Thinking for Strategic Innovation: What They Can't Teach You at Business or Design School, Wiley, New Delhi.

#### **E-Resources**

- <https://nptel.ac.in/courses/110108047/>

**COURSE OBJECTIVES:**

To make the students

- To make the students to understand the concepts of International business
- To know the export procedure for production and shipment
- To enhance knowledge in EXIM policy
- To understand the Logistics and International marketing channel decision.
- To get an insight on the need for documentation, Process of obtaining Export and Import License
- To Understand the Concept of Export, EXIM strategies, custom clearance and Export incentive schemes.

**COURSE OUTCOMES:**

Learners should be able to

1. Comprehend the concepts of International business, trade procedures and Exim Policy apply lifelong
2. Understand the basics of shipment, foreign trade and international agencies and agreement.
3. Demonstrate capabilities of analysing problems, team work and communication skills
4. Develop knowledge on international financial institutions
5. Acquire knowledge on foreign trade.
6. Understand Financing of foreign trade and Documentation

**UNIT I : Introduction to International Business:**

Introduction, Introduction to International Business, Elements of International Business, Globalisation  
International Trade theories and their application: Introduction, Why do nations trade? Theories of International trade- mercantilism, Absolute advantage, Comparative advantage, Heckscher- Ohlin, Product life cycle theory and Porter's diamond model.

**UNIT II : International Business Environment and Culture**

Introduction, Economic Environment, Political Environment, Demographic environment, Legal Environment

Culture and International Business: Introduction, Meaning of Culture, Country Culture, and Culture in an International Business Organization

**UNIT III Foreign Investments, Regional integration & Global trade institutions**

Foreign Investments, Types and Motives: Foreign investments, types of foreign investments, motives  
Regional integration: Introduction, Overview of Regional Integration, Types of Integration, Regional Trading Arrangements, India and Trade Agreements

Global trade institutions: Introduction, World trade organization (WTO), International Labour Organisation (ILO)

#### **UNIT IV : Functional Knowledge in International perspective**

International Financial Management: Introduction, Overview of International Financial Management, Components of International Financial Management, Scope of International Financial Management  
International Accounting Practices: Introduction, International Accounting Standards, Accounting for International Business, International Regulatory Bodies, International Financial Reporting Standards  
International Marketing: Introduction, scanning international markets, mode of entering into potential markets, Global Marketing Strategies, Branding for International Markets

International Human Resource Management: Introduction, International Organizational Structures, Introduction to International Human Resource Management, Scope of International Human Resource Management

#### **UNIT V Finance and International Trade:**

Introduction, understanding payment mechanism, Documentation in International Trade, Financing Techniques, Export Promotion Schemes, Export and Import Finance  
Balance of Payments, Nature of BOP – Components – Disequilibrium of BOP – Trade Barriers., Tariff – Classification – Impact – Nominal, effective, optimum tariff – Non tariff barriers  
EXIM Policy - Export procedure – Offer and receipt of confirmed order – production, shipment and banking procedure – Negotiation – Documents for export trade – Export incentives to Indian exporters.  
Export Finance- Payment terms, Pre & Post shipment credit, Institutional finance for exports, EXIM Bank, Letter of Credit and financing of foreign trade, ECGC.

#### **SUGGESTED READINGS:**

1. K. Aswathappa (2017), International Business, 6th edition, McGraw Hill, New Delhi.
2. Francis Cherunilam, (2013), International Trade and Export Management. Himalaya Publications, Mumbai.
3. Charles W. L. Hill, G. Tomas M. Hult, Rohit Mehtani (2018), International Business: Competing in the Global Marketplace, McGraw Hill, New Delhi.
4. Gupta C.B.(2014), International Business, S.Chand, New Delhi.
5. Varma Sumati (2019), Fundamentals of International Business, 4th edition, Pearson Education, New Delhi.
6. Francis Cherunilam, (2013), International Trade and Export Management. Himalaya Publications, Mumbai.

#### **E-Resources**

- [https://www.youtube.com/watch?v=fU7xJ2AYM3w&list=PLesgViD0jhW\\_pW9WVtA4oe4w3TRVecbEQ](https://www.youtube.com/watch?v=fU7xJ2AYM3w&list=PLesgViD0jhW_pW9WVtA4oe4w3TRVecbEQ)

**Instruction Hours / week: L: 4 T: 0 P: 0****Marks: Internal: 40 External: 60 Total: 100****End Semester Exam: 3 Hours****COURSE OBJECTIVES:****To make the students**

- To Understand the Concept of investing and mechanics for formulating investment decisions.
- To communicate orally and in written form the concepts of Concept of investing and mechanics for formulating investment decisions.
- To apply the investing concepts and skills lifelong.
- To clarify the structure and functioning of capital market.
- To expose the concepts of investment Risks and Securities.
- To facilitate them to understand and exploit the tools available for analysis.

**COURSE OUTCOMES:****Learners should be able to**

1. Understand the Concept of investing and mechanics for formulating investment decisions.
2. Apply the investing concepts and skills lifelong.
3. Demonstrate capabilities of problem-solving, critical thinking, team work and communication skills
4. Demonstrate knowledge and compute value of security analysis & portfolio management and apply the concept to Evaluate the business proposal applying capital budgeting techniques
5. Understand about SAPM. Investments', its types, risk involved in investments', analysis pertaining to investments, Portfolio Theory and models on investment management.
6. Comprehend the knowledge of assessing the working of organization to assess the liquidity position of the firm.

**UNIT I : The Investment and Investment Avenues**

Concepts of investment – Saving Vs. Investment, Investment Vs. Speculation Vs. Gambling, Sources of investment information- Investment Avenues :Non marketable Financial Assets – Money Market Instruments – Bond/Debentures – Equity Shares – Schemes of LIC – Mutual Funds– Real Assets – Real Estate – Art – antiques and others.

Hedging Instruments : Derivatives: Financial Derivatives –Futures and Options - Stock and Index futures and options - Commodity Derivatives – Structure of commodity exchanges – Commodity futures and options – Hedging using commodity futures.

**UNIT II: Risk and Return and Valuation of Securities**

Concept of total risk, factors contributing to total risk - systematic and unsystematic risk : default risk, interest rate risk, market risk, management risk, purchasing power risk. Risk & risk aversion. Meaning and Types of Returns- Holding Period return – Expected return – Annualized return – Measurement of Risk : Standard deviation and beta - Capital allocation between risky & risk free assets-Utility analysis.

Bond Valuation, Preference Share Valuation and Share Valuation: Dividend discount models- no growth, constant growth (Problems)

### **UNIT III Fundamental Analysis, Technical Analysis and Market Efficiency**

EIC framework; Economic analysis: Leading lagging & coincident macro-economic indicators, Expected direction of movement of stock prices with macroeconomic variables in the Indian context; Industry analysis: stages of life cycle, Micheal E. Porter's five forces model, SWOT analysis, financial analysis of an industry; Company analysis.

Technical Analysis: meaning, assumptions, difference between technical and fundamental analysis; - Technical Tools - Dow theory, Primary Trend – The secondary Trend – Minor Trends, Support and Resistance Level, Indicators, Simple Moving averages, MACD, Charts: line chart, bar chart, candle chart, point & figure chart, Patterns: head & shoulders, triangle, rectangle, flag, cup & saucer,.

Efficient Market Hypothesis; Concept of efficiency: Random walk, Three forms of EMH

### **UNIT IV :Portfolio Management**

Portfolio Management – Portfolio creating process -Principles of Portfolio Construction -Portfolio Analysis: portfolio risk and return, Markowitz portfolio model: risk and return for 2 and 3 asset portfolios, concept of efficient frontier and optimum portfolio- Mean Variance Criterion – covariance – Beta (simple problems) – Portfolio Theory : Capital asset pricing model – Arbitrage pricing theory. assumptions, significances and limitations of each theory

### **UNIT V: Mutual Funds, Portfolio Evaluation and Portfolio Revision**

**Mutual Funds :** Introduction, Mutual Funds Products and Features- calculation of Net Asset Value (NAV) of a Fund, classification of mutual fund schemes by structure and objective, advantages and disadvantages of investing through mutual funds- open ended and close ended Funds- Historical Perspective of Mutual Funds, Mutual Fund Industry in India and Abroad. Performance Evaluation using Sharpe's Treynor's and Jensen's measures. Meaning – needs – Sharpe's performance measures – Treynor's Performance Index – Jensen's Performance Index – their significance and limitations – Portfolio revision (Problems).

**Note:** Distribution of marks - 80% theory and 20% problems

### **SUGGESTED READINGS :**

1. Sasidharan, K. and Alex, K. Mathews. (2013). *Security Analysis and Portfolio Management*. New Delhi: Tata McGraw Hill Education Private Limited.
2. Punithavathy, Pandian. (2013). *Security Analysis and Portfolio Management*. New Delhi: Vikas Publishing House Pvt Ltd.
3. Donald, E. Fischer., and Ronald, J. Jordan. (2010). *Security Analysis & Portfolio Management*. New Delhi: Prentice Hall of India Private Ltd.
4. Prasanna Chandra. (2010). *Managing Investments*. New Delhi: Tata McGraw Hill.
5. Avadhani, V.A. (2008). *Securities Analysis and Portfolio Management*. New Delhi: Himalaya Publishing House,
6. Kevin. (2010). *Security Analysis and Portfolio Management*. New Delhi: Prentice Hall of India Private Ltd.

### **E-Resources**

- <https://nptel.ac.in/courses/110105035/>



***COURSE OBJECTIVES:*****To make the students**

- To Understand the features and functioning of the financial markets and financial services operations.
- To communicate orally and in written form the concepts features and functioning of the financial markets and financial services operations.
- To apply the knowledge of financial markets, financial services operations lifelong.
- To understand competent in creating different types of charges and documentation in respect of different types of borrowers against various types of securities.
- To apply the Concept of banking and insurance, its products in lifelong practice
- To develop a perfect understanding of the procedure and precautions to be adopted by bankers in dealing with different types of securities.

**COURSE OUTCOMES:****Learners should be able to**

1. Understand the features and functioning of the financial markets and financial services operations and apply lifelong.
2. Communicate orally and in written form the features and functioning of the financial markets and financial services operations.
3. Demonstrate capabilities of analysing problems, team work and communication skills
4. To give them an overview about insurance market
5. To gain a comprehensive knowledge on the procedural formalities in dealing with different types of customers.
6. To understand competent in creating different types of charges and documentation in respect of different types of borrowers against various types of securities

**UNIT I :Merchant Banking and Financial Services:**

Introduction, concept of merchant banking, financial system in India, development of merchant banks and regulations

Objectives of financial services – types of financial services (fund based and fees based) – capital market services & money market services – intermediaries: banking financial corporations, non banking financial corporations & insurance corporations- financial services sector problems and reforms, growth of financial services in India.

**UNIT II: Issue Management**

pre-issue and post-issue management activities performed by merchant banks.

Different roles played by underwriters and brokers in issue management and their responsibilities

Needs of Indian companies for raising funds from foreign markets usage of euro issue,



evaluation of various types of depository receipts -American Depository Receipts, Global Depository Receipts, FCCBs and FCEBs.

### **UNIT III Depositories, Securitization and Venture capital**

Depositories :Online trading, dematerialization and re-materialization, Depository system, the Depository Act of 1996 and depository participants. NSDL, CDSL and benefits of a depository system

*Credit Rating* - Introduction of credit rating, processes, scope of credit rating agencies in India.

*Securitization of Debts* -Introduction of securitization, features, advantages and the steps involved in the securitization process, guidelines laid down by the Securitization Act, 2002,

*Venture Capital Funds* -Introduction of venture capital fund, features, emergence of venture capitalism in India.

### **UNIT IV Leasing and Hire Purchase**

Leasing – History and Development – Concept and Classification – Types – Advantages – Disadvantages - Legislative Framework – Supplier, Lessor, Lessee Relationship – Sub Lease – Default and Remedies – Lease Evaluation in Lessee’s and Lessor’s point of view.

Hire Purchase – Concept and Characteristics – Rate of Interest – Methods of reporting adopted for hire purchase transactions - Legal aspects – Tax implication frame work for Financial Evaluation –Concept of credit Rating. Types of credit Rating - Advantages and Disadvantages of credit Rating - credit Rating Agencies & their Methodology - Emerging avenues of Rating services – International credit Rating practices – Concept – Types – Advantages and Disadvantages – Process –Agencies- Consumer Finance.

### **UNIT V Factoring and Forfeiting**

Process and features of factoring, types of factoring contracts, advantages and disadvantages of factoring, differences between factoring and bill discounting, process of factoring as it exists in India and Forfeiting, process of forfeiting..

#### **Suggested Reading:**

1. Khan, M.Y. (2013). *Financial Services* (7<sup>th</sup> edition). New Delhi: Tata McGraw Hill.
2. Ramesh Babu, G. (2009). *Indian Financial System*.New Delhi: Himalaya Publishing House.
3. Shanmugam, R. (2010). *Financial Services*. New Delhi: Wiley India Pvt Ltd.
4. Gurusamy, S. (2009). *Merchant Banking and Financial Services* (3<sup>rd</sup> edition). New Delhi: Tata McGraw Hill Education Pvt Ltd.
5. Gordon, E. Natarajan. (2013). *Financial Markets & Services*. New Delhi: Himalaya Publications.

#### **E-Resources**

- <https://nptel.ac.in/courses/110105121/>
- <https://www.youtube.com/watch?v=-JMLdhbUbzE>

**COURSE OBJECTIVES:****To make the students**

- To Understand the fundamentals of projects, project appraisal, risk management and project management and apply life long.
- To perform the feasibility study to decide on the project selection.
- To critically evaluate the projects using financial analysis and risk management tools.
- To communicate orally and in written form the understanding of projects, project appraisal, risk management and project management
- To make them capable to analyze, apply and appreciate contemporary project management tools and methodologies in Indian context.
- To make them understand the feasibility analysis in Project Management and network analysis tools for cost and time estimation.

**COURSE OUTCOMES:****Learners should be able to**

1. Understand the fundamentals of projects, project appraisal, risk management and project management and apply lifelong.
2. Perform the feasibility study to decide on the project selection.
3. Critically evaluate the projects using financial analysis and risk management tools.
4. Demonstrate capabilities of problem-solving, critical thinking, team work and communication skills
5. Apprehend different level of project appraisal to run the business
6. Understand the concept of Performance Audit and Project Leadership

**UNIT I Planning& Analysis Overview:**

Capital budgeting concepts, objectives and Phases, levels of decision making, Resource Allocation Framework: Key criteria for allocation of resource – elementary investment strategies. Generation and screening of project ideas: Generation of ideas – monitoring the environment – regulatory framework for projects – corporate appraisal – preliminary screening – project rating index (Theory).

**UNIT IIMarket and demand Analysis :**

Market and demand analysis, Technical analysis . Financial Analysis: Estimation of cost of project and means of financing – estimates of sales and production – cost of production – working capital

requirement and its financing – estimates of working results – breakeven points – projected cash flow statement – projected balance sheet. Project cash flows: Appraisal criteria: Net Present Value – benefit cost ratio – internal rate of returns urgency – payback period – accounting rate of returns – investment appraisal in practice. (Theory & Problems).

### **Multiple projects and constraints:**

Constraints – methods of ranking – mathematical programming approach – linear programming model. Qualitative factors in capital budgeting. Judgmental, Behavioral, Strategic and Organizational Considerations. Environmental appraisal of projects: types and dimensions of a project, environmental impact assessment and environmental impact statement (Theory & Problems).

### **UNIT III Types and measure of risk**

Types and measure of risk – simple estimation of risk – sensitivity analysis – scenario analysis – Monte Carlo simulation – Decision tree analysis – selection of projects under risk – risk analysis in practice. Choice between mutually exclusive projects of unequal life – optimal timing decision – determination of economic life – interrelationships between investment and financing aspects – inflation and capital budgeting, International Capital Budgeting. (Theory & Problems).

### **UNIT IV Social Cost Benefit Analysis (SCBA):**

Rationale for SCBA – UNIDO approach to SCBA – Little and Mirle approach to SCBA. Multiple projects and constraints: Constraints – methods of ranking – mathematical programming approach – linear programming model – Qualitative Analysis: Qualitative factors in capital budgeting – strategic aspects – strategic planning and financial analysis – informational asymmetry and capital budgeting – organizational considerations. (Theory & Problems).

### **UNIT V Project Management**

Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation. Project review and administrative aspects: Control of in-progress projects, The Post-audit, Abandonment Analysis, administrative aspects of capital budgeting, agency Problem, evaluating the capital budgeting system of an organization. (Theory ).

### **SUGGESTED READINGS:**

1. Prasanna Chandra. (2019).Project Planning, Analysis, Selection, implementation and Review. Tata McGraw Hill Publishing Company Ltd, New Delhi:
2. AmbrishGupta (2017), Project Appraisal and Financing , PHI Learning Pvt Ltd, New Delhi.
3. H.P.S.Pahwa (2014), Project Reports & Appraisals, 7th edition, Bharat Law House, New Delhi
4. SitangshuKhatua (2011), Project Reports and Appraisals, Oxford University Press, New Delhi.
2. Pradip K. Lath , Sat P. Parashar (2018), Project Appraisal and Financing, 1st edition, Himalaya Publishing House, New Delhi.

### **E-Resources**

- <https://nptel.ac.in/courses/110/104/110104073/>
- <https://nptel.ac.in/courses/110/107/110107081/>

**COURSE OBJECTIVES:****To make the students**

- To Understand the Concept mergers, Demergers, LBO, MBO, JV its valuation and accounting.
- To compute, analyse and evaluate the corporate restructuring decisions and its impact on company..
- To communicate orally and in written form the understanding of mergers, Demergers, LBO, MBO, JV its valuation and accounting.
- To understand international M & A activity and role of M & A in international trade growth
- To analyse the impact of government policies and political and economic stability on international M&A decisions
- To understand cultural profiling and assessment of cultural compatibility

**COURSE OUTCOMES:****Learners should be able to**

1. Understand the Concept mergers, Demergers, LBO, MBO, JV its valuation and accounting.
2. Compute, analyse and evaluate the corporate restructuring decisions and its impact on company..
3. Communicate orally and in written form the understanding of mergers, Demergers, LBO, MBO, JV
4. Understand the concessions under Income Tax Act for mergers and unwillingness to pay and inability to pay
5. Gain knowledge in Valuation and accounting
6. Understand Legal and Regulatory Framework of M & A and Post Merger Integration

**UNIT I Introduction to Corporate Restructuring**

Meaning of Corporate Restructuring, various forms of Corporate Restructuring, Objectives of mergers, types of mergers, Horizontal, Vertical, Conglomerate. The Merger and Acquisition Process, Theories of Merger, Success and failure of Merger & Acquisition. De-merger, spin offs, split ups, split offs, Reverse Merger. Difference between Demerger and Reverse Merger. Takeover Tactics and Takeover Defenses

**UNIT II Negotiation, Deal Structuring and Methods of Payment in Mergers and Acquisitions**

Introduction, structuring of transactions, regulatory approval, deal making in India, methods of payment in M&A, distinction between stock and cash transactions, types of exchange of shares.

**UNIT III Legal Acts and policies**

Amalgamation as per AS-14 and IFRS. Merger Aspects under Competition Law, Competition Bill 2002. SEBI regulations on Takeovers in India (Takeover Code), Role of Merchant Bankers in Mergers & Acquisition

**UNIT IV Valuation and accounting**

Concept of Value of a Company, Firm Valuation Models on Merger & Acquisition: (a) DCF Model, (b)

Comparable Company, (c) Book Value, (d) Adjusted Book Value (e) Enterprise Value, (f) Three Stage growth model, Swap Ratio, Valuation Practices in India, LBO, MBO.

*Accounting for Amalgamation* –Meaning of amalgamation, types of amalgamation, methods of accounting for amalgamation, meaning of consideration, treatment of goodwill, reserves and other profits

### **UNIT V Taxation Aspects in M&A**

Tax Implications: Tax Concession to amalgamated company, tax concession to amalgamating company in case of Merger & Acquisition. Tax aspects related to demergers.

### **SUGGESTED READINGS:**

1. Rabi Narayan Kar/Minakshi (2017), Mergers Acquisitions & Corporate Restructuring - Strategies & Practices, 3rd edition, Taxmann, New Delhi.
2. Prasad G. Godbole(2013), Mergers Acquisitions and Corporate Restructuring, 2nd edition, Vikas Publishing House, New Delhi.
3. Chandrashekar Krishnamurti (Editor), Vishwanath S R(2018), Mergers Acquisitions and Corporate Restructuring – Texts and Cases, 2nd edition, SAGE Publications Pvt. Ltd, New Delhi.
4. Patrick A. Gaughan(2019), Mergers Acquisitions and Corporate Restructuring, 7th edition, Wiley New Delhi.
5. Sheeba Kapil, Kanwal N. Kapil (2018), Mergers and Acquisitions: Strategy, Valuation, Leveraged Buyouts and Financing, 2nd edition, Wiley, New Delhi.

### **E-Resources**

- <https://www.youtube.com/watch?v=NtXV3YGr988>
- <https://www.youtube.com/watch?v=J3VrV-UdVZw>
- <https://www.youtube.com/watch?v=JaIqStF8bTw>

**COURSE OBJECTIVES:****To make the students**

- To understand the concept of econometrics and econometric modeling and apply it lifelong.
- To comprehend on the tools and techniques and apply the same for modeling the financial data.
- To know the Assumptions and interpretation of multiple regression equation
- To understand the Detection techniques and remedial measures
- To analyse Regression through the origin, Log-Linear models, Semilog models and Reciprocal models
- To know the Model selection criteria, Types of specification errors and their consequences

**COURSE OUTCOMES:****Learners should be able to**

1. Understand the concept of econometrics and econometric modeling and apply it lifelong.
2. Comprehend on the tools and techniques and apply the same for modeling the financial data.
3. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, problem solving, planning and team work.
4. Gain knowledge in Functional forms of regression models
5. Understand Detection techniques and remedial measures in Multicollinearity
6. Understand Model selection criteria

**UNIT 1: Econometrics - Introduction**

An Introduction to econometric modeling and business forecasting- Nature and Scope of econometrics, Measuring dependence between returns: correlation, tail dependence-Methodology of econometrics Classical Linear Regression Model(CLRM): Two Variable Regression Model: Concept of Population Regression Function & Sample Regression Function, Stochastic & non stochastic model, Method of OLS, Assumptions of CLRM, Properties of OLS estimators, Gauss-Markov Theorem, Goodness of fit, Hypothesis Testing: Interval estimation and test of significance approach.

**UNIT II: Multiple Regression Analysis:**

Regression based forecasting: Bivariate Model and Multivariate Model- Assumptions and interpretation of multiple regression equation,  $R^2$  and  $R^2$ , Hypothesis testing: for individual and overall significance, for equality of two regression coefficients, and for linear equality restrictions. Multivariate models, factor models

Regression based forecasting: Bivariate Model and Multivariate Model , Multivariate models, factor models, - Regression through the origin, Log-Linear models, Semilog models, Reciprocal models. Dummy Variable Regression models: Nature of dummy variable, ANOVA and ANCOVA models, Interaction effect of dummy variables, Dummy variable v/s Chow test. Relaxing CLRM assumptions:

### UNIT III: Financial Returns

Simple Returns    Log (Continuous) Returns    C. Comparison of functions  $\log(1+x)$  and  $x$  ,Adjustment for Dividends , Constant Expected Returns (CER) Model ,  
Characteristics of Financial Returns: Nature, Consequences, Detection techniques and remedial measures. Specification and Measurement Errors, Interpolation and Extrapolation, Multicollinearity and Serial Correlation. Heteroscedasticity: Nature, Consequences, Detection techniques and remedial measures. Autocorrelation: Nature, Consequences, Detection techniques and remedial measures. Specification and Measurement Errors, Interpolation and Extrapolation, Multicollinearity and Serial Correlation  
Test to apply :Skewness, Kurtosis, Bera-Jarque test for normality , Autocorrelation , Ljung-Box Q statistic test of independence    Geometric Random Walk , Clustered Volatility

### UNIT IV: Cointegration of Time Series

Definition of Cointegration

Engle-Granger Residual – based tests of Cointegration

The Error Correction Model

Applications    - Expectations Hypothesis of the Term Structure , Spot and Futures prices, Paired Investments

### UNIT V: Modeling Volatility of Returns

ARCH and GARCH models, Forecasting Volatility, Multivariate GARCH models

Applications    - Black-Scholes Model, Simulating the Price of a Financial Option, RiskMetrics, Value at Risk computations , Conditional Betas and Dynamic Hedge Ratios

### SUGGESTED READINGS

1. Damodar Gujarati, Dawn Porter, et al.(2017), Basic Econometrics, 5th edition, McGraw Hill, New Delhi.
2. H Stock James , W. Watson Mark (2017), Introduction to Econometrics,3<sup>rd</sup> Edition, Pearson Education.
3. Christopher Dougherty (2016), Introduction to Econometrics, 5<sup>th</sup> Edition, Oxford University Press.
4. Anil K. Bera , Sergey Ivliev , Fabrizio Lillo (2016), Financial Econometrics and Empirical Market Microstructure, 1<sup>st</sup> Edition , Springer.
5. Chris Brooks (2014), Introductory Econometrics for Finance, , 3<sup>rd</sup> EditionCambridge University Press

#### E-Resources

- <https://nptel.ac.in/courses/111/104/111104072/>
- <https://nptel.ac.in/courses/110/105/110105030/>



**COURSE OBJECTIVES:****To make the students**

- To understand the Risk management standards and organization formulating guidelines.
- To formulate the credit risk mitigation strategies.
- To evaluate the operational risk and design strategies to minimize operational risk.
- To Calculate the market risk and plan measures to mitigate the same
- To comprehend the risk measurements and control measures in the financial institutions.
- To understand the various norms associated with Risk management.

**COURSE OUTCOMES:****Learners should be able to**

1. Understand the Risk management standards and organization formulating guidelines.
2. Formulate the credit risk mitigation strategies.
3. Evaluate the operational risk and design strategies to minimize operational risk.
4. Calculate the market risk and plan measures to mitigate the same
5. Comprehend the risk measurements and control measures in the financial institutions.
6. Understand the norms and its impact in Risk Management

**UNIT I Risk management - Introduction and Overview:**

Risk definition - BIS – Basel Committee – Basel I, II and III norms; Risk Process- Risk Organization - Key risks-Credit risk, market risk, operational risk, liquidity risk, legal risk, interest rate risk and currency risk – Concept of ALM for Banks.

**UNIT II Credit Risk:**

Definition - Framework for risk management - RBI guidelines for risk management - Risk rating and risk pricing - Methods for estimating capital requirements Credit risk - standardized approach and advanced approach - Credit rating /scoring - Credit Bureaus - Stress test and sensitivity analysis - Internal Capital Adequacy Assessment Process (ICAAP) - Structured products.

**UNIT III Operational Risk:**

Definition - RBI guidelines for Operational risk - Types of operational risk - Causes for operational risk - Sound Principles of Operational Risk Management (SPOR) - Identification, measurement, control / mitigation of operational risks; Organizational set up and Policy requirements; Strategic approach and

key responsibilities of ORM; Capital allocation for operational risk, methodology and qualifying criteria for banks for the adoption of the methods; Computation of capital charge for operational risk.

#### **UNIT IV :Market risk:**

Definition - Liquidity risk - Interest rate risk - foreign exchange risk - ALM organization - ALCO - Simulation, Gap, Duration analysis, Linear and other statistical methods of control; Price risk (Equity) - Commodity risk - Treatment of market risk under Basel- Standardized duration method- Internal measurement approach – VaR.

#### **UNIT V :Risk Measurement, Control and Risk management:**

Risk Calculation - Risk exposure analysis - Risk management / mitigation policy - Risk immunization policy / strategy for fixing exposure limits - Risk management policy and procedure - Risk adjusted return on capital - Prudential norms – Income Recognition and Asset Classification (IRAC) norms Capital adequacy norms - Hedging – Forwards – Futures – Options Arbitrage opportunities Regulatory prescriptions of risk management –Exposure Norms - Systems Audit - Risk Organization and Policy.

#### **SUGGESTED READINGS**

1. Joel Bessis (2019), Risk Management in Banking, 4th edition, Wiley, New Delhi.
2. Leonard Onyiriuba (2016), Bank Risk Management in Developing Economies, 1st Edition, Academic Press
3. K Vaidyanathan (2013), Credit Risk Management for Indian Banks, SAGE, New Delhi.
4. Richard Apostolik, Christopher Donohue, Peter Went (Editors) (2012), Foundations of Banking Risk: An Overview of Banking, Banking Risks, and RiskBased Banking Regulation by GARP (Global Association of Risk Professionals), ISBN:9780470442197.
5. James W. Gup, Benton E. & Kolari (2011), Commercial Banking: The Management Of Risk 3<sup>rd</sup> Edition, Wiley, New Delhi.

#### **E-Resources :**

- <https://nptel.ac.in/courses/110/105/110105143/>
- <https://nptel.ac.in/courses/110/107/110107128/>

**COURSE OBJECTIVES:**

To make the students

- To Understand the Services, marketing of services, marketing mix, pricing and segmentation for services marketing.
- To comprehend on the consumer behaviour of services sector and emerging issues in services sector.
- To evaluate the Gap in services sector using tools and techniques.
- To understand the concept of marketing strategy for service products requires a different sort of approach, which is different from the traditional goods marketing.
- To understand the uniqueness of the services characteristics and its marketing implications.
- To provide an in-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services.

**COURSE OUTCOMES:**

Learners should be able to

1. Understand the Services, marketing of services, marketing mix, pricing and segmentation for services marketing.
2. Comprehend on the consumer behaviour of services sector and emerging issues in services sector.
3. Evaluate the Gap in services sector using tools and techniques.
4. Demonstrate capabilities of analysing problems, team work and communication skills
5. Understand the role of marketing strategic business in service sector
6. Gain knowledge on operations and financial aspects in market and retail planning

**UNIT I Nature, Scope of Services and Services Marketing**

Nature, Scope of Services :Introduction, meaning of services, unique characteristics, difference between services and tangible products, service sector, classification of services, Barriers and issues in Services Marketing in the Indian context, growth of service sectors and service industries.

Services Marketing: Introduction, concept and evolution of services marketing, meaning of service marketing, Categories of Service Providers, myths encountered in services, need for service marketing, and growth in Services Marketing.

**UNIT IIServices Marketing Mix, Gaps Model, Service Design and Service Delivery**

Services Marketing Mix, Introduction, 7Ps of service marketing, service gaps framework, perceived service quality, models of service marketing, Gaps Model of service quality.

Service Design and Service Delivery: Introduction, Service delivery process, service encounters and Moments of Truth, employee role in service delivery, service employee- criteria, importance and emotional approach, role of service provider, intermediaries involved in Service Process and Service Delivery

**Unit IIISTP Strategy for Services and Consumer Behavior in Services Marketing**

STP Strategy for Services :Introduction, Need for segmentation of services, bases of segmentation services, segmentation strategies in service marketing, need for targeting and positioning of services, positioning strategies for services, positioning Through Product/Service Delivery Strategies, Positioning Through Pricing

Strategies, Positioning Through Distribution Strategies, positioning through Sales Promotion and Advertising, Service Differentiation Strategies.

Consumer Behavior in Services Marketing Introduction, Customer Expectations in Services, Service Costs Experienced by Consumer, the Role of customer in Service Delivery, Conflict Handling in Services, Customer Responses in Services, Concept of Customer Delight

#### **Unit IV Service Development and Quality Improvement & Customer Defined Service Standards**

Service Development and Quality Improvement: Introduction, Types of New Service Development and its Stages, Types of new services, Stages in new service development, Service Costs Incurred by the Service Provider, Service Blue Printing, Service Development – Need, Importance and as a Measure of Competitive Advantage, Service Quality Dimensions, Service Quality Measurement and Service Mapping, Improving Service Quality and Service Delivery, Service Failure and Recovery.

Customer Defined Service Standards : Introduction, Customer Defined Service Standards- Hard and Soft, Concept of Service Leadership and Service Vision, Meeting Customer Defined Service Standards, Service Flexibility Versus Standards, Evaluate Strategies to Match Capacity and Demand, Managing demand, Managing supply, managing Demand and Supply of Service – Lack of Inventory Capability, applications of Waiting Line and Queuing Theories to Understand Pattern Demand.

#### **UNIT V Integrated Services Marketing, Marketing of Services and Emerging Issues in Service Marketing**

Integrated Services Marketing: Introduction, meaning and Importance, Features of Integrated Service Marketing, Integrated Marketing Communication for Service, Reasons for growing importance of integrated marketing communication, Advantages of integrated marketing communication, Integrated Service Marketing Mix, Developing an effective and efficient service marketing system, Integration of service quality measures and managing quality

Marketing of Services: Introduction, Overview of Different Service Sectors, Marketing of Banking Services, Marketing in Insurance Sector, Marketing of Education Services, Marketing of Tourism and Airlines, Tourism marketing, Airlines marketing, marketing of Hospitality Services, Healthcare Marketing, Social Service by NGOs, Marketing of Online Services, Marketing of Professional Services

Emerging Issues in Service Marketing : Introduction, Strategic approach in Services Marketing, Service Marketing in e-Commerce and e-Marketing, and Telemarketing Services, Service Marketing Research for Global Markets and Rural Markets, Innovations in Services Marketing, Ethical Aspects in Service Marketing

#### **SUGGESTED READINGS:**

1. Christopher Lovelock et.al (2017) Services Marketing-People, Technology, Strategy, 8th edition. Pearson Education, New Delhi.
2. Zeithaml (2017), Services Marketing: Integrating Customer Focus Across the Firm, 6th edition, MC Graw Hill, New Delhi.
3. Vinnie Jauhari & Kirti Dutta (2017), Services Marketing: Text and Cases, 2nd edition, Oxford University Press, New Delhi.
4. Srinivasan, R. (2012). Services Marketing – The Indian Context, Prentice Hall of India, New Delhi.
5. Rama Mohana Rao (2011), Services Marketing, 2nd edition, Pearson Education, New Delhi.
6. Rajendra Nargundkar (2010), Services Marketing, 3rd edition, McGraw Hill, New Delhi.
7. Steve Baron, (2010). Service Marketing, Sage Publications, New Delhi

#### **E-resources:**

- <https://nptel.ac.in/courses/110/105/110105038/>
- <https://nptel.ac.in/courses/110/105/110105078/>
- <https://nptel.ac.in/courses/110/107/110107142/>

**COURSE OBJECTIVES:**

To make the students

- To Understand the concept of integrated marketing communication, understanding communication process and digital marketing and apply lifelong.
- To develop advertisement by selecting appropriate media.
- To understand the ethical standards related to advertising.
- To know the role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour
- To understand Theoretical approach to budgeting viz. Marginal analysis and Sales response curve
- To measure the effectiveness of all Promotional tools and IMC

**COURSE OUTCOMES:**

Learners should be able to

1. Understand the concept of integrated marketing communication, understanding communication process and digital marketing and apply lifelong.
2. Develop advertisement by selecting appropriate media.
3. Understand the ethical standards related to advertising.
4. Demonstrate capabilities of analysing problems, team work and communication skills
5. Gain knowledge in Planning and development of creative marcom
6. Understand strategies for Digital Media & Advertising.

**UNIT I An Introduction to Integrated Marketing Communication (IMC):**

Meaning and role of IMC in Marketing process, steps involved in developing IMC programme, Effectiveness of marketing communications - Purpose, Role, Functions and Types of marketing communication, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services.

**UNIT II Understanding communication process:**

Communication: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model.

**UNIT III: Planning for Marketing Communication:**

Establishing marcom Objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget.

#### **UNIT IV: Developing the Integrated Marketing Communication Programme:**

Planning and development of creative marcom: Creative strategies in advertising, sales promotion, publicity, event sponsorships. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning and formulation of Mediastrategy. Measuring the effectiveness of all Promotional tools and Integrated marketing communications.

#### **UNIT V: Digital Media & Advertising:**

Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, E-PR. Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI

International Advertising: Global environment in advertising, Decision areas in international advertising.

#### **Suggested Readings:**

1. Jerome M. Juska (2017), Integrated Marketing Communication: Advertising and Promotion in a Digital World, 1st edition, Routledge
2. Belch (2017), Advertising and Promotion: An Integrated Marketing Communications Perspective, 9<sup>th</sup> edition, McGraw Hill, New Delhi
3. KrutiShah(2017), Advertising and Integrated Marketing Communications, 1st edition McGraw Hill Education, New Delhi.
4. Thomas O'Guinn , Chris Allen, Richard J. Semenik , Angeline Close Scheinbaum (2015), Advertising and Integrated Brand Promotion with CourseMate, 7<sup>th</sup> edition, Cengage Learning, New Delhi.
5. Lawrence Ang(2014), Principles of Integrated Marketing Communications, 1st edition, Cambridge University Press, New Delhi.
6. Rajeev Batra, John, G. Myers and David A. Aaker. (2013). Advertising Management. Prentice Hall India Publishers, New Delhi.

#### **E-resources:**

- <https://nptel.ac.in/courses/110/108/110108141/>
- <https://www.youtube.com/watch?v=ZK3c9GCjSx8>

**COURSE OBJECTIVES:**

To make the students

- To Understand the Concept of Retailing, Retail market segmentation, Retail location, merchandising, Retail operations and Retail Pricing.
- To communicate orally and in written form the understanding of Retailing, Retail market segmentation, Retail location, merchandising, Retail operations and Retail Pricing.
- To apply the understanding of Retailing, Retail market segmentation, Retail location, merchandising, Retail operations and Retail Pricing in lifelong practice.
- To have knowledge on store layout plan and inventory management in retailing
- To have an exposure in retailing concept and consumer behavior in retail.
- To understand the retail Store Location - Choosing a Store Location

**COURSE OUTCOMES:**

Learners should be able to

1. Understand the Concept of Retailing, Retail market segmentation, Retail location, merchandising, Retail operations and Retail Pricing.
2. Communicate orally and in written form the understanding of Retailing, Retail market segmentation, Retail location, merchandising, Retail operations and Retail Pricing.
3. Apply the understanding of Retailing, Retail market segmentation, Retail location, merchandising, Retail operations and Retail Pricing in lifelong practice.
4. Demonstrate capabilities of analysing problems, team work and communication skills.
5. Explain the concept of strategic planning within the retail management decision process
6. To know the various Retail Inventory Planning , Return on Inventory Investments and Stock Turnover

**UNIT I Retail Management - Introduction**

Introduction to Retailing: Concept of retailing, Functions of retailing, Terms and Definition, Retail formats- organized and unorganized formats – Emerging trends in retail formats – Role of MNCs in retail formats. Retailing Channels, Retail Industry in India: Growth, trends, challenges and opportunities. Importance of retailing, changing trends in retailing. Impact of Government policies on Retailing - Foreign Direct Investment in retailing

**UNIT II Retail Market Segmentation and Retail Consumer**

Retail Market Segmentation and Strategies: Market Segmentation and its benefits, Kinds of markets, Definition of Retail strategy, Strategy for effective market segmentation, Strategies for penetration of new markets, Growth strategies, Retail value chain.



Understanding the Retail Consumer: Retail consumer behavior, Factors influencing the Retail consumer, Customer decision making process, Types of decision making, Market research for understanding retail consumer.

### **UNIT III Retail Location and Retail Space management**

Retail Location Selection: Importance of Retail locations, Types of retail locations, Factors determining the location decision, Steps involved in choosing a retail location, Measurement of success of location  
Retail Space Management and Marketing: Definition of Space Management, Store layout and Design, Site analysis, Visual Merchandising, Promotions Strategy, Relationship Marketing Strategies, CRM, Retail Marketing Mix, Retail Communication Mix, Creative display, POP Displays.

### **UNIT IV Merchandise Management:**

Meaning of Merchandising, Factors influencing Merchandising, Functions of Merchandising Manager, Merchandise planning, Merchandise buying, Analysing Merchandise performance

### **UNIT V Retail Operations, Retail Pricing and Emerging trends in retailing**

Retail Operations and Retail Pricing: Store administration, Premises management, Inventory Management, Store Management, Receipt Management, Customer service, Retail Pricing, Factors influencing retail prices Pricing strategies, Controlling costs

Retail Management Information systems: Retail technology and E-tailing, Emerging trends- Challenges faced in online retailing.

### **SUGGESTED READINGS:**

1. Gibson (2017), Retail Management, 5th edition, Pearson education, New Delhi.
2. Berman, B., and Evans, J.R. et.al (2017). Retail management: A Strategic Approach, 13th edition, Pearson education, New Delhi
3. Swapna Pradan, (2017), Retailing Management: Text and Cases, 5th edition, Mc Graw Hill, New Delhi
4. Michael Levy, Barton Weitz, Ajay Pandit (2017), Retailing Management, 8th edition, Mc Graw Hill, New Delhi
5. U. C. Mathur (2011), Retail Management: Text and Cases, I K International Publishing House Pvt. Ltd, New Delhi.
6. Bajaj Chetan, Rajnish Tuli and Nidhi Varma Srivastava, (2012). Retail Management, Oxford University Press, New Delhi.

### **E-resources:**

- <https://www.youtube.com/watch?v=5iRDd-f1nmg&list=PLWPirh4EWFpEv7x2CU-9jcXIIvBuSx7oF>



**COURSE OBJECTIVES:****To make the students**

- To understand the consumer behaviour concepts, dimensions used in consumer behaviour research.
- To recognize the Internal Influencing factors that affect the Consumer Behaviour
- To identify the external Influencing factors that affect the Consumer Behaviour
- To conceptualize on the consumer decision making process.
- To know the application consumer behaviour concepts to access the changing behavior of the customers.
- To provide an insight into the marketing research area emphasizing the consumer's needs and solutions to it in a scientific approach.

**COURSE OUTCOMES:****Learners should be able to**

1. Understand the importance of Culture, Subculture, Social Class, Reference Groups and Family Influences in Consumer Behaviour.
2. Explore, analyse and compare the core theories of consumer behaviour and its application in both consumer and organizational markets
3. Appraise models of Consumer Behaviour and determine their relevance to particular marketing situations
4. Critique the theoretical perspectives associated with consumer decision making, including recognising cognitive biases and heuristics
5. Demonstrate capabilities of teamwork, critical thinking, and communication skills related to investment decisions.
6. Gain knowledge in Problem Recognition and Information Search

**UNIT I Introduction to Consumer Behaviour and Consumer Research**

Introduction to Consumer Behaviour, Dimensions of Consumer Behaviour, Consumer Research, Consumer Behaviour and Marketing Strategy

**UNIT II Motivation and Consumer Learning, Memory and Involvement, Consumer Perception,:**

Motivation and Involvement : Consumer Motivation: Introduction, Needs and Goals, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow's hierarchy of needs, Motivation Research

Consumer Perception : Introduction, Sensation (Exposure to Stimuli), Perceptual Selection, Perceptual Organisation, Factors that Distort Individual Perception, Price Perceptions, Perceived Product and Service Quality, Consumer Risk Perceptions

**UNIT III Consumer Personality, Consumer Attitudes, Consumer Behaviour and Marketing Communications**

Personality, Self-Image, and Life Style: Consumer Personality: Introduction, Self-concept, personality Theories, Brand Personality, emotions

Consumer Attitude Formation and Change : Introduction, Functions of Attitude, Attitude Models, Factors that Inhibit Relationship between Beliefs, Feelings and Behaviour, Learning Attitudes, Changing Attitudes,

## Attitude Change Strategies

Communication and Consumer Behaviour: Consumer Behaviour and Marketing Communications: Introduction, Marketing Communication Flow, Communications Process, Interpersonal Communication, Persuasive Communications, source, message, message appeals, communication feedback.

### **UNIT IV External Influences on Consumer Behaviour**

Cultural Influences on Consumer Behaviour: Introduction, Characteristics of Culture, Values, Sub-cultures, Cross-cultural Influences, Cultural Differences in Non-verbal Communications

Subcultures and Consumer Behaviour : Social Class and Group Influences on Consumer Behaviour: Introduction, nature of Social Class, Social Class Categories, Money and Other Status Symbols, Source of Group Influences, Types of Reference Groups, Nature of Reference Groups, reference Group Influences, Applications of Reference Group Influences, Conformity to Group Norms and Behaviour, Family Life Cycle Stages, nature of Family Purchases and Decision- making, Husband-wife Influences, Parent-child Influences, Consumer Socialization of Children, word-of-Mouth Communications within Groups, opinion Leadership

Diffusion of Innovation: Introduction, Types of Innovation, Diffusion Process, Factors Affecting the Diffusion of Innovation, The Adoption Process, Time Factor in Diffusion Process, Culture, Communication and Diffusion

### **UNIT V Consumer Decision Making**

Situational Influence on Consumer's Decision and the Decision Models: Introduction, Nature of Situational Influence, Situational Variables, Types of Consumer Decisions, Nicosia Model of Consumer Decision-making (Conflict Model), Howard-Sheth Model (also called Machine Model), Engel, Blackwell, Miniard Model (also called Open System)

Consumer Decision making Process– Problem Recognition, Information Search and Evaluation of Alternatives: Introduction, Problem Recognition, Information Search, Evaluation of Alternatives, Outlet Selection, Purchase and Post Purchase Behaviour, Introduction, Outlet Selection and Purchase, Post Purchase Behaviour

Organizational Buying Behaviour : Introduction, Organizational Buyer Characteristics, Purchase and Demand Patterns, Factors Influencing Organizational Buyer Behaviour, organizational Buyer Decision Process, Organizational Buying Roles

### **SUGGESTED READINGS:**

1. Schiffman L G, Kanuk LL, Ramesh Kumar S, (2015), Consumer Behaviour, 11<sup>th</sup> edition, Pearson Education, New Delhi.
2. Hawkins, Motherbaugh, Mookerjee (2017), Consumer Behaviour – Building Marketing Strategy, 12<sup>th</sup> edition, McGraw Hill education, New Delhi.
3. David Loudon, Albert Della Bitta (2017), Consumer Behavior: Concepts and Applications. 4<sup>th</sup> edition McGraw Hill Education, New Delhi.
4. Michael R. Solomon, (2015), Consumer Behaviour-Buying Having and Being, 11<sup>th</sup> edition, Pearson Education, New Delhi
5. Roger D. Blackwell, Paul W. Miniard, James F. Engel (2017), Consumer Behavior, 10<sup>th</sup> edition, Cengage India Private Limited; New Delhi

### **E-resources:**

- <https://nptel.ac.in/courses/110/105/110105074/>
- <https://nptel.ac.in/courses/110/105/110105054/>
- <https://nptel.ac.in/courses/110/105/110105029/>

**COURSE OBJECTIVES:****To make the students**

- To understand the basic Principles of selling and distribution management.
- To design and forecast sales and sales budget.
- To formulate strategies to manage the sales force team.
- To understand the different distribution channels.
- To give a broad understanding on Sales Management and its implications.
- To identify the role of sales force management in the organization.

**COURSE OUTCOMES:****Learners should be able to**

1. Understand the basic Principles of selling and distribution management.
2. Design and forecast sales and sales budget.
3. Formulate strategies to manage the sales force team.
4. Understand the different distribution channels.
5. Demonstrate capabilities of teamwork, critical thinking, and communication skills related to selling and distribution management.
6. Gain knowledge in designing channel systems and channel management

**UNIT I Sales Management:**

Introduction, Objectives, Role of Sales Management in Marketing, Nature and Responsibilities of Sales Management, Careers in Sales Management, Modern Roles and Required Skills for Sales Managers

*Understanding Personal Selling* - Introduction, Objectives, Approaches to Personal Selling, Process of Personal Selling.

**UNIT II Sales Territories & Quotas:**

Designing Sales Territories, Sales quotas and sales organisation structures, Sales Forecasting and Developing Sales Budgets

**UNIT III Sales Force Management:**

Recruitment and selection of sales force, Reinforcing a Sales Training Program, Motivating a Sales Force and Sales Force Compensation , Controlling the salesforce

#### **UNIT IV Channel Management:**

Introduction, Marketing Channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Relationships Management, Channel Evaluation, Information Systems for Channels.

*Wholesaling*-Introduction, Functions of Wholesalers, Types of Wholesalers, Future of Wholesaling

*Retailing*- Introduction, Origin of Retailing, Scope of Retailing, Retailing Scenario: An Overview, Retailing: Importance and Success Factors, Retail Formats

#### **UNIT V Distribution Management and New Trends:**

Introduction, Indian Distribution Scenario at Present, Vertical Marketing System, Horizontal and Multi-Channel Marketing Systems, Understanding Distribution of services.

Introduction, Sales Management Information System, Relationship Marketing, Role of E-commerce in Selling, International Sales Management, Challenges Faced by International Sales Managers

#### **SUGGESTED READINGS:**

1. Krishna K. Havaladar, Vasant M. Cavale(2017), Sales and Distribution Management, 3rd edition, McGraw Hill.
2. Richard R. Still, Edward W. Cundiff, Norman A. P. Govoni, Sandeep Puri, (2017), Sales and Distribution Management, 6th edition, Pearson Education,
3. Tapan K. Panda, Sunil Sahadev(2011), Sales and distribution Management, 2nd edition, Oxford University Press
4. Pingali Venugopal(2008), Sales and Distribution Management: An Indian Perspective, 1st edition, Sage Texts.
5. Ramendra Singh(2016), Sales and Distribution Management, Vikas Publishing.
6. Nag(2017), Sales and Distribution Management, 1st edition, McGraw Hill.

#### **E-resources:**

- <https://nptel.ac.in/courses/110/105/110105122/>
- <https://nptel.ac.in/courses/110/104/110104117/>

**COURSE OBJECTIVES:****To make the students**

- To have the conceptual understanding of the marketing metrics and analytics
- To Understand the importance of marketing metrics and analytics in measuring marketing's impact and drive business results.
- To Identify the right marketing metrics (what to measure, types of measurements etc.) – aligning HR and business goals.
- To utilize metrics into analytics for effective management decisions and align to Strategic decision making.
- To Identify the size of the opportunity for growth and begin to identify the methods to achieve it the value of the different shopper groups
- To derive the market share in terms of Units, Revenue, concentration ratio and Herfindahl

**COURSE OUTCOMES:****Learners should be able to**

1. Possess the conceptual understanding of the marketing metrics and analytics
2. Understand the importance of marketing metrics and analytics in measuring marketing's impact and drive business results.
3. Identify the right marketing metrics and aligning HR and business goals.
4. Utilize metrics into analytics for effective management decisions And align to Strategic decision making.
5. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, analysing, planning and team work
6. Understand Non financial measures, Brand Awareness, Test-drive, Churn, CSAT and Customer Satisfaction

**UNIT I Marketing Analytics and Marketing Metrics**

Introduction - Analytics v/s Analysis – Business Analytics, Business domains within Analytics, Introduction to Marketing Analytics, Introduction to Models, Decision Models – Descriptive, Predictive and Prescriptive Models. Introduction to Metrics: Marketing Metrics – Opportunities, performance and accountability. Data availability, mastering metrics, marketing Metrics survey.

Market Insight - Market Data Source – treatment of outliners, Market sizing, PESTLE Market analysis, Porter Five Force Analysis

**UNIT II Multichannel Segmentation and positioning**

Identify differences in behavior of online, in-store & multi-channel shoppers, Identify the size of the opportunity for growth and begin, to identify the methods to achieve it. The value of the different shopper groups- Key measures - Spend per visit, Spend per shopper, Units per visit, Units per shopper, Frequency of Purchase (Visits per shopper), Estimate the profitability of each segment in terms of Cost of Acquiring, Cost of Retention, Profitability and Lifetime value analysis.

### **UNIT III Business strategy and Marketing Operations**

Business Strategy - Strategic Scenarios, Strategic Decision Models, Strategic Metrics  
Business Operations – Forecasting, Predictive Analytics, data Mining, Balanced Scorecard, Critical Success Factors,

Market share Analysis - Derive the market share in terms of Units, Revenue, concentration ratio, Herfindahl-Hirschman Index – HHI- Competitive Analysis - Competitive Information, Competitive Analysis, Competitive Actions, Difference between leaders and laggards.

### **UNIT IV Marketing Mix Analytics**

Product and Service Analytics - Conjoint Analysis, Decision Tree Model, Portfolio Resource Allocation, Product/ service Metrics, Attribute Preference testing

Price Analytics - Pricing Techniques, Pricing Assessment, Profitable pricing, Pricing for Business Markets, Price Discrimination

Distribution analytics - Distribution Channel Characteristics, Retail Location selection, Channel Evaluation and Selection, Multi-channel Distribution, Distribution Channel Metrics

Promotion Analytics - Promotion Budget estimation, Promotion Budget Allocation – Ad value equivalence model, Promotion Metrics for traditional Media, Promotion Metrics for social media,

### **UNIT V Financial and Non - Financial Measures**

Non financial measures - Brand Awareness, Test-drive, Churn, CSAT- Customer Satisfaction, Acceptance Rate / take-off, Customer Life time value estimation

Financial measures – ROMI, WebAnalytics - Search Engine Optimisation- Tracking the success of SEO. Cost per click, Transaction Conversion Ratio, Return on Dollar spend(ROA), Bounce rate , Word of Mouth (WOM).

### **SUGGESTED READINGS:**

1. Stephen Sorger (2013), Marketing Analytics: Strategic Models and Metrics, First Edition, Admiral Press.
2. Paul W. Farris , Neil T. Bendle , Phillip E. Pfeifer (2016), Marketing Metrics: The Definitive Guide to Measuring Marketing Performance, 3rd Edition, Pearson Education. (FT Press)
3. Wayne L. Winston (2014), Marketing Analytics: Data-Driven Techniques with Microsoft Excel, 1st edition, Wiley India.
4. Brea Cesar (2018), Marketing and Sales Analytics: Proven Techniques and Powerful Applications from Industry Leaders, 1st edition, Pearson Education.
5. Rajkumar Venkatesan, Paul Farris, Ronald T. Wilcox(2014), Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands On Learning, 1st edition, Pearson (FT Press Analytics)

### **E-resources:**

- <https://nptel.ac.in/courses/110/105/110105142/>

**COURSE OBJECTIVES:**

To make the students

- To comprehend on industrial relations, industrial conflicts, employee discipline, collective bargaining and industrial safety.
- To apply the legal aspects of industrial relations, industrial conflicts, employee discipline, collective bargaining and industrial safety lifelong.
- To learn about industrial relations concept and objectives.
- To know about the industrial conflict and handling the disputes.
- To know about the different types of labor.
- To understand Procedure for taking disciplinary action, Indian law on punishment

**COURSE OUTCOMES:**

Learners should be able to

1. Comprehend on industrial relations, industrial conflicts, employee discipline, collective bargaining and industrial safety.
2. Apply the legal aspects of industrial relations, industrial conflicts, employee discipline, collective bargaining and industrial safety lifelong.
3. Demonstrate capabilities of analysing problems, team work and communication skills.
4. Gain knowledge of Industrial safety, Occupational hazards
5. Demonstrate knowledge of Statutory welfare measures – Welfare Funds – Education and training schemes
6. Know about the Education and training schemes

**UNIT I Industrial Relations**

Industrial Relations: Concept, Scope, Approaches, Industrial Relations System. Workers participation in Management, Code of discipline, Tripartite bodies, ILO. Trade Unions: Meaning, Objectives, Functions, Theories, Structure of Trade Unions. Trade Union Movement in India.

**UNIT II Industrial Safety**

INDUSTRIAL SAFETY - Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

INDUSTRIAL CONFLICTS - Disputes – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.

**UNIT III Labour legislation:**

Factories Act, 1948 – Health – Safety - Welfare, Employees State Insurance Act, 1948; Workmen's Compensation Act, 1923.



#### **UNIT IV Trade union Acts, Industry disputes and Wages Act**

Trade Unions Act, 1926; Industrial Disputes Act, 1947. Minimum Wages Act, 1948; Payment of Wages Act, 1936; Payment of Bonus Act, 1965.

#### **UNIT V Labour Welfare :**

Meaning, Definition, Scope, Theories, Principles and approaches. Statutory and Non – Statutory labour welfare : Intra – mural and extra – mural welfare. Child Labour – Female Labour – Contract Labour Differently abled Labour

#### **SUGGESTED READINGS:**

1. Piyali Ghosh, Shefali Nandan (2017), Industrial Relations and Labour Laws, 1st edition, McGraw Hill, New Delhi.
2. P.R.N. Sinha, Sinha InduBala, Shekhar Seema Priyadarshini (2017), Industrial Relations, Trade Unions and Labour Legislation, 3rd edition, Pearson education, New Delhi.
3. Mamoria, C.B., and Sathish Mamoria. (2016). Dynamics of Industrial Relation. New Delhi: Himalaya Publishing House.
4. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj (2017), Industrial Relations and Labour Laws, 2<sup>nd</sup> edition, McGraw Hill, New Delhi.
5. C.S. Venkata Ratnam & Manoranjan Dhal (2017), Industrial Relations, 2nd edition, Oxford University Press, New Delhi.

#### **E-Resources**

- [https://nptel.ac.in/content/storage2/nptel\\_data3/html/mhrd/ict/text/122105020/lec12.pdf](https://nptel.ac.in/content/storage2/nptel_data3/html/mhrd/ict/text/122105020/lec12.pdf)
- <https://www.youtube.com/watch?v=6J-VvleH06k>
- <https://www.youtube.com/watch?v=Y4XHzX5VE7g>



**COURSE OBJECTIVES:****To make the students**

- To Understand the fundamentals of Wages, Salary, incentives, Compensation and pay scale systems and apply lifelong.
- To comprehend on the ethical laws related to compensation management.
- To critically evaluate, select the suitable methods and design the Pay structure.
- To familiar with Wages, Salary, incentives, Compensation and pay scale systems
- To understand the Concept of Equity and Compensation-Components of Compensation-
- To understand the compensation designing ,incentives and retirement plans with wage concepts.

**COURSE OUTCOMES:****Learners should be able to**

1. Understand the fundamentals of Wages, Salary, incentives, Compensation and pay scale systems and apply lifelong.
2. To comprehend on the ethical laws related to compensation management.
3. Critically evaluate, select the suitable methods and design the Pay structure.
4. Demonstrate capabilities of problem-solving, critical thinking, team work and communication skills
5. Understand the Compensation plans provided by Public sectors & Private Sector.
6. Get knowledge of Incentives and Retirement plans

**UNIT I Compensation**

Overview of Compensation Management, Wage and Salary Administration – Nature, Importance, Philosophy, Objectives, Definition, Goals Role of various parties – Employees, Employers, Unions & Government and Legislations for compensation, Macroeconomics of Labor market , , Wage Boards and Pay Commissions

Economic theories of wages, Boothalingam and Sachar Committee – Managerial Remuneration in the Future.

**UNIT II Compensation Designing**

Job Evaluation, Basic systems Time wage, Piece wage, Wage payments and Total Salary Structure, Compensation Surveys, Hay Plan, Developing Competitive Compensation Programs, Developing Salary Structures, Planning a Job Analysis Program, Measuring Cost-to-Company (CTC).

### **UNIT III Performance Pay**

Pay for Performance, Merit pay and Performance Appraisal, Performance based rewards, Performance Criteria Choices, and Competency Mapping & Developing Performance Matrix, Performance based Compensation Schemes. Converting Remuneration Survey results into a Salary Proposal      Fundamentals – Managerial Remuneration: Situation in India

### **UNIT IV Incentive Plans**

Incentive Plans: individual and group incentive plans, Productivity Gain sharing plans, Profit Sharing Plans, Non - Financial and Financial incentives, Introduction to ESOPs, Flexible benefits and Benefit Surveys

### **UNIT V Recent Trends**

Taxation of Benefits , Current Trends in Compensation Management, Quantitative Tools & Innovation in Compensation Management. Equity Compensation Plans – objective of equity compensation, types of Stock Plans, valuing stock grants, SEBI Guidelines, taxability of stock options, Flexi Payment System, Various Types of Allowances

### **SUGGESTED READINGS:**

1. Dipak Kumar Bhattacharyya (2014), Compensation Management, 2nd edition, Oxford University Press, New Delhi.
2. George Milkovich, Jerry Newman, C S Venkataratnam (2017), Compensation, 9th edition, McGraw Hill Education, New Delhi.
3. J. Martocchio Joseph (2018), Strategic Compensation: A Human Resource Management Approach, 9th edition, Pearson Education, New Delhi.
4. B. D. Singh (2017), Compensation and Reward Management, 3rd edition, Excel Books, New Delhi.
5. Dr. Kanchan Bhatia (2015), Compensation Management, ; 1st Edition, Himalaya Publishing House, New Delhi.
6. Dewakar Goel, Performance Appraisal and Compensation Management, *PHI Learning, New Delhi*.
7. Michael Armstrong & Helen Murlis, Hand Book of Reward Management, Crust Publishing House.

**COURSE OBJECTIVES:****To make the students**

- To understand and Critically examine the philosophies, values, assumptions associated with organizational paradigms from a change management perspective and to be able to apply organizational development as a meta theory
- To explore the practice of change management and its limits with strategic management and to understand the management of change process and examine individual group and organizational reactions to change
- To probe the development role of HR practitioner as facilitators and managers of change and to develop key competencies suitable for application in OD interventions.
- To make the students be aware of the need and ways of changes in organization as a whole.
- To create a critical appreciation and knowledge of understanding the determinants of organizational development.
- To provide an in-depth understanding of the role of organizational interventions.

**COURSE OUTCOMES:****Learners should be able to**

1. Understand and analyze different approaches to managing organizational change and understand and utilize the competencies required for effective change management at organization, group and individual levels.
2. Devise effective intervention strategies and function as an internal HR consultant to an organization in transition,
3. Critically evaluate, in an organizational development framework, the theoretical and practical links between development models
4. Demonstrate capabilities of teamwork, critical thinking, and communication skills related to organization change and development concepts.
5. Understand creating support systems , managing transition and process oriented strategies
6. Design OD interventions

**UNIT I Organisation change**

*Change Process and Models:* Concept and Significance; Managing Change; Theories of Planned Change (Lewin's change model, Action research model, the positive model), Action Research as a Process, Resistance to Change

**UNIT II Introduction to Organizational Development**

Introduction to Organizational Development, Process of Organizational Development, OD Change Agents.

Initiating OD relationship, contracting and diagnosing the problem, Diagnosing models, open systems, individual level group level and organizational level diagnosis; collection and analysis for diagnostic information, feeding back the diagnosed information

**UNIT III Designing OD interventions**

Human process interventions:- coaching, training and development, process consultation, third part intervention, and team building. Organization confrontation meeting, intergroup relations intervention,

and large group intervention, Techno structural interventions:- Structural design, downsizing, reengineering, employee involvement, work design, socio technical systems approach

#### **UNIT IV Human Resources and Structural OD interventions**

*Human Resource Interventions:* HRM Interventions, Goal Setting, Performance Appraisal, Reward Systems, Career Planning and Development, Managing Workforce Diversity, Employee Wellness

*Structural Interventions:* Socio-Technical Systems, Techno-Structural Interventions, Physical Settings and OD, Types of Techno-Structural Interventions

#### **UNIT V: Strategic and Technology OD interventions**

*Strategic Interventions:* Integrated Strategic Change, Trans-organisation Development, Merger and Acquisition Integration, Culture Change, Self-Designing Organisations, Organisation Learning and Knowledge Management, Confrontation Meetings, System 4 Management, Learning Organisations

*Technology and OD:* Technology & OD: Basic Concept, Impact of Technology in Organisations, Benefits of Using Technology in OD, Guidelines for Integrating Technology in OD Interventions, Tools used in OD

*Evaluating OD Interventions:* Evaluation, Importance of Evaluating Interventions, Types of Evaluation, Methods of Evaluating Interventions

#### **SUGGESTED READINGS:**

1. Thomas G. Cummings , Christopher G. Worley(2015), Organization Development and Change, 10<sup>th</sup>edition, Cengage Learning.
2. R Jones Gareth, Matthew Mary(2017), Organizational Theory, Design and Change, 7<sup>th</sup>edition, Pearson Education.
3. French Wendell L, Bell Jr Cecil H , Vohra Veena(2017), Organization Development:Behavioral Science Interventions for Organizational Improvement, 6<sup>th</sup>edition, Pearson Education.
4. Gervase Bushe, Robert Marshak(2015), Dialogic Organization Development: The Theory and Practice of Transformational Change, 1<sup>st</sup> edition, Berrett-Koehler Publishers
5. W. Warner Burke (2011), Organization Change: Theory and Practice, 3<sup>rd</sup>edition, SAGE Publications, New Delhi.

#### **E-Resources**

- <https://nptel.ac.in/courses/110/105/110105120/>
- <https://nptel.ac.in/courses/109/105/109105121/>

**COURSE OBJECTIVES:****To make the students**

- To understand the concept of performance management and theoretical framework applied to evaluate the performance of individual or group.
- To comprehend on the performance management process, documentation, types, and ethics pertaining to performance management.
- To understand, critically evaluate, select and apply the best performance appraisal system based on the scenario.
- To Demonstrate capabilities of teamwork, critical thinking, and communication skills related to Performance Management and Appraisal.
- To analyse the Performance Appraisal of Bureaucrats
- To understand the Concepts related to Performance and Reward

**COURSE OUTCOMES:****Learners should be able to**

1. Understand the concept of performance management and theoretical framework applied to evaluate the performance of individual or group.
2. Comprehend on the performance management process, documentation, types, and ethics pertaining to performance management.
3. Understand, critically evaluate, select and apply the best performance appraisal system based on the scenario.
4. Demonstrate capabilities of teamwork, critical thinking, and communication skills related to Performance Management and Appraisal.
5. Gain knowledge acquisition process and performance evaluation used
6. Understand Manager's Responsibility in Performance Planning Mechanics and Documentation

**UNIT I Introduction to Performance Management and Theoretical Framework of Performance Management**

Definition of Performance Evaluation, Evolution of Performance Management, Aims of Performance Management, Purpose of Performance Management, Employee Engagement and Performance Management, Principles of Performance Management, Overview of Performance Management as a System, Linkage of Performance Management to Other HR Dimensions of Performance Management

**Theoretical Framework of Performance Management:** Goal Theory and its Application in Performance Management, Control Theory and its Application in Performance Management, Social Cognitive Theory and its Application in Performance Management, Organisational Justice Theory and its Application in Performance Management

**UNIT II Process of Performance Management:**

Performance Management Process, Performance Management Planning Process, Mid-cycle Review Process, End-cycle Review Process, Performance Management Cycle at a Glance

Performance Management Planning and Development: Introduction, Performance Management

Planning, the Planning Process, Performance Agreement, Drawing up the Plan, Evaluating the Performance Planning Process

Mechanics of Performance Management Planning and Documentation: The Need for Structure and Documentation, Manager's Responsibility in Performance Planning Mechanics and Documentation, Employee's Responsibility in Performance Planning Mechanics and Documentation, Mechanics of Performance Management Planning and Creation of PM Document

### **UNIT III Performance Appraisal (PA):**

Definitions and Dimensions of PA, Purpose of PA and Arguments against PA, Necessity of Performance Appraisal and its Usage by Organisations, Characteristics of Performance Appraisal, Performance Appraisal Process,

Performance Appraisal Methods: Performance Appraisal Methods, Traditional Methods, Modern Methods, and Performance Appraisal of Bureaucrats – A New Approach

360-Degree Appraisal: Introduction, the Impact of 360-Degree Feedback on Organisations, Concept of 360-Degree Feedback System, Purpose, Methodology, Ratings, Advantages and Disadvantages of the Method, The Process of 360-Degree Feedback, Operating 360-Degree Appraisal

Performance Appraisal Feedback: Feedback – Role, Types and Principles, Situations Requiring Feedback and Pitfalls, Components of a Feedback and Steps in giving a Constructive Feedback, Levels of Performance Feedback

### **UNIT IV Team performance**

Team Performance, Performance of Learning Organisations and Virtual Teams: Team Performance Management, Performance Management and Learning Organisations, Performance Management and Virtual Teams

Role of Line Managers, Performance Management and Reward: Role of Line Managers in Performance Management, Performance Management and Reward, Concepts related to Performance and Reward, Linking Performance to Pay – A Simple System Using Pay Band, Linking Performance to Total Reward, Challenges of Linking Performance and Reward

### **UNIT V Issues and Ethics in Performance Appraisal**

Biases in Performance Appraisal: The Leniency error – The Halo and Horn Effect – The Recency effect- The Recency effect- The Error of Strictness- Reducing Performance errors

Ethical Issues and Dilemmas in Performance Management - Ethical Strategies in Performance Management - Developing Code of Ethics in Performance Management - Future Implications of Ethics in Performance Management.

### **SUGGESTED READINGS**

1. Bhattacharyya(2011), Performance Management Systems and Strategies, 1st edition, Pearson Education.
2. T V Rao(2015), Performance Management: Toward Organizational Excellence, 2nd edition, Sage Publications.
3. B. D. Singh(2010), Performance Management System: A Holistic Approach, 1st edition, Excel Books.
4. Harvard Business Essentials (2010), Harvard Business Essentials: Performance Management - Measure and Improve the Effectiveness of Your Employees, Harvard Business Review Press
5. Sharma D(2011), Performance Management and Appraisal System: Text and Cases, Kalpaz

#### Publications

6. Deb Tapamoy(2008), Performance Appraisal and Management: Concepts, Antecedents and Implications, Excel Books.

#### **E-Resources:**

- <https://nptel.ac.in/courses/110/105/110105137/>

**COURSE OBJECTIVES:****To make the students**

- To Understand the process of competency mapping and profiling.
- To comprehend the integration of competency profiling to other HR applications and apply the learning lifelong.
- To differentiate the various types of competencies i.e. team competency, role competency.
- To Design of competency and Competency Gap Analysis
- To Identify the role competencies and elemental competencies
- To know the importance of competency driven culture and Career Development Tools

**COURSE OUTCOMES:****Learners should be able to**

1. Understand the process of competency mapping and profiling.
2. Comprehend the integration of competency profiling to other HR applications and apply the learning lifelong.
3. Differentiate the various types of competencies i.e. team competency, role competency.
4. Demonstrate capabilities of teamwork, critical thinking, and communication skills related to competency mapping.
5. Gain knowledge in Integration of competency Based HR Systems
6. Understand Ethics in Performance Appraisal

**UNIT I Introduction to Competency**

Introduction: Concept and definition of Role and competency, Characteristics of competency, Core Competency, Competency versus competence, Performance versus competency; skills versus competency, behavior indicators, Types of competencies - generic/specific, threshold/performance, and differentiating and technical, managerial and human;

Competency Method in Human Resource : Features of Competency Methods, Historical Development, Definitions,. Competencies Applications - Competency Frameworks (competency management framework or competency model), Competency Maps, and Competency Profiles.

**UNIT II Using Competency Profiles in HR**

Competency Frameworks - development of personal competency framework, Lancaster Model of managerial competencies, competency modeling framework developing a competency model Understanding job positions, Data collection instruments for job descriptions, Stages in design and implementation of competency model, Validation of the competency model after data gathering

**Using competency maps for Competency profiling** - Job competency profiling, Role competency, profiling Functional competency profiling, Core competency profiling Competency based selection, competency based interviews.

**UNIT III Design of competency and Competency Gap Analysis**

Team Competencies (project driven), Role competencies (Role wise); Competency identification



Consolidation of checklist, Rank Order and finalization, Validation, and Benchmark; Competency assessment - 360 degrees , Competency Mapping - Strategy-Structure Congruence, Structure Role Congruence, Vertical & horizontal Role linkages, Positioning to bring in competitive advantage

#### **UNIT IV Mapping Jobs via Model**

Identification of Role competencies, elemental competencies, assessment center, what do the assessment centers assess? Design of assessment center, Use of psychometric testing in assessment center, 360 degree feedback, potential appraisal through assessment center, Creating Competency Dictionary. other methods of competency assessment - Role plays, Case study, Structured Experiences, Simulations, Business Games, Repertory grid, BEI, MBTI, FIRO-B; Difference between development center and assessment center.

#### **UNIT V Competency mapping and Integration of competency Based HR Systems**

Steps in development of competencies map : Studying job, processes, and environment, studying attributes of good performer; Strategy structure congruence, Structure Role congruence - Each role to be unique, Non-Repetitive, and Value adding; Vertical and horizontal role congruence, Ensure non repetitive tasks in two different roles, Ensure core competencies for each task, Link all the above and position to bring in competitive advantage.

**Integration of competency Based HR Systems:** competency based performance management, competency driven careers, and competency linked remuneration, competency driven culture. Career Development Tools.

#### **SUGGESTED READINGS**

1. Seema Sanghi(2016), The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, 3rd edition, Sage Publications India Private Limited
2. Ganesh Shermon(2004), Competency based HRM: A strategic resource for competency mapping, assessment and development centres, 1st edition, McGraw Hill.
3. Srinivas R. Kandula(2013), Competency-based Human Resource Management, Prentice Hall India Pvt. Ltd.
4. Lyle M. Spencer, Signe M. Spencer(2008), Competence at Work: Models for Superior Performance, Wiley India Pvt Ltd
5. Sumati Ray AnindyaBasu Roy (2019), Competency Based Human Resource Management, 1st edition, SAGE Publications India Pvt Ltd

#### **E-Resources**

- [https://nptel.ac.in/content/storage2/nptel\\_data3/html/mhrd/ict/text/109105121/lec38.pdf](https://nptel.ac.in/content/storage2/nptel_data3/html/mhrd/ict/text/109105121/lec38.pdf)
- <https://youtu.be/nqXUfrblLUM>
- <https://www.youtube.com/watch?v=wTWszuDVTQs>

**COURSE OBJECTIVES:****To make the students**

- To have the conceptual understanding of the HR metrics and analytics
- To Understand the importance of HR metrics and analytics in measuring HR's impact and drive business results.
- To Identify the right HR metrics (what to measure, types of measurements etc.,) – aligning HR and business goals.
- To utilize metrics into analytics for effective management decisions and align to Strategic decision making.
- To describe the key elements of the HR scoreboard
- To Translate HR metrics results into actionable business decisions for upper management

**COURSE OUTCOMES:****Learners should be able to**

1. Possess the conceptual understanding of the HR metrics and analytics
2. Understand the importance of HR metrics and analytics in measuring HR's impact and drive business results.
3. Identify the right HR metrics and aligning HR and business goals.
4. Utilize metrics into analytics for effective management decisions and align to Strategic decision making.
5. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, analysing, planning and team work
6. Understand which metrics you will need and Implement

**UNIT I HR analytics – Introduction**

Why We Measure in HR? Understand the reasons for measurements - Strategy-focused organization - How to measure for HR data

HR Analytics Overview - HR Analytics - Importance of HR Analytics.

The Business Balanced Scorecard & KPIs - Understand the HR Value Chain –Types of scorecards - Business balanced scorecard

**UNIT II HR Metrics**

Concepts, Objectives - Historical evolution of HR metrics.- Defining Metrics - Components of metrics - Understand the different measures in metrics - How and why metrics are used in an organization - HR measurement model- HCM:21 (human capital management for the twenty-first century)- HR efficiency measures, HR Effectiveness measures, HR value / impact measures

**UNIT III HR Metrics and KPIs**

The HR Scorecard and Related Metrics - HR Scoreboard - Understand the HR value chain measurements - Key elements of the HR scoreboard

Define metrics from strategy to KPI - Performance matrix in HR - Understand several key metrics for your business- Designing effective Metrics that matters - Deciding what metrics are important to your business. - HR metrics design principles. - Approaches for designing HR metrics: The Inside-Out Approach, The Outside-In Approach

Align HR metrics with business strategy, goals and objectives - Link HR to the strategy map -Creating levels of metrics measures:

#### **UNIT IV Building HR functions metrics**

Building HR functions metrics - Workforce Planning Metrics - Recruitment Metrics - Training & Development Metrics - Compensation & Benefits Metrics - Employee relations & Retention Metrics  
Aligning Metrics to Support Organizational Decision Making - To become a trusted business partner -  
Selecting the right methodology - How to use the root cause analysis

#### **UNIT V Implementation**

Implementation: Building Support - Rules of building support - Building support for your metrics -  
Involvement and commitment go hand in hand

Implementing HR Metrics - Understand which metrics you will need - Fighting through the data swamp  
- How data quality affects metrics

Translating HR metrics results into actionable business decisions for upper management (Using Excel  
Application exercises, HR dashboards).

#### **SUGGESTED READINGS:**

1. C. Sesil James (2017), Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives and Improving Collaboration, Pearson Education.
2. Jatin Pandey, Manish Gupta Pratyush Banerjee(2019), Practical Applications of HR Analytics, Sage Texts.
3. Dipak Kumar Bhattacharyya(2017), HR Analytics: Understanding Theories and Applications, Sage Texts.
4. Ramesh Soundararajan, Kuldeep Singh (2016), Winning on HR Analytics: Leveraging Data for Competitive Advantage, Sage Texts.
5. Jac Fitz-Enz and John R. Mattox II (2014), Predictive Analytics for Human Resources, Wiley India.

**COURSE OBJECTIVES:****To make the students**

- To Understand the concept of Enterprise Resource Planning (ERP), ERP related technologies, its implementation, module structures of ERP, ERP vendors role, future trends in ERP and apply the learnings lifelong.
- To evaluate the need of ERP for an organization, select the best vendor and implement the module that is appropriate for the organization need.
- To enhance the understanding of the students with respect to the conceptual framework and the technological infrastructure of Enterprise Resource Planning.
- To expose the students to the implementation issues and future trends associated with ERP.
- To apprehend different Sales and Distribution tools used
- To know the future trends in ERP systems to have good relation with customers.

**COURSE OUTCOMES:****Learners should be able to**

1. Understand the concept of Enterprise Resource Planning (ERP), ERP related technologies, its implementation, module structures of ERP, ERP vendors role, future trends in ERP and apply the learnings lifelong.
2. Evaluate the need of ERP for an organization, select the best vendor and implement the module that is appropriate for the organization need.
3. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, analysing, planning and team work.
4. Apprehend application of different Sales and Distribution tools for business.
5. Know the Business benefits of ES
6. Understand the concept of Data definition language

**UNIT I ERP – Introduction**

Enterprise: An Overview: Business Functions and Business Processes, importance of Information: Characteristics of information; Types of information, Information System: Components of an information system; Different types of information systems; Management information system, Enterprise Resource Planning: Business modelling; Integrated data model

Introduction to ERP: Defining ERP, Origin and Need for an ERP System, Benefits of an ERP System, Reasons for the Growth of ERP Market, Reasons for the Failure of ERP Implementation: Roadmap for successful ERP implementation

## **UNIT II ERP and Related Technologies and ERP Implementation Life Cycle**

Business Process Re-engineering, Management Information systems, Decision Support Systems, Executive Information Systems- Advantages of EIS; Disadvantages of EIS, Data Warehousing, Data Mining, On-Line Analytical Processing, Product Life Cycle Management, Supply Chain Management, ERP Security

ERP Tools and Software, ERP Selection Methods and Criteria, ERP Selection Process, ERP Vendor Selection, ERP Implementation Lifecycle, Pros and cons of ERP implementation, Factors for the Success of an ERP Implementation

## **UNIT III ERP Modules Structure:**

A Manufacturing Perspective: Role of Enterprise Resource Planning (ERP) in manufacturing, Computer Aided Design/Computer Aided Manufacturing (CAD/CAM), Materials Requirement Planning (MRP)- Master Production Schedule (MPS); Bill of Material (BOM); Inventory Records; Closed Loop MRP; Manufacturing Resource Planning (MRP-II), Manufacturing and Production Planning Module of an ERP System, Distribution Requirements Planning (DRP), Just-in-Time(JIT) & KANBAN - Kanban; Benefits of JIT; Potential Pitfalls of JIT; Kanban, Product Data Management (PDM)- Data Management, Process Management; functions of PDM; Benefits of PDM, Manufacturing Operations- Make-to-Order (MTO) and Make-to-Stock (MTS); Assemble-to-Order (ATO); Engineer-to-Order (ETO); Configure-to-Order (CTO)

ERP: An Inventory Management Perspective: Role of ERP in Inventory Management: Features of ERP inventory management system; Benefits of ERP inventory management system; Limitations of ERP inventory management system, Importance of Web ERP in Inventory Management, ERP Inventory Management Module, Sub-Modules of the ERP Inventory Management Module, Installation of ERP Inventory Management System, Failure of ERP Inventory Installation

ERP: A HR Perspective: Role of ERP in Human Resource Management: Workflow of ERP human resource management system; Advantages of ERP human resource management system,

ERP: An Finance Perspective: Role of ERP in Finance, Accounting and Finance Processes: Cash management; Capital budgeting, Features of ERP Financial Module, Benefits of ERP Financial Module, Sage Accpac ERP – A Financial ERP Tool

#### **UNIT IV ERP: Purchase, Sales and Distribution and A CRM Perspective:**

ERP: A Purchasing Perspective: Role of ERP in Purchasing, Purchase Module: Features of purchase module; Benefits of purchase module, ERP Purchase System

ERP: Sales and Distribution Perspective: Role of ERP in Sales and Distribution, Sub-Modules of the Sales and Distribution Module: Master data management, Order management, Warehouse management, Shipping and transportation, Billing and sales support, Foreign trade, Integration of Sales and Distribution Module with Other Modules

Role of ERP in CRM, Concept of CRM: Objectives of CRM; Benefits of CRM; Components of CRM, Types of CRM: Operational CRM, Analytical CRM, Sales intelligence CRM, Collaborative CRM, Sub-Modules of CRM: Marketing module; Service module; Sales module

#### **UNIT V ERP Vendors, Consultants, and Employees & Future Directions of ERP**

Vendors- Role of the Vendor; Consultants: Types of consultants; Role of a Consultant, Employees; Role of employees; Resistance by employees; Dealing with employee resistance, Role of Top Management, Role of Implementation Partner

Different ERP Vendors - ERP Vendors, SAP-AG: Products and technology R/3 overview; SAP advantage, Baan Company, Oracle Corporation: Products and technology; Oracle Application; Vertical solutions, Microsoft Corporation, Ramco Systems, Systems Software Associates Inc. (SSA), QAD  
Future Directions in ERP: New Trends in ERP, ERP to ERP II-Implementation of Organisation-Wide ERP, Development of New Markets and Channels, Latest ERP Implementation Methodologies, ERP and E-business, Market Snapshot, The SOA Factor.

#### **SUGGESTED READINGS**

1. Rajesh Ray (2017), Enterprise Resource Planning, 1st edition, McGraw hill, New Delhi.
2. Alexis Leon (2017), ERP, 3rd edition, McGraw hill, New Delhi.
3. Ashim Raj Singla (2016), Enterprise Resource Planning, 2nd edition, Cengage Learning India Private Limited, New Delhi.
4. Veena Bansal (2013), Enterprise Resource Planning, 1st edition, Pearson Education, New Delhi.
5. David Olson (2017), Managerial Issues Of Enterprise Resource Planning Systems, McGraw hill, New Delhi.

**COURSE OBJECTIVES:****To make the students**

- To Understand the concept of software development, software project planning, estimation, scheduling, monitoring, quality assurance and software reengineering and apply learning lifelong.
- To apply appropriate tools and techniques to evaluate the project cost.
- To use problem solving techniques to schedule the project.
- To apply software testing methods and tools to ensure software quality.
- To know about the software testing methods.
- To know about the concept of quality in software development.

**COURSE OUTCOMES:****Learners should be able to**

1. Understand the concept of software development, software project planning, estimation, scheduling, monitoring, quality assurance and software reengineering and apply learning lifelong.
2. Apply appropriate tools and techniques to evaluate the project cost.
3. Utilize problem solving techniques to schedule the project.
4. Apply software testing methods and tools to ensure software quality.
5. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, analysing, planning and team work.
6. Produce quantitative analysis using specialist software

**UNIT I : Software Development Organization, Roles and Overview of Project Management**

The Management Spectrum; Organizational Structure; Types of Organizational Structures – Hierarchical Organizational Structure, Flat Organizational Structure, Matrix Organizational Structure, Networked Organizational Structure, T-form Organization; Job Roles in Software Development.

Overview of Project Management: Project Management – Definitions; Factors Influencing Project Management – Project Manager, Project Management Activities, Stakeholders; Project Communication; Project Development Phases; Project Charter; Statement of Work (SoW); Project Management Associations.

**UNIT II Project Planning and Estimation, Budgeting of Projects and Project Scheduling , Requirement Modeling:**

Tasks in Project Planning; Work Breakdown Structures (WBS); Planning Methods; Development Life Cycle Models; A Generic Project Model.

Estimation and Budgeting of Projects: Software Cost Estimation; COCOMO Model; Budgeting.

**Project scheduling:** Basic Principles, Effort distribution, Refinement of Software Engineering Actions, Defining a Task Network, Time-Line Charts, Tracking the Schedule. Tracking Progress for an OO Project.

**Requirement Modeling:** Requirement analysis, Domain analysis, Requirements Modeling Approaches,



### **UNIT III Project Scheduling and Project Monitoring and Controlling**

Project Scheduling : Scheduling Techniques – Program Evaluation and Review Technique (PERT), Gantt Chart, Critical Path Method (CPM), Automated Tools.

Project Monitoring and Controlling: Project Status Reporting; Project Metrics; Earned Value Analysis (EVA); Project Communication Plan & Techniques; Steps for Process Improvement.

### **UNIT IV Managing software Project Risk.**

**Risk Management:** Concepts of Risks and Risk Management , Risk Management Activities; Effective Risk Management; Risk Categories; Aids for Risk Identification; Potential Risk Treatments; Risk Components and Drivers; Risk Prioritization.

**Configuration Management:** Software Configuration Management (SCM) – Baselines, Software Configuration Items (SCI); SCM Process; Identification of Objects in the Software Configuration; Version Control; Change Control; Configuration Audit; Status Reporting; Goals of SCM.

### **UNIT V Software Quality Assurance, Testing Techniques and Software Re-Engineering**

Software Quality Assurance Activities; Software Qualities; Software Quality Standards – ISO Standards for Software Organization, Capability Maturity Model (CMM), Comparison between ISO 9001 & SEI CMM, Other Standards.

Testing Techniques : Software Testing Concepts; Types of Software Testing – Manual Testing, Automated Testing; Black Box Testing; White Box Testing Techniques.

Software Re-Engineering: Software Maintenance Problems; Redevlopment vs. Reengineering; Business Process Reengineering; Software Reengineering Process Model; Technical Problems of Reengineering.

### **SUGGESTED READINGS:**

1. Bruce R. Maxim Roger S. Pressman(2019), Software Engineering: A Practitioner’s Approach, 8th Edition, McGraw Hill, New Delhi
2. Ian Sommerville (2017), Software Engineering, 10th edition, Pearson Education, New Delhi.
3. Bob Hughes, Mike Cotterell, Rajib Mall(2017), Software Project Management, 6th edition, McGraw Hill, New Delhi,
4. Rajib Mall(2018), Fundamentals of Software Engineering, 5th edition, PHI Learning, New Delhi.
5. Richard Fairley (2017), Software Engineering Concepts, 1st Edition, McGraw Hill Education, New Delhi.

### **E-Resources**

- <https://nptel.ac.in/courses/106105218/>



**COURSE OBJECTIVES:****To make the students**

- To Understand the concept of ecommerce, infrastructure, ecommerce models, risk, e-payment, and e marketing and apply learning lifelong.
- To comprehend on the legal aspects related to e-commerce.
- To analyse the technology requirements for Ecommerce
- To know the different business models available for running a e-business
- To consider the different ways of payment and payment services available
- To understand the E-supply chain management relating to e- business.

**COURSE OUTCOMES:****Learners should be able to**

1. Understand the concept of ecommerce, infrastructure, ecommerce models, risk, e-payment, and e marketing and apply learning lifelong.
2. Comprehend on the legal aspects related to e-commerce.
3. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, analysing, planning and team work.
4. Explore the wealth of online learning environment and adopt methods for system online implementation.
5. Acquitted with the recent trends and developments in technology which covers e-Commerce and knowledge management aspects.
6. Understand E-Marketing, Customer orientation and Future of Ecommerce

**UNIT I Introduction to E-commerce and Evolution of E-commerce**

Introduction to E-commerce - Introduction, E-commerce or Electronic Commerce- An Overview, Electronic Commerce – Cutting edge, Electronic Commerce Framework Evolution of E-commerce: Introduction, History of Electronic Commerce, Advantages and Disadvantage of E-commerce, Roadmap of e-commerce in India

**UNIT II Network Infrastructure, E-commerce Infrastructure and Managing the E-Enterprise**

Network Infrastructure- An Overview, The Internet Hierarchy, Basic Blocks of e-commerce, Networks layers & TCP/IP protocols, The Advantages of Internet, World Wide Web

E-commerce Infrastructure: Introduction, E-commerce Infrastructure-An Overview, Hardware, Server Operating System, Software, Network Website-Securing e commerce network-firewalls-demilitarized zone-personal firewalls-VPNs-Intrusion detection system-Honeynets-Honeypots

Managing the e-Enterprise: Introduction, e-Enterprise, Managing the e-Enterprise, E-business Enterprise, Comparison between Conventional Design and E-organisation, Organisation of Business in an e-Enterprise

### **UNIT III e-Commerce Process Models, Risk and management challenges**

Introduction, Business Models, E-business Models Based on the Relationship of Transaction Parties, e-commerce Sales Life Cycle (ESLC) Model

Risks of Insecure Systems: Introduction, An Overview of Risks Associated with Internet Transactions, Internet Associated Risks, Intranet Associated Risks, risks associated with Business Transaction Data Transferred between Trading Partners

Management of Risk: Introduction, Introduction to Risk Management, Disaster Recovery Plans, Risk Management Paradigm

Management Challenges and Opportunities: New Business Model, Required Changes in Business Processes, Channel Conflicts, Legal and Regulatory Environment for e-commerce, Security and Privacy-types of threats and attacks-Securing e commerce communication Managerial Opportunities

### **UNIT IV Electronic Payment Systems, EDI**

Electronic Payment Systems, Electronic Cash, Smart Cards and Electronic Payment Systems, Credit Card Based Electronic Payment Systems, Risks and Electronic Payment Systems

Electronic Data Interchange(EDI): The Meaning of EDI, History of EDI, EDI Working Concept, Implementation difficulties of EDI, Financial EDI, EDI and Internet

### **UNIT V E-Marketing, Customer orientation and Future of Ecommerce.**

E-Marketing: The scope of E-Marketing, Internet Marketing Techniques

Consumer Oriented Business: Consumer Market, One-to-One Marketing, Consumer Demographics, Maintaining Loyalty, Gaining Acceptance, Online Catalogue, the Pilot Catalogue, A Unique Search Engine Future Directions: Software Agents, Technology Behind Software Agents, Types of Software Agents, Characteristics and Properties of Software Agents, Frame-work for Software Agent-based e-commerce, m-commerce, m-commerce Architecture, Areas of Potential Growth and Future for m-commerce-E-Auctions

#### **SUGGESTED READINGS:**

1. Chaffey (2013), E-Business and E-Commerce Management: Strategy, Implementation and Practice, 5th edition, Pearson education, New Delhi.
2. P.T. Joseph S.J. (2015), E-Commerce: An Indian Perspective, PHI Learning Pvt Ltd, New Delhi.
3. David Whiteley(2017), E - Commerce: Strategy, Technologies and Applications, McGraw Hill, New Delhi.
4. Kenneth C. Laudon and Traveer, (2016), E-Commerce 10th edition, Pearson education, New Delhi.
5. Bharat Bhasker, (2017), Electronic Commerce: Framework, Technologies and Applications, 4th edition, McGraw Hill, New Delhi.

**E-Resources**

- <https://www.youtube.com/watch?v=xKJjyn8DaAw>
- <https://nptel.ac.in/courses/110/105/110105083/>

**COURSE OBJECTIVES:****To make the students**

- To understand the concept of Data Warehouse and its significance.
- To gain the knowledge of hardware and operational design of data warehouses
- To obtain the knowledge of planning the requirements for data warehousing.
- To understand the types of the data mining techniques and its application
- To comprehend on the concept of knowledge discovery process and its application
- To know about Visualization techniques and Knowledge discovery process

**COURSE OUTCOMES:****Learners should be able to**

1. Understand the basic principles, concepts and applications of data warehousing and data mining,
2. Comprehend the importance of Processing raw data to make it suitable for various data mining algorithms.
3. Visualize the techniques of clustering, classification, association finding, feature selection and its importance in analysing the real-world data.
4. Understand the Conceptual, Logical, and Physical design of Data Warehouses OLAP applications and OLAP deployment
5. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, analysing, planning and team work.
6. Understand Preliminary analysis of the data set using traditional query tools

**UNIT I Data warehousing**

Meaning and Significance – Differences between operational database systems and data Ware House  
Data Warehouse Architecture: System Process – Process architecture– Design – Database scheme – Partitioning strategy – Aggregations – Data mart – Meta data – Systems and data Warehouse process managers

Data Modeling- Dimension Table characteristics; Fact-Less-Facts, Dimension Table characteristics; OLAP cube, OLAP Operations, OLAP Server Architecture-ROLAP, MOLAP and HOLAP.

**UNIT II Hardware and Operational design of data warehouses and Classification**

Hardware and Operational design of data warehouses – Hardware architecture – Physical layout – Security – Backup and Recovery – Service level agreement – Operating the data warehouse.

Classification: Problem definition, General Approaches to solving a classification problem, Evaluation of Classifiers, Classification techniques

**UNIT III Data warehouse Planning and Association Rules:**

Tuning and Testing – Capacity planning – Testing the data warehouses – Data warehouse features.  
Association Rules: Problem Definition, Frequent Item Set Generation, The APRIORI Principle, Support and Confidence Measures, Association Rule Generation, APRIORI Algorithm.

## **UNIT IV Data mining**

Introduction – Information and production factor – Data mining Vs Query tools – Data mining in marketing – Self learning computer systems – concept learning- Data Mining Tasks, Data Preprocessing- Data Cleaning, Missing Data, Dimensionality Reduction, Feature Subset Selection, Discretization and Binaryzation , Data Transformation; Measures of similarity and dissimilarity-Basics.

## **UNIT V Knowledge discovery process and Clustering**

Data selection – Cleaning – Enrichment – Coding – Preliminary analysis of the data set using traditional query tools – Visualization techniques – OLAP tools – Decision trees – Association rules – Neural networks –Genetic Algorithms KDD (Knowledge discover in Database) environment.

Clustering: Problem Definition, Clustering overview, Evaluation of clustering algorithms, Partitioning clustering K-Means Algorithm, K-Means Additional Issues, PAM Algorithm, Hierarchical Clustering.

## **SUGGESTED READINGS :**

1. Alex Berson, Stephen Smith (2017), Data Warehousing, Data Mining, & OLAP, McGraw Hill Education, New Delhi
2. Daniel T. Larose, Chantal D. Larose (2016), Data Mining and Predictive Analytics, 2nd edition, Wiley, New Delhi.
3. Daniel T. Larose, Chantal D. Larose (2015), Discovering Knowledge in Data: An Introduction to Data Mining, 2nd edition, Wiley, New Delhi.
4. Mehmed Kantardzic (2017), Data Mining: Concepts, Models, Methods and Algorithms, 2nd edition, Wiley, New Delhi.
5. Gordon S. Linoff , Michael J.A. Berry (2012), Data Mining Techniques: For Marketing, Sales and Customer Relationship Management, 3rd edition, Wiley, New Delhi.

Instruction Hours / week: L: 4 T: 0 P: 0

Marks: Internal: 40 External: 60 Total: 100

End Semester Exam: 3 Hours

**COURSE OBJECTIVES:****To make the students**

- To understand the basics of data visualization
- To understand the concepts, tools and techniques of data visualization.
- To develop a structured approach to apply judgment, and generate insight from data for enhanced decision making.
- To create Maps in R and build interactive web pages
- To understand the basic functions in Tableau, like inputting data and building charts
- To Create visualizations to tell stories with data

**COURSE OUTCOMES:****Learners should be able to**

1. Understand the basics of data visualization
2. Design visualizations that represent the relationships contained in complex data sets and adapt them to highlight the ideas you want to communicate.
3. Formulate and use appropriate models of data analysis to answer business-related questions.
4. Interpret data findings effectively to any audience, orally, visually and in written formats.
5. Learn to use colors, shapes, and other tools to dig deep into data
6. Create Maps & How to build interactive web pages

**UNIT I Data visualization – Intro**

Introduction –Importance of visualization in analytics, exploratory and explanatory visualization, datatypes and ways to encode data, importance of limiting the amount of data presented in an analysis, data cleaning and use of data with integrity.

Downloading and installing R - Downloading and installing Tableau

**UNIT II Basic Visualization Tools using R**

Optimal visualization types - Binning values - Calculated fields - Table calculations - Level of Detail calculations - Bar Charts - Histograms - Pie Charts - Line Plot - Multiple Line Graphs - Scatter Plot - and Regression

**UNIT III Specialized Visualization Tools How to create Maps & How to build interactive web pages**

Word Clouds, Radar Charts, Waffle Charts, Box Plots

Configuring Data Environment- Connecting to Data, Metrics vs dimensions, Data types and defaults, Aliases and names,

Creating Maps in R, Introduction to Shiny, Creating and Customizing Shiny Apps, Additional Shiny Features

## UNIT IV Tableau - Data visualization

Introduction to data visualization Data for data graphics Tableau introduction

Exploratory Visualization : Data Joins , Best Practices, Creating visualizations with Tableau, Sorting, Top N, bottom N, Filtering,

Maps, Use chart type, color, size, and shape to get the most out of data visualizations - Do basic functions in Tableau, like inputting data and building charts. Learn to use colors, shapes, and other tools to dig deep into data.

Learn to use calculations to create new data columns.

## UNIT V Design Principles and Dashboard Creation using Tableau

Design principles<sup>[1][2]</sup> Categorical, time series, and statistical data graphics, Geospatial displays

Storytelling Multivariate displays, - What are the main approaches to storytelling with data? -

Dashboards vs. Storyboards vs. Infographics - Designing with the user in mind

Dashboards, interactive and animated displays - Build Tableau dashboards - Create visualizations to tell stories with data

Large datasets - Fiscal Year Calculations – Parameters - Dashboard design principles - Dashboard interactivity - Connected “drill-down” dashboards

## SUGGESTED READINGS

1. Cole NussbaumerKnafl(2015), Storytelling with Data: A Data Visualization Guide for Business Professionals, 1st edition, Wiley India.
2. Kieran Healy(2018), Data Visualization: A Practical Introduction, Princeton University Press
3. Seema Acharya(2018), Data Analytics Using R, 1st edition, McGraw Hill Education
4. Daniel G. Murray(2018), Tableau Your Data!, Fast and Easy Visual Analysis with Tableau Software, 2nd edition, Wiley India
5. Joshua N. Milligan(2015), Learning Tableau, Packt Publishing Limited
6. Radhika Datar, Harish Garg (2019), Hands-On Exploratory Data Analysis with R: Become an expert in exploratory data analysis using R packages, Packt Publishing Limited
7. Yu-Wei Chiu (David Chiu) (2016), R for Data Science Cookbook, Packt Publishing Limited
8. Kaelen Medeiros (2018), R Programming Fundamentals: Deal with data using various modeling techniques, Packt Publishing Limited

## E-Resources

- <https://nptel.ac.in/courses/111104100/>
- <https://www.youtube.com/watch?v=gWZtNdMko1k&list=PLWPirh4EWFpGXTBu8ldLZGJC UeTMBpJFK>
- <https://www.youtube.com/watch?v=SFpqr21Pavg&list=PL34t5iLfZddskPZVTm03hed8K93Rs yP24>

**COURSE OBJECTIVES:****To make the students**

- To Understand the Concept of Digital marketing using social media.
- To learn tools and utilize the tools of digital marketing and social media.
- To understand the linkage of digital marketing, social media and analytics
- To know the Role of Digital Marketing in developing brands
- To analyse ORM and the need ORM
- To measuring the results of campaign and best practices of video ads

**COURSE OUTCOMES:**

Learners should be able to

1. To Understand the Concept of Digital marketing using social media.
2. To learn tools and utilize the tools of digital marketing and social media.
3. To understand the linkage of digital marketing, social media and analytics
4. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, analysing, planning and team work.
5. Gain knowledge in Website designing with WordPress
6. Understand Social media Marketing Tools

**UNIT I Introduction of the digital marketing**

Digital vs. Real Marketing - Digital Marketing Channel, Creating initial digital marketing plan - Content management - SWOT analysis - Target group analysis-What is Digital Marketing? Benefits of Digital Marketing. Digital marketing platforms and strategies. Comparing digital with traditional marketing. Issues arise when Digital Marketing goes wrong. Role of Digital Marketing in developing brands, drive sales, encourage product and service development and innovation, aid recruitment and training.

**UNIT II Website**

What is website? What is domain name? Types of domains. Register a domain name. Webhosting concepts. Types of websites – HTML, CSS and Java Script. Popular CMS.Website designing with WordPress: What is WordPress? Benefits of using WP. Admin interface basics. Theme settings and customization. Content management in WP. Categories, tags and posts. Pages and subpages. Custom content types. Adding a menu to the website. Plugins and widgets. Using Plugins in site. Adding widgets to the website. Best plugins in WP.

**UNIT III Social media Marketing Tools– Basic Tools**

Creating a Facebook page - Visual identity of a Facebook page - Types of publications - Facebook Ads - Creating Facebook Ads - Ads Visibility

Business opportunities and Instagram options - Optimization of Instagram profiles - Integrating Instagram with a Web Site and other social networks - Keeping up with posts

Business tools on LinkedIn - Creating campaigns on LinkedIn - Analyzing visitation on LinkedIn

Creating business accounts on YouTube - YouTube Advertising - YouTube Analytics



E-mail marketing - E-mail marketing plan - E-mail marketing campaign analysis - Keeping up with conversions

Digital Marketing Budgeting - resource planning - cost estimating - cost budgeting - cost - App creation strategy. Video marketing: Importance of video marketing. Create a video campaign. Location targeting and bidding strategies. Measuring the results of campaign. Best practices of video ads.

#### **UNIT IV Advanced Tools :SEO and SEM**

On-Site SEO: Optimize UX & Design, Off-Site SEO: Link-building, SEO Audit & Future of SEO

Adwords& Keyword Selection, Create Text Ads, CPC Bidding, Navigate AdWords, SEM Metrics & Optimization

#### **UNIT V Online Reputation Management, Merging digital and social marketing and data analytics.**

What is ORM and why we need ORM? Examples of ORM. Areas to analyze in ORM. Generate a ORM report. Things to do in ORM – Monitor search results, complaint sites, reviews, sites and blogs, and social media.

Analytics and its importance for business. Key performance metrics in analytics. Audience reports. Traffic reports. Behavior reports. Conversion tracking.

#### **SUGGESTED READINGS:**

1. Ryan, D. (2014 ). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.
2. Puneet Singh Bhatia(2017), Fundamentals of Digital Marketing, Pearson Education, New Delhi.
3. Abhishek Das(2018), Applications of Digital Marketing for Success in Business, 1st edition, BPB Publications, New Delhi
4. Dishek J. J. Mankad(2018), Understanding digital marketing, BPB Publications
5. Vandana Ahuja (2015), Digital Marketing, Oxford University Press, New Delhi.
6. Sarah McHarry(2013), Wordpress To Go, Create space Independent Pub
7. Karol Krol(2017),WordPress Complete - Sixth Edition, Packt Publishing Limited

#### **E-Resources**

- <https://www.youtube.com/watch?v=wZZnxXyES80&vl=en>
- <https://nptel.ac.in/courses/106106169/>
- <https://www.youtube.com/watch?v=wfOp0lsCXAY&list=PLifnQOsGyOSRMYndHku6pNILYckbBuOGU>

**MBA**

**2020-2021**

**20MBAPO303A**

**SUPPLY CHAIN MANAGEMENT**

**Semester - III  
4H - 3C**

**Instruction Hours / week: L: 4 T: 0 P: 0**

**Marks: Internal: 40 External: 60 Total: 100**

**End Semester Exam: 3 Hours**

## **COURSE OBJECTIVES:**

### **To make the students**

- To understand the concept of supply chain, inventory management, supply contracts, supply chain integration and global logistics.
- To apply the understanding of supply chain, inventory management, supply contracts, supply chain integration and global logistics lifelong.
- To understand the concept of supply chain and logistics.
- To familiarize the key drivers of supply chain performance.
- To understand the analytical tools necessary to solve supply chain problems.
- To get an in-depth knowledge in International supply chain

## **COURSE OUTCOMES:**

### **Learners should be able to**

1. Understand the concept of supply chain, inventory management, supply contracts, supply chain integration and global logistics.
2. Apply the understanding of supply chain, inventory management, supply contracts, supply chain integration and global logistics lifelong.
3. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, analysing, planning and team work.
4. Understand the importance of accurate planning and product data management as a part of Logistics Management.
5. Familiarize the key drivers of Logistics outsourcing.
6. Get an in-depth knowledge in Transactional Logistics

### **UNIT I Concept of supply chain**

Supply chain, integrated supply chain, Growth of Supply chain, Strategic decision in supply chain, Why Supply Chain Management, Value chain for Supply Chain Management. - Building Blocks of a Supply Chain Network - Performance Measures - Decisions in the Supply Chain World - Models for Supply Chain Decision-Making

Supply Chain Performance Metrics and Drivers,

### **UNIT II SCM Planning & Risk Pooling**

Supply Chain Planning - Supply Chain Facilities Layout ,Capacity Planning , Inventory Optimization , Dynamic Routing and Scheduling

Distribution Network in a Supply Chain and Network Design

Introduction and forms of inventory Single stage inventory control Economic lot size model Effect of demand uncertainty Single period models Initial inventory Multiple order opportunities Periodic review policy Continuous review policy, Risk pooling Centralized versus decentralized systems Managing inventory in the supply chain Practical issues.

Risk pooling Centralized versus decentralized systems Managing inventory in the supply chain Practical issues, Approaches to forecast future demand Network design Inventory positioning and logistics coordination Resource allocation

### **UNIT III Supply Contracts**

Strategic components Contracts for make-to-stock supply chain Contracts for make-to-order supply chain Contracts with asymmetric information Contracts for nonstrategic components The Value of Information The bullwhip effect Supply chain coordination structures Information sharing & incentives Information and supply chain trade-offs Centralized and decentralized decision making and performance impacts Learning organization principles.

Performance Measurements and Metrics: An Analysis of Supplier Evaluation

### **UNIT IV Supply Chain Integration**

Functional Products, Innovative products - Efficient supply chains - Responsive supply chains - Agile supply chains - Supply Chain Integration Push, pull, and push-pull systems- Demand-driven strategies Impact of lead time -Impact of the Internet on supply chain strategies

Distribution Strategies- Direct shipment distribution -Intermediate inventory storage point strategies – Transshipment -Strategic Alliances Framework for strategic alliances Third-party logistics Retailer-Supplier Partnerships, Distributor integration Procurement and Outsourcing Strategies Outsourcing benefits and risks A Framework for Buy/Make Decisions Procurement strategies - E-Procurement

### **UNIT V Global Logistics, Risk Management and IT for supply chain**

Types of global forces Risk management Issues in international supply chains Coordinated Product and Supply Chain Design - Design for logistics Supplier integration into new product development - Mass customization Information Technology Business Processes Supply Chain IT Innovations Technology standards – RFID, SOA - Relation to ERP - E-procurement , E-Logistics , Internet Auctions ,E-markets , Electronic business process optimization , Business objects in SCM

### **SUGGESTED READINGS:**

1. Judy Dickens (2019), Principles and Practice of Supply Chain Management, Willford Press
2. Russel, Taylor (2015), Operations and Supply Chain Management, 8th edition, Wiley India.
3. Sunil Chopra, Peter Meindl, et al.(2018), , Supply Chain Management, 7th edition, Pearson Education, New Delhi.
4. F. Robert Jacobs, Richard Chase (2017), Operations and Supply Chain Management, 14th edition, McGraw Hill, New Delhi.
5. Janat Shah, (2016), Supply Chain Management: Text and Cases, 2nd edition, Pearson Education, New Delhi.

### **E-Resources:**

- <https://nptel.ac.in/courses/110/108/110108056/>
- <https://nptel.ac.in/courses/110/106/110106045/>
- <https://nptel.ac.in/courses/110107074/>



**COURSE OBJECTIVES:****To make the students**

- To understand the concept of operations, capacity, purchase, inventory and linkages to strategic formulation, implementation, monitoring and control.
- To apply the understanding of concept of operations, capacity, purchase, inventory and linkages to strategic formulation, implementation, monitoring and control lifelong.
- To understand Process Technology strategy and Improvement strategy
- To know the challenges to operations strategy formulation
- To analyse the content of operations strategy and the relative importance of performance objectives changes over time.
- To know the dynamics of monitoring and control and Implementation risk

**COURSE OUTCOMES:****Learners should be able to**

1. Understand the concept of operations, capacity, purchase, inventory and linkages to strategic formulation, implementation, monitoring and control.
2. Apply the understanding of concept of operations, capacity, purchase, inventory and linkages to strategic formulation, implementation, monitoring and control lifelong.
3. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, analysing, planning and team work.
4. Understand the principles and techniques of Operations Research and their applications
5. Understand why Capacity strategy and Purchasing and supply strategy
6. Understand the importance of Formulation and implementation strategy

**UNIT I : Operation strategy**

Operations excellence fundamental to strategic success - Operations strategy - Content of operations strategy - The operations strategy matrix- The process of operations strategy- The five generic performance objectives - The relative importance of performance objectives changes over time - Trade-offs - Targeting and operations focus Substitutes for strategy : 'New' approaches to operations  
Total quality management - Lean operations - Business process reengineering - Six sigma

**UNIT II Capacity strategy and Purchasing and supply strategy :**

capacity strategy - The overall level of operations strategy - The number and size of sites - Capacity change - Location of capacity Purchasing and supply strategy - Do or buy?

The vertical integration decision - Contracting and relationships - type of arrangement - Supply network dynamics - Managing suppliers over time - Purchasing and supply chain risk

### **UNIT III Process Technology strategy and Improvement strategy**

Process technology strategy - Scale/scalability – the capacity of each unit of technology - Degree of automation/’analytical content’ - Degree of coupling/connectivity - The product–process matrix - The challenges of information technology - Evaluating process technology Improvement strategy : Introduction - Development and improvement -Setting the direction -Importance–performance mapping - Developing operations capabilities -Deploying capabilities in the market

### **UNIT IV Product and Service Development and Organization**

The strategic importance of product and service development - Product and service development as a process - A market requirements perspective on product and service development - An operations resources perspective on product and service development - The process of operations strategy

### **UNIT V Formulation and implementation, Monitoring and Control.**

Formulation and implementation : Formulating operations strategy - role of alignment? - Analysis for formulation - The challenges to operations strategy formulation - Implementing operations strategy

The process of operations strategy Monitoring and control - Introduction - Strategic monitoring and control - x Contents Monitoring implementation – tracking performance - The dynamics of monitoring and control - Implementation risk - Learning, appropriation and path dependency

### **SUGGESTED READINGS:**

1. Nigel Slack, Michael Lewis, MohitaGangwar Sharma (2018), Operations Strategy, 5th edition, Pearson Education, New Delhi.
2. Gary Pisano, David Upton, Steven Wheelwright Robert Hayes(2011), Operations, Strategy and Technology: Pursuing the Competitive Edge, Wiley India, New Delhi.
3. Jay Heizer, Barry Render, Chuck Munson , Amit Sachan (2017), Operations Management , 12th edition, Pearson Education, New Delhi.
4. Richard B. Chase, Ravi Shankar, F. Robert Jacobs (2018), Operations and Supply Chain Management, 15th edition, Mc Graw Hill, New Delhi.
5. B. Mahadevan (2015), Operations Management : Theory and Practice, 3rd edition, Pearson Education, New Delhi.

### **E-Resources**

- <https://nptel.ac.in/courses/112/107/112107238/>

- <https://www.youtube.com/watch?v=qpqQtJ7GW8k>
- <https://www.youtube.com/watch?v=VozCAXEAdoo>
- <https://www.youtube.com/watch?v=gnS-nZmJriI>

**COURSE OBJECTIVES:****To make the students**

- To understand the concept of quality management(QM), QM Principles, tools and techniques and quality systems.
- To apply the Quality tools and techniques in improving the performance.
- To apply the understanding of quality management(QM), QM Principles, tools and techniques and quality systems lifelong.
- To acquire required diagnostic skills and use various quality tools.
- To get exposure on tools and techniques like six sigma, 7 old quality control
- To familiarize the students about the Quality Management System.
- To Identify the key competencies needed to be an effective manager.

**COURSE OUTCOMES:****Learners should be able to**

1. Understand the concept of quality management(QM), QM Principles, tools and techniques and quality systems.
2. Apply the Quality tools and techniques in improving the performance.
3. Apply the understanding of quality management(QM), QM Principles, tools and techniques and quality systems lifelong.
4. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, problem solving, planning and team work.
5. Apply the Quality tools and techniques in improving the performance.
6. Understand the concept of quality management(QM), QM Principles, tools and techniques and quality systems.

**UNIT I INTRODUCTION TO QUALITY MANAGEMENT**

Definitions – TQM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

**UNIT II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT**

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

**UNIT III STATISTICAL PROCESS CONTROL AND PROCESS CAPABILITY**

Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed.

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) – relevance to TQM, Terotechnology. Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.

#### **UNIT IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT**

Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Bench marking and POKA YOKE.

#### **UNIT V QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION**

Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward- Introduction to software quality.

#### **SUGGESTED READINGS :**

1. Dale H. Besterfield, et al, (2018). Total Quality Management, 5th edition, Pearson Education, New Delhi.
2. Sunil Sharma (2018), Total Quality Management: Concepts, Strategy and Implementation for Operational Excellence, 1st edition, Sage Publications
3. Panneerselvam (2014), Quality Management, Prentice Hall India Learning Private Limited, New Delhi
4. Charantimath (2011), Total Quality Management, Pearson Education, New Delhi
5. Amitava Mitra (2013), Fundamentals of Quality Control and Improvement, 3rd edition, New Delhi.

#### **E-Resources:**

- <https://nptel.ac.in/courses/110/104/110104085/>
- <https://nptel.ac.in/courses/110/104/110104080/>

**To make the students**

- To Understand the concept of Technology management, Technology Adoption, Diffusion, Absorption , development and transfer and apply learning lifelong.
- To comprehend on the intellectual property rights.
- To apply the understanding of intellectual property rights.
- To Understand an entrepreneurial perspective, the objective is for students to analyse Enterprise Resource Planning
- To know about Purpose and function of trademarks and acquisition of trade mark rights
- To understand agencies and treaties and importance of intellectual property rights

**COURSE OUTCOMES:****Learners should be able to**

1. Understand the concept of Technology management, Technology Adoption, Diffusion, Absorption , development and transfer and apply learning lifelong.
2. Comprehend on the intellectual property rights.
3. Apply the understanding of intellectual property rights.
4. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, analysing, planning and team work.
5. Identify and evaluate opportunities for new technologies
6. Understand the basics of the four primary forms of intellectual property rights.

**UNIT 1: Technology Management and Technology strategy**

Concept and Meaning of Technology and Technology Management- Technology; Technology management, Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business- Technology and competition; Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology

Technology Strategy- Elements of an accessible technology strategy, Innovation Management, Competitive Advantage- Components of competitive advantage; Creating competitive advantage using value chain, Technology Management Evaluation or Assessment, Concept of Technology Forecasting- Characteristics of technology forecasting ; Forecasting, Forecasting Methods and Techniques,

**UNIT II Technology Adoption, Diffusion and Absorption**

Technology Adoption, Technology Diffusion- of technology diffusion; Perspectives of innovation diffusion process; Activities necessary for diffusion process, Technology Absorption- Role of technology absorption; Benefits of technology absorption; Constraints in technology absorption,

**UNIT III Technology Generation, development and transfer**

Technology Generation- Process; , Technology Development, Importance of Technology Generation and Development, Need for Technology Strategy, Importance of Research and Development (R&D)-

Corporate research and product lifetimes; Production costs and R&D; Translation of R & D efforts to technology

Technology Transfer: Transfer of Technology, Models of Technology Transfer- Traditional technology transfer models; Qualitative technology transfer models, Technology Transfer Modes, Dimensions of Technology Transfer, Features of Technology Package, Routes of Technology Transfer

#### **UNIT – IV Intellectual property and Patents**

Intellectual property : Introduction, types of intellectual property, international organizations, agencies and treaties, importance of intellectual property rights.

Patents : Macro economic impact of the patent system Patent and kind of inventions protected by a patent Patent document How to protect your inventions? Granting of patent Rights of a patent How extensive is patent protection? Why protect inventions by patents? Searching a patent Drafting of a patent Filing of a patent The different layers of the international patent system (national, regional and international options)

#### **UNIT – V: Trade Marks and Copy rights**

Purpose and function of trademarks, acquisition of trade mark rights, protectable matter, selecting, and evaluating trade mark, trade mark registration processes.

Fundamental of copy right law, originality of material, rights of reproduction, rights to perform the work publicly, copy right ownership issues, copy right registration, notice of copy right, international copy right law. Law of patents: Foundation of patent law, patent searching process, ownership rights and transfer

#### **SUGGESTED READINGS:**

1. Tarek Khalil, Ravi Shankar (2017), Management of Technology: the Key to Competitiveness and Wealth Creation, 2nd edition, McGraw Hill, New Delhi.
2. Sanjiva Shankar Dubey(2017), Technology and Innovation Management, PHI Learning Private Limited, New Delhi.
3. Dr S.N.Singh (2018), Technology Management : "Influencing Factors And Their Significance, 1st edition, Notion Press.
4. Anil Kumar H S, Ramakrishna B(2017), Fundamentals of Intellectual Property Rights: For Students, Industrialist and Patent Lawyers, Notion Press.
5. Bouchoux (2013), Intellectual Property: The Law of Trademarks, Copyrights, Patents, and Trade Secrets, 4th edition, Cengage Learning, New Delhi.

#### **E-Resources**

- <https://nptel.ac.in/courses/110/105/110105139/>
- <https://nptel.ac.in/courses/109/106/109106137/>
- <https://nptel.ac.in/courses/109/105/109105112/>

**COURSE OBJECTIVES:****To make the students**

- To understand the concept of sourcing and its importance as strategic organizational function.
- To apply the tools and techniques to select the best vendor to deliver quality goods on time and apply the learning lifelong.
- To understand the sourcing in the global perspective.
- To evaluate of existing vendors and develop vendor performance measures
- To understand the managing price fluctuation and volatility in international finance
- To know the Global Trade Barriers and Dealing with international suppliers

**COURSE OUTCOMES:****Learners should be able to**

1. Understand the concept of sourcing and its importance as strategic organizational function.
2. Apply the tools and techniques to select the best vendor to deliver quality goods on time and apply the learning lifelong.
3. Understand the sourcing in the global perspective.
4. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, analysing, planning and team work
5. Understand the importance of Managing price fluctuation and volatility in international finance
6. Gain knowledge in Industry Best Practices, Measurement of sourcing performance and Benchmarking in Retail Purchasing

**UNIT I: Understanding Sourcing as a Strategic Organizational Function**

Evolution of purchasing, Purchasing, sourcing and vendor management as a key organizational function, Purchasing objectives, Impact of strategic purchasing on profitability, Make or Buy Decisions, Types and methods of sourcing in retail; centralized vs decentralized, single sourcing vs multiple sourcing, day-to-day vs long range sourcing

**UNIT II The Sourcing Process**

Market analysis and supplier research, Prime sources of supplier information, Request for Proposal, Fundamental steps of the buying process, terms and condition of purchase, Buying Documentation, Negotiation, Use of IT in sourcing, Global Tenders and E-Procurement, Reverse Auctions, Expanded role of global purchasing

**UNIT III Vendor Selection and Management**

Vendor selection process, Evaluation of existing vendors, Developing vendor performance measures, new vendor development process, working with suppliers to manage quality, JIT and TQM in sourcing,

Key supplier account management, Vendor relationship development, Negotiation skills, Vendor monitoring, Promoting SME suppliers.

#### **UNIT IV Cross functional Approach to Sourcing**

Overview of material management function and supply chain alignment, Role of purchasing in supporting inventory objectives, Goals of Inventory Control, Hedging vs. Forward Buying, Risk management, Managing price fluctuation and volatility in international finance, matching supply with customer demand, managing inward logistics, Transportation modes and warehousing

#### **UNIT V Global Trends and Issues in Sourcing**

Global Trade Barriers, Dealing with international suppliers, UNO and GATT conventions, Legal, socio-cultural issues in international buying, Environmental issues-Green Purchasing- Industry Best Practices, Measurement of sourcing performance, Benchmarking in Retail Purchasing.

#### **SUGGESTED READINGS:**

1. Fred Sollish, John Semanik(2018), Strategic Global Sourcing Best Practices, Wiley India.
2. Robert B. Handfield et.al (2012), Sourcing and Supply Chain Management. 5th edition, Cengage Learning.
3. Wilhelm Kohler, ErdalYalcin (2018), Developments in Global Sourcing, MIT Press
4. Sudhi Seshadri (2014), Sourcing Strategy: Principles, Policy and Designs, Springer.
5. Dr Kenneth Lyons, Dr Brian Farrington (2016), Procurement and Supply Chain Management , 9th edition, Pearson Education.

#### **E-Resources**

- <https://nptel.ac.in/courses/110105095/>
- <https://nptel.ac.in/courses/110106045/>

**COURSE OBJECTIVES:****To make the students**

- To understand the concept of operations management in services sector.
- To comprehend on understanding of services design, service quality, service facility.
- To apply capacity and demand assessment tools in service operations.
- To understand Front-office Back-office Interface and service decoupling.
- To know Managing Service Experience, experience economy and Measuring Service Quality
- To understand Inventory Management in Services sector

**COURSE OUTCOMES:****Learners should be able to**

1. Understand the concept of operations management in services sector.
2. Comprehend on understanding of services design, service quality, service facility.
3. Apply capacity and demand assessment tools in service operations.
4. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, analysing, planning and team work
5. Understand process flow diagram, process steps and simulation
6. Gain knowledge in supply management tactics, operations planning and control

**UNIT I Services – An Introduction**

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

**UNIT II Service Design**

New Service Development – Design elements – Service Blue-printing - process structure – generic approaches –Value to customer; Retail design strategies – store size – Network configuration ; Managing Service Experience –experience economy, key dimensions ; Vehicle Routing and Scheduling

**UNIT III Service Quality**

Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality –SERVQUAL - Walk-through Audit; Quality service by design - Service Recovery - Service Guarantees; Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface – service decoupling.

**UNIT IV Service Facility**

Servicescapes – behaviour - environmental dimensions – framework; Facility design – nature,

objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location , location set covering problem

## **UNIT V Managing Capacity and Demand**

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.

### **SUGGESTED READING**

1. Johnston Robert, Clark Graham, Shulver Michael(2017), Service Operations Management:Improving Service Delivery, 4th edition, Pearson Education.
2. James A. Fitzsimmons , Mona J. Fitzsimmons , Sanjeev Bordoloi (2018), Service Management, 8th edition, McGraw Hill.
3. Richard D. Metters (2012), Successful Service Operations Management, Cengage Learning.
4. Robert Johnston, Graham Clark,(2007) Service Operations Management, 2nd edition, Pearson Education
5. Bill Hollins and Sadie Shinkins, (2006), Managing Service Operations, Sage Texts.

### **E-Resources**

- [https://www.youtube.com/watch?v=\\_9697WzjwRA](https://www.youtube.com/watch?v=_9697WzjwRA)
- <https://nptel.ac.in/courses/110/106/110106046/>

**COURSE OBJECTIVES:**

To make the students

- To identify an issue to be analysed and to be solved in a business setup or real time scenario using primary or secondary data collection.
- To understand the application of Research process in all functional areas.
- To analyse the data and critically evaluate the result and formulate the suggestion for the problem identified.
- To apply the theoretical and practical learning of doing research into lifelong practice.
- To Communicate in oral and written form and prepare report
- To enhance students knowledge in international culture and negotiation, where employability is made easy.

**COURSE OUTCOMES:**

Learners should be able to

1. Identify an issue to be analysed and to be solved in a business setup or real time scenario using primary or secondary data collection.
2. Understand the application of Research process in all functional areas.
3. Analyse the data and critically evaluate the result and formulate the suggestion for the problem identified.
4. Apply the theoretical and practical learning of doing research into lifelong practice.
5. Communicate in oral and written form and prepare report
6. Understand the concept of organizational study

Students shall undergo a minimum of 30 working days (6 weeks) internship during the summer. The student has to select a manufacturing firm. Not more than one student should undergo an internship in one firm. The student should maintain an internship diary and fill in the completed duties and get the attestation from the reporting staff in the organization. The candidate shall bring the attendance certificate and completion certificate from the firm where the internship work carried out. On completion of the Internship work, he/she shall submit the report to the Head of the Department. The Internship Report prepared according to approved guidelines and duly signed by the supervisor(s) shall be submitted to HoD for *Viva-Voce* Exam.

Two reviews will be conducted by minimum three faculty inclusive of Guide, HOD and a HOD nominated faculty which carries equal weightage.

The Internship Report should contain



1. Title page
2. Declaration page
3. Certificate
4. Company Certificate
5. Table of contents
6. List of tables
7. List of Charts
8. Introduction to the Industry
9. Introduction to the Company
10. Organisation Chart
11. SWOT analysis
12. Product and Services offered
13. Financial Performance – Key indicators
14. Objective of the Internship
15. Department Analysis
  - a. Production
  - b. Marketing
  - c. HR
  - d. Finance
  - e. Other services department

In department analysis the student have to study on the department chart, No.of employees, Books and software databases maintained, Issues Found.

16. Key learning from the intership
17. Suggestions
18. Conclusion
19. Bibiliography
20. Annexures

**Guidelines :**

The report should have a minimum of 30 pages.

Times New Roman

Heading - 13 pts

Text – 12 Pts

One inch page border all sides

1.5 line spacing.

**COURSE OBJECTIVES:**

To make the students

- To understand Indian ethos and values
- To appreciate the concepts of business ethics in leadership
- To analyze and resolve ethical dilemma
- To develop knowledge and understanding about the theoretical perspectives and frameworks of corporate governance, ethical, environmental and social dimensions.
- To focus on various natural and man-made hazards and its preparedness measures to come out of such calamities.
- To make students understand social responsibility of business and its impact.

**COURSE OUTCOMES:**

Learners should be able to

1. Understand Indian ethos and values
2. Appreciate the concepts of business ethics in leadership
3. Analyze and resolve ethical dilemma
4. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, analysing, planning and team work.
5. Maintain Managing Ethical Dilemma
6. Understand ethical issues related to business and good governance necessary for long term survival of business.

**UNIT I Elements of Indian ethos**

Union rather than dominion status of human beings—renunciation of self—laws of karma: Law of creation, law of humility, law of growth, law of responsibility, law of connection – Brain stalling, the Indian ethos for management.

Importance of Karma to managers— Nishkama Karma—Corporate Karma.

corporate Karma leadership (connecting company and cause, integrating, philanthropy into work environment)

## **UNIT II Management ideas form Vedas**

Management ideas form Vedas, Mahabharata, Bible, Quran, Artha Shastra, Thirukkural, Kautilya's Arthashastra. Indian Heritage in Business, Management. Production and consumption–Ethics Vs Ethos, Indian Vs Western Management, Work Ethos and values for Indian managers– Relevance of value based management in global change–Impact of values on take holders, Trans–cultural Human values, Secular Vs spiritual values, value system in work culture.

## **UNIT III Stress management**

Stress management meditation for mental health, yoga, contemporary approaches to leadership—Joint Hindu Family Business– Leadership Qualities of Karta– Indian systems of learning–Gurukul system of learning– Advantages and Disadvantages.

Spirituality: Meaning, why spirituality now, characteristics of spiritual organization, Achieving a spiritual organisation, achieving a spiritual organisation, criticism of spirituality.

## **UNIT IV Understanding the need for ethics**

Understanding the need for ethics, ethical values, myths and ambiguity, ethical codes, ethical principles in business; Theories of Ethics, Absolutism Vs Relativism, Technological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD)

## **UNIT V Managing Ethical Dilemma;**

Managing Ethical Dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process; ethical dilemmas in different business areas of finance, marketing, HRM, international business. Ethical culture in Organization, Developing codes of ethics and conduct, ethical and value based leadership. Role of scriptures in understanding ethics, Indian Wisdom & Indian approaches towards business ethics.

## **SUGGESTED READINGS:**

1. Biswanath Ghosh (2009), Ethics in Management and Indian Ethos, Second Edition, Vikas Publishing Housing Pvt.Ltd, New Delhi.
2. Joanne B. Ciulla(2004) , Ethics the heart of Leadership, Praeger, London.
3. Michael Henderson, Dougal Thompson (2004) Values at Work: The Invisible Threads Between People, Performance and Profit, HarperCollinsPublishers PTY Limited

4. Swami Anubhavananda and Aryakumar (2000), Ethics in management, insights from Ancient Indian wisdom, Ane Book, Chennai, 2000.

5. S. K. Chakraborty (1998), Values and Ethics for Organizations: Theory and Practices, OUP India

#### E-Resources

- <https://www.youtube.com/watch?v=dTs8meMCiJg>
- <https://www.youtube.com/watch?v=5HHzMJdHhf8>
- <https://www.youtube.com/watch?v=O2MjV1TfoAk>
- <https://www.youtube.com/watch?v=7j66AyiRhSI>

**20MBAP402****ENTREPRENEURSHIP****Semester - IV  
4H – 4C**

Instruction Hours / week: L: 4 T: 0 P: 0 Marks: Internal: 40 External: 60 Total: 100

End Semester Exam: 3 Hours

**COURSE OBJECTIVES:****To make the students**

- To understand the Concept of entrepreneurship, types of entrepreneurs and skills required by an entrepreneur.
- To Generate creative business ideas and pitch the idea,
- To formulate a business plan assessing marketing, technical and financial feasibility.
- To understand the Functional plans of a new business.
- To select the best source of financing the business ventures
- To comprehend apply the recent changes and legal aspects to new business ventures.

**COURSE OUTCOMES:****Learners should be able to**

1. Understand the Concept of entrepreneurship, types of entrepreneurs and skills required by an entrepreneur.
2. Generate creative business ideas and pitch the idea,
3. Formulate a business plan assessing marketing, technical and financial feasibility.
4. Understand the Functional plans of a new business.
5. Select the best source of financing the business ventures
6. Comprehend apply the recent changes and legal aspects to new business ventures.

**UNIT I Entrepreneurs - Introduction**

Entrepreneurship: Concept, knowledge and skills requirement; characteristic of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship.

Types of Entrepreneurs (Clarence Danhoff's Classification) - Intrapreneurship – Concept and Types (Hans Schollhammer's Classification) - Entrepreneurship in different contexts:

**UNIT II Business Idea Generation**

Starting the venture: generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis.

Introduction to business models; Creating value propositions-conventional industry logic, value innovation logic; customer focused innovation; building and analyzing business models; Business model canvas, Introduction to lean startups, Business Pitching.

**UNIT III Marketing and Financial Plan**

feasibility study – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan;

Functional plans: marketing plan – marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan – form of ownership, designing organization structure, job design, manpower planning; Financial plan – cash budget, working capital, Performa income statement Performa cash flow, perform balance sheet, break-even analysis.  
preparing project report; presenting business plan to investors.

#### **UNIT IV Sources of Finance for Entrepreneurs**

Public and private system of stimulation, support and sustainability of entrepreneurship. Requirement, availability and access to finance, marketing assistance, technology, and industrial accommodation, Role of industries/entrepreneur's associations and self-help groups. The concept, role and functions of business incubators, debt or equity financing, commercial banks, angel investors, venture capital and private equity funds

#### **UNIT V Current Trends and Legal aspects of Entrepreneurship**

Women Entrepreneurship, Rural Entrepreneurship, technopreneurship, cultural entrepreneurship, international entrepreneurship, netpreneurship, ecopreneurship, and social entrepreneurship  
legal issues – intellectual property rights patents, trademarks, copyrights, trade secrets, licensing; franchising.

#### **SUGGESTED READINGS:**

1. Robert Hisrich and Michael Peters and Dean Shepherd (2018), Entrepreneurship, 10<sup>th</sup> Edition, McGraw Hill, New Delhi.
2. David H. Holt (2016), Entrepreneurship, 1st Edition, Pearson Education, New Delhi.
3. Sangeetha Sharma (2017), Entrepreneurship Development, PHI Learning Pvt Ltd., New Delhi.
4. Poornima M., Charantimath (2018), Entrepreneurship Development and Small Business Enterprises, 3rd edition, Pearson Education, New Delhi
5. S.S.Khanka (2012), Entrepreneurial Development, S.Chand, New Delhi.

#### **E-Resources**

- <https://www.youtube.com/watch?v=Ihs4VFZWwn4>
- <https://nptel.ac.in/courses/127105007/>
- <https://nptel.ac.in/courses/110106141/>
- <https://nptel.ac.in/courses/110/107/110107094/>

**20MBAP411****Campus to Corporate Communication**

Instruction Hours / week: L: 0 T: 0 P: 2

Marks: Internal: 50

Total: 50

**COURSE OBJECTIVES:****To make the students**

- To comprehend on the requirement of the industry.
- To develop basic skills required in corporate.
- To exhibit corporate etiquettes.
- To understand and display the professional competencies.
- To Assess and manage the emotional intelligence of self and others.
- To reveal the interpersonal skills expectations of a workplace.

**COURSE OUTCOMES:****Learners should be able to**

1. Comprehend on the requirement of the industry.
2. Develop basic skills required in corporate.
3. Exhibit corporate etiquettes.
4. Understand and display the professional competencies.
5. Assess and manage the emotional intelligence of self and others.
6. Reveal the interpersonal skills expectations of a workplace.

**UNIT 1 Difference between campus and Corporate:**

– Change management - Learn the Culture - Impact of your attitude and behavior - Consider the language  
– Establish and maintain relationship – Respect others - Be Confident - Keep on learning - Consider the body language.

**UNIT II Grooming for Corporate:**

**Corporate Etiquettes** - Dressing and grooming skills - Workplace etiquette - Business etiquette - E-Mail etiquette - Telephone etiquette - Meeting etiquette

**UNIT III Professional Competencies:**

Analytical Thinking - Listening Skills - Time management - Team Skills – Assertiveness - Stress Management - Participating in Group Discussion - Interview facing – Ownership - Attention to Detail.

Building Positive Relationships – Giving Praise – Dealing with Criticism – Managing Conflict.

**UNIT IV Emotional Intelligence (EI)**

Perspectives on the Science and History of EI, How Emotions Work, Developing EI Abilities and Competencies, Workforce Diversity and EI in the Workplace, Workplace Leadership: Using and Understanding Emotions, Empathy, moods, Managing Other People's Emotions

## **UNIT V Interpersonal Communication:**

Formal and informal talk – listen to follow and respond to explanations, directions and instructions in academic and business contexts – strategies for presentations and interactive communication – group/pair presentations – negotiate disagreement in group work.

Lexical chunking for accuracy and fluency- factors influence fluency, deliver a five-minute informal talk – greet – respond to greetings – describe health and symptoms – invite and offer – accept – decline – take leave – listen for and follow the gist- listen for detail - Recitation of short stories - Social Conversation Skills – Presentation - One Act Plays- Situational Analysis – Thematic Appreciation Test

### **SUGGESTED READINGS**

1. Ferguson Careers skills library (2015), COMMUNICATION SKILLS AND PERSONALITY DEVELOPMENT, 1st edition, Ferguson
2. Sanjay Kumar (Author), Pushp Lata (2015), Communication Skills, 2nd edition, Oxford University Press, New Delhi.
3. Sanjay Kumar (Author), Pushp Lata (2018), Communication Skills – A Workbook, 1st edition, Oxford University Press, New Delhi.
4. Cengage Learning India (2013), English Language Communication Skills: Lab Manual cum Workbook w/CD, 1st edition, Cengage, New Delhi.
5. Barun Mitra (2016), Personality Development and Soft Skills, 2nd edition, Oxford University Press, New Delhi.
6. Gopalaswamy Ramesh (2013), The Ace of Soft Skills: Attitude, Communication and Etiquette for Success, 1st edition, Pearson Education, New Delhi.



**COURSE OBJECTIVES:**

To make the students

- To identify an issue to be analysed and to be solved in a business setup or real time scenario using primary or secondary data collection.
- To understand the application of Research process in the area of accounting / Finance / Marketing/HR/International business etc.
- To analyse the data and critically evaluate the result and formulate the suggestion for the problem identified.
- To apply the theoretical and practical learning of doing research into lifelong practice.
- To Communicate in oral and written form and prepare report
- To enhance students knowledge in international culture and negotiation, where employability is made easy.

**COURSE OUTCOMES:**

Learners should be able to

1. Identify an issue to be analysed and to be solved in a business setup or real time scenario using primary or secondary data collection.
2. Understand the application of Research process in the area of accounting / Finance / Marketing / HR / International business etc.
3. Analyse the data and critically evaluate the result and formulate the suggestion for the problem identified.
4. Apply the theoretical and practical learning of doing research into lifelong practice.
5. Communicate in oral and written form and prepare report
6. Understand the concept of organizational study

Capstone Projects are hands-on projects that **allow the students to apply the concepts** learned in a Specialization to a practical question or problem related to the Specialization topic. **The duration of the project is for a minimum of 8 weeks.** The candidate shall bring the attendance certificate and completion certificate from the firm where the project work carried out. On completion of the project work, he/she shall submit the report to the Head of the Department. The Report prepared according to approved guidelines and duly signed by the supervisor(s) shall be submitted to HoD for *Viva-Voce* Exam. The project has to be converted into a research paper and should be submitted for the publication in UGC referred CARE Journals / Scopus Journals / Web of Science Journals. A letter of submission is to be attached along with the *Viva-Voce* Marks. (The first Author is the student and the second author is the supervisor).

The capstone project has three reviews. Two midreview (can be done through skype if the students are pursuing projects in a company outside Tamilnadu. Final review is the Mock Viva Presentation done before the Viva Voce Examination.

The students should select a problem in Accounting, Finance, Marketing or any other areas related to commerce.

Report should contain

- Introduction
- Introduction about the industry
- Introduction about the Company
- History and growth of organisation
- Organisation chart
- Products and services offered
- Competitors analysis
- SWOT/PEST analysis
- Review of literature – Minimum 20 papers from referred journal
- Need for the Study
- Objectives
- Research Methodology
- Research Design
- Sampling Design
- Sources of Data Collection
- Tools used for analysis
- Limitation
- Data analysis and interpretation
- Findings and Suggestions
- Conclusion
- Bibliography (APA format)

Soft binding of the collected data has to be also submitted for the evaluation.

**Guidelines :**

The report should have a minimum of 50 pages.

Times New Roman

Heading - 13 pts

Text – 12 Pts

One inch page border all sides

1.5 line spacing

# VALUE ADDED COURSE LIST

- Artificial intelligence and machine language for Business decision making
- Social entrepreneurship
- Event management
- Creativity and innovative management
- Entrepreneurial leadership
- Family business management
- Stock market and investment strategies
- Six Sigma
- Managing Emotional intelligence
- Psychometric testing
- Financial modelling using spreadsheets
- Financing and accounting for small business