

**MBA**  
**Master of Business Administration**  
**CHOICEBASEDCREDITSYSTEM(CBCS)**

**Syllabus**  
**2019 – 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)**

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**DEPARTMENT OF MANAGEMENT**  
**FACULTY OF ARTS, SCIENCE AND HUMANITIES**  
**PG PROGRAM (CBCS) – M.B.A.**  
**CURRICULUM**  
**(2019–2020 Batch and onwards)**

Course code	Name of the course	Objectives and outcomes		Instruction hours / week			Credit(s)	Maximum Marks		
		PEOs	POs	L	T	P		CIA	ESE	Total
								40	60	100
SEMESTER - I										
19MBAP101	Fundamental of Management and Organizational Behaviour	I,II	a,b,c,d,e,f, i,j	4	0	0	3	40	60	100
19MBAP102	Business Communication	I,II	a,b,c,d,e,f, i,j	4	0	0	3	40	60	100
19MBAP103	Managerial Economics	I,II,III,IV	a,b,d,e,f,g,i,j	3	1	0	3	40	60	100
19MBAP104	Legal Aspects of Business	I,II,IV	a,c,d,f,g,h,i,j	4	0	0	3	40	60	100
19MBAP105	Accounting for Managers	I,II,IV	a,b,c,d,e,f,h,i,j	5	1	0	4	40	60	100
19MBAP106	Statistics for Decision Making	I,III	a,b,c,d,e,f,i,j	4	1	0	4	40	60	100
19MBAP111	MS Office and Tally (Practical)	I,II,III	a,b,c,d,f,i,j	0	0	4	2	40	60	100
19MBAP112	Case Analysis and Presentation	I,II,III,IV	a,b,c,d,e,f, g,i,j	0	0	2	1	50	0	50
-	Journal paper Analysis and Presentation	I,II	a,b,c,d,j	2	0	0	0	0	0	0
Semester Total				26	3	6	23	330	420	750
SEMESTER – II										
19MBAP201	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

Course code	Name of the course	Objectives and outcomes		Instruction hours / week			Credit(s)	Maximum Marks		
		PEOs	POs	L	T	P		CIA	ESE	Total
								40	60	100
19MBAP202	Marketing Management	I,II,III,IV	a,b,c,d,e,f,g,h,i,j	4	0	0	3	40	60	100
19MBAP203	Human Resource Management	I,II,III,IV	a,b,c,d,e,f,g,h,i,j	4	0	0	3	40	60	100
19MBAP204	Quantitative Techniques	I,II,III	a,b,c,d,e,f,i,j	4	1	0	4	40	60	100
19MBAP205	Financial Management	I,II,III,IV	a,b,c,d,e,f,g,h,i,j	4	1	0	4	40	60	100
19MBAP206	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
19MBAP211	SPSS (Practical)	I,II,III	a,b,c,d,f,i,j	0	0	4	2	40	60	100
19MBAP212	Team Building and Leadership skills (Practical)	I,II	a,b,c,d,e,f,i,j	0	0	2	1	50	0	50
-	Journal paper Analysis and Presentation	I,II	a,b,c,d,j	2	0	0	0	0	0	0
<b>Semester Total</b>				<b>26</b>	<b>3</b>	<b>6</b>	<b>25</b>	<b>330</b>	<b>420</b>	<b>750</b>
<b>SEMESTER – III</b>										
19MBAP301	Corporate Strategy	I,II,III,IV	a,b,c,d,f,g,h,i,j	3	0	0	3	40	60	100
19MBAP302	International Business	I,II,III,IV	a,c,d,f,g,h,i,j	3	0	0	3	40	60	100
	+Specialization I Elective 1			4	0	0	4	40	60	100
	+Specialization II Elective 2			4	0	0	4	40	60	100
	+Specialization II, Elective 1			4	0	0	4	40	60	100
	+Specialization II Elective 2			4	0	0	4	40	60	100
19MBAP321	Internship	I,II,III,IV	a,b,c,d,e,f,,g,h,j	0	0	11	6	80	120	200

Course code	Name of the course	Objectives and outcomes		Instruction hours / week			Credit(s)	Maximum Marks		
		PEOs	POs	L	T	P		CIA	ESE	Total
								40	60	100
-	Journal paper Analysis, and Presentation	I,II	a,b,c,d,j	2	0	0	0	0	0	0
<b>Semester Total</b>				<b>24</b>	<b>0</b>	<b>11</b>	<b>28</b>	<b>320</b>	<b>480</b>	<b>800</b>
<b>SEMESTER – IV</b>										
19MBAP401	Indian Ethos and Business Ethics	I,II,IV	a,f,g,h,i,j	2	0	0	1	50	0	50
	+Specialization I Elective 3	-	-	4	0	0	4	40	60	100
	+Specialization I Elective 4	-	-	4	0	0	4	40	60	100
	+Specialization I Elective 5	-	-	4	0	0	4	40	60	100
	+Specialization II Elective 3	-	-	4	0	0	4	40	60	100
	+Specialization II Elective 4	-	-	4	0	0	4	40	60	100
	+Specialization II Elective 5	-	-	4	0	0	4	40	60	100
19MBAP411	Communication Practice	I,II	a,b,c,d,e,f,h,j	0	0	2	1	50	0	50
-	Journal paper Analysis and Presentation	I,II	a,b,c,d,j	2	0	0	0	0	0	0
-	Placement Readiness/Field Work	I,II	a,b,c,d,e,f,h,j	5	0	0	0	0	0	0
<b>Semester Total</b>				<b>33</b>	<b>0</b>	<b>2</b>	<b>26</b>	<b>340</b>	<b>360</b>	<b>700</b>
<b>Programme Total</b>				<b>109</b>	<b>6</b>	<b>25</b>	<b>102</b>	<b>1320</b>	<b>1680</b>	<b>3000</b>

<b>Category</b>	<b>SEMESTER 1</b>	<b>SEMESTER 2</b>	<b>SEMESTER 3</b>	<b>SEMESTER 4</b>	<b>TOTAL</b>
<b>Programme Core</b>	23	25	6	2	<b>56</b>
<b>Programme Electives</b>					
<b>Specialisation 1</b>			8	12	<b>20</b>
<b>Specialisation 2</b>			8	12	<b>20</b>
<b>Internship</b>			6		<b>6</b>
<b>TOTAL</b>	<b>23</b>	<b>25</b>	<b>28</b>	<b>26</b>	<b>102</b>

<b>SPECIALISATION OFFERED</b>	<b>NO.OF COURSES IN BASKET</b>	<b>COURSES IN SEMESTER 3</b>	<b>CREDITS</b>	<b>COURSES IN SEMESTER 4</b>	<b>CREDITS</b>
<b>Finance</b>	7	2	8	3	12
<b>Marketing Management</b>	7	2	8	3	12
<b>Human Resources Management</b>	7	2	8	3	12
<b>Management Information System</b>	7	2	8	3	12
<b>Entrepreneurship</b>	7	2	8	3	12
<b>Micro and Small Business Management</b>	7	2	8	3	12
<b>Business Analytics</b>	7	2	8	3	12
<b>International Business</b>	7	2	8	3	12
<b>Operations Management</b>	7	2	8	3	12
<b>Tourism Management</b>	7	2	8	3	12

**ELECTIVE LIST - SEMESTER III**

Semester	List of Specializations	Course Code	Name of the Elective Course	PEO	PO
IV	Finance	19MBAPF303A	Investment Analysis and Portfolio Management	I,II,III,IV	a,b,c,d,e,f,g,j
		19MBAPF303B	Financial Markets and Services	I,II,IV	a,b,c,d,e,f,g,j
		19MBAPF303C	Project Appraisal and Finance	I,II,III,IV	a,b,c,d,e,f,g,i
	Marketing Management	19MBAPM303A	Services Marketing	I,II,IV	a,b,c,d,e,f,g,i,j
		19MBAPM303B	Integrated Marketing Communication	I,II,IV	a,b,c,d,e,f,g,i,j
		19MBAPM303C	Retail Management	I,II,III,IV	a,b,c,d,e,f,g,j
	Human Resources Management	19MBAPH303A	Industrial Relations and Labour Welfare	I,II,III,IV	a,b,c,d,e,f,g,h,i,j
		19MBAPH303B	Compensation and Benefits Management	I,II,III,IV	a,b,c,d,e,f,g,h,i,j
		19MBAPH303C	Strategic HRM	I,II,IV	a,b,c,d,e,f,g,i,i
	Management Information System	19MBAPS303A	Enterprise Resource Planning	I,II,III	a,b,c,d,e,f,g,i,j
		19MBAPS303B	Managing Software Projects	I,II,III,IV	a,b,c,d,e,f,g,i,j
		19MBAPS303C	E-Commerce	I,II,III,IV	a,b,c,d,e,f,g,i,j
	Entrepreneurship	19MBAPE303A	Technology Management and Intellectual Property Right	I,II,III,IV	a,b,c,d,e,f,g,h,i,j
		19MBAPE303B	Social Entrepreneurship	I,II,III,IV	a,b,c,d,e,f,g,h,i
		19MBAPE303C	Venture Capital and Private Equity	I,II,III,IV	a,b,c,d,e,f,g,h,i
	Micro and Small Business Management	19MBAPB303A	Planning, Structuring, and Financing Small Business	I,II,III,IV	a,b,c,d,e,f,g,h,i
		19MBAPB303B	Finance and Accounting for Small Business:	I,II,III,IV	a,b,c,d,e,f,g,h,i
		19MBAPB303C	Marketing for Small Business	I,II,IV	a,b,c,d,e,f,g,h,i
	Business Analytics	19MBAPA303A	Data Mining and Data warehousing	I,II,III,IV	a,b,c,d,e,f,g,i
		19MBAPA303B	Data Visualization for Managers – Using R and Tableau	I,II,III,IV	a,b,c,d,e,f,g,i
		19MBAPA303C	Machine Language	I,II,III,IV	a,b,c,d,e,f,g,i
	International Business	19MBAPI303A	International Economics	I,II,III,IV	a,b,c,d,e,f,g,h,i
		19MBAPI303B	International Trade procedures and Documentation	I,II,IV	a,b,c,d,e,f,g,h,i
		19MBAPI303C	International Logistics Management	I,II,IV	a,b,c,d,e,f,g,h,i
	Operations Management	19MBAPO303A	Supply Chain Management	I,II,III,IV	a,b,c,d,e,f,g,h,i
		19MBAPO303B	Operations Strategy	I,II,III,IV	a,b,c,d,e,f,g,h,i
		19MBAPO303C	Total Quality management	I,II,III,IV	a,b,c,d,e,f,g,h,i
	Tourism Management	19MBAPT303A	Tourism Principles, Policies and Practices	I,II,IV	a,b,c,d,e,f,g,h,i
		19MBAPT303B	Tourism Products of India	I,II,IV	a,b,c,d,e,f,g,h,i
		19MBAPT303C	Recreation Management	I,II,IV	a,b,c,d,e,f,g,h,i

**ELECTIVE LIST - SEMESTER IV**

Semester	List of Specializations	Course Code	Name of the Elective Course	PEO	PO
IV	Finance	19MBAPF402A	Banking and Insurance	I,II,III,IV	a,b,c,d,e,f,g,h,i,j
		19MBAPF402B	Mergers, Acquisitions and Corporate Restructuring	I,II,III,IV	a,b,c,d,e,f,g,h,i,j
		19MBAPF402C	Financial Derivatives	I,II,III,IV	a,b,c,d,e,f,g,h,i,j
		19MBAPF402D	Financial Econometrics	I,II,III,IV	a,b,c,d,e,f,g,h,j
	Marketing Management	19MBAPM402A	New Product Development	I,II,III,IV	a,b,c,d,e,f,g,h,j
		19MBAPM402B	Consumer Behaviour	I,II,III,IV	a,b,c,d,e,f,g,h,j
		19MBAPM402C	Brand Management	I,II,III,IV	a,b,c,d,e,f,g,h,j
		19MBAPM402D	Sales and Distribution Management	I,II,III,IV	a,b,c,d,e,f,g,h,j
	Human Resources Management	19MBAPH402A	Organizational Change and Development	I,II,III,IV	a,b,c,d,e,f,g,h,j
		19MBAPH402B	Performance Management and Appraisal	I,II,III,IV	a,b,c,d,e,f,g,h,j
		19MBAPH402C	Competency Mapping	I,II,III,IV	a,b,c,d,e,f,g,h,j
		19MBAPH402D	Talent Management	I,II,III,IV	a,b,c,d,e,f,g,h,j
	Management Information Systems	19MBAPS402A	Information Systems Audit and Control	I,II,III,IV	a,b,c,d,e,f,h,i,j
		19MBAPS402B	Knowledge Management	I,II,III,IV	a,b,c,d,e,f,g,h,j
		19MBAPS402C	Digital and Social Media Marketing	I,II,III,IV	a,b,c,d,e,f,g,h,j
		19MBAPS402D	System Analysis and Design	I,II,III,IV	a,b,c,d,e,f,g,h,j
	Entrepreneurship	19MBAPE402A	Innovation Management	I,II,III,IV	a,b,c,d,e,f,g,h,j
		19MBAPE402B	Family Business Management	I,II,III,IV	a,b,c,d,e,f,g,h,j
		19MBAPE402C	Entrepreneurial leadership	I,II,III,IV	a,b,c,d,e,f,g,h,j
		19MBAPE402D	Rural Entrepreneurship	I,II,III,IV	a,b,c,d,e,f,g,h,j
	Micro and Small Business Management	19MBAPB402A	Indian Models of Economy, Business and Management	I,II,III,IV	a,b,c,d,e,f,g,h,j
		19MBAPB402B	Institutional support to Small Business	I,II,III,IV	a,b,c,d,e,f,g,h,i,j
		19MBAPB402C	Policy Framework for Small Business	I,II,III,IV	a,b,c,d,e,f,g,h,i,j
		19MBAPB402D	Contemporary Environment in Small Business	I,II,III,IV	a,b,c,d,e,f,g,h,i,j
	Business Analytics	19MBAPA402A	Human Resource Metrics and Analytics	I,II,III	a,b,c,d,e,f,g,h,j
		19MBAPA402B	Marketing Analytics	I,II,III	a,b,c,d,e,f,g,h,j
		19MBAPA402C	Big Data Analytics	I,II,III	a,b,c,d,e,f,g,h,j
		19MBAPA402D	Financial Analytics	I,II,III	a,b,c,d,e,f,g,h,j
	International Business	19MBAPI402A	International Finance	I,II,III,IV	a,b,c,d,e,f,g,h,i,j
		19MBAPI402B	International Marketing Management	I,II,III,IV	a,b,c,d,e,f,g,h,i,j
		19MBAPI402C	International Human Resource Management	I,II,III,IV	a,b,c,d,e,f,g,h,i,j
		19MBAPI402D	Cross cultural Management	I,II,III,IV	a,b,c,d,e,f,g,h,j
	Operations Management	19MBAPO402A	Sourcing Management	I,II,III,IV	a,b,c,d,e,f,g,h,j
		19MBAPO402B	Materials Management	I,II,III,IV	a,b,c,d,e,f,g,h,j
		19MBAPO402C	Supply Chain Analytics	I,II,III,IV	a,b,c,d,e,f,g,h,j
		19MBAPO402D	Services operations management	I,II,III,IV	a,b,c,d,e,f,g,h,j
	Tourism Management	19MBAPT402A	Travel Agency and Tour Operations	I,II,III,IV	a,b,c,d,e,f,g,h,j
		19MBAPT402B	Ecotourism	I,II,III,IV	a,b,c,d,e,f,g,h,j
		19MBAPT402C	Event Management	I,II,III,IV	a,b,c,d,e,f,g,h,j
		19MBAPT402D	Healthcare Tourism	I,II,III,IV	a,b,c,d,e,f,g,h,j

## **PROGRAMME OUTCOMES (PO)**

- a. 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.
- b. 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.
- c. 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.
- d. Postgraduates will communicate day-to-day managerial activities confidently and effectively in written and oral communication in the organisation and society at large.
- e. Postgraduates will possess knowledge and understanding of working in teams in order to achieve common goals to exhibit their leadership skills.
- f. Postgraduates will acquire managerial positions or take up entrepreneurial ventures by applying the skills and knowledge gained.
- g. 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.							√	√	√	√

**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 decisionmaker

**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**

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 – use of computers and IT in Management control – 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 – Perceptions – Importance – Factors influencing perception – Judging others, perception and individual decision making

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

Learning - Concept and Theories of Learning, Reinforcement, Motivation – Importance – Theories: Need, Content and Process Theories – Application. Leadership – Theories – Trait and Contingency theories – Power and politics – Bases of power – Causes and consequences of political behavior

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

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

Conflict: Concept, Sources - Types, Stages of conflict - Management of conflict,

Organizational Change: Concept, 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.

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

1. To understand the types of communication and barriers of communication.
2. To acquire knowledge on the different business correspondence used in organization
3. To be aware of the different types of reports prepared for the organization.
4. To understand the importance of vocabulary in business communication.
5. To be aware of the use of technology and the oral presentation techniques used in communication.
6. To understand Communication with Media through News Releases and Communication about the Organization through Advertising

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

1. Communicate effectively with the optimal mix of verbal and nonverbal communication mitigating the barriers.
2. Draft business correspondence for the organization requirement.
3. Prepare business reports for organization needs.
4. Use appropriate technology for business communication.
5. Draft the resume and develop the skills to face the interview
6. Understand the concept of Group Discussions and Interviews

**UNIT I - Basic Principles of Communication:**

Introduction, Understanding Communication, the Communication Process, Barriers to Communication, the Importance of Communication in the Workplace. Types and Channels of Communication: Introduction, Types of Communication, Classification of Communication Channels. The Nature of Business Communication: Introduction, Types of Business Communication, Communication Network in Organizations

**UNIT II Written, Oral and Reading Skills**

Guidelines for Written Business Communication: Introduction, General Principles of Writing, Principles of Business Writing. Developing Oral Business Communication Skills: Introduction, Advantages of Oral Communication, Oral Business Presentations. Reading Skills for Effective Business Communication: Introduction, what is reading? Types of reading, SQ3R Technique of Reading

**UNIT III Communication in work place - I**

The Importance of Listening in the Workplace: Introduction, what is listening? Barriers to Listening, Strategies for Effective Listening, Listening in a Business Context. Internal Business Communication: Guidelines for Meetings: Introduction, Types of Meetings, Before the Meeting, During the Meeting, After the Meeting, and Common Mistakes made at Meetings. Internal Business Communication: Writing Memos, Circulars and Notices: Introduction, What is a Memo? Circulars and Notices

Internal Business Communication – Electronic Media and Shareholder Communication: Introduction, what is an Intranet? , Communicating through Email, Communication with Shareholders

#### **UNIT IV Communication in work place - 2**

External Business Communication – Writing Business Letters: Introduction, Principles of Business Letter Writing, Types of Business Letters, Format for Business Letters. Other Forms of External Business Communication: Introduction, Communication with Media through News Releases, Communication about the Organization through Advertising. Internal and External Business - Communication – Writing Business Reports: Introduction, What is a Report? Types of Business Reports, Format for Business Reports, Steps in Report Preparation

#### **UNIT V Employment Communication**

Resumes and Cover Letters: Introduction, Writing a Resume, Writing Job Application Letters, Other Letters about Employment. Group Discussions and Interviews: Introduction, What is a Group Discussion? Attending Job Interviews

#### **SUGGESTED READINGS:**

1. Bovee, and Thill (2017), Business Communication Today, 13th Edition, Pearson Education, New Delhi
2. Raymond Lesikar, Marie Flatley, Kathryn Rentz, Neerja Pande (2017), Business Communication: Making Connections in a Digital World, (2017) 11th edition, McGraw Hill Education, New Delhi
3. Herta Murphy, Herbert Hildebrandt and Jane Thomas (2017), Effective Business Communication, 7th edition, McGraw Hill Education, New Delhi
4. Asha Kaul (2015), Effective Business Communication, 2nd edition, Prentice Hall India Learning Private Limited, New Delhi.
5. Rajendra Pal, J.S. Korlhalli, (2014), Essentials of Business Communication, 1st edition, S Chand Publishing, New Delhi.

**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 – Law of Equi-Marginal utility – Consumers Surplus – 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.

## **UNIT II Production, Cost and Revenue Function**

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

Cost and Revenue Function: Cost of Production – Opportunity cost – Fixed and Variable Costs – Total Cost Curves – Average Cost Curves – Marginal Cost – Long run and Short run Cost Curves – 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 – Features

## **UNIT IV Macro Economic Indicators**

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, Deflation, and Deflation – Types of Inflation – Effects of Inflation – Control of Inflation.

## **UNIT V Monetary Policy**

Objectives of Monetary Policy – Types of Monetary Policy – Instruments of monetary policy – Objectives of Fiscal Policy – Types of Fiscal Policy – Instruments of Fiscal Policy – Budget

Preparation – Deficit Budget. Balance of Trade and Balance of Payments – Current Account and Capital Account of BOP – Disequilibrium in 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 – Theories of Interest.

#### **SUGGESTED READINGS:**

1. Geetika and Piyali Ghosh (2017), *Managerial Economics*, 3rd edition , McGraw Hill Education, NewDelhi.
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. Paul Samuelson, William D. Nordhaus(2017), *Micro Economics*, 19th edition, McGraw Hill Education, NewDelhi
4. William F. Samuelson, Stephen G. Marks (2013), *Managerial Economics*, 6th edition, Wiley, NewDelhi,
5. Paul Samuelson, William D. Nordhaus(2011), *Macro Economics*, 19th edition, McGraw Hill Education, NewDelhi.



**Instruction Hours/week: L:4T:0P: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      Commercial 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 - Contract of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.

The Sale Of Goods Act 1930 - Nature of Sales contract, Documents of title, risk of loss,

Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller - Negotiable Instruments Act 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

## **UNIT II Company Law**

Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

## **UNIT III Industrial Law**

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

## **UNIT IV Income Tax Act And Sales Tax Act**

Corporate Tax Planning, Overview of central Sales Tax Act 1956 – Definitions, Scope, Incidence of CST, Practical issues of CST, VAT – Concepts, Scope, Methods of VAT Calculation, Practical Implications of VAT, GST, Practical implications of GST.

## **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 - Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.

## **SUGGESTED READINGS:**

1. Akhileshwar Pathak (2017), *Legal Aspects of Business*, 6th Edition, Mcgrawhill, 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, NewDelhi.
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 Private Limited, NewDelhi.

**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 Accounting Types and Accounting Standards**

Introduction to Financial, Cost and Management Accounting - Financial accounting Vs Management accounting - Objectives and functions of Management Accounting - Generally accepted accounting principles, IFRS, Conventions and Concepts – Journal – Ledger - Trial Balance.

**UNIT II Final Accounts**

Three Golden Principles, Journal entry and Ledger entry. Final Accounts – Preparing Trading

Account - Profit and Loss account - Balance sheet, with and without adjustments)

### **UNIT III Financial Statement Analysis**

Financial Statement Analysis - Objectives – Comparative Statements, Common-size statement, Trend Percentages, Ratio Analysis- Meaning, Nature, Uses, Limitations, Classification of Ratios- Liquidity, Solvency, Turnover ratios, Profitability ratios, Market ratios, Dupont Analysis, Interpretation of Ratios, Cash flow and Fund flow preparations.

### **UNIT IV Costing and Cost Sheet**

Costing –Types of costing- Job costing, Batch Costing, Process costing, Activity Based Costing, Target costing

Elements of Costs

- (a) Materials Costs: - Materials purchasing, receiving, storing and issuing including pricing of issues.
- (b) Labour Costs and Labour Turnover.
- (c) Overheads- Identifying the overheads with cost centre. Allocation, Apportionment and Absorption – Accounting treatment of Under and Over Absorption.
- (d) Preparation of Cost Sheet, items to be excluded while preparing cost sheet.

### **UNIT V Marginal Vs. Standard Costing**

Managerial Decision Making Techniques like

- (a) Marginal costing – Cost volume profit analysis, BEP
- (b) Budgetary control, Operating and Financial Budgets, Flexible Budgets.
- (c) 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, Madhav Rajan (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, NewDelhi

**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 Data and presentation of Data**

Introduction to Statistics: Introduction to Statistics, Importance of Statistics in modern business environment. Classification, Tabulation and Presentation of Data: Introduction, Functions of Classification - Requisites of a good classification - Types of classification - Methods of classification, Tabulation - Basic difference between classification and tabulation -Parts of a table -Types of table , Frequency and Frequency Distribution - Derived frequency distributions - Bivariate and multivariate frequency distribution - Construction of frequency distribution, Presentation of Data – Diagrams, Graphical Presentation - Histogram - Frequency polygon - Frequency curve -Ogives

## **UNIT II Measures of Central Tendency and Dispersion**

Measures of Central Tendency and Dispersion: Introduction, Objectives of statistical average, Requisites of a Good Average, Statistical Averages - Arithmetic mean - Properties of arithmetic mean - Merits and demerits of arithmetic mean, Median - Merits and demerits of median, Mode - Merits and demerits of mode, Geometric Mean, Harmonic Mean, Positional Averages, Dispersion – Range - Quartile deviations, Mean deviation, Standard Deviation - Properties of standard deviation Coefficient of Variance

## **UNIT III Probability Distribution**

Theory of Probability and Probability Distribution: Introduction - Definition of probability - Basic terminology used in probability theory, Approaches to probability, Rules of Probability - Addition rule - Multiplication rule, Conditional Probability, Steps Involved in Solving Problems on Probability, Bayes' Probability, Random Variables. Introduction - Random variables, Probability Distributions - Discrete probability distributions - Continuous probability distributions, Bernoulli Distribution - T, Binomial Distribution - Poisson Distribution - Normal Distribution

## **UNIT IV Hypothesis Testing**

Testing of Hypothesis in Case of Large and Small Samples: Introduction – Large Samples – Assumptions, Testing Hypothesis - Null and alternate hypothesis - Selecting a Significance Level - Preference of type I error - Preference of type II error- Determine appropriate distribution, Two – Tailed Tests and One – Tailed Tests - Two – tailed tests. Classification of Test Statistics - Statistics used for testing of hypothesis - Test procedure - How to identify the right statistics for the test, Introduction – small samples, 't' Distribution, Uses of 't' test, Chi-Square - Applications of Chi-Square test - Tests for independence of attributes - Test of goodness of fit - Test for specified variance, F – Distribution and Analysis of Variance (ANOVA): Introduction, Analysis of Variance (ANOVA), Assumptions for F-test - Objectives of ANOVA - ANOVA table - Assumptions for study of ANOVA, Classification of ANOVA - ANOVA table in one-way ANOVA - Two way classifications. Simple Correlation and Regression: Introduction, Correlation - Causation and Correlation - Types of Correlation - Measures of Correlation - Scatter diagram - Karl Pearson's correlation coefficient - Spearman's Rank Correlation Coefficient. Regression-Regression analysis- Regression lines-Regression coefficient, Standard Error of Estimate, Multiple Regression

Analysis , Reliability of Estimates, Application of Multiple Regressions.

## **UNIT V Index Number**

Index Numbers: Introduction, Definition of an Index Number – Relative - Classification of index numbers , Base year and current year - Chief characteristics of index numbers - Main steps in the construction of index numbers, Methods of Computation of Index Numbers – Un-weighted index numbers - Weighted index numbers, Tests for Adequacy of Index Number Formulae , Cost of Living Index Numbers of Consumer Price Index - Utility of consumer price index numbers - Assumptions of cost of living index number - Steps in construction of cost of living index numbers , Methods of Constructing Consumer Price Index - Aggregate expenditure method - Family budget method - Weight average of price relatives, Limitations of Index Numbers , Utility and Importance of Index Numbers

**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, NewDelhi.
2. Amir Aczel, JayavelSunderpandian, P Saravanan (2017), *Complete Business Statistics*, 7th edition, Mcgraw Hill Education, NewDelhi.
3. Anderson et.al (2015), *Statistics for Business and Economics*, Cengage, NewDelhi.
4. Ken Black (2012), *Applied Business Statistics*, 7th edition, Wiley, NewDelhi.
5. SP Gupta (2012), *Statistical Methods*, S Chand Publishing, NewDelhi.



**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**

Components of Computer – Introduction to MS Office - Word – Creating a new documents with templates and wizards- Typing, formatting, inserting table, chart, equations, symbols and pictures, Mail merge – Inserting Reference : Bibliography (APA, MLA format), end note, foot note - Using

Key Board Short cuts

## **UNIT II Data Sheet Preparation And Analysis**

Introduction to Excel – Working with work sheets – Work sheet formatting – Types of Charts – Formatting and printing, Inbuilt functions – Statistical, Financial, Date, string. – Filter – PIVOT Table.

## **UNIT III Designing Visual Presentation**

Introduction to Power Point – Creating New Presentations - Presentation using Graphics – Presentation with Animations

## **UNIT IV Internet Usage For Communication**

Internet and World Wide Web: Introduction to Internet – Internet access – Internet Addressing – Introduction and use of E-mail working of E-mail – E-mail names and address- Working in Blogs.

## **UNIT V Accounting Package**

Accounting Package Tally: Introduction to tally – Create a company – Creating groups and ledger accounts – Account Voucher creation – Statement of accounts – Inventory reports display.

## **SUGGESTED READINGS:**

1. Wayne L. Winston, (2017), Microsoft Excel 2016 - Data Analysis and Business Modeling, Prentice Hall India Learning Private Limited, NewDelhi
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, NewDelhi.
4. John Walkenbach (2015), Microsoft Excel 2016 Bible: The Comprehensive Tutorial Resource, Wiley India, NewDelhi.
5. Cox (2013), Microsoft Access 2013 Step by Step, Prentice Hall India Learning Private Limited, NewDelhi
6. Tally eduction, (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; NewDelhi
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, TallyE-learning.
10. Shraddha Singh, Navneet Mehra (2014), Tally ERP 9 (Power of Simplicity): Software for Business and Accounts, V&S Publishers, NewDelhi

**COURSE OBJECTIVES:**

To make the students

- To understand the linkage of the theoretical knowledge in solving organizational problems.
- To analyse the problems using holistic approach and draw conclusions.
- To utilize the SWOT tool for analyzing the situation and solving the problems.
- To work in groups to solve complex problems after brainstorming.
- To have insight into details for substantiating the solution derived.
- To identify identification of critical issues in the case

**COURSE OUTCOMES:**

Learners should be able to

1. Understand the utilization of SWOT tools in analyzing the situation
2. Develop the analytical and critical thinking skills
3. Work with teams to bring out the solution.
4. Communicate the collected case facts and analysis orally with support of visual aids
5. Enact the scenario and convince the solution derived.
6. Understand Present relevant information about the company and the industry

For the **case study presentation** in the class, the focus should be on the following:

1. Allocate 20 to 25 minutes for the case presentation, and another 15-20 minutes for activities to stimulate class participation and discussion.
2. Present the key issues of the problem. The particular format and structure of the presentation will depend on the specific content, and each group should find a creative, informative manner to present the information.
3. What are the environmental forces that this company is contending with or may have to contend with? Conduct a SWOT analysis. Identify where they see this company in 5 years.
4. Present relevant information about the company and the industry. Presentations should tie-in with class concepts and include current issues, interesting visuals, role-plays, and/or fun activities for class

- involvement. Each group should prepare a brief **handout** for the class, including highlights of the
5. talk in outline form and/or current issues for class discussion.
  6. Stimulate, motivate & lead class discussions to come up with the best answers to the case questions. Provide interesting & unique ways in which the class can participate individually or as teams in developing answers to the discussion questions.
  7. Case Grading will be based on:
    - The thoroughness of identification of critical issues in the case,
    - The relevance of data/analysis on the industry and the company.
    - The team's thoroughness in exploring options/solutions to case by themselves and with the class (including necessary conceptual issues and financial analysis),
    - The ability to tie the solution to the case to concepts learned in class,
    - Evaluation/insight/critique (based on class concepts), and Professional communication skills (including professionalism, preparation, organization, delivery, etc.).

## SUGGESTED READINGS

1. John S. Hammond, *Learning by Case Methods*, HBR, April 16, 2002.
2. Adam Berman and Jessee Purewal, *Make case study work for you*, Berkeley-Hass Case Series.
3. Susan J. VanWeelden and Laurie George Busuttil, *Student Guide to Case study: Note 1 – Understanding the Case Study Method*, Ivey Publishing.
4. Susan J. VanWeelden and Laurie George Busuttil, *Student Guide to Case study: Note 2 – Performing a case analysis*, Ivey Publishing.
5. Susan J. VanWeelden and Laurie George Busuttil, *Student Guide to Case study: Note 3 – Preparing to discuss a case*, Ivey Publishing.
6. Susan J. VanWeelden and Laurie George Busuttil, *Student Guide to Case study: Note 4 – Preparing a written case report*, Ivey Publishing.
7. Susan J. VanWeelden and Laurie George Busuttil, *Student Guide to Case study: Note 5 – Making an oral case Presentation*, Ivey Publishing.
8. Susan J. VanWeelden and Laurie George Busuttil, *Student Guide to Case study: Note 6 – Preparing for and writing a case Exam*, Ivey Publishing.
9. Susan J. VanWeelden and Laurie George Busuttil, *Student Guide to Case study: Note 7 – Using common tools for case analysis*, Ivey Publishing.

**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  
Karpagam Academy of Higher Education (Deemed to be University), Coimbatore – 641 021

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 - Material Requirements Planning (MRP) - Manufacturing Resources Planning (MRP II) - Enterprise Resource Planning (ERP) Maintenance Management- Reliability and Maintenance - Replacement Techniques

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

Production planning and Control– objectives , functions, PPC in different types of manufacturing systems – 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.



**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 team members.
6. Analyze the importance of consumer buying motives & consumer behavior, Designing competitive strategies for Leaders

**UNIT I Marketing Concept, Market Analysis and Marketing Mix**

Marketing - Concepts, scope - Marketing Management Philosophies - Marketing environment - Strategic planning for Competitive advantage Marketing plan, Competitive advantage, Strategic directions, Strategic alternatives, Market Analysis and Selection: Marketing environment – macro and micro components and their impact on marketing decisions - Target market Strategy- Marketing Mix

## **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-Global Issues in new product development-The spread of New Products-five categories of adopters-Product lifecycle.

Branding-Branding strategies Packaging-Global Issues in Branding and Packaging.

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

Marketing Channels- Channel intermediaries and their functions- Channel structures- Channel strategy- Types of Channel relationships - Managing Channel relationship- Channel leadership, conflict and Partnering- Channels and distribution decisions for global markets- Channels and distribution decisions for services.

Pricing Concepts-Importance of Price-Pricing objectives- Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates - Legality and ethics of price strategy - Pricing Tactics-Product line pricing-Pricing during difficult economic times.

## **UNIT IV Promotion and Marketing Research**

Promotion Decisions: Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

Marketing Research: Meaning and scope of marketing research; Marketing research process. Marketing Organisation and Control: Organising and controlling marketing operations.

## **UNIT V Issues and Developments in Marketing**

Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Digital and Social Media marketing; Customer relationship marketing - Customer database, identifying and analyzing competitors - Designing competitive strategies for Leaders, Challengers, Followers and Niche's - Attracting and retaining customers.

### **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

**19MBAP203 HUMAN RESOURCE MANAGEMENT****Semester – II  
4H –3C****Instruction Hours/weekL:4T:0P:0****Marks:Internal:40****External:60****Total:100****End Semester Exam: 3 Hours****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 – Job Analysis –Recruitment – Employee testing and selection – Interviewing for selection – 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 - Recruitment and selection: Sources of recruitment, Recruitment process – Process of selection - Induction and Placement.

### **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 - Executive compensation – Employee social security – Employee engagement

### **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* , 16<sup>th</sup> edition, Cengage India, NewDelhi.
5. Scott Snell, George Bohlander , Veena Vohra (2010), *Human Resources Management: A South Asian Perspective*, 1<sup>st</sup> edition, Cengage India, NewDelhi.

**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 Dynamic Programming

**UNIT I Operations Research and Linear Programming**

Concepts and Scope of Operations Research (OR) – Phases of OR study – Models in OR – Advantages and limitations of OR – Role of computers in OR- Formulating Linear programming models, graphical solution of linear programming models, the simplex method-outline, and computing procedure, use of artificial variables, Big M- method and Two phase method.

## **UNIT II Transportation Problems**

Transportation Problems (TP) – Initial basic feasible solution to Transportation Cost – Northwest corner rule, Least cost method – Vogel's approximation method, Optimal solution using Modified Distribution (MODI) method, Degeneracy in TP, Unbalanced TP, Alternative optimal solutions, Maximization in TP – Assignment Problems – Hungarian method of solving assignment problem, Multiple optimum solutions, Maximization in Assignment Problems, Unbalanced Assignment Problems, Restrictions in Assignment Problems.

## **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 Inventory Models**

Inventory models – Economic order quantity models – Quantity discount models – Stochastic inventory models – Multi product models – Inventory control models in practice - Queueing models – Queueing systems and structures – Notation parameter – Single server and multi server models – Poisson input – Exponential service – Constant rate service – Infinite population.

## **UNIT V Decision Models**

Decision models – Anatomy of Decision Theory - Decision Models: Probabilistic Decision Models: Maximum Likelihood Rule- Expected Payoff Criterion- Competitive Decision Models: Maximin, Minimax, Savage, Hurwicz, Laplace Decision Models, Game theory – Two person zero sum games – Graphical solution- Algebraic solution– Linear Programming solution – Replacement models – Models based on service life – Economic life– Single / Multi variable search technique – Dynamic Programming. Simulation techniques: Introduction – Types of simulation- Monte Carlo Simulation

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

### **SUGGESTED READINGS:**

1. Frederick S. Hillier, Gerald J. Lieberman, Bodhibrata Nag, Preetam Basu (2017), *Introduction to Operations Research*, 10th edition, McGraw Hill Education, New Delhi.
2. J.K. Sharma (2017). *Operations Research - Theory and Applications.*, 6th edition, Laxmi Publications, New Delhi.
3. G. Srinivasan (2017) , *Operations Research: Principles and Applications*, PHI, New Delhi
4. Taha (2014), *Operations Research: An Introduction*, 9th edition, Pearson education, New Delhi.
5. PK Gupta , D.S Hira (1976), *Operations Research*, S Chand Publishing, 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 – profit vs. wealth maximization; Finance decisions – investment, financing and dividend decisions. Role of finance

manager – Treasurer Vs. Controller. Agency conflict and agency cost. Indian financial System - Long Term Sources of Finance: Equity, Debentures, Preference Shares, Long term loan, Private equity, Venture capital and Angel investor. 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, Principles of capital budgeting – method of investment analysis – payback, APR, NPV, IRR discounted cash flow – risk and return decision – profitability index

## **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. Dividend: Approaches – determinants – types of dividend policy – effects and objects of bonus issue – Dividend theories and Models - 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. 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, NewDelhi:

**Instruction Hours/weekL:4T: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.

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

Meaning of research; Types of research- Exploratory research, Conclusive research; The process of research; Research applications in social and business sciences; Features of a Good research study. Defining the Research problem; Management Decision Problem vs Management Research Problem; Problem identification process; Components of the research problem; Formulating the research hypothesis- Types of Research hypothesis; Writing a research proposal- Contents of a research proposal and types of research proposals.

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

Meaning of Research Designs; Nature and Classification of Research Designs; Exploratory Research Designs: Secondary Resource analysis, Case study Method, Expert opinion survey, focus group discussions; Descriptive Research Designs: Cross-sectional studies and Longitudinal studies; Experimental Designs, Errors affecting Research Design.

Sampling concepts- Sample vs Census, Sampling vs Non-Sampling error; Sampling Design- Probability and Non Probability Sampling design; Determination of Sample size- Sample size for estimating population mean, Determination of sample size for estimating the population proportion.

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

Primary and Secondary Data: Classification of Data; Secondary Data: Uses, Advantages, Disadvantages, Types and sources; Primary Data Collection: Observation method, Focus Group Discussion, Personal Interview method. Attitude Measurement and Scaling: Types of Measurement Scales; Attitude; Classification of Scales: Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement. 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:**

Descriptive vs Inferential Analysis, Descriptive Analysis of Univariate data- Analysis of Nominal scale data with only one possible response, Analysis of Nominal scale data with multiple category responses, Analysis of Ordinal Scaled Questions, Measures of Central Tendency, Measures of Dispersion; Descriptive Analysis of Bivariate data. Testing of Hypotheses: Concepts in Testing of Hypothesis – Steps in testing of hypothesis, Test Statistic for testing hypothesis about population mean; Tests concerning Means- the case of single population; Tests for Difference between two population means; Tests concerning population proportion- the case of single population; Tests for difference between two population proportions. Chi-square Analysis: Chi square test for the Goodness of Fit; Chi square test for the independence of variables; Chi square test for the equality of more than two population proportions. Analysis of Variance: Completely randomized design in a one-way ANOVA; Randomized block design in two way ANOVA; Factorial design. Multivariate Analysis : Factor Analysis, Discriminate analysis, Cluster analysis

#### **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

**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*

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*Business Students*, 7th edition, Pearson Education, NewDelhi.

**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, Cluster Analysis and Discriminate 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.

**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, TeamAssessment.

### **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**

Evolution, Elements in Strategic Management – Understanding Strategy - Levels of strategy – Strategic decision making – Strategic management process – Mission – Vision – Goals and Objectives – Strategic planning process - Identifying critical success factors - Strategic management Practice in India. Competitive advantage of Nations and its implication on Indian Business.

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

Concept of Environment – Environmental sectors - General environment scanning – Industry analysis – Porter's approach. Porter's competitive strategies - Dynamics of internal environment - Assessing internal environment through functional approach and value chain – SWOT analysis – Core competence.

**UNIT III Strategy Formulation:**

Generic Strategies – Grand Strategies – Strategies of leading Indian companies – Role of  
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diversification – Limits – Means and forms. Strategic management for small organizations, Non-profit organizations and large multi-product and multiple market organizations.

#### **UNIT IV Strategy Implementation:**

Competitive cost dynamics – Experience curve – BCG approach – Cash flow implication – IA-BS Matrix – A.D. Little Life cycle approach to strategic planning – Business portfolio balancing – Assessment of economic contribution of strategy – Strategic fund programming.

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

Various approach to implementation of strategy – Matching organization structure with strategy – 7S model – Strategic control process – Requirement of effective evaluation - Techniques of strategic evaluation and control - Du Pont's control model - Quantitative and Qualitative tools – Balanced score Card – M Porter's approach for Globalization – Future of Strategic Management.

#### **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, 5ht 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.

**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.

**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 – Sources of investment information- Investment Instruments.  
Investment cycle.

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

Concept of total risk, factors contributing to total risk : default risk, interest rate risk, market risk, management risk, purchasing power risk, systematic and unsystematic risk,. Risk & risk aversion. Capital allocation between risky & risk free assets-Utility analysisBond 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, Porter's five forces model, SWOT analysis, financial analysis of an industry; Company analysis. Technical Analysis: meaning, assumptions, difference between technical and fundamental analysis; Price indicators- Dow theory, Trends: resistance, support, consolidation, momentum- Charts: line chart, bar chart, candle chart, point & figure chart. Patterns: head & shoulders, triangle, rectangle, flag, cup & saucer, Indicators: moving averages Efficient Market Hypothesis; Concept of efficiency: Random walk, Three forms of EMH

### **UNIT IV :Portfolio Management and portfolio Theory**

Portfolio Management – Portfolio creating process - 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

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, 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. 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.

**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

**UNITI : Financial Markets**

Overview of Financial systems In India – Structure, Regulation Role And Functions Of Financial Systems – Financial Instruments – Financial Markets – Capital Markets & Money Markets – Interlink Between Money Market & Capital Market – Characteristics Of Financial Markets – Functions Of Stock Exchange – Introduction To Forex. Depositories - dematerialisation services – need and operations –role of NSDL & CSDL.

## **UNIT II: Financial Services**

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 III 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 – Credit Rating – Concept – Types – Advantages and Disadvantages – Process –Agencies.

## **UNIT IV Factoring and Forfeiting**

Factoring – Forms of Factoring Vs Bill Discounting – Factoring Vs Credit Financing – Factoring Vs Forfeiting – Forfeiting in Indian Scenario - Evaluation of a Factor – Legal aspects of Factoring – Factoring Services in India – Bill of Exchange – Definition – Features.

## **UNIT V Venture Capital, Credit Rating& Mutual fund**

Venture capital: growth of venture capital in India- financing pattern – legal aspects and guidelines for venture capital

credit rating : Importance, Credit rating agency (CRA) CRISIL, ICRA & CARE, Credit rating process, Regulation to guide CRA.

Mutual funds: concepts and objectives – functions and portfolio classification-guidelines for mutual funds – working of public and private mutual funds in India

### **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 Mc Graw Hill Education Pvt Ltd.
5. Gordon, E. Natarajan. (2013). *Financial Markets & Services*. New Delhi: Himalaya Publications.

**19MBAPF303C PROJECT APPRAISAL AND FINANCE4H - 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 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 Project Appraisal**

Fundamentals, Features, identification, Project life cycle, Project Appraisal and financing, Appraisal of Promoters and Management by Lending Institutions, and its significance, IRR Spread, Determination of IRR using excel software

**UNIT II Feasibility Analysis**

Project feasibility study - Market Feasibility- Technical Feasibility - Financial Feasibility Economic Feasibility - Critical Success factors - Demand Forecasting Techniques.

**UNIT III Financial Analysis**

Assessment of Cost of project, purpose of financial analysis and appraisal, Assessment of Components of Cost of Project, Total cost of the project, Sources of Project finance, Financial Subsidies, Projected Financial Statements, Techniques of Financial analysis.

#### **UNIT IV Project Risk Management**

Business risk vs Financial risk, Risk management in Project finance, Types and Measures of Project Risk, Sensitivity Analysis, Scenario Analysis, Break Even Analysis, Simulation Analysis, Decision Tree Analysis

#### **UNIT V Project Management**

Time and Cost Overruns and Over Run Financing, Network techniques for project management, Prerequisites for Successful Project Implementation, Performance Audit, Project Leadership, Project knowledge Management, Closure and Audit

#### **SUGGESTED READINGS:**

1. Prasanna Chandra. (2019).Project Planning, Analysis, Selection, implementation and Review. Tata McGraw Hill Publishing Company Ltd, New Delhi:
2. Ambrish Gupta (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.
5. Pradip K. Lath , Sat P. Parashar (2018), Project Appraisal and Financing, 1st edition, Himalaya Publishing House, New Delhi.

**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, growth of service sectors and service industries.

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

**UNIT II Services Marketing Mix, Gaps Model, Service Design and Service Delivery**

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

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 in Service Process and Service Delivery

### **Unit III STP 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.

Karpagam Academy of Higher Education (Deemed to be University), Coimbatore – 641 021

Pearson Education, New Delhi.

2. Zeithaml (2017), Services Marketing: Integrating Customer Focus Across the Firm, 6th edition, MC Graw Hill, New Delhi.
3. Rama Mohana Rao (2011), Services Marketing, 2nd edition, Pearson Education, New Delhi.
4. Rajendra Nargundkar (2010), Services Marketing, 3rd edition, McGraw Hill, New Delhi.
5. Vinnie Jauhari & Kirti Dutta (2017), Services Marketing: Text and Cases, 2nd edition, Oxford University Press, New Delhi.



**19MBAPM303B INTEGRATED MARKETING COMMUNICATION 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 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, 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 and perspective on consumer behaviour

**UNIT II Understanding communication process:**

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 20% involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model.

### **UNIT III Planning for Marketing Communication (Marcom):**

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 etc. 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. Measuring the effectiveness of all Promotional tools and IMC

### **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

### **Suggested Readings:**

1. Lawrence Ang(2014), Principles of Integrated Marketing Communications, 1st edition, Cambridge University Press, New Delhi.
2. Jerome M. Juska (2017), Integrated Marketing Communication: Advertising and Promotion in a Digital World, 1st edition, Routledge
3. Belch (2017), Advertising and Promotion: An Integrated Marketing Communications Perspective, 9<sup>th</sup> edition, McGraw Hill, New Delhi.
4. Rajeev Batra, John, G. Myers and David A. Aaker. (2013). Advertising Management. Prentice Hall India Publishers, New Delhi.
5. 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.
6. Kruti Shah(2017), Advertising and Integrated Marketing Communications, 1st edition McGraw Hill Education, New Delhi.

**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 Introduction**

Introduction to Retailing: Concept of retailing, Functions of retailing, Terms & Definition, Retail formats and types, Retailing Channels, Retail Industry in India, Importance of retailing, Changing trends 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, Visual Merchandising, Promotions Strategy, Relationship Marketing Strategies, CRM, Retail Marketing Mix, Retail Communication Mix, 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

Emerging trends in retailing: Changing nature of retailing, Organized retailing, Modern retail formats, E-tailing, Challenges faced by the retail sector

### **SUGGESTED READINGS:**

1. Gibson (2017), Retail Management, 5<sup>th</sup> edition, Pearson education, New Delhi.
2. Berman,B., and Evans, J.R. et.al (2017). *Retail management: A Strategic Approach*, 13<sup>th</sup> edition, Pearson education, New Delhi
3. Swapna Pradan, (2017), Retailing Management: Text and Cases, 5<sup>th</sup> edition, Mc Graw Hill, New Delhi
4. Michael Levy, Barton Weitz, Ajay Pandit (2017), Retailing Management, 8<sup>th</sup> 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.

**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**

Concepts and Approaches – Causes of poor Industrial Relations - Effects of poor Industrial Relations- Suggestions to improve Industrial Relations- Trends in India. Trade unionism – Objectives - Functions – Structure.

**UNIT II Industrial Conflicts & Employee discipline**

Industrial Conflicts – Industrial disputes –Types - Causes –Handling and settling disputes – employee grievances – Steps in grievance handling- Settlement of grievance in Indian industry-

Employee discipline- Types of discipline, policy procedures with standing order format, causes and types-Kinds

of punishment-Procedure for taking disciplinary action, Indian law on punishment.

### **UNIT III Collective Bargaining**

Concept – Function and importance – Principles and forms of collective bargaining – Procedure – Conditions for effective collective bargaining – Worker’s participation in management, Negotiation Law - Role and methods of worker’s participation – Management participation in Trade Unions.

### **UNIT IV Industrial Safety**

Industrial Safety – Causes of accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Factors, Importance and Problems – Occupational hazards – Diseases – Psychological problems – Counseling.

### **UNIT V Labour Welfare**

Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory welfare measures – Welfare Funds – Education and training schemes – Child labour – Female labour – Contract labour – Construction labour – Agricultural labour and differently abled labour - CLRA ( Contract Act) and Child labour – Statutory forms.

### **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.

**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 Sectors
6. Get knowledge of Incentives and Retirement plans

**UNIT I Compensation:**

Concept and Nature – Concept of Equity and Compensation-Components of Compensation- Form of Compensation, Compensation Plans- Types of Compensation plans. Wage concepts – Components- Criteria of wage fixation, Types of Wages - Designing Wage, salary and Compensation Policies- Wage differentials.

**UNIT II Compensation Designing**

Factors affecting Compensation Designing. Incentives and Retirement plans: Basic Pay, Provisions for Dearness allowance – Calculation of total compensation package, various methods of compensating cost of living, Neutralization factors.

### **UNIT III Incentives and Fringe Benefits**

Incentives – Definition, Types of Incentives: Individual incentives and Organization Wide incentives – Scanlon Plan, Kaiser Plan, Profit sharing, on-financial incentives, Fringe Benefits – Definition, Objectives, Types of Fringe Benefits.

### **UNIT IV Planning for Improved Competitiveness:**

Diagnosis and Bench Marking, Obtaining Commitment; Determination of Inter and Intra-industry Compensation Differentials, Internal and External Equity in Compensation Systems. Compensation provided by Public sectors & Private Sectors.

### **UNIT V Social Security Laws**

Laws Relating to Workmen's Compensation, Employee's State Insurance, Provident Fund, Gratuity and Maternity Relief. Wages and Bonus Laws – The Law of Minimum Wages, Payment of Wages, Payment of Bonus. Objectives and scope of Laws. The Impact of fifth pay scale on Central and State Government.

### **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.



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

- To Understand the transformation in the role of HR functions from being a support function to strategic function and apply lifelong.
- To explore the relationship between the management of people and pursuit of an organisations strategic goals and objectives.
- To understand the HR Management and system at various levels in general and in certain specific industries or organizations.
- To make aware of the concepts, techniques and practices of human resource development
- To analyse the issues and strategies required to select and develop manpower resources
- To develop relevant skills necessary for application in HR related issues

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

1. Understand the transformation in the role of HR functions from being a support function to strategic function and apply lifelong.
2. Explore the relationship between the management of people and pursuit of an organisations strategic goals and objectives.
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. Understand and apply the appropriate employee relations measures and strategic HRM Concept
5. Understand the HRM 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. Gain knowledge in reward strategy and employee relations strategy

**UNIT I The Conceptual Framework of Strategic HRM**

HRM defined, Human resource systems, Aims of HRM, Characteristics of HRM, Reservations about HRM,

The concept of strategy - Strategy defined, The concept of strategy, The formulation of strategy, The concept of strategic human resource management, Strategic HRM defined, Basis of strategic HRM, Principles of strategic HRM, Aims of strategic HRM, Concepts of strategic HRM, Perspectives on strategic HRM, The best-practice approach, The best-fit approach, Bundling, The reality of strategic HRM, Practical implications of strategic HRM theory.

## **UNIT II The Practice Of Strategic HRM**

HR strategies - What are HR strategies? What is the purpose of HR strategies? Overall HR strategies, Specific HR strategies, Criteria for an effective HR strategy, How should HR strategies be developed? Developing HR strategies, Implementing HR strategies, The strategic role of HR, The strategic nature of HR, The strategic partner model, What being strategic means, The strategic role of HR directors, The strategic role of heads of HR functions, The strategic role of HR business partners, The strategic contribution of HR advisers or assistants, The impact of strategic HRM, How HR impacts on organizational performance, How strategic HRM concepts impact on practice, Strategic HRM in action, Formulating HR strategy, The content of HR strategies, Corporate issues, Achieving integration, What are the most characteristic features of strategic HRM in action?

## **UNIT III Employee resourcing strategy and Talent Management strategy**

The objective of employee resourcing strategy, The strategic HRM approach to resourcing, Integrating business and resourcing strategies, Bundling resourcing strategies and activities, The components of employee resourcing strategy, Human resource planning, Employee value proposition, Resourcing plans

Talent management strategy- Talent management defined, The process of talent management. Developing a talent management strategy Retention strategy, Flexibility strategy

## **UNIT IV Employee engagement strategy and learning and development strategy**

Employee engagement strategy - Engagement and organizational commitment, The significance of engagement, Engagement and discretionary behaviour, What is an engaged employee? What are the factors that influence engagement? Strategies for enhancing engagement, Measuring engagement

Learning and development strategy, Strategic human resource development (SHRD), Strategies for creating a learning culture, Organizational learning strategies, Learning organization strategy, Individual learning strategies.

## **UNIT V Reward strategy and Employee Relations Strategy.**

Reward strategy defined, Why have a reward strategy, Characteristics of reward strategies, The structure of reward strategy, The content of reward strategy, Guiding principles, Developing reward strategy, Effective reward strategies, Reward strategy and line management capability.

Employee relations strategy, Employee relations strategy defined, Concerns of employee relations strategy, Strategic directions, The background to employee relations strategies, The HRM approach to employee relations, Policy options, Formulating employee relations strategies, Partnership agreements, Employee voice strategies

## **SUGGESTED READINGS:**

1. Michael Armstrong (2011), Armstrong's Handbook of Strategic Human Resource Management, 5th edition, Kogan Page.  
Jeffrey A Mello (2012), Strategic Management of Human Resources, 3rd edition, Cengage Learning, New Delhi.
2. Randall S Schuler and Susan E Jackson (2008), Strategic Human Resource Management, 2nd edition, Wiley India.

3. Michael Armstrong (2006), Strategic Human Resource Management: A Guide to Action, 3rd edition, Kogan Page.
4. GREER (2002), Strategic Human Resource Management: A General Managerial Approach, 2nd edition, Pearson Education, New Delhi.
5. Rajib Lochan Dhar (2010), Strategic Human Resource Management, Excel Books.

**19MBAPS303A ENTERPRISE RESOURCE PLANNING****Semester - III  
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 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:**

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.

### **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 Risk Management and Configuration 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; Redevelopment 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.

**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

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, 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

**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.

**TECHNOLOGY MANAGEMENT AND INTELLECTUAL PROPERTY  
RIGHTS****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 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, Absorption, development and transfer**

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.

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

- To Understand the social entrepreneurship, scanning opportunity for social entrepreneurship, business models, social innovation and apply learning lifelong.
- To analyse the real cases of social entrepreneurship and understand the dynamics of social entrepreneurship.
- To design strategies for successful implementation of ideas
- To Understand the systematic process to select and screen a business idea
- To Assessing and prioritizing opportunities for Social Entrepreneurs and Social Innovation
- To understand the value of Government initiative to support social entrepreneurship

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

1. Understand the social entrepreneurship, scanning opportunity for social entrepreneurship, business models, social innovation and apply learning lifelong.
2. Analyse the real cases of social entrepreneurship and understand the dynamics of social entrepreneurship.
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. Generate innovative ideas and find ways to apply these ideas to solve issues and problems in different industries and settings.
5. Analyze the role of government in business
6. Maintain ethical standards in individual and business life

**UNIT I Social Entrepreneurship**

Social entrepreneur – factors impacting transformation into social entrepreneur -traits/characteristics of social entrepreneurship-- The four distinctions of social entrepreneurship, roles and responsibilities of social entrepreneurs towards society, challenges faced by social entrepreneurship. Social entrepreneurship in India, Government initiative to support social entrepreneurship.

**UNIT II Opportunities For Social Entrepreneurs and Social Innovation**

Methods of sensing opportunities and fields of opportunities - Assessing and prioritizing opportunities - Enterprise launching and its procedures – start-ups – incubation . Social Innovation, Design Thinking and system thinking for social innovation.



Social Entrepreneurship and the challenges of scale : What does ‘going to scale’ mean? How is it done? How much ‘scale’ is enough? How do you know? What are some key challenges for businesses trying to go to scale? For social enterprises? What are some methods for taking a social enterprise to scale? What role can major corporations, like multinationals, play in taking social enterprises to scale?

### **UNIT III: Form of organization, Newer business models - Social Entrepreneurs**

Profit and non-profit Proprietorships – partnership - company -Non-Governmental organisation - Society – Trust and Company (sec. 25) registration - Factors determining selection of forms of registration . Business model : Types - The market intermediary model, The employment model, The fee-for-service -model, The low-income client model, The cooperative model, The market linkage model, The service subsidization model, The organization support model

### **UNIT IV : Funding Social Entrepreneurship - Capital/Funding/Financing**

What is a social impact investor? How do they differ from venture philanthropists and how are both different from traditional venture capital and market investors? What kinds of investments do social impact investors make? Approximately how much money is available to invest through social impact investment pooled funds worldwide? Where do most social enterprises get financing for start-up, establishment, growth and expansion? How do they measure ROI? Do they provide an exit strategy for investors? What pressures are/may be impacting the investment market that may make getting funding for a socially responsible company easier than for one that is not?

### **UNIT V: Successful Social Entrepreneurship Initiatives**

Study of successful models like Grameen Bank – Aravind Eye Care System’s – LEDeG – TERI – PasumaiPayanam, Siruthuli – SEWA – Amul – Evidence from OASiS, Case Study on SELCO, case study on Annapurna – Goonj

### **SUGGESTED READINGS:**

1. Bornstein , Davis (2016), Social Entrepreneurship (What Everyone Needs To Know®), Oxford University Press, New Delhi.
2. Rama Krishna Reddy Kummitha(2016), Social Entrepreneurship: Working towards Greater Inclusiveness, 1st edition, SAGE Publications India Private Limited, New Delhi.
3. David Bornstein (2007),How to Change the World: Social Entrepreneurs and the Power of New Ideas, 2nd edition, OUP, USA.
4. Peter C. Brinckerhoff (2000), Social Entrepreneurship: The Art of Mission–Based Venture Development (Wiley Nonprofit Law, Finance and Management Series), 1st edition, John Wiley & Sons Sally Osberg, Arianna Huffington Roger L. Martin (2015), Getting Beyond Better: How Social Entrepreneurship Works, Harvard Business School Publishing
5. Dr Christine A. Hemingway (2014), Corporate Social Entrepreneurship: Integrity Within (Business, Value Creation, and Society), Cambridge University Press.
6. Jason Haber(2016), The Business of Good: Social Entrepreneurship and the New Bottom Line, Entrepreneur Press
7. Muhammad Yunus (2011),Building Social Business, Perseus Books Group
8. Takashi Iba, Eri Shimomukai , Sumire Nakamura (2015), Change Making Patterns: A Pattern Language for Fostering Social Entrepreneurship, Lulu.com

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

- To Understand the venture capital, private equity, structure, regulatory aspects of VC/PE investments, Valuation models, strategies, exit strategies for P/E.and apply learning lifelong.
- To evaluate and select the best alternative applying the valuation models.
- To know Structure and Regulatory aspects of VC/PE investments
- To understand the Procedure and Challenges involved in Strategies of Private Equity
- To evaluate the performance that demonstrates enhanced competence in decision-making
- To analyse the Past Performance and Strategy

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

1. Understand the venture capital, private equity, structure, regulatory aspects of VC/PE investments, Valuation models, strategies, exit strategies for P/E.and apply learning lifelong.
2. Evaluate and select the best alternative applying the valuation models.
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. Understand Strategies of Private Equity
5. Gain knowledge in Valuation approaches
6. Evaluate Exit strategies for Private Equity

**UNIT I Conceptual understanding of Venture Capital and Private Equity**

Venture Capital –Over View of Venture Capital- Definition- Features- Types – Roles, Concept of PE and its characteristics- Definition- Difference between PE,VC and Hedge Funds- Nature of PE Firm- Players in the PE market– Benefit of PE Finance, PE Fund — Private Equity Investments and Financing- Private Equity Multiples and Prices- Private Equity Funds and Private Equity Firms- Investment Feature and Consideration

**UNIT II Structure and Regulatory aspects of VC/PE investments**

Structure and Regulation of Venture Capital and Private Equity- Business Cycle of PE –Structure of VC/PE firms- Limited Liability Partnerships- Routes of VC/PE investments in India- Legal structure and terms - Regulatory Aspects of VC/PE investments

### **UNIT III Valuation**

Valuation approaches- Risk and Returns- Analysis of Funds- Conventional Method- Revenue Multiplier Method

### **UNIT IV Strategies of Private Equity**

Leverage Buyout- Growth Capital- Mezzanine Capital- Distressed Debt-other Strategies  
Due Diligence- Procedure and Challenges- Due Diligence in Emerging PE Market-Investing in Developing Market- Past Performance and Strategy

### **UNIT V Exit strategies for Private Equity**

Modes of exits in Indian Context and Challenges involved- IPO- Promoter Buyback  
Sale to Other PE funds - Sale to other strategic Investors - Stake Swap- M & A's - Open Market- Secondary Market

### **SUGGESTED READINGS**

1. Claudia Zeisberger , Michael Prah, Bowen White (2017), Mastering Private Equity: Transformation via Venture Capital, Minority Investments and Buyouts, 1st edition, John Wiley & Sons
2. Josh Lerner, FeldaHardymon, Ann Leamon (2004), Venture Capital and Private Equity: A Casebook, 3rd edition, John Wiley & Sons
3. Cyril Demaria (2016), Introduction to Private Equity, 2ed: Venture, Growth, LBO & Turn-Around Capital, 2nd edition, John Wiley & Sons
4. Nicole Gravagna, Peter K. Adams (2013), Venture Capital For Dummies (For Dummies Series), 1st edition, John Wiley & Sons
5. Darek Klonowski (2010), The Venture Capital Investment Process, Palgrave Macmillan
6. Douglas J. Cumming , Sofia A. Johan(2009), Venture Capital and Private Equity Contracting: An International Perspective, Academic Press
7. Joseph W. Bartlett(1999), Fundamentals of Venture Capital, Madison Books

**PLANNING, STRUCTURING AND FINANCING SMALL BUSINESS**

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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 characteristic and problems of Small business.
- To Comprehend on the government initiative for the small business, Institutional support and schemes available for the support of small scale industry.
- To know the process of setting up a new venture or starting the business through franchising
- To understand about the Development bank and regulators support for small business
- To evaluate of feasibility of buying an existing enterprise
- To know about Institutional Support Schemes

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

1. Understand the characteristic and problems of Small business.
2. Comprehend on the government initiative for the small business, Institutional support and schemes available for the support of small scale industry.
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. Demonstrate knowledge on the ways of Development bank and regulators support for small business
5. Apprehend different level of Institutional Support Schemes to run the business
6. Maintain ethical standards in individual and business life

**UNIT I Small Business**

Meaning, Characteristics and Problems, Determination of the nature of the business unit: Micro, Small and Medium enterprise, Comparative evaluation of feasibility of buying an existing enterprise, setting up a new venture or starting the business through franchising, Location strategy, Preliminary Registration with State Directorate of Industries

**UNIT II Government initiative for small business**

Ministry of MSME, The Micro, Small and Medium Enterprises Development Act, 2006, Startup Schemes By Indian Government For Startups, NEEDS, UYEGP, PMEGP.

**UNIT III Institutional Support**

SIDO, SIDBI, NSIC, SISI, Commodity Boards, State Directorate of Industries, SIDC'S, SFC, District Industries

Centre. MUDRA Bank. Testing Laboratories, Product and Process Development Centres, NISEBUD, National Service and Technology Entrepreneurship Development Board.

#### **UNIT IV Development bank and regulators support for small business**

Role of RBI, RBI Guidelines to commercial banks, lending by Commercial and Development Banks, Equity Fund Scheme, Credit Guarantee Scheme.

**UNIT V Institutional Support Schemes:** Interest Subsidy, Seed/Margin Money, DRI, Refinance Scheme, Composite Loan Scheme, Single Window Scheme, National Equity Fund Scheme, Bills Rediscounting Scheme.

#### **SUGGESTED READINGS**

1. Charantimath Poornima M. (2018), Entrepreneurship Development and Small Business Enterprises, 3rd edition, Pearson Education, New Delhi.
2. Scarborough, Cornwell (2016), Essentials of Entrepreneurship & small Business Management, Pearson Education, New Delhi.
3. Richard D. Harroch (2004), Small Business Kit For Dummies, 2nd edition, John Wiley & Sons
4. Chi Maher (2017), Influence of Public Policy on Small Social Enterprises: Emerging Research and Opportunities (Advances in Business Strategy and Competitive Advantage), 1st edition, IGI Global
5. Robert S Parker (2019), Small Business: The Most Important Things you Need to Know to Create and Grow a Successful Small Business from Scratch, Maria Fernanda Moguel Cruz
6. Indian Institute of Banking & Finance, (2017), Micro, Small and Medium Enterprises in India

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

- To Understand the concept of bookkeeping, budgeting, capital budgeting, financing options and financial analysis tools and apply the learning lifelong in small business operations.
- To select the appropriate tools and techniques and solve problems to select the best alternative.
- To understand about the Purpose of an Operating Budget-Signs of Budget Ineffectiveness
- To evaluate the Performance Measurement Systems
- To know about the Need for Control Systems and When to Eliminate Controls
- To Comprehend on the government initiative for the small business, Institutional support and schemes available for the support of small scale industry.

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

1. Understand the concept of bookkeeping, budgeting, capital budgeting, financing options and financial analysis tools and apply the learning lifelong in small business operations.
2. Select the appropriate tools and techniques and solve problems to select the best alternative.
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. Apprehend application of Basic Control Systems
5. Know the Business benefits of Zero Working Capital and Zero Fixed Assets
6. Understand the concept of Performance Measurement Systems

**UNIT I Essential General Records for Small Business**

Single and Double Entry Systems - Chart of Accounts - Debits and Credit -Accounting Software- Revenue & Expense Journal-Petty Cash Record-Inventory Record- Fixed Assets Log -Accounts Receivable- Accounts Payable-Payroll Records-Independent Contractors-Travel, Transportation, and Entertainment Expenses-Customer Information Records-Business Checkbook- Receipt Files

**UNIT II Budgeting for Operations**

Definition or Purpose of an Operating Budget-Signs of Budget Ineffectiveness-Improvements to the Budgeting System- Responsibility Accounting-Budget Tracking and Maintenance-The System of Interlocking Budgets-Need for Budget Updating - Capital Budgeting - Investing in Long-Term Assets and Capital Budgeting -

Karpagam Academy of Higher Education (Deemed to be University), Coimbatore – 641 021

Definitions - Overview and Use of Capital Budgeting-Life Cycles-Capital Budgeting Sequence-Producing Numbers to Get Dollars, the Use of Forms, and the Capital Budgeting Model (NPV, Payback period, IRR, PI) - Miscellaneous Considerations-Product Discontinuance - Bailout

### **UNIT III Basic Control Systems**

The Need for Control Systems -Types of Fraud - Key Controls - When to Eliminate Controls-Operating the Business - Cash Flow Concerns- Cash-What to Do with Excess Cash-Cash Flows-Introduction to Cash Flow Budgets-Indications of Cash Flow Problems- Managing Cash-Preparation of the Cash Budget-Disbursements- Net Cash Flow and Cash Balances- Exceptions to Expected Cash Flows

### **UNIT IV Financing**

New Businesses - Zero Working Capital and Zero Fixed Assets - Types of Financing - Private Placement of Stock - Swapping Stock for Expenses - Stock Warrants - Stock Subscriptions - How to Obtain a Bank Loan - Sources of Debt Financing - Types of Loan Arrangements 168 Restrictions on Loans - Conditions That a Borrower Should Seek

### **UNIT V Performance Measurement Systems**

Financial Ratios - Types of Financial Ratios - Using Performance Measurements for Predictions - Operating Ratios - Other Ratios - The Balanced Scorecard - Financial Analysis - Risk Analysis - Capacity Utilization - Breakeven Analysis - Taxes and Risk Management - Controlling Tax Liabilities -Risk Management - Insurance- Types of Insurance Companies- Claims Administration- Reporting -Central Government Requirements - State Government Requirements - Local Government Requirements - Creditors -Equity Holders - Management Reports

### **SUGGESTED READINGS**

1. Mark Smith (2019), Bookkeeping: Step by Step Guide to Bookkeeping Principles & Basic Bookkeeping for Small Business , Guy Saloniki
2. Charles Hall Sir (2016) , Financial & Tax Planning for Small Businesses, Xlibris
3. Ashok Ramachandran, (2011), GnuCash 2.4 Small business accounting , Packt Publishing Limited
4. Steven M. Bragg And E. James Burton, (2006), Accounting and Finance for Your Small Business, 2nd edition, John Wiley & Sons.
5. Linda Pinson(2007), Keeping the Books: Basic Record Keeping and Accounting for the successful small business, Kaplan Publishing.
6. Andy Lymer, (2010), Small Business Accounting: Teach Yourself: The jargon-free guide to accounts, budgets and forecasts, Teach yourself.

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

- To Understand the concept of scanning marketing environment, product mix, pricing, promotion and place and apply the learning lifelong in small business.
- To select the appropriate product mix, formulate the best pricing, promotion strategies for the chosen small business target segment.
- To know the Stages of and participants in buying process and buying behaviour
- To understand the Importance of Channels of distribution and Selection of appropriate channel
- To analyse the factors affecting pricing decisions
- To do Marketing Research and apply different techniques in the Research

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

1. To Understand the concept of scanning marketing environment, product mix, pricing, promotion and place and apply the learning lifelong in small business.
2. To select the appropriate product mix, formulate the best pricing, promotion strategies for the chosen small business target segment.
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. Understanding the Promotion and Distribution Strategies
5. Analyse Emerging marketing environment in India.
6. Understand Rural Marketing, Marketing Research concepts and Techniques

**UNIT 1: Meaning and Definition of Marketing:**

Importance – Functions – Nature and scope of marketing – Marketing Environment – Market Segmentation – Criteria for market segmentation – Elements of market segmentation – Factors influencing market segmentation.

**UNIT 2: Buyer Behaviour and Motivation:**

Meaning of buying Motives – Diffusion Process – List of basic needs, Maslow's Hierarchy of needs – Festinger's Theory of Cognitive Dissonance – Stages of and participants in buying process –



Techniques of Motivation Research – Sales forecasting – Objectives, importance, Role, Process and Limitations.

### **UNIT 3: Importance of product:**

Classification of goods – Product mix – Product Life Cycle – Product planning – Importance. Pricing Decisions – Objectives and Advantages of Pricing Decisions – Factors affecting pricing decisions – Kinds of Pricing – Process of price Determination.

### **UNIT 4: Promotion and Distribution Strategies:**

Promotion mix: Components – Advertising ; Personal selling; sales promotion and publicity – Importance of Channels of distribution, Channel –Selection of appropriate channel – Distribution – evaluation.

### **UNIT 5: Emerging marketing environment in India:**

Super Markets – Departmental Stores– Service marketing – Functionaries – Rural Marketing – Marketing Research concepts and Techniques.

### **SUGGESTED READINGS**

1. Paul Lancaster (2004) Small Business Marketing FOR Dummies, 1st edition, Wiley India.
2. Barbara Findlay Schenck (2005), Small Business Marketing FOR Dummies, 2nd edition, Wiley India.
3. Moi Ali (2002), Practical Marketing and PR for the Small Business, 2nd edition, Kogan Page
4. Stuart Atkins MBA(2009), Small Business Marketing: A Guide for Survival Growth and Success, Booksurge
5. Audrey Peters(2010), Social Media Marketing for Small Business, Lulu.com
6. Jay Conrad Levinson(2007), Guerilla Marketing: Easy and Inexpensive Strategies for Making Big Profits from Your Small Business, 4th edition, Houghton Mifflin

**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 – Data Warehouse Architecture: System Process – Process architecture – Design – Database scheme – Partitioning strategy – Aggregations – Data mart – Meta data – Systems and data Warehouse process managers.

**UNIT II Hardware and Operational design of data warehouses**

Hardware and Operational design of data warehouses – Hardware architecture – Physical layout – Security – Backup and Recovery – Service level agreement – Operating the data warehouse.

**UNIT III Data warehouse Planning**

Tuning and Testing – Capacity planning – Testing the data warehouses – Data warehouse features.

**UNIT IV Data mining**

Introduction – Information and production factor – Data mining Vs Query tools – Data mining in marketing – Self learning computer systems – concept learning.

**UNIT V Knowledge discovery process**

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.

**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.

**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**

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**

Bar Charts

Histograms

Pie Charts

Scatter Plots

Line Plots and Regression

**UNIT III Specialized Visualization Tools**

Word Clouds, Radar Charts, Waffle Charts, Box Plots

**UNIT IV How to create Maps & How to build interactive web pages**

## **UNIT V Tableau - Data visualization**

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.

Build Tableau dashboards.

Create visualizations to tell stories with data.

## **SUGGESTED READINGS**

1. Cole NussbaumerKnafllic(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

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

- To Understand the concept of machine language
- To comprehend and apply the predictive analytics, basic probabilistic supervised learning, unsupervised learning and deep learning concepts in business decision making
- To develop a structured approach to apply judgment, and generate insight from data for enhanced decision making.
- To create data for analytics through Active learning and Reinforcement learning
- To understand the best practices for Supervised Learning
- To know the applications of unsupervised machine learning

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

1. Understand the basics of machine language
2. Apply the predictive analytics modeling
3. Evaluate the best decisions applying the basic probabilistic, supervised learning, unsupervised learning and deep learning
4. Formulate and use appropriate models of data analysis to answer business-related questions.
5. Interpret and communicate data findings effectively to any audience, orally, visually and in written formats.
6. Gain knowledge in Automate Feature Extraction using Deep Learning

**UNIT I Introduction:**

What is Machine Language; Problems, data, and tools; Visualization. Prescriptive analytics Creating data for analytics through designed experiments, creating data for analytics through Active learning, creating data for analytics through Reinforcement learning, Graph Visualization, Data Summaries, Model Checking & Comparison.

**UNIT II Basic Probabilistic Modeling**

Probability and classification, Bayes optimal decisions, Naive Bayes and Gaussian class-conditional distribution, Linear classifiers, Bayes' Rule and Naive Bayes Model

**UNIT III Supervised Learning**

What is Supervised Machine Learning? ,Types of Supervised Machine Learning Algorithms - Bias-Variance Dichotomy, Model Validation Approaches, Logistic Regression, Linear Discriminant Analysis, Quadratic Discriminant Analysis, Regression and Classification Trees, Support Vector Machines

Challenges in Supervised machine learning, Advantages of Supervised Learning, Disadvantages of

#### **UNIT IV Unsupervised Learning**

What is Unsupervised Learning? Example of Unsupervised Machine Learning , Why Unsupervised Learning? , Types of Unsupervised Learning - Clustering, Clustering types : Hierarchical clustering, K-means clustering, K-NN (k nearest neighbors), Principal Component Analysis, Singular Value Decomposition, Independent Component Analysis - Associative Rule Mining, Supervised vs. Unsupervised Machine Learning, Applications of unsupervised machine learning , Disadvantages of Unsupervised Learning

#### **UNIT V Deep Learning**

What is Deep Learning? Deep Learning Process, Automate Feature Extraction using Deep Learning, Difference between Machine Learning and Deep Learning , When to use Machine Learning or Deep Learning?

#### **SUGGESTED READINGS**

1. John Paul Mueller, Luca Massaron (2016), Machine Learning (in Python and R) For Dummies, 1st edition, Wiley India.
2. SaikatDutt, Subramanian Chandramouli, Amit Kumar Das(2018), Machine Learning, 1st edition, Pearson Education, New Delhi.
3. Tom M. Mitchell (2017), Machine Learning, 1st edition, McGraw Hill, New Delhi.
4. Suresh Samudrala (2019), Machine Intelligence: Demystifying Machine Learning, Neural Networks and Deep Learning, 1st edition, Notion Press
5. AlpaydinEthem(2015), Introduction to Machine Learning, 3rd edition, PHI Learning Pvt. Ltd

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

- To understand the concept of international economics, globalization, comparative advantage theories, international macroeconomic indicators like foreign exchange, national income, balance of payment and international macroeconomic policy.
- To apply the understanding of international economics concepts, international economic indicators and international monetary policy lifelong.
- 1. To analyze the basic issues such as productivity, earnings and effective utilization of trade.
- 2. To make students to take decisions on business planning and outsourcing.
- 3. To familiarize the students with the knowledge of exchange rate and its impact.
- 4. To students learn about the balance of payments and its consequences. Enable students to acquire concepts, techniques of foreign trade.

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

1. Understand the concept of international economics, globalization, comparative advantage theories, international macroeconomic indicators like foreign exchange, national income, balance of payment and international macroeconomic policy.
2. Gain the knowledge and analyze the emerging global trends in business environment.
3. Develop insight on exchange of exports and imports
4. Analyze the impact of exchange rate fluctuation on home currencies
5. Evaluate the policies pursued by various economic bodies in international trade
6. Get familiarize with the export promotion measures and their benefits to their business
7. Apply the understanding of international economics concepts, international economic indicators and international monetary policy lifelong.

**UNIT I Introduction:**

International Economics- Meaning, Scope and Importance Globalisation of the world economy, Globalisation challenge, International flow of goods, services, labour and capital – Gravity Model, International Resource Movements and Multinational Corporations

**UNIT II Comparative advantage**

The Mercantilists' Views on Trade

Labor Productivity and Comparative Advantage: The Ricardian Model



Specific Factors and Income Distribution

Resources and Trade: The Heckscher-Ohlin Model - The Standard Trade Model - External Economies of Scale and the International Location of Production

International Trade Policy -The Instruments of Trade Policy - The Political Economy of Trade Policy - Trade Policy in Developing Countries - Controversies in Trade Policy

### **UNIT III Exchange Rates**

Exchange Rates and the Foreign Exchange Market: An Asset Approach - Money, Interest Rates, and Exchange Rates - Price Levels and the Exchange Rate in the Long Run - Output and the Exchange Rate in the Short Run - Fixed Exchange Rates and Foreign Exchange Intervention

### **UNIT IV National Income Accounting and the Balance of Payments**

National Income Accounting - Balance of Payments, Balance of trade and Balance of payments: Concepts and Components - Equilibrium and Disequilibrium in Balance of Payments; Causes and Consequences, Measures to correct deficit in the Balance of Payments. International Monetary System, Devaluation; Merits, Demerits and Limitations, Foreign Trade Multiplier; Concept and Limitations

### **UNIT V International Macroeconomic Policy**

International Monetary Systems: Bretton Woods system – evolution and operation, US BoP deficit and fall of Bretton Woods System, IMF, World Bank – Objectives, Functions and operations

### **SUGGESTED READINGS:**

1. Paul Krugman., Maurice Obstfeld and Marc Melitz. (2017). International Economics. Pearson Education, New Delhi.
2. Dominick Salvatore (2014), International Economics: Trade and Finance, 11th edition, Wiley India.
3. Francis Cherunilam (2017), International Economics, 5th edition, McGraw Hill Education, New Delhi.
4. Appleyard, J. Field (2013), International Economics, 8th edition, McGraw Hill Education, New Delhi.
5. Rajat Acharyya (2013), International Economics: An Introduction to Theory and Policy, Oxford University Press, New Delhi.

**INTERNATIONAL TRADE PROCEDURES AND DOCUMENTATION****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 Export, EXIM strategies, custom clearance and Export incentive schemes.
- To communicate orally and in written form the understanding of Export, EXIM strategies, custom clearance and Export incentive schemes.
- To apply the understanding of Export, EXIM strategies, custom clearance and Export incentive schemes.
- To apply the understanding of Export, EXIM strategies, custom clearance and Export incentive schemes.
- To have an exposure in broad conceptual focus on documentation in exports and imports
- To Understand the concept of International Distribution system and Logistics
- To understand the Logistics and International marketing channel decision.

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

1. Understand the Concept of Export, EXIM strategies, custom clearance and Export incentive schemes.
2. Communicate orally and in written form the understanding of Export, EXIM strategies, custom clearance and Export incentive schemes.
3. Apply the understanding of Export, EXIM strategies, custom clearance and Export incentive schemes.
4. Gain the knowledge on value of international trade relations to outsource their business
5. Students know about the value of trade of their economies and other economies
6. Understand Information Technology in International Business

**UNIT I Export Procedures and Documents:**

The Search for an overseas buyer, Processing an Export Order, Negotiation of Documents, Role of Banks in Export-Import Transactions.

Methods of Payments and INCO Terms: Methods of Payment, Financing Exporters and Importers, Instruments of Payment.

**UNIT II : EXIM Strategies, Export Marketing and Methods of Financing Exporters and Business Risk Management:**

EXIM Business Plan and Strategy, Export Strategy Formulation, Export Financing, Import Strategy (Sourcing Strategy), International Marketing, Export Marketing – Going Global, Different Forms of International Trade.

Methods of Financing Exporters and Business Risk Management: Pre-Shipment Finance, Post Shipment Export Advance, Factoring and Insurance, Types of Risks, Quality and Pre Shipment Inspection.

### **UNIT III Custom Clearance of Import, Export Cargo & Logistics and Characteristics of Modes of Transportation:**

Clearance of Import Cargo, Clearance of Export cargo, Custom Valuation, The Harmonized System, Carnets, New Developments in Custom Clearance Procedure.

Logistics and Characteristics of Modes of Transportation: Planning Physical Distribution, Benefits of Efficient Logistics System, Concept of Marketing Logistics System, Critical Elements of a Logistics System, International Transport System.

### **UNIT IV Characteristics of Shipping Industries and Containerization and Leasing Practices:**

History of Shipping Industry, Characteristics of Shipping Industry, Role of Intermediaries in Shipping Industry, Latest Trends in Logistics Operations, Ocean Freight Structure.

Containerization and Leasing Practices: Containerization – Concept and Operation, History of Containerization, Types of Containers, Benefits of Containerization, Global Trade and containerization, Container Leasing Practices and Inland Container Depots.

### **UNIT V Export Incentive Schemes & Information Technology in International Business:**

Duty Exemption Scheme, Duty Remission Scheme, Export Promotion Capital Goods Scheme, Special Economic Zones.

Information Technology in International Business: Electronic Procurement, Electronic Marketing, Electronic Logistics.

### **SUGGESTED READINGS :**

1. Dr. Khushpat S. Jain, Apexa V. Jain (2017) Foreign Trade - Theory, Procedures, Practices and Documentation, Himalaya Publishing House, New Delhi.
2. C. Rama Gopal (2016), Export Import Procedures Documentation & Logistics, New Age International (P) Ltd, New Delhi.
3. Justin Paul, Rajiv Aserkar (2013), Export Import Management, Oxford University Press, New Delhi.
4. Mustafa (2010), Foreign Trade Finance and Documentation, 3rd edition, Laxmi Publications, New Delhi.
5. Abhishek A. Rastogi (2015), Handbook On Foreign Trade Policy 2015-2020, 1st edition, Lexis Nexis, New Delhi

**19MBAPI303C INTERNATIONAL LOGISTICS MANAGEMENT 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**

- It is to impart the basic components of International Logistics and integrating all the subsystems of Logistics
- To understand the various processes involved in International Trade and the various types of Marketing Channels and its role in Logistics.
- To introduce the Concept of Multimodal transportation, their legal classifications, Characteristics and the choice of transport.
- To understand the basic concepts of Containerization and also focuses on Chartering.
- To impart basic knowledge on Inventory management, Packaging and various kinds of packing.
- To apply the understanding of basic components of International Logistics and integrating all the subsystems of Logistics lifelong.

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

1. Comprehend on the basic components of International Logistics and integrating all the subsystems of Logistics
2. Understand the various processes involved in International Trade and the various types of Marketing Channels and its role in Logistics.
3. Know the Concept of Multimodal transportation, their legal classifications, Characteristics and the choice of transport.
4. Comprehend the basic concepts of Containerisation and Chartering.
5. Understand the Inventory management, Packaging and various kinds of packing.
6. Apply the understanding of basic components of International Logistics and integrating all the subsystems of Logistics lifelong.
7. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, analysing, planning and team work.

**UNIT – I Overview Logistics:**

Definition, Evolution, Concept, Components, Importance, Objectives; Logistic Subsystem; The work of Logistics; Integrated Logistics; Barrier to Internal Integration.

Logistics Service Providers: 3PL/4PL Services- Differences between 3PL & 4PL: 4PL Common Services for 3PL/4PL: Invoice management, call centers, warehouse/distribution facilities - Carrier management- 4PL Specialties: Implementation Center: Business process analysis/scoping, Development of all activities into an open systems framework- Product/Skill Centers: Supply chain

engineering –4PL Value Added services: Knowledge Transfer, Business Development and Functional Support.

## **UNIT – II Marketing and Logistics Customer Focused Marketing;**

International Marketing: Introduction, Definition, Basis for International Trade, Process, Importance; International Marketing Channel: Role of Clearing Agent, Various Modes of Transport, Choice and Issues for Each Mode, Transport Cost Characteristics

Importance of Global Logistics- Export Logistics: Special Aspects of EX-IM logistics- Picking, Packing, Vessel Booking [Less-than Container Load(LCL) / Full Container Load (FCL)], Customs, Documentation, Shipment, Delivery to distribution centers, distributors and lastly the retail outlets- Import Logistics: Documents Collection- Valuing Bonded Warehousing- Customs Formalities- Clearing- Distribution to Units Security & Insurance- Multimodal Transport- UN International convention on MT of Goods- Terminal Networks: Types and Roles.

## **UNIT – III Basics of Transportation**

Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; Legal Classifications; International Air Transport; Air Cargo Tariff Structure; Freight: Definition, Rate; Freight Structure and Practice

## **UNIT – IV Containerization and Chartering Containerization:**

Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR; Chartering: Kinds of Charter, Charter Party, and Arbitration.

Inventory Management and Packaging Inventory Management: Introduction, Characteristics, Functionality, Components, Planning; Packaging and Packing: Labels, Functions of Packaging, Designs, Kinds of Packaging; Packing for Transportation and Marking: Types of Boxes, Container, Procedure, Cost, Types of Marking, Features of Marking

### **SUGGESTED READINGS:**

1. Ram Singh (2015), International Trade Logistics, 1st edition, Oxford University Press, New Delhi.
2. Donald F. Wood, Anthony Barone, Paul Murphy, Daniel Wardlow(2012), International Logistics, 1st edition, Springer
3. Robert Chira, (2016), International Logistics Management, Authorhouse
4. Paul R. Murphy Jr., Donald Wood (2003), Contemporary Logistics: International Edition, Pearson Education, New Delhi.
5. V.V Sople(2012), Logistics Management, 3rd Edition, Pearson Education, New Delhi.

**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, Scope of Supply Chain Management, Scope, Supply Chain Management as a Management Philosophy, Function of SCM, Why Supply Chain Management, Value chain for Supply Chain Management.

**UNIT II Inventory Management & Risk Pooling**

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.

### **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

### **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.



**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**

Why is operations excellence fundamental to strategic success? What is strategy? What is operations strategy? What is the content of operations strategy? The operations strategy matrix- What is the process of operations strategy. Operations performance can make or break any organization- The five generic performance objectives - The relative importance of performance objectives changes over time - Trade-offs – are they inevitable? - Targeting and operations focus. Substitutes for strategy : ‘New’

approaches to operations - Key questions - Total quality management - Lean operations - Business process reengineering - Six sigma

## **UNIT II Capacity strategy and Purchasing and supply strategy :**

What is capacity strategy? - The overall level of operations strategy - The number and size of sites - Capacity change - Location of capacity. Purchasing and supply strategy : What is purchasing and supply strategy? - Do or buy? The vertical integration decision - Contracting and relationships - Which type of arrangement? - Supply network dynamics - Managing suppliers over time - Purchasing and supply chain risk

## **UNIT III Process Technology strategy and Improvement strategy**

What is process technology strategy? - Scale/scalability – the capacity of each unit of technology - Degree of automation/’analytical content’ – what can each unit of technology do? - Degree of coupling/connectivity – how much is joined together? - 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**

Introduction - 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 : Introduction - Formulating operations strategy - What is the role of alignment? - Analysis for formulation - The challenges to operations strategy formulation - How do we know when the formulation process is complete? 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.

**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**

Introduction – Need for quality – Evolution of quality – Definitions of quality – Dimensions of product and service quality – Basic concepts of TQM – TQM Framework – Contributions of Deming, Juran and Crosby – Barriers to TQM – Quality statements – Customer focus – Customer orientation, Customer satisfaction, Customer complaints, Customer retention – Costs of quality.

**UNIT II TQM PRINCIPLES**

Leadership – Strategic quality planning, Quality Councils – Employee involvement – Motivation, Empowerment, Team and Teamwork, Quality circles Recognition and Reward, Performance appraisal

– Continuous process improvement – PDCA cycle, 5S, Kaizen – Supplier partnership – Partnering, Supplier selection, Supplier Rating.

### **UNIT III TQM TOOLS AND TECHNIQUES I**

The seven traditional tools of quality – New management tools – Six sigma: Concepts, Methodology, applications to manufacturing, service sector including IT – Bench marking – Reason to bench mark, Bench marking process – FMEA – Stages, Types.

### **UNIT IV TQM TOOLS AND TECHNIQUES II**

Control Charts – Process Capability – Concepts of Six Sigma – Quality Function Development (QFD) – Taguchi quality loss function – TPM – Concepts, improvement needs – Performance measures.

### **UNIT V QUALITY SYSTEMS**

Need for ISO 9000 – ISO 9001-2008 Quality System – Elements, Documentation, Quality Auditing – QS 9000 – ISO 14000 – Concepts, Requirements and Benefits – TQM Implementation in manufacturing and service sectors..

### **SUGGESTED READINGS :**

1. Dale H. Besterfield, et al, (2018). *Total Quality Management*, 5<sup>th</sup> edition, Pearson Education, New Delhi.
2. Sunil Sharma (2018), *Total Quality Management: Concepts, Strategy and Implementation for Operational Excellence*, 1st edition, Sage Publications
3. Panneerselvan(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*, 3<sup>rd</sup> edition, New Delhi.

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

- To realize the potential of tourism industry in India;
- To understand the various elements of Tourism Management;
- To familiarize with the Tourism policies in the national and international context.
- To apply the knowledge of tourism principles, policies and practices lifelong.
- To analyse the present trends in Domestic and Global tourism
- To understand the Code of conduct for safe and Sustainable Tourism for India.

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

1. Comprehend on the potential of tourism industry in India;
2. Understand the various elements of Tourism Management;
3. Familiarize with the Tourism policies in the national and international context.
4. Apply the knowledge of tourism principles, policies and practices lifelong.
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 Overview of Five Year Plans

**UNIT- I Tourism; an overview:**

Elements, Nature and Characteristics - Typology of Tourism – Classification of Tourists - Tourism network - Interdisciplinary approaches to tourism - Historical Development of Tourism - Major motivations and deterrents to travel.

**UNIT-II Tourism Industry;**

Structure and Components: Attractions – Accommodation – Activities – Transportation - F&B – Shopping - Entertainment - Infrastructure and Hospitality – Emerging areas of tourism - Rural, Eco, Medical, MICE, Literary, Indigenous, Wellness, Film, Golf, etc., – Ideals of Responsible Tourism -

### **UNIT-III Tourism Impacts**

Tourism Area Life Cycle (TALC) - Doxey's Index - Demonstration Effect – Push and Pull Theory - Tourism System - Mathieson and Wall Model & Leiper's Model - Stanley Plog's Model of Destination Preferences - Demand and Supply in tourism - Tourism regulations - Present trends in Domestic and Global tourism – MNC's in Tourism Industry.

### **UNIT-IV Tourism Organizations:**

Role and Functions of World Tourism Organization (WTO), Pacific Asia Travel Association(PATA) , World Tourism & Travel Council (WTTC) - Ministry of Tourism, Govt. of India, ITDC, Department of Tourism, FHRAI, IHA, IATA, TAAI, IATO.

### **UNIT-V Overview of Five Year Plans**

Overview of Five Year Plans with special reference to Eleventh Five Year Plan for Tourism Development and Promotion, National Action Plan, National Tourism Policy - Code of conduct for safe and Sustainable Tourism for India.

### **SUGGESTED READINGS:**

1. Charles R. Goeldner & Brent Ritchie, J.R. (2016), Tourism, Principles, Practices, Philosophies, 12<sup>th</sup> edition, John Wiley and Sons.
2. Sunetra Roday, Archana Biwal, Vandana Joshi (2009), Tourism: Operations and Management, Oxford University Press
3. Sampad Kumar Swain, Jitendra Mohan Mishra (2011), Tourism: Principles and Practices, Oxford University Press
4. Pran Nath Seth & Sushma Seth Bhat (2012), An Introduction to Travel and Tourism, Sterling Publishers, New Delhi.
5. Venu Vasudevan, Vijayakumar B., Saroop Roy B.R. (2017), An Introduction to the Business of Tourism, 1st edition, Sage Publications India Private Limited

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

- To understand the vast Tourist resources of India;
- To conceptualize a tour itinerary based on variety of themes
- To identify and understand the features of emerging tourist destinations all over the world
- To apply the knowledge of tourism resources, importance of tourist destination lifelong.
- To understand the Emerging Manmade resources in tourism
- To know the Major tourism circuits of India

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

1. Understand the vast Tourist resources of India;
2. Conceptualize a tour itinerary based on variety of themes
3. Identify and understand the features of emerging tourist destinations all over the world
4. Apply the knowledge of tourism resources, importance of tourist destination lifelong.
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 Emerging Tourism Destinations of India

**UNIT - I Tourism products:**

Definition, Types and unique features - Tourism resources of India - Natural, Socio cultural, Diversities in Landform & Landscape - Outstanding Geographical features - Climate, Flora & Fauna.

**UNIT – II Natural resources:**

Wildlife sanctuaries - National parks - Biosphere reserves - Mountain Tourist Resources and Hill stations – Islands – Beaches - Caves & Deserts of India.

**UNIT – III Major tourism circuits of India:**

Inter State and Intra-State Circuits - Religious Circuits - Heritage Circuits - Wildlife Circuits. Cases of select destinations - Kerala, Rajasthan & Goa.



#### **UNIT – IV Manmade resources:**

Adventure sports - Commercial attractions - Amusement Parks – Gaming - Shopping - Live Entertainments - Supplementary accommodation - House boats - Tree houses - Home stays - Tourism by rail - Palace on wheels - Deccan Odyssey & Golden chariot.

#### **UNIT - V Emerging Tourism Destinations of India:**

Ecotourism - Rural Tourism - Golf Tourism - Wine Tourism - Camping Tourism - Medical Tourism - MICE Tourism - Pilgrimage Tourism.

#### **SUGGESTED READINGS:**

1. Robinet Jacob and Sindu Joseph (2008), Indian Tourism Products, 1st edition, Abhijeet Publications, Delhi.
2. S.P. Gupta and Lal Krishna (2002), Cultural Tourism in India : Museum of Monuments and Arts, 1st edition, D.K. Print World Ltd, New Delhi.
3. Cheryl M. Hargrove(2017), Cultural Heritage Tourism: Five Steps for Success and Sustainability (American Association for State & Local History), Rowman & Littlefield Publishers
4. Manhas P.S (2012), Sustainable and Responsible Tourism: Trends, Practices and Cases, Prentice Hall India Learning Private Limited, New Delhi
5. P. C. Sinha (2002), Tourism Transport And Travel Management, Anmol Publisher

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

- To understand the dynamics of recreation products and their significance for tourism industry;
- To familiarize with the theoretical and practical issues of recreation management;
- To comprehend on the marketing trends in recreation.
- To apply the understanding of recreation products, recreation management and marketing recreation lifelong
- To understand the Demand and Supply for Recreation and Tourism
- To know Tourism and recreation planning and policy

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

1. Understand the dynamics of recreation products and their significance for tourism industry;
2. Comprehend with the theoretical and practical issues of recreation management;
3. Understand the marketing trends in recreation.
4. Apply the understanding of recreation products, recreation management and marketing recreation lifelong
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. Gain knowledge in Environmental perspectives on coastal recreation and tourism

**UNIT-I Recreation:**

An overview - Range of Recreation Businesses: Recreation Vehicles, parks, adventure travel, winter sports, historic sites, camping, resorts, motor coach operators, enthusiast groups, recreation product manufacturers - Development of the geography of tourism and recreation - Recreation Theories - Recreation and leisure services.

## **UNIT-II Recreational Resources**

the Demand and Supply for Recreation and Tourism - Recreational demand - Recreational and Tourist Motivation - Barriers to Recreation - Gender and Social Constraints.

## **UNIT-III Recreation Management:**

Impact of recreation on tourism - Recreation Resource Management - Tourism and recreation planning and policy - Urban and rural recreation - Relationships between leisure, recreation and tourism.

## **UNIT-IV Marketing of Recreation:**

Marketing Recreation services and facilities- Customers of recreational products - Marketing plan- Marketing Mix for recreation-Case studies.

## **UNIT- V Trends in the recreation industry**

Tourism recreation and climate change - Tourists and recreational demand for wilderness, National Parks and natural areas - Supply of the wilderness and outdoor recreation experience - Environmental perspectives on coastal recreation and tourism.

## **SUGGESTED READINGS:**

1. George Torkildsen and Peter Taylor (2010), Torkildsen's Sport and Leisure Management, 6th edition, Routledge
2. Jay Shivers , Joseph W. Halper(2011), Strategic Recreation Management, 1st edition, Routledge
3. George Torkildsen (2012), Leisure and Recreation Management, 4th Edition, Routledge
4. C. Michael Hall & Stephen J. Page (2014), The Geography of Tourism and Recreation Environment, Place and Space,4th Edition, Routledge.
5. William C. Gartner & David W. Lime (2000), Trends in Outdoor, Recreation, Leisure and Tourism, 1st edition, CABI.

**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

The students should select a problem in Accounting, Finance, Marketing or any other arears 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 10 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)

During second semester vacation each student shall undertake an Internship for 30 Days. The summer internship may be a general study of all functional areas of a company or may be a functional focus on a specialized functional area of management in a company. The report should be certified by the concerned organization where the student has undertaken the internship. He /She shall also submit a detailed report for Viva-voce Examination.

**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 manmade 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 stilling, the Indian ethos for management—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—disadvantages of Karma, importance of Karma to managers— Nishkama Karma, Laws of Karma, Law of creation—Law of Humility—Law of Growth—Law of Responsibility—Law of Connection—Corporate Karma

## **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, Ethics in Management and Indian Ethos, Second Edition, Vikas Publishing Housing Pvt.Ltd, 2009.
2. Swami Anubhavananda, Aryakumar, Ethics in management, insights from Ancient Indian wisdom, Ane Book, Chennai, 2000.

3. Biswanath Ghosh, Ethics in Management and Indian Ethos, Vikas publishing Noida, 2008.
4. Joanne B. Ciulla, Ethics the heart of Leadership, Praeger, London 2004.
5. S.K. Bhatia, Business ethics and Managerial values, Deep & Deep publications. New Delhi, 2008.



**19MBAPF402A****BANKING AND INSURANCE****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 banking and insurance its history, products and regulatory body.
- To communicate orally and in written form the Concept of banking and insurance its history, products and regulatory body.
- To apply the Concept of banking and insurance, its products in lifelong practice.
- To make the students understand the various services offered and various risks faced by banks To make them aware of various banking innovations after nationalization
- To give them an overview about insurance market
- To gain a comprehensive knowledge on the procedural formalities in dealing with different types of customers.

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

1. Understand the Concept of banking and insurance its history, products and regulatory body.
2. Communicate orally and in written form the Concept of banking and insurance its history, products and regulatory body.
3. Apply the Concept of banking and insurance, its products in lifelong practice.
4. Demonstrate techniques of leasing provides new avenues in business
5. Gain familiarity in hire purchase
6. Gain knowledge in Tax implication frame work for Financial Evaluation and Credit Rating

**UNIT I Banking - Introduction and Regulatory Framework**

**Introduction to Banking:** History of Banking Business and banker, Banking system and its impact in the economy. **Regulatory Framework:** RBI - Acts and Regulations - Role and functions of RBI - Monetary policy and tools - Policy rates, CRR and SLR.

**UNIT II Banking – Growth and Development:**

Commercial banks - structure of the Indian banking system - PSU and Private banks - Foreign banks. RRBs and Cooperative bank - Developmental financial institutions. Current development - retail banking - corporate banking - international banking. NBFCs. Electronic banking: Internet banking – credit and debit cards-ECS, NEFT, RTGS – risks in e-banking

**UNIT III Products And Services In Banks And Risk Management In Banks:**

Savings and Deposit products, Loans and advances - priority sector lending - export credit. Risk management in banks – an overview

**UNIT IV Introduction To Insurance, Life And Health Insurance :**

**Introduction to Insurance** : History - purpose and importance - functions – benefits - classification of Insurance Policies-Insurance contracts – assurance - legal and regulatory framework - Regulator – IRDA

**Life insurance and Health Insurance:** Need for life and health insurance, Classification of policies - Advantages - comparison of different policies - Role of hospitals and TPAs-Govt. sponsored schemes.

## **UNIT V MOTOR VEHICLES INSURANCE, MARINE INSURANCE AND OTHER TYPES OF INSURANCE**

**Motor Vehicles Insurance and Marine Insurance:** Importance of Vehicle and Marine Insurance– Legal terms - Classification of policies - claims and settlement. **Other Types of Insurance:** Fire insurance, Flood, burglary, cattle, crop, engineering and liability policies - Reinsurance

### **SUGGESTED READINGS**

1. Padmalatha Suresh and Dr.Justin Paul (2017), *Management of Banking and Financial Services* 4<sup>th</sup> Edition, Pearson Education, New Delhi.
2. Agarwal, O.P.,(2017), *Banking and Insurance*, Himalaya Publishing House, New Delhi
3. Mishra M.N (2016), *Insurance Principles and Practice*, 22<sup>nd</sup> Edition, S. Chand Publishing, New Delhi.
4. P.K Guptha (2015), *Insurance and Risk Management*, Himalaya Publications
5. N.S Toor (2015), *Hand Book of Banking information*, 40<sup>th</sup> Edition, Skylark Publications.
6. Varshney, P.N., (2014) *Banking Law and Practice*, New Delhi, Sultan Chand and Sons.
7. Jyotsna Sethi, Nishwan Bhatia (2012), *Elements of Banking and Insurance*, 2<sup>nd</sup> edition, PHI, New Delhi.

**MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING****Instruction Hours / week: L: 4T: 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 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 Merger and Acquisition:**

Meaning of mergers and acquisitions (M & A), motives behind the M & A, advantages and disadvantages of M & A, types of mergers and steps for a successful merger.

Strategic Evaluation of M & A Opportunities- selection approaches and criteria, modalities of fixing the acquisition price, key steps in the strategic planning of a merger, feasibility analysis in respect of cash and stock deals, describes fair value: institutional criteria and special features of acquisition of sick companies.

## **UNIT II M & A Activity and Demerger Activity :**

Merger process right from planning the merger till implementation, five-stage model, methods of financial mergers and capital budgeting decision

Synergy and Value Creation in Mergers - synergy and its different types, role of industry life cycle, value creation in synergy, theoretical factors that would affect M & A activity

Corporate Restructuring- meaning of corporate restructuring, need for corporate restructuring, methods of corporate restructuring.

International M & A –Introduction of international M & A activity, the opportunities and threats, role of M & A in international trade growth, the external advantages in differential products, impact of government policies and political and economic stability on international M&A decisions, recommendation for effective cross-border M & A.

Demergers- Meaning of demerger, characteristics of demerger, structure of demerger, and tax implication of demergers

## **UNIT III LBO, MBO, JV and Take overs.**

LBOs, MBOs, MLPs and ESOPs - meaning of LBO, MBO, MLP , ESOP, governance and mode of purchase in LBO, key motives behind an MBO, structure of MBO, types of MLP and ESOP, regulations that govern ESOPs.

Joint Ventures - Meaning of joint ventures, characteristics of a joint venture, states the rationale for joint ventures, role of joint ventures in business strategy, defines joint venture and complex learning, tax aspects of joint ventures, international joint ventures, reasons for failure of joint ventures, and joint venture vis-à-vis anti-trust policy

Takeover Defences - types of takeovers, techniques of bidding for a takeover, defences against takeover bids, regulations and amendments, and guidelines for takeovers

## **UNIT IV Valuation and accounting**

Valuation - valuation approaches, basis of valuation, different methods of valuation, valuation of synergy, corporate control and LBO

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 Legal and Regulatory Framework of M & A and Post Merger Integration :**

Provisions of the Companies Act, 1956 relating to M & A, buyback of shares, provisions of SEBI act, 1992 and 1997, provisions relevant to M & A activity in the Income Tax Act, and Foreign Exchange Management Act.

Post-Merger Integration - integration planning, factors in post-merger integration model, post-merger integration model, strategic interdependence and autonomy, political and cultural aspects in integration, cultural profiling and assessment of cultural compatibility, HRM issues, and problems in integration and five rules of integration process

**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.

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

- To understand the concept of derivative, derivative types as a hedging tool and application of derivative in India.
- To apply the derivative as a hedging tool.
- To apply the understanding of derivative, derivative types as a hedging tool.
- To understand Basic Principles of Option Trading
- To know the Functions and Growth of Futures Markets and Futures Market Trading Mechanism
- To understand the Regulation of Financial Derivatives in India

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

1. Understand the concept of derivative, derivative types as a hedging tool and application of derivative in India.
2. Apply the understanding of derivative, derivative types as a hedging tool lifelong.
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. Explain about concepts of Bonds, Derivatives, Futures and Options management pertaining to investments
5. Gain knowledge in Clearing, settlement and risk management in commodity trading.
6. Gain knowledge in Emerging Structure of Derivatives Markets in India

**UNIT – I Derivatives**

Features of a Financial Derivative – Types of Financial Derivatives – Basic Financial derivatives – History of Derivatives Markets – Uses of Derivatives – Critiques of Derivatives – Forward Market: Pricing and Trading Mechanism Forward Contract concept – Features of Forward Contract Classification of Forward Contracts – Forward Trading Mechanism – Forward Prices Vs Future Prices.

**UNIT – II Options and Swaps**

Concept of Options – Types of options – Option Valuation – Option Positions Naked and Covered Option – Underlying Assets in Exchange-traded Options – Determinants of Option Prices – Binomial Option Pricing Model – Black-Scholes Option Pricing – Basic Principles of Option Trading – SWAP: Concept, Evaluation and Features of Swap – Types of Financial Swaps – Interest Rate Swaps – Currency Swap – Debt Equity Swap.

### **UNIT – III Futures**

**Financial Futures Contracts** – Types of Financial Futures Contract – Evolution of Futures Market in India – Traders in Futures Market in India – Functions and Growth of Futures Markets – Futures Market Trading Mechanism – Specification of the Future Contract – Clearing House – Operation of Margins – Settlement – Theories of Future prices – Future prices and Risk Aversion – Forward Contract Vs. Futures Contracts.

### **UNIT – IV Hedging and Stock Index Futures**

Concepts – Perfect Hedging Model – Basic Long and Short Hedges – Cross Hedging – Basis Risk and Hedging – Basis Risk Vs Price Risk – Hedging Effectiveness – Devising a Hedging Strategy – Hedging Objectives – Management of Hedge – Concept of Stock Index – Stock Index Futures – Stock Index Futures as a Portfolio management Tool – Speculation and Stock Index Futures – Stock Index Futures Trading in Indian Stock Market.

### **UNIT – V Financial Derivatives Market in India**

Need for Derivatives – Evolution of Derivatives in India – Major Recommendations of Dr. L.C. Gupta Committee – Equity Derivatives – Strengthening of Cash Market – Benefits of Derivatives in India – Categories of Derivatives Traded in India – Derivatives Trading at NSE/BSE Eligibility of Stocks – Emerging Structure of Derivatives Markets in India -Regulation of Financial Derivatives in India – Structure of the Market – Trading systems – Badla system in Indian Stock Market – Regulatory Instruments.

### **SUGGESTED READINGS:**

1. John C. Hull , Sankarshan Basu (2018), Options, Future & Other Derivatives, 10th edition, Pearson Education, New Delhi.
2. Don M. Chance, Robert Brooks , Sanjay Dhamija (2019), An Introduction to Derivatives and Risk Management, 10th edition, Cengage Learning.
3. Gupta S L (2017), Financial Derivatives : Theory, Concepts And Problems, 2nd Edition PHI Learning Pvt Limited,
4. Sundaram Das (2017), Derivatives Principles and Practice, 1st Edition, McGraw Hill Education,
5. T. V. Somanathan , V. Anantha Nageswaran , Harsh Gupta (2017), Derivatives, 2nd Edition, Cambridge University Press.
6. N R Parasuraman (2014), Fundamentals of Financial Derivatives, 3rd Edition , Wiley Publishing,

**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**

Nature and Scope of econometrics, 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:**

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.

**UNIT III: Functional forms of regression 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 IV: Multicollinearity:**



Nature, Consequences, Detection techniques and remedial measures. Heteroscedasticity: Nature, Consequences, Detection techniques and remedial measures. Autocorrelation: Nature, Consequences, Detection techniques and remedial measures.

#### **UNIT V: Model Specification:**

Model selection criteria, Types of specification errors and their consequences, Methods to detect the specification error, Nested v/s Non-Nested model, Tests of Non-Nested hypotheses.

#### **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

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

- To understand the concept of new product development process and apply it lifelong.
- To comprehend on the idea creation, development and testing techniques.
- To equip the students with the various dimensions of product management such as Brand Positioning and its Preference.
- To develop familiarity and competence with the strategies
- To understand the tactics involved in building, leveraging and defending strong brands in different sectors.
- To equip the students with the various dimensions of product management such as Brand Positioning and its Preference.

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

1. To understand the concept of new product development process and apply it lifelong.
2. To comprehend on the idea creation, development and testing techniques.
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. Assess alternative business models
5. Analyze the market, the competition and the buying behavior of consumers
6. Understand Pricing Strategies and Testing of New Products

**UNIT 1: Basics of New Product Strategy**

What is New Product Development and Why is it so important? The New Product Development Process Principles of Success

Strategic Planning and Opportunity Identification for new products

Types of opportunities and types of new products. Develop a strategy for a new product- New Product Strategy-decisions- consumer behavior adoption and diffusion of innovations

Cases : Innovation at 3M, P&G – New Model for Innovation

**UNIT II: Idea Generation**

Generation of new product ideas and identifying new market opportunities, New Product Planning Process-stage gate system- Business models, disruptive technologies, product architecture and product platforms

Start with a market opportunity and conduct an ideation session to identify new product ideas (a variation on this option is to start with any product ideas that you may have and evaluate them in the context of a market opportunity). Select one idea. Analyze the market, the competition and the buying

behavior of consumers. If appropriate, assess alternative business models. Specify the target market, the value proposition and the positioning for the product.

### **UNIT III: concept development, Evaluation and Test**

Concept development, Product and positioning, Concept evaluation techniques, Testing Physical offers.

Product Design (Case: Apple – Design Thinking & Innovation)

Testing and forecasting

### **UNIT IV: Brand Development**

Brand decisions and Brand identity development, Designing and branding a product. Selecting a brand name.

(Case : Dove: Evolution of a Brand )

### **UNIT V: Pricing Strategies and Testing of New Products**

Pre-test Marketing - Preparing a Launch Plan (Case: Red Bull/Judo in Action)

Market Testing

Pricing, Packaging

Integrated Marketing : Customer and Channel Marketing

Innovation Marketing (Case: Virgin Mobile)

### **SUGGESTED READINGS**

1. C. Merle Crawford L.C. Anthony Benedetto (2011), “New Products Management”, 9<sup>th</sup> Edition, McGraw Hill.
2. Karl Ulrich and Steven Eppinger(2017), Product Design and Development, 5<sup>th</sup> edition, McGraw Hill.
3. Michael Baker and Susan Hart (2007), Product Strategy and Management, Second Edition, Financial Times/ Prentice Hall.
4. Robert G.Cooper (2017), WINNING AT NEW PRODUCTS, Creating Value through Innovation, Basic Books
5. Ramanuj Majumdar, ( 2008), “Product Management in India”, Third Edition, Prentice Hall Publication

**19MBAPM402B****CONSUMER BEHAVIOR****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 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 model 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 Internal Influences on Consumer Behaviour: Motivation and Consumer Learning, Memory and Involvement:**

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

**UNIT III Internal Influences on Consumer Behaviour : Consumer Personality, Consumer Perception, Consumer Attitudes, Consumer Behaviour and Marketing Communications**

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

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. 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**

The Influences of Culture 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,natureofSocialClass,SocialClassCategories, 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,TypesofInnovation,DiffusionProcess,FactorsAffecting 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, NewDelhi.
2. Hawkins, Motherbaugh,Mookerjee(2017),ConsumerBehaviour-BuildingMarketing Strategy, 12<sup>th</sup>edition, McGraw Hill education, NewDelhi.
3. David Loudon , Albert Della Bitta (2017), Consumer Behavior: Concepts and Applications. 4<sup>th</sup>edition McGraw Hill Education ,NewDelhi.
4. Michael R. Solomon, (2015), Consumer Behaviour-Buying Having and Being, 11<sup>th</sup>edition, Pearson Education, NewDelhi
5. RogerD.Blackwell,PaulW.Miniard,JamesF.Engel(2017),ConsumerBehavior,10<sup>th</sup>edition, Cengage India Private Limited; New Delhi

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

- To understand the basic Principles of branding and apply lifelong.
- To craft and evaluate brand strategies
- To evaluate brand extension and its contribution to parent brand
- To develop an understanding of brand equity and a range of performance related outcomes.
- To understand Brand image Building and Brand Loyalty programmes
- To know about Brand Adoption Practices and brand extension

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

1. Understand the basic Principles of branding and apply lifelong.
2. Craft and evaluate brand strategies
3. Evaluate brand extension and its contribution to parent brand
4. Develop an understanding of brand equity and a range of performance related outcomes.
5. Demonstrate capabilities of teamwork, critical thinking, and communication skills related to branding.
6. Measuring Brand Performance

**UNIT I Introduction**

Understanding of Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands.

**UNIT II Brand Strategies**

Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands.

**UNIT III Brand Communications**

Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions.

**UNIT IV Brand Extension**

Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

**UNIT V Brand Performance**

Measuring Brand Performance – Brand Equity Management - Global Branding strategies - Brand Audit – Brand Equity Measurement – Brand Leverage -Role of Brand Managers– Branding challenges & opportunities.

**SUGGESTED READINGS:**

1. Keller, Parameswaran, Jacob, (2015), Strategic Brand Management: Building, Measuring and Managing Brand Equity, 4th Edition, Pearson Education.
2. Kirti Dutta (2012), Brand Management: Principles and Practices, Oxford University Press
3. Trott Sangeeta, Sople Vinod V. (2016), Brand Equity: An Indian Perspective, PHI Learning Private Limited
4. Tapan K. Panda(2016), Product and Brand Management, 1st edition, Oxford University Press.
5. Harsh V. Verma(2012), Brand Management Text and Cases, Pillappa

**19MBAPM402D SALES AND DISTRIBUTION MANAGEMENT 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 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 Introduction to Sales & Distribution Management:**

Nature and scope of sales management, personal selling objectives, Types of sales management positions, Theories of personal selling, personal selling strategies, sales forecasting and budgeting decisions, emerging trends in selling, ethical leadership,

**UNIT II Sales Territories & Quotas:**

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

**UNIT III The Personal Selling Process :**

Introduction to Personal Selling, Selling process, Dealing with Buying Objections; The Closing Process; Follow Up Service & Sales Relationships; Branding (Personal & Products)/Explanation of Branding Brochure Branding Yourself for Personal Success, relationship selling,



#### **UNIT IV Sales Force Management:**

Recruitment and selection of sales force, Training, motivating and compensating the salesforce,  
The Field of Sales Force Management, Sales Force Organization, Profiling and Recruiting Sales People  
Selecting and Hiring Applicants Developing, Delivering, and Reinforcing a Sales Training Program  
Sales Quotas and Expenses Leadership of the Sales Force Leadership of the Sales Force, Team Building  
Motivating a Sales Force Sales Force Compensation , controlling the salesforce

#### **UNIT V Distribution Management:**

Introduction, need and scope of distribution management, marketing channels strategy, levels of  
channels, institutions for channels- retailing wholesaling, designing channel systems, channel  
management.

#### **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.

**19MBAPH402A ORGANIZATIONAL CHANGE AND DEVELOPMENT 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 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 Introduction to organizational Development**

Definition, growth and relevance, history and evolution, Theories of planned change, general model of planned change, different types of planned change and critique of planned change. OD practitioner role, competencies and professional ethics.

**UNIT II OD Process and Designing OD Interventions**

**OD process:** 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

### **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 III HR and Strategic interventions**

HRM interventions:- performance management, goal setting, performance coaching, appraising and rewarding, Career planning, workforce diversity interventions, wellness and work-life balance, Strategic interventions: Competitive strategies, collaborative strategies, organizational transformation, culture change, self designing organizations, learning and knowledge management.

### **UNIT IV Organizational change**

Nature of change, forces of change, reinventing Kurt Levin, organizational routines and mental models, change need analysis, content of change, types and styles of change, building capability for change, providing leadership to change, action research and dialogue, types of change, organizational vision, cultural change, strategic planning, creating support systems and managing transition, process oriented strategies and competitor oriented strategies and customer oriented strategies.

### **UNIT V: Appreciating change, Mobilizing support and executing change**

External environment as drivers of change, business cycles, industry cycles, technology and strategic change, industry evolution and concentration, developing a change agenda, Cognition and organizational change, mental models, organizational learning, Senge's five disciplines, business models and value propositions, refining the change agenda

#### **Mobilizing support and executing change**

Four approaches to change, parallel organization, ownership and involvement in change, dealing with political aspects of change, the psychology of persuasion, communicating to influence, targeting influence efforts, framing change, making difficult choices, negotiating change. Executing change: challenges of execution, execution framework, developing cross functional linkages, aligning policies, and removing structural impediments, developing new routines for innovation and improvement, considering human element.

### **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.

**19MBAPH402BPERFORMANCE MANAGEMENT AND APPRAISAL4H - 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 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 Issues in Performance Management**

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 Ethics in Performance Appraisal:**

Ethics – An Overview, Ethics in Organisations, Ethics in Performance Management, Realities of Ethics in Performance Management, Ensuring 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.

**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

**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.

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



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

- To Understand the concept, process of talent management and its linkages with selection, career development, employee engagement and retention.
- To apply the understanding of Understand the concept, process of talent management and its linkages with selection, career development, employee engagement and retention lifelong.
- To analyse Talent acquisition management solutions and Preparation of recruitment plan
- To understand Comprehensive approach to Retaining employees and Managing Voluntary Turnover
- To know the concept of employer branding and formulating a recruitment strategy
- To understand the Best Practices of Talent Management in India

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

1. Understand the concept, process of talent management and its linkages with selection, career development, employee engagement and retention.
2. Apply the understanding of Understand the concept, process of talent management and its linkages with selection, career development, employee engagement and retention lifelong.
3. Demonstrate capabilities of teamwork, critical thinking, and communication skills related to talent management.
4. Assess Comprehensive approach to Retaining employees
5. Understand Contemporary Talent Management Issues, Challenges and Best Practices
6. Gain knowledge in Designing Integrated Rewards, Sustainable Talent Management and Reward Model

**UNIT I Introduction to Talent Management:**

Introduction, Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Role of Talent Management, in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent. Building Blocks for Talent Management: Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System

**UNIT II Talent Acquisition:**

Job analysis-Method of collecting information, developing questionnaires, interviews, developing job description & job specification. Developing HR planning process (using MS-Excel and quantitative tools), Recruitment Process, Strategic Trends in Talent Acquisition, Talent acquisition management



solutions; Preparing recruitment plan, E-recruitment (using various job portals), searching & downloading applicant profile by using job portals, selecting recruitment source, preparing recruitment budget, employer branding, formulating a recruitment strategy (specifically for Managerial/Executive jobs), Selection process, Use of assessment centres, selection errors & minimising selection errors, Reliability & Validity tests, Choosing the types of interviews

### **UNIT III Elements of Talent Management**

The element of Talent Management-The resourcing strategy- Attraction and retention policies and programs – Talent Audit – Role Development – Talent relationship management – Performance management – Total reward - Learning and development - Career management

Talent Management Strategy Building the talent pipeline; Employee engagement; Employee engagement strategies; Talent management to drive culture of excellence, Leadership development

### **UNIT IV Talent Engagement and Retention:**

Comprehensive approach to Retaining employees, Managing Voluntary Turnover, dealing with Job Withdrawal, Strategic Compensation plan for Talent Engagement, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model

### **UNIT V Contemporary Talent Management Issues, Challenges, Best Practices:**

Introduction, Organisational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India (Indian Case studies)

### **SUGGESTED READINGS**

1. Lance A. Berger , Dorothy R. Berger (2018), The Talent Management Handbook, Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People, 3rd edition, McGraw Hill.
2. Joshi, Vohra(2017), Talent Management, 1st edition, Cengage India Private Limited
3. T.V. Rao(2011), Human Resources for Talent Management, 1st edition, Pearson Education.
4. Akram Al Ariss(2014), Global Talent Management (Management for Professionals), Springer.
5. Paul Sparrow (Editor), Hugh Scullion (Editor), Ibraiz Tarique(2015), Strategic Talent Management: Contemporary Issues in International Context (Cambridge Companions to Management), Cambridge University Press.
6. Mark Wilcox(2016), Effective Talent Management: Aligning Strategy, People and Performance, 1st edition, Routledge

## 19MBAPS402A

INFORMATION SYSTEMS  
AUDIT AND CONTROL

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 auditing of information system
- To critically analyse and evaluate the need of Information system audit for the business continuity
- To understand the security, ethical and regulatory issues pertaining to use of information technology in auditing.
- To apply the understanding of the usage of latest developed information system in auditing as a lifelong practice.
- To understand Information system Assurance and its Practical Aspects
- To know the concept of Cyber forensic and cyber fraud investigation

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

1. Understand the auditing of information system
2. Critically analyse and evaluate the need of Information system audit for the business continuity
3. Understand the security, ethical and regulatory issues pertaining to use of information technology in auditing.
4. Apply the understanding of the usage of latest developed information system in auditing as a lifelong practice.
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 information technology regulatory issues

**UNIT I : CONCEPTS OF GOVERNANCE AND MANAGEMENT OF INFORMATION SYSTEMS**

Introduction – Key concepts of governance – Information technology and governance –Benefits of governance – Corporate governance and It Governance – IT Governance and Governance of Enterprise IT (GEIT) – Corporate Governance, Enterprise Risk Management and Internal Controls – Role of It in enterprise – IT Strategy Planning –Risk Management – GOBIT 5 Business Framework – IT Compliance Review – Information system Assurance –**Information System Concepts** – Introduction – Overview and their Practical Aspects – Relative Importance of information systems from strategic and operational perspective - Information as a key business asset and its relation to business objectives and processes – Various types of business Applications – Overview of underlying It Technologies

## UNIT II: PROTECTION OF INFORMATION SYSTEM

Introduction – Need for Protection of information system – information system security – Information security Policy – Information systems control – Classification of Information system controls – Managerial control and their categories – Application control and their categories – Information Technology general controls – Control over data integrity and security – financial control – Personal computer controls – Cyber frauds

## UNIT III: BUSINESS CONTINUITY PLANNING AND DISASTER RECOVERY PLANNING

– Introduction – Need of business continuity Management (BCM) - BCM Policy – Business Continuity Planning – Developing a Business Continuity Planning – Components of BCM Process – BCM Process – BCM Information collection Process – BCM Strategy Process – BCM Development and implementation process – BCM Testing and maintenance Process – BCM Training Process - Types of Plan – Types of Back ups – Alternate Processing Facility Arrangements - Disaster Recovery Procedural Plan – Audit of the BCP / DRP

## UNIT IV: ACQUISITION, DEVELOPMENT AND IMPLEMENTATION OF INFORMATION SYSTEM:

Introduction – Business Process Design – System Development – System Development Methodology – System Development Life Cycle – operation Manuals – Auditors Roles in SDLC – **Auditing of Information system** – Introduction – Controls and Audit – the IS Audit – Performing IS Audit – IS Audit and Audit Evidence – Audit Evaluation techniques for physical and environmental controls – Managerial control and their audit trials – Application control and their audit trials – Audit of Application and security controls –

**UNIT V INFORMATION TECHNOLOGY REGULATORY ISSUES:** The IT Act and its objectives – Definitions – Digital signature and electronic signature – Electronic governance – Secure electronic records and secure electronic signature – Penalties, compensation and adjudication – offences – intermediaries not to liable in certain cases – Examiner of electronic evidence – Miscellaneous – Cyber forensic and cyber fraud investigation – Security standards **Emerging Technologies-** Introduction – Grid Computing – Cloud Computing – Mobile computing – Green Computing – Bring your own device (BYOD) – Social Media Web 2.0 and Web 3.0

## SUGGESTED READING

1. [R Chandrasekhar](#) (2015), First Lessons in Information Systems Control and Audit, 12<sup>th</sup> edition, Snow White Publication Pvt Ltd.
2. [Fca V Venkataraman And Ca N Sankara Narayana Pillai](#) (2016), Internal Auditing & Information Systems Auditing- Comprehensive Guide for Digital Era, CCH INDIA
3. Dinesh Madan (2017), Information System Control & Audit For CA Final, Pooja Law House
4. CA. MANOJ AGARWAL(2016), INFORMATION SYSTEMS CONTROL & AUDIT , 3<sup>rd</sup> edition, Bharat Law House Pvt. Ltd, New Delhi.
5. [G NirupamaSekar](#) , [G. Sekar](#) , [B Saravana Prasath](#) (2013), Padhukas Students Handbook on Information Systems Control and Audit (CA Final), CCH India, New Delhi
6. [CA Chandan Patni](#) (2017), Information Systems Control & Audit [CA-Final], Taxmann Publications Pvt. Ltd, New Delhi.
7. [Sandra Senft](#), [Frederick Gallegos](#) , [Aleksandrs Davis](#) (2012), Information Technology Control and Audit 4<sup>th</sup> edition, SHROFF

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

- To understand the concepts of Knowledge Management
- To understand and apply the tools used for capturing tacit knowledge and learning from the captured knowledge lifelong.
- To acquainted with the recent trends and developments in technology which covers Key Challenges Facing the Evolution of Knowledge Management and knowledge management aspects.
- To understand Telecommunications and Networks in Knowledge Management
- To know the Future of Knowledge Management and Protecting Intellectual Property
- To understand the Information Mapping in Information Retrieval

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

1. Understand the concepts of Knowledge Management
2. Understand and apply the tools used for capturing tacit knowledge and learning from the captured knowledge 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 Business strategies related to Knowledge Management
5. Gain knowledge in Transformation of an enterprise through Knowledge Management
6. Do Knowledge Creation and Codification

**UNIT I Introduction & Technologies to Manage Knowledge**

An Introduction to Knowledge Management - The foundations of knowledge management- including cultural issues- The Evolution of Knowledge management: From Information Management to Knowledge Management - Key Challenges Facing the Evolution of Knowledge Management - Ethics for Knowledge Management.

Technologies to Manage Knowledge: Artificial Intelligence and Understanding Knowledge: Cognitive Psychology , Data, Information and Knowledge , Kinds of Knowledge, Expert Knowledge, Thinking and Learning in Humans , Knowledge vs Intelligence, dumb search, Heuristic search in Knowledge-Based Systems, Knowledge Based Systems for KM,

## **UNIT II Creating the Culture Of Learning**

Organization and Knowledge Management - Building the Learning Organization. Knowledge Markets: Cooperation among Distributed Technical Specialists – Tacit Knowledge and Quality Assurance. Capturing the Tacit Knowledge: Expert Evaluation, Developing Relationship with Experts , Fuzzy Reasoning & Quality of Knowledge Capture , Interviewing as a Tacit Knowledge Capture Tool

## **UNIT III Knowledge Management Tools**

Telecommunications and Networks in Knowledge Management - Internet Search Engines and Knowledge Management - Information Technology in Support of Knowledge Management - Knowledge Management and Vocabulary Control - Information Mapping in Information Retrieval - Information Coding in the Internet Environment - Repackaging Information.

On-Site Observation (Action Protocol) , Brainstorming, Electronic Brainstorming, Protocol Analysis (Think-Aloud Method) , Consensus Decision Making, Repertory Grid ,Nominal Group Technique (NGT) , Delphi Method ., Concept Mapping, Blackboarding .

## **UNIT IV Knowledge Creation and Codification:**

Knowledge Creation & Knowledge Architecture: Knowledge Creation, Nonaka's Model of Knowledge Creation & Transformation, Knowledge Architecture , Acquiring the KM System.

Modes of Knowledge Conversion,Codifying Knowledge, Codification, Tools/Procedures Knowledge Maps, Decision Table , Decision Tree,Frames, Production Rules,Case-Based Reasoning , Knowledge-Based Agents , Knowledge Developer's Skill Set , Knowledge Requirements , Skills Requirements .

## **UNIT V Learning from Data**

Learning from Data: The Concept of Learning , Data Visualization , Neural Network (Artificial) as Learning Model, Supervised/Unsupervised Learning ., Applications in Business , Relative Fit with KM , Association Rules , Classification Trees .

Discovering New Knowledge – Data Mining: Objectives of Data Mining, Classical statistics & statistical pattern recognition, Induction of symbolic rules, Induction trees, Artificial Neural Networks, Supervised Learning: Back Propagation, Unsupervised Learning: Kohonen Network, The Future of Knowledge Management, Protecting Intellectual Property (IP)

## **SUGGESTED READINGS**

1. Awad Elias M (2011), Knowledge Management, 2nd edition, Prentice Hall India Learning Private Limited
2. Hislop (2013), Knowledge Management in Organizations, Oxford University Press
3. SheldaDebowski(2007), Knowledge Management, Wiley India.
4. B. Kar(2018), Knowledge Management - New Horizons, 1st edition, Viva Books Private Limited
5. Ulla De Stricker (2014), Knowledge Management Practice in Organizations (Advances in Knowledge Acquisition, Transfer, and Management), Idea Group,U.S.

**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**

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 control. Google AdWords- creating accounts • Google AdWords- types. Introduction to Search Engine Optimization: How the search engine works? SEO Optimization • Writing the SEO content. Mobile marketing: Growth in mobile industry. Benefits of mobile marketing and its goals. Creating a mobile website. 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 Online Reputation Management:**

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.

### **UNIT V Merging digital and social marketing and data analytics.**

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



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

- To Understand the principles, methods and techniques of systems development
- To Comprehend on the problems relating to systems development.
- To understand and apply the various stages of a phased systems analysis method
- To apply the tools for designing and analyzing the software required.
- To provides practical knowledge on security aspects of system.
- To describe the concepts of systems analysis and information systems development

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

1. Understand the principles, methods and techniques of systems development
2. Comprehend on the problems relating to systems development.
3. Understand and apply the various stages of a phased systems analysis method
4. Apply the tools for designing and analyzing the software required.
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 System Implementation

**UNIT I Introduction to System:**

Introduction: Definition of a System, Types of Systems, Delineating Systems, Products, and Tools, Precedented versus Unprecedented Systems: Analytical Representation of a System: Systems that require engineering

Data and Information -Types of information: operational, tactical, strategic and statutory

Project Team Skills and Roles: Skills and Roles of a Project Team, Business Analyst, Systems Analyst, Infrastructure Analyst, Change Management Analyst, Project Manager

**UNIT II The Architecture of Systems & SDLC**

Introduction: Introducing the System Architecture Construct: Introduction of the System Elements:

Understanding System Element Entity Relationships: Guiding Principles:

The Systems Development Life Cycle: Feasibility: Analysis: Planning and Design: Implementation: Testing, Maintenance. Requirements determination, requirements specifications, Feasibility analysis, final specifications, hardware and software study, Role of systems analyst – attributes of a systems analyst – tools used in system analysis

**UNIT III System Design:**

System design, system implementation, system evaluation, system modification, Structured Design, Input design, and Output design, Form Design.

Systems Development Methodologies: Rapid Application Development, Newer (current) methodologies, selecting the Appropriate Development Methodology



Data oriented systems design: Entity relationship model – E-R diagrams – relationships cardinality and participation – normalizing relations – various normal forms and their need – some examples of relational data base design.. Object oriented systems modelling: What are objects? – Why objects? – Objects and their properties – classes – inheritance – polymorphism – how to identify objects in an application – how to model systems using objects – some cases of object oriented system modeling

#### **UNIT IV System Analysis**

Introduction to System analysis, Problem Definition, Information requirements, Information gathering tools, Tools of structured Analysis – Data Flow Diagrams, Data Dictionary, Decision Tree, Decision tables and structured English., File Organization, Sequential Indexed Sequential, Chaining and Inverted list organization. System Testing: Test Plan AND test data, types of system test.

#### **UNIT V System Implementation:**

Implementation Plan, activity network for conversion, combating resistance to change. Hardware/Software Selection: Procedure for selection, Major phases in selection, Make v/s buy decision, Criteria for software selection.

#### **SUGGESTED READINGS**

1. Hoffer et.al (2011), Modern Systems Analysis and Design, 6th Edition, Pearson Education.
2. Goyal A (2011), Systems Analysis and Design, Prentice Hall India Learning Private Limited
3. Seppo J. Ovaska Phillip A. Laplante(2013), Real-Time Systems Design and Analysis: Tools for the Practitioner, 4th edition, Wiley India.
4. Kendall and Kendall(2015), Systems Analysis and Design, 9th edition, Pearson Education.
5. Dennis, Wixom, Roth(2016), Systems Analysis and Design, 6th edition, Wiley India.

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

- To Understand the concept of innovation and creativity and apply the learning lifelong.
- To comprehend and apply the techniques for generating ideas creatively and applying the same.
- To focus on different matters of importance related to Technology and Innovation Management.
- To understanding the Divergent Thinking and Generation of Creative Ideas
- To develop tools that prepare the mind for creative thought
- To design Creative Society and Organization

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

1. Understand the concept of innovation and creativity and apply the learning lifelong.
2. Comprehend and apply the techniques for generating ideas creatively and applying the same.
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. Gain knowledge on business concepts and innovation of new products
5. Understand Brainstorming, Lateral thinking and Synectics
6. Gain knowledge Designing Creative Society and Organization-Creativity Training

**UNIT I Concept of Innovation**

Need for innovation – Ways to innovate – Innovation opportunities Corporate Innovation Process-Integrated Strategic Planning for Innovation

**UNIT II What is Creativity**

Individual and Group Creativity – Convergent Thinking – Divergent Thinking and Generation of Creative Ideas - Thinking Hats Methods

**UNIT III Intuition**

Logical thinking-Heuristics and models-Tools that prepare the mind for creative thought – Levels of model of innovation – Model of innovation - Industrial design.

**UNIT IV Idea generating techniques**

Brainstorming – Lateral thinking - Synectics-Nominal groups Quality Circles-Suggestion systems-Attribute listing- Redefinition technique-Random stimulus-Thinking Hats-Idea sensitive area-Ishikawa diagram-Principles behind techniques.

**UNIT V Developing and applying creativity**

Designing Creative Society and Organization-Creativity Training-Applications: Process redesign-Reengineering-Creative bench marking.

### **SUGGESTED READINGS**

1. C.K. Prahalad, M.S. Krishnan(2008), The New Age of Innovation: Driving Cocreated Value Through Global Networks, 1st edition, McGraw Hill
2. Margaret White, Garry D. Bruton(2016), The Management of Technology & Innovation, 3rd edition, Cengage Learning
3. Paul E. Plsek (2000), Creativity Innovation and Quality, Prentice Hall
4. Shlomo Maital and D.V.Seshadri (2012), Innovation Management: Strategies, Concepts and Tools for Growth and Profit, 2nd edition, Sage Texts.
5. Peter F. Drucker(2006), Innovation and Entrepreneurship, Harper Business.
6. Judy Estrin(2008), Closing the Innovation Gap: Reigniting the Spark of Creativity in a Global Economy, McGraw-Hill.

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

- To Understand the concept family business, managing family business and formulation of succession planning.
- To comprehend on the importance of family culture and its uniqueness in fostering generation entrepreneurship.
- To understand effective governance of the shareholder and firm relationship
- To understand the pitfalls to avoid in estate and ownership transfer planning
- To know the lifecycle stages influencing family business strategy
- To Measure the performance of family firms

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

1. Understand the concept family business, managing family business and formulation of succession planning.
2. Comprehend on the importance of family culture and its uniqueness in fostering generation entrepreneurship.
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. Gain knowledge in Measuring performance of family firms
5. Understand Strategic Planning and the family business
6. Gain knowledge intergenerational growth in entrepreneurial families

**UNIT I Theories on Family Business**

Nature, Importance and Uniqueness of Family Business – Systems Theory Perspective – Agency Theory Perspective – Strategic Perspective: Competitive Advantage (Resource Based View) – The Stewardship Perspective.

**UNIT II Family Culture**

Family Culture – Zero sum dynamics and family culture – Family systems perspective – role Family Genograms – Family Emotional Intelligence – ECI-U Model – Family Business interaction factor – benefits of family meetings – unity and continuity – family employment policy – Conflict management.

**UNIT III Ownership in Family Business**

Enterprise ownership – shareholder priorities - effective governance of the shareholder– firm

relationship – Role of Board - role of shareholder meetings, family meetings, and meetings of the family council – Ownership structure – Family business consultants and non-family managers – Board's role in adaptation over the generations.

#### **UNIT IV Succession Planning**

Succession planning – profile of successful successors - rewards and challenges for latter-generation family members – desirable next-generation attributes – crafting the next generation career plan – Vision plan – sibling and cousin teams – Handling disagreements – CEO exit styles and transfer of power – role types of the CEO spouse and the transfer of power - Estate Planning – Trust – pitfalls to avoid in estate and ownership transfer planning - Measuring performance of family firms

#### **UNIT V Strategic Planning and The Family Business**

Strategic Planning and the family business – Zero-sum family dynamic – Sources of Value creation - the lifecycle stages influencing family business strategy - Culture – Changing the culture – Three states of evolution – OD approach to change – Business Rejuvenation matrix – Intrapreneurship: intergenerational growth in entrepreneurial families – continuing the spirit of enterprise: lessons from successful family businesses

#### **SUGGESTED READINGS:**

1. Poza. Ernesto J (2015), Family Business, 4th edition, Cengage Learning.
2. Peter Leach(2007), Family Businesses: The Essentials, Profile Books
3. Girish Kuber, Vikrant Pande(2019), The Tatas: How a Family Built a Business and a Nation, 1st edition, HarperBusiness
4. Craig E. Aronoff PhD, John L. Ward PhD(2011), Family Business Governance: Maximizing Family and Business Potential, Palgrave Macmillan
5. Craig E. Aronoff PhD , Joseph H. Astrachan PhD, John L. Ward PhD(2010), Developing Family Business Policies: Your Guide to the Future, Palgrave Macmillan

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

- To Understand the concept of entrepreneurial leadership, types and qualities of leaders steering entrepreneurship.
- To comprehend on the different leadership styles fostering the performance of team and managing the organization.
- To understand Influence, Power, Politics and Ethics for Leadership, Relationship Building, Motivating Others, Self-Determination Theory
- To know about Problem decomposition, information search techniques, techniques of assumption variation
- To analyse Leading Teams, Developing Teamwork, Motivation and Coaching Skills of the Entrepreneurial Leader Communicating
- To Understand Social, Environmental, Economic Responsibility and Sustainability

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

1. Understand the concept of entrepreneurial leadership, types and qualities of leaders steering entrepreneurship.
2. Comprehend on the different leadership styles fostering the performance of team and managing the organization.
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. Gain knowledge in Problem decomposition, information search techniques, techniques of assumption variation
5. Understand Various forms of Motivation and Coaching Skills of the Entrepreneurial Leader Communicating
6. Gain knowledge in Situational Leadership and Social Responsibility

**UNIT I Entrepreneurial leader**

Who is a leader? The critical link between leadership and entrepreneurial success. What is an entrepreneurial leader? Images of Entrepreneurial Leadership, Leadership Traits, Characteristics and Motives, Entrepreneurial Dreams and Aspirations, Leading Yourself, How to Play to Your Strengths, The Personal Leadership Strategy, The Board of Directors (BOD), How ethics define you. Three Principles of Entrepreneurial leadership,

## **UNIT II Traits and Types of Entrepreneurs**

Self- and Social Awareness to Guide Action, Cognitive Ambidexterity, The Underlying Mental Model of the Entrepreneurial Leader, Creation Logic in Innovation: From Action Learning to Expertise  
Prediction Logic: Analytics for Entrepreneurial Thinking

Types of Entrepreneurs and their Challenges; Charismatic and Transformational Leaders; Leadership Styles, Situational Leadership and Social Responsibility, Strategic Leadership

## **UNIT III : Power, Politics and Creativity**

Influence, Power, Politics and Ethics for Leadership, Relationship Building, Motivating Others, Self-Determination Theory and the Facilitation of Intrinsic Motivation, Social Development, and Well-Being, Leading Change, Negotiating Corporate Change, Hiring and Firing. Creativity: Definition and importance. Various forms of management creativity – Creative Intelligence: Model of creative intelligence, problem sensitivity, problem restructuring, flexibility, guessing, Elaboration, Originality and thinking patterns.. Creativity techniques: Problem decomposition, information search techniques, techniques of assumption variation, unblocking techniques, mutual stimulation and instigation technique, fusion technique. Role of divergent and convergent thinking in decision-making process.

## **UNIT IV : Team Work**

Leading Teams, Developing Teamwork, Motivation and Coaching Skills of the Entrepreneurial Leader  
Communicating, negotiating and Resolving Conflict  
Organizational Culture - Organizational Culture and Leading Change,

## **UNIT V Leadership in a Diverse World**

Developing Leaders and Planning Succession, Leadership Issue for Future Entrepreneurs, Leading Change, Managing crises , Leading Through Crises, SEERS: Defining Social, Environmental, and Economic Responsibility and Sustainability

## **SUGGESTED READINGS**

1. Danna Greenberg, Kate McKone-Sweet, H.James Wilson, (2011), The new Entrepreneurial Leaders : Developing Leaders who shape Social & Economic Opportunity, Berrett-Koehler Publishers Inc,
2. Joshua Okello (2014), Strategies of Entrepreneurial Leadership, Lulu.com
3. Derek Lidow (2014), Startup Leadership: How Savvy Entrepreneurs Turn Their Ideas into Successful Enterprises, wiley India.
4. W.C. Schulz (Editor), C.W. Hofer (1999), Creating Value through Skill-Based Strategy and Entrepreneurial Leadership (Technology, Innovation, Entrepreneurship and Competitive Strategy), 1st edition, Pergamon
5. Gersick(1997), Generation to Generation: Life Cycles of the Family Business, Harvard Business Review Press.  
Jordi Canals Shaping Entrepreneurial Mindsets: Innovation and Entrepreneurship in Leadership Development (IESE Business Collection), 1st edition, Palgrave Macmillan

**19MBAPE402D****RURAL 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 rural entrepreneurship, factors influencing the rural entrepreneurship and the strategies to select and formulate a business plan for rural entrepreneurs.
- To understand and apply the ecosystem to support the entrepreneurship venture in rural area.
- To know about Natural and Human Resource Base Panchayati Raj System & Government Schemes
- To analyse Recent Trends in Rural Entrepreneurship
- To know Project Appraisal Government Policies for Micro and Small Enterprises Rural Business Environment
- To understand Growth and Replicability issues Entrepreneurial Opportunities

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

1. Understand the concept of rural entrepreneurship, factors influencing the rural entrepreneurship and the strategies to select and formulate a business plan for rural entrepreneurs.
2. Understand and apply the ecosystem to support the entrepreneurship venture in rural area.
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. Gain knowledge in Problem decomposition, information search techniques, techniques of assumption variation
5. Understand Various forms of Motivation and Coaching Skills of the Entrepreneurial Leader Communicating
6. Gain knowledge in Situational Leadership and Social Responsibility

**UNIT I Introduction of Rural Entrepreneurship**

Understanding Entrepreneurship Evolution of Entrepreneurship in Rural India Types of Rural Entrepreneurship Entrepreneurial Competencies Challenges for Rural Entrepreneurs

**UNIT II Institutional Ecosystems for Promotion of Rural Entrepreneurship**

Rural Eco-System, Natural and Human Resource Base Panchayati Raj System & Government Schemes Rural Skill Sets and Enhancing Opportunities Institutional Support for Finances and Technical Back-stopping Private-Public Partnership and Corporate Social Responsibility Systems



### **UNIT III Micro and Small Rural Enterprise**

Understanding Micro and Small Enterprises Project Identification and Selection Project Formulation, Project Appraisal Government Policies for Micro and Small Enterprises Rural Business Environment- Social, Economic, Political and Cultural Issues

### **UNIT IV Rural Enterprise Incubation**

Scanning Rural Environment- Economic, Technical, Technological & Market Business Opportunity Identification and Project Selection Business Plan Preparation Forward and Backward Linkages Market Linkages Development Rural Marketing

### **UNIT V Recent Trends in Rural Entrepreneurship**

Study of Rural Entrepreneurs- Growth and Replicability issues Entrepreneurial Opportunities-Potential and Limitations Active Interaction with key Stakeholders- Panchayats, NGOs, Schools etc Working Together and Finalize Interventions - Networking with all Rural Support Systems (Case studies in India)

### **SUGGESTED READINGS**

1. B M Singh, K V N Namboodiri (2007), Unleashing Rural Entrepreneurship, Icfai University Press
2. Saharia Ridip Ranjan (2015), Management Dimensions of Rural Entrepreneurship, LAP Lambert Academic Publishing
3. Issa Mohamed, Venkatakrishnan V (2013), Rural Entrepreneurship, LAP Lambert Academic Publishing
4. Jitendra Ahirrao (2013), Entrepreneurship & Rural Women in India , 1st edition, New Century Publications.
5. G D Banerjee, Srijeet Banerji (2012), Rural Entrepreneurship Development Programme in India, 1st edition, Abhijeet Publications
6. M. Soundarapandian (2010), Rural Entrepreneurship : Growth And Potentials, Kanishka Publishers Distributors.

		Semester - IV
19MBAPE402A	INDIAN MODELS OF ECONOMY, BUSINESS AND MANAGEMENT	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 Indian economy and Indian Models of economy
- To select the appropriate business model suitable for the economic condition.
- To Comprehend on the sustainability innovation, Patent, IPR and its impact in Entrepreneurship
- To Exhibit group leadership, oral and written communication, critical thinking, analysing, planning and team work.
- To analyse emerging global power, growth and development in recent years
- To understand the Features of the Indian Business models and reason for the failure of the western models

### **COURSE OUTCOMES:**

#### **Learners should be able to**

1. Understand the concept of Indian economy and Indian Models of economy
2. Select the appropriate business model suitable for the economic condition.
3. Comprehend on the sustainability innovation, Patent, IPR and its impact in Entrepreneurship
4. Exhibit group leadership, oral and written communication, critical thinking, analysing, planning and team work.
5. Gain knowledge in Sustainability Innovation and Entrepreneurship
6. Understand Experimentation in Innovation Management, Idea Championship, Participation for Innovation and Co-creation for Innovation

### **UNIT I Indian economy over the years**

Indian Economy - agriculture, trade, industry and other critical sector under the Ancient periods, Common Era, British Period, Independent India

### **UNIT II Western Economy & Indian Economic Models – Features and Challenges**

#### **Western Economy over the years : Overview**

Feudalism, Mercantilism, Capitalism, Colonial economies, Industrialisation, Communism, Globalisation, Market capitalism and Recent developments .Features of western models – Problems & Challenges. Economic models in independent India - Socialistic and market models. Functioning models of India : Features, Uniqueness, Strength and Weakness

### **UNIT III Business models**

What is a Business Model ,Who is an Entrepreneur, Western Vs. Indian Models, India as an emerging global power, growth and development in recent years, issues and opportunities – Non corporate, Cluster and Corporate model.. Features of the Indian Business models and reason for the failure of the western models. Recent Business models : Blue Ocean Strategy-I, Blue Ocean Strategy-II.

### **UNIT IV Sustainability Innovation and Entrepreneurship**

Types of Sustainable Entrepreneurship, Conditions for Sustainable Innovation, SME strategic involvement in sustainable development, Exploration of business models for material efficiency services.

### **UNIT V : Management of Innovation**

Experimentation in Innovation Management, Idea Championship, Participation for Innovation, Co-creation for Innovation, Prototyping to Incubation, reaction of IPR, Management of Innovation, creation of IPR, Types of IPR, Patents in India, Copyrights and other important IP. Business Models and value proposition, Business Model Failure: Reasons and Remedies, Incubators : Business Vs Technology, Managing Investor for Innovation, Future markets and Innovation needs for India.

### **SUGGESTED READINGS**

1. Kanagasabapathi P, (2006) “Indian Model of Economy, Business and management”,
2. Kai-Ingo Voigt, Oana Buliga, Kathrin Michl(2016), Business Model Pioneers: How Innovators Successfully Implement New Business Models (Management for Professionals), Springer.
3. Adam J. Bock, Gerard George(2019), The Business Model Book, Pearson Education.
4. Alexander Osterwalder, Yves Pigneur(2011), Business Model Generation, Wiley India.
5. George Soros (2005), “Open Society”, Viva Books, New Delhi.
6. Angus Madison,(2003) “The World Economy – A millennial Perspective”, Overseas Press Limited, New Delhi.
7. Agarwala P N(2001), “A Comprehensive History of Business in India – from 3000 BC to 2000 AD”, Tata McGraw Hill.

**19MBAPE402B INSTITUTIONAL SUPPORT TO SMALL BUSINESS 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 comprehend the basic understanding of the Institutional support system available to small business and their functioning.
- To apply the understanding of the institutional support available to small business in lifelong practice.
- To understand about National Service and Technology Entrepreneurship Development Board
- To know Institutional Support Schemes
- To apply Functional Assistance such as Marketing Assistance, Research Development and Training Facilities
- To know about Incentives for MSMEs in Backward Areas

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

1. Comprehend the basic understanding of the Institutional support system available to small business and their functioning.
2. Apply the understanding of the institutional support available to small business in lifelong practice.
3. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, analysing, planning and team work
4. Understand Institutional support schemes
5. Gain knowledge in Marketing Assistance, Research Development and Training Facilities and Export Assistance to MSMEs
6. Understand Role of RBI, RBI Guidelines to commercial banks, lending by Commercial and Development Banks

**UNIT I Institutional Support Mechanism:**

SIDO, SIDBI, NSIC, SISI, Commodity Boards, State Directorate of Industries, SIDC'S, SFC, District Industries Centre. MUDRA Bank.

**UNIT II Institutional Support Mechanism:** Testing Laboratories, Product and Process Development Centres, NISEBUD, National Service and Technology Entrepreneurship Development Board.

**UNIT III Institutional Support Schemes:** Role of RBI, RBI Guidelines to commercial banks, lending by Commercial and Development Banks, Equity Fund Scheme, Credit Guarantee Scheme,

#### **UNIT IV Institutional Support Schemes:**

Interest Subsidy, Seed/Margin Money, DRI, Refinance Scheme, Composite Loan Scheme, Single Window Scheme, National Equity Fund Scheme, Bills Rediscounting Scheme.

#### **UNIT V Functional Assistance**

Marketing Assistance, Research Development and Training Facilities, Export Assistance to MSMEs, Technology Upgradation, Assistance to Ancillary Industries, Incentives for MSMEs in Backward Areas.

#### **SUGGESTED READINGS**

1. Indian Institute of Banking & Finance (2017), Micro, Small and Medium Enterprises in India, Taxmann Publications Pvt. Ltd.
2. Murthy C.S.V.(2010) “ Small Scale Industries and Entrepreneurial Development”, Himalaya Publishing House, Delhi.
3. Desai Vasant, (2009) “Small Scale Industries & Entrepreneurship”, Himalaya Publishing House, Delhi
4. <https://msme.gov.in/about-us>
5. <http://dcmsme.gov.in/sido/sidonetwork.htm>
6. <http://dcmsme.gov.in/archive/sidoboard.htm>.
7. [http://www.smechamberofindia.com/PDF/SME\\_brochure.pdf](http://www.smechamberofindia.com/PDF/SME_brochure.pdf).
8. <http://www.smallindustryindia.com>;
9. Development Commissioner, “SSI in India (2010)- An Engine of Growth”, Development Commissioner, New Delhi,
10. Development Commissioner, “ SIDO’s Half Century”,(2004) Development Commissioner SSI, Government of India, 2004

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**Semester - IV**

**19MBAPE402C POLICY FRAMEWORK FOR SMALL BUSINESS 4H - 4C**

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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 different policies applicable to small business and their implications on small businesses.
- To comprehend on policy pertaining to credit, technology, tax benefits and Special Economic Zone. (SEZs) for small business and apply the learning lifelong.
- To understand about National Service and Technology Entrepreneurship Development Board
- To know the Government's Purchase Preferences Policy for Small Industries Products
- To analyse the Policy of Technology Upgradation in small enterprises
- To understand the Tax concession to SSI in rural and backward areas

**COURSE OUTCOMES:**

**Learners should be able to**

1. Understand the different policies applicable to small business and their implications on small businesses.
2. Comprehend on policy pertaining to credit, technology, tax benefits and Special Economic Zone. (SEZs) for small business and apply the learning lifelong.
3. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, analysing, planning and team work
4. Apprehend different level of Institutional Support Schemes to run the business
5. Maintain ethical standards in individual and business life
6. Demonstrate knowledge on the ways of Development bank and regulators support for small business

**UNIT I Policy Environment :**

Policy Environment for Small Scale Sector, Pre and Post 1991 Industrial Policy, New Policy Measures, Reports of various Working Groups on SSIs: Kothari Committee 2,000, Ganguly Committee 2004.

**UNIT II Policy Support Mechanism:** Reservation of Items for Small Scale Industries, Rationale, Procedures, Criticism, De-reservation, Removal of Quantity Restrictions, Government's Purchase Preferences Policy for Small Industries Products, Price Preference Policy for SSI products.

**UNIT III Credit and Technology policy**

Policy of Priority Credit, Equity Participation, Equity issues by small enterprises through OCTEI,

Policy of Technology Upgradation in small enterprises, Technology Bureau for Small Enterprises.

#### **UNIT IV Taxation Benefit to SSI:**

Need for tax benefits, Tax Holiday, Rehabilitation Allowances, Expenditure on Scientific Research, Amortization of certain Preliminary Expenses, Tax concession to SSI in rural and backward areas, Expenditure on acquisition of Patents and Copyrights.

#### **UNIT V Policy on Handling Sickness in Small Industries:**

Causes and consequences of Sickness, Measures to prevent sickness in small units. Measures for Export Promotion: Export Processing Zones (EPZs), Special Economic Zones (SEZ), Measures for Export Promotion, Organizational support for Export Promotion

#### **SUGGESTED READINGS**

1. Indian Institute of Banking & Finance (2017), Micro, Small and Medium Enterprises in India, Taxmann Publications Pvt. Ltd.
2. Murthy C.S.V.(2010) “ Small Scale Industries and Entrepreneurial Development”, Himalaya Publishing House, Delhi.
3. Desai Vasant, (2009) “Small Scale Industries & Entrepreneurship”, Himalaya Publishing House, Delhi
4. <https://msme.gov.in/about-us>
5. <http://dcmsme.gov.in/sido/sidonetwork.htm>
6. <http://dcmsme.gov.in/archive/sidoboard.htm>.
7. [http://www.smechamberofindia.com/PDF/SME\\_brochure.pdf](http://www.smechamberofindia.com/PDF/SME_brochure.pdf).
8. <http://www.smallindustryindia.com>;
9. Development Commissioner, “SSI in India (2010)- An Engine of Growth”, Development Commissioner, New Delhi,
10. Development Commissioner, “ SIDO’s Half Century”,(2004) Development Commissioner SSI, Government of India, 2004

**CONTEMPORARY ENVIRONMENT IN SMALL BUSINESS****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 changing scenario in the Liberalization, Privatization & Globalization (LPG) era, environment and policies fostering small business, rural entrepreneurship, women entrepreneurship and international entrepreneurship.
- To apply the understanding of the changing scenario in the LPG era, environment and policies fostering small business, rural entrepreneurship, women entrepreneurship and international entrepreneurship as lifelong practice.
- To understand the Provisions pertaining to promotion and development of SMEs
- To know the concept of Women Entrepreneurship and its Challenges
- To understand Strategic Issues in International Entrepreneurship
- To analyse the Entrepreneurial entry into International Business

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

1. Understand the changing scenario in the Liberalization, Privatization & Globalization (LPG) era, environment and policies fostering small business, rural entrepreneurship, women entrepreneurship and international entrepreneurship.
2. Apply the understanding of the changing scenario in the LPG era, environment and policies fostering small business, rural entrepreneurship, women entrepreneurship and international entrepreneurship as lifelong practice.
3. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, analysing, planning and team work
4. Understand Micro, Small and Medium Enterprises Development Act (SMEDA)
5. Gain knowledge in Changing scenario of SMEs in the era of Liberalization, Privatization & Globalization (LPG)
6. Demonstrate knowledge on the ways of Development bank and regulators support for small business

**UNIT I Changing scenario**

Changing scenario of SMEs in the era of Liberalization, Privatization & Globalization (LPG), Competitiveness, Quality control and Branding, Need for professionalism in management of small business in India, social responsibilities of small business owners, Make in India, startup initiative by the government.



## **UNIT II SMEDA Act**

Micro, Small and Medium Enterprises Development Act (SMEDA) 2006, Objective, Definition, Provisions pertaining to promotion and development of SMEs

## **UNIT III Rural Entrepreneurship**

Rural Entrepreneurship: Concept, Need, Problems, Methods of Developing Rural Entrepreneurship

## **UNIT IV Women Entrepreneurship**

Women Entrepreneurship: Concept, Challenges, Strategies, Institutional Support to Women Entrepreneurs, Self Help Groups (SHG)

## **UNIT V International Entrepreneurship**

International Entrepreneurship: Concept and Nature, International versus Domestic Entrepreneurship—Political, Legal, Cultural and Technological Environment; Strategic Issues in International Entrepreneurship; Barriers to International Trade- Protectionism, Trade Blocs; GATT: Entrepreneurial entry into International Business- Exporting, Licensing, Turnkey Projects, Joint Ventures, Management Contracts.

## **SUGGESTED READINGS**

1. Charantimath, Poornima M, (2018 ), Entrepreneurship Development Small Business Enterprise, Pearson Education.
2. Hisrich, Robert D., Michael P Peters, Entrepreneurship: Starting, Developing and Managing a New Enterprise, 4<sup>th</sup> edition, Mc Graw Hill.
3. Shukla, MB, (2013), Entrepreneurship and Small Business Management, KitabMahal, Allahabad
4. Indian Institute of Banking & Finance (2017), Micro, Small and Medium Enterprises in India, Taxmann Publications Pvt. Ltd.
5. Murthy C.S.V.(2010) “ Small Scale Industries and Entrepreneurial Development”, Himalaya Publishing House, Delhi.
6. Desai Vasant, (2009) “Small Scale Industries & Entrepreneurship”, Himalaya Publishing House, Delhi

**HUMAN RESOURCE METRICS AND ANALYTICS****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 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 (what to measure, types of measurements etc.,) – 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 - Explain the strategy-focused organization - Describe how you should measure for HR data

HR Analytics Overview - What HR Analytics? Importance of HR Analytics.

The Business Balanced Scorecard & KPIs - Understand the HR Value Chain - Explain the different scorecards - Describe the business balanced scorecard

**UNIT II HR Metrics**

Concepts, Objectives - Historical evolution of HR metrics.- Defining Metrics - Describe the components of metrics - Understand the different measures in metrics - Explain how and why metrics are used in an organization - the 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 - Describe the HR Scoreboard - Understand the HR value chain measurements - Describe the key elements of the HR scoreboard

Define metrics from strategy to KPI - Explain the 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 - Describe how you can become a trusted business partner - Explain how you can select the right methodology - Understand how to use the root cause analysis

### **UNIT V Implementation**

Implementation: Building Support - Describe the rules of building support - Explain how you can build support for your metrics - Understand that involvement and commitment go hand in hand

Implementing HR Metrics - Understand which metrics you will need - Explain how you can fight through the data swamp - Describe how data quality affects your 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 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 (what to measure, types of measurements etc.,) – 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 Introduction**

Introduction - Analytics v/s Analysis – Business Analytics, Business domains within Analytics, Introduction to Marketing Analytics, Introduction to Models, introduction to Metrics 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, Web Analytics- 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)

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

- To have the conceptual understanding of big volume of data and its utilization in decision making.
- To comprehend on the industry usage of big data in different functions across sectors.
- To Understand and apply the appropriate tools and techniques for analyzing the big data.
- To understand Big Data and the New School of Marketing, Digital Marketing and Web Analytics
- To know Discrete Probability distribution, Continuous Probability distribution and Random sampling from Probability Distribution
- To evaluate an ARIMA Model and Reasons to Choose and Cautions

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

1. Possess the conceptual understanding of big volume of data and its utilization in decision making.
2. Comprehend on the industry usage of big data in different functions across sectors.
3. Understand and apply the appropriate tools and techniques for analyzing the big data.
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 Big Data and the New School of Marketing
6. Gain knowledge in Probability distribution and Data Modeling

**UNIT I Introduction to Big Data Analytics& Big Data Technology**

Big data, users of big data, big data and strategy : A Linkage, The Expanding Universe of Unstructured Data,

Big Data Technology : Big Data Computation, Big data Storage. Open-Source Technology for Big Data Analytics, The Cloud and Big Data, Crowdsourcing Analytics, Inter- and Trans-Firewall Analytics, Mobile Business Intelligence

**UNIT II Big data – Industry users**

People : Rise of the Data Scientist, Learning over Knowing, Agility, Scale and Convergence, Multidisciplinary Talent, Innovation, Cost Effectiveness, The 90/10 Rule and Critical Thinking, Analytic Talent and Executive Buy-in, Developing Decision Sciences Talent, Holistic View of Analytics

Big data in Business: Big Data and the New School of Marketing , Digital Marketing , Web Analytics, Social and Affiliate Marketing.

Fraud and Big Data Risk and Big Data - Credit Risk Management, Big Data and Algorithmic Trading

- Crunching Through Complex Interrelated Data - Intraday Risk Analytics, a Constant Flow of Big Data  
Geospatial Intelligence, Health care - “Disruptive Analytics”

### **UNIT III Descriptive Statistical Measures**

Population and samples, Measures of location, Measures of Dispersion, Measures of variability, measures of Association. Probability distribution and Data Modeling – Discrete Probability distribution, Continuous Probability distribution, Random sampling from Probability Distribution, Data Modeling and Distribution fitting.

Hypothesis Testing, Difference of Means, Wilcoxon Rank-Sum Test, Type I and Type II Errors, Power and Sample Size, ANOVA

### **UNIT IV – Clustering, Association And Classification**

Data Mining : Scope of Data Mining, Data Exploration and Reduction, Unsupervised learning – cluster analysis, Association rules, Supervised learning- Partition Data, Classification Accuracy, prediction Accuracy, k-nearest neighbors, Classification and regression trees, Logistics Regression.

### **UNIT I Time series analysis**

Overview of Time Series Analysis, Box-Jenkins Methodology, ARIMA Model., Autocorrelation Function (ACF), Autoregressive Models, Moving Average Models, ARMA and ARIMA Models, Building and Evaluating an ARIMA Model, Reasons to Choose and Cautions

### **SUGGESTED READINGS:**

1. EMC Education Services(2015), Data Science and Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting Data
2. Seema Acharya, Subhashini Chellappan (2015), Big Data and Analytics (WIND) , Wiley India.
3. Bart Baesens(2014), Analytics in a Big Data World: The Essential Guide to Data Science and its Applications, Wiley India.
4. Bernard Marr (2016), Big Data in Practice : How 45 Successful Companies Used Big Data Analytics to Deliver Extraordinary Results, Wiley India,
5. Mayank Bhushan (2018), Big Data and Hadoop- Learn by Example, BPB Publications.



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

- To have the conceptual understanding of the financial metrics and analytics
- To select appropriate tools and techniques for analyzing the finance data and apply the same.
- To analyze financial data and make decisions to maximise return and minimize risk.
- To understand the overview of Time Series Analysis and Box-Jenkins Methodology
- To know the Association rules and Supervised learning
- To apply Principle component analysis

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

1. Possess the conceptual understanding of the financial metrics and analytics
2. Select appropriate tools and techniques for analyzing the finance data and apply the same.
3. Analyze financial data and make decisions to maximise return and minimize risk.
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 Association and Classification for finance data
6. Gain knowledge in CAPM model and Beta calculation

**UNIT I Data science - Finance**

Understanding data in finance, sources of data, cleaning and pre-processing data Corporate finance data, stock price data, derivative data, credit card fraud data.

**UNIT II Descriptive statistics for finance data**

Mean, median, variance, Standard deviation, coefficient of variation, skewness, kurtosis, normality test, correlation and Regression, Hypothesis Testing- parametric and non parametric test. Difference of Means, Wilcoxon Rank-Sum Test, Type I and Type II Errors, Power and Sample Size, ANOVA

**UNIT III Time series analysis for finance data**

Overview of Time Series Analysis, Box-Jenkins Methodology, ARIMA Model., Autocorrelation Function (ACF), Autoregressive Models, Moving Average Models, ARMA and ARIMA Models, Building and Evaluating an ARIMA Model, Reasons to Choose and Cautions,

**UNIT IV Association and Classification for finance data**

Association rules, Supervised learning- Partition Data, Classification Accuracy, prediction Accuracy, k-nearest neighbors, Classification and regression trees, Logistics Regression  
Factor analysis, - Principle component analysis.



## **UNIT V Financial models**

CAPM model, Beta calculation, VAR, Mean variance analysis, Markowitz model, EVA, Black Scholes Model.

### **SUGGESTED READINGS:**

1. EMC Education Services(2015), Data Science and Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting Data
  2. Walter Enders(2018), Applied Econometric Time Series, Wiley India.
  3. Ruey S. Tsay(2014), Analysis of Financial Time Series, 3rd edition, Wiley India
  4. John C. Hull and Sankarshan Basu(2018), Options, Future & Other Derivatives, Pearson Education.
  5. Sheldon Natenberg(2014), Option Volatility and Pricing: Advanced Trading Strategies and Techniques, 2nd Edition, MCGraw Hill.
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**COURSE OBJECTIVES:****To make the students**

- To understand the exchange rate movements, hedging using currency derivatives, and analyse the impact on international trade and investments
- To comprehend on the basics of international financial markets, international financial options and foreign direct investments and its application.
- To understand the concept of Management of Foreign Exchange Exposure
- To know the Exchange rate movements, factors that influence exchange rates, movements in cross exchange rates and concepts of international arbitrage
- To analyse the International capital structure, cost of capital and the capital structure of MNCs
- To understand capital budgeting from parent firm's perspective and expecting the future expected exchange rate analysis

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

1. Understand the exchange rate movements, hedging using currency derivatives, and analyse the impact on international trade and investments
2. Comprehend on the basics of international financial markets, international financial options and foreign direct investments and its application in lifelong practice.
3. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, analysing, planning and team work
4. Develop knowledge on international financial institutions
5. Acquire knowledge on foreign trade.
6. Understand Financing of foreign trade and Documentation

**UNIT I International Financial Environment:**

International Financial Environment, 'Globalization', Goals of International Financial Management.

Balance of Payments: concepts and principles of balance of payments and its various components. The Current Account Deficit and Surplus and Capital Account Convertibility.

**UNIT II Exchange Rates and Currency Derivatives**

Exchange rate movements, factors that influence exchange rates, movements in cross exchange rates, concepts of international arbitrage, interest rate parity, and purchasing power parity and the

International Fisher effect.

Currency Derivatives: forward markets and the different concepts, currency futures markets and currency options markets and functions.

### **Unit III Nature and Measurement of Foreign Exchange Exposure:**

Nature and measurement of foreign exchange exposure. Types of exposures and the various types of translation methods.

Management of Foreign Exchange Exposure: concept of exposure forward and foreign exchange exposure, various tools and techniques of foreign risk management and the risk management products.

### **Unit IV International Capital Structure and International Capital Budgeting:**

International capital structure, cost of capital, the capital structure of MNCs, cost of capital in segmented versus integrated markets.

Introduction of international capital budgeting, adjusted present value model, capital budgeting from parent firm's perspective and expecting the future expected exchange rate analysis

### **UNIT V Country Risk, International Taxation and FDI**

Country Risk Analysis: country risk factors, assessment of risk factors. Techniques through which the country risks can be assessed as well as measured.

International Taxation: international tax system, principles of taxation, double taxation, tax havens and transfer pricing. International tax management strategy and Indian tax environment.

Foreign Direct Investment, International Portfolio and Cross- Border Acquisitions: flow, cost and benefits of Foreign Direct Investment. ADR and GDR, concept of portfolio, cases on cross border acquisitions.

### **SUGGESTED READINGS:**

1. Paul R. Krugman, Maurice Obstfeld, Marc Melitz(2017), International Finance: Theory and Policy, Pearson Education.
2. Prakash. G. Apte (2017), International Finance: A Business Perspective, 2nd edition, McGraw Hill.
3. Cheol S. Eun, Bruce G. Resnick(2017), International Finance, 7th edition, McGraw Hill.
4. Rajiv Srivastava (2014), International Finance, 1st edition, Oxford University Press
5. V.A. Avadhani (2017), International Finance, Himalaya Publishing House.

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

- To understand the concept of International marketing environment and the international market entry modes
- To comprehend the 4Ps of marketing in international perspective.
- To formulate marketing strategies appropriate for international marketing of products and services.
- To have an exposure in international marketing management concept
- To understand the international marketing management and market segmentation.
- To know the process of promoting the product in the international market

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

1. Understand the concept of International marketing environment and the international market entry modes and apply lifelong.
2. Comprehend the 4Ps of marketing in international perspective.
3. Formulate marketing strategies appropriate for international marketing of products and services.
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 about the various disciplines contribution in understanding buyer behaviour in a holistic manner familiar with the advances in International marketing
6. Acquire knowledge to analyze consumers behaviour and use them in designing marketing strategies

**UNIT I Introduction to International Marketing**

Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing.

**UNIT II International Market Environment**

International Marketing Environment : Introduction, Political Environment, Political systems, legal and Regulatory Environment, Socio-cultural Environment, Economic Environment, Technological Environment, Challenges in Global Marketing.

International Marketing Research Introduction, Concept of Marketing Research, Need for Marketing Research, Approach to Marketing Research, Scope of International Marketing Research, International

Marketing Research Process, market surveys, marketing information system

International Market Entry Strategies Introduction, Different Entry Modes and Market Entry Strategies, joint Ventures, Strategic Alliances, Direct Investment, Manufacturing and Franchising.

### **UNIT III International Product Policy and Planning**

International Product Policy and Planning : Introduction, Products: National and International, the new Product Development, International Product Planning, Product Adoption and Standardization, International Market Segmentation, Influences on Marketing Plan and Budget, International Product Marketing, Marketing of Services

### **UNIT IV International Pricing Policy:**

International Pricing Policy: Introduction, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade

### **UNIT V International Promotional Strategies & Legal and Ethical Issues in International Marketing**

International Promotional Strategies Introduction, Communications Process, principles of communication, Status of Promotion, Promotion Appeals, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, advertising, e-marketing

Legal and Ethical Issues in International Marketing Introduction, Nature of International Business Disputes and Proposed Action, Legal Concepts Relating to International Business, International Dispute Settlement Machinery, ethical Consideration in International Marketing and Marketing Communications.

### **SUGGESTED READINGS:**

1. Philip R. Cateora, Mary C. Gilly, John L. Graham(2017), International Marketing, McGraw Hill
2. Srinivasan R. (2016), International Marketing, 4th edition, PHI Learning Private Limited
3. Warren J. Keegan (2017), Global Marketing Management, 8th edition, Pearson Education.
4. Rakesh Mohan Joshi(2014), International Marketing, 2nd edition, Oxford University Press
5. J. Keegan Warren (Author), C. Green Mark (2018), Global Marketing, 9th edition, Pearson Education.

19MBAPI402C

## INTERNATIONAL HUMAN RESOURCE MANAGEMENT

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 International Human resource management, staffing, training and industrial relation pertaining to international work force management and apply the learning lifelong.
- To formulate recruitment, training policies pertaining to international human resource management.
- To understand the concepts and practical implications of performance management, Training methods and career planning International HRM.
- To know about compensation and reward management and its practice of International HRM in industry
- To be familiar with Employee relations and its application for the development of International HRM
- To understand the Current scenario in international training and development

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

1. Understand the concept of International Human resource management, staffing, training and industrial relation pertaining to international work force management and apply the learning lifelong.
2. Formulate recruitment, training policies pertaining to international human resource management.
3. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, analysing, planning and team work
4. Recognize the dynamic relationship between strategy, people, technology, and the processes that drive organizations.
5. Gain knowledge in Emerging Trends and Perspectives in HRM Cross Cultural Dimensions
6. Integrate the knowledge of International HRM concepts to take correct business decisions

**UNIT I International Human Resource Management**

An Overview, Introduction and Concepts in International Human Resource Management, Developments leading to International HRM Perspectives, International Human Resource Management Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model. SHRM: Evolution of MNE's, Business strategies, IHRM Strategies, SIHRM. Barriers in effective global HRM. Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Country and Regional Cultures, Country Culture versus MNE Culture. Culture and employee management issues/ impact of Country culture on IHRM

## **UNIT II Staffing Practices in International Human Resource Management**

International Workforce planning and staffing: International labour market International Recruitment function; head-hunters, cross-national advertising, e-recruitment; International staffing choice, different approaches to multinational staffing decisions, Types of international assignments, Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues, Successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues.

## **UNIT III Industrial Relations and Strategic HRM**

International Practices in Industrial Relations, Shifts in IHRM and IR, International Strategic Human Resource Management, International Labour Standards, Global Unions, Regional Integration and Framework Agreements, HR/IR issues in MNCs and Corporate Social Responsibility

Unit IV Developing Global Mindset:

Global Leadership, Cross cultural context and international assignees, Current scenario in international training and development, training & development of international staff, types of expatriate training, sensitivity training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

## **Unit V International Workforce and International HRIS:**

Working with multicultural and ethnic groups, Health and safety and International Assignees, Crisis Management, Global HR Shared Services, Managing HR in virtual organization.

Emerging trends in International HRM, Sensitivity to Cultural Diversity, Global Organisation Structures, Emerging Trends in Employee Relations and Employee Involvement, Convergence or divergence in personnel management in developed and developing economies, International HRM and Strategic Research

HRIS: Meaning, Role of IT in HR, Designing of HRIS, Applications of HRIS in Employee Management, Limitation of HRIS

## **SUGGESTED READINGS:**

1. Dowling, Peter J., Marion Festing, and Allen D. Engle (2017). International Human Resource Management, 7<sup>th</sup> edition, Cengage Learning
2. Aswathappa, K. and Sadhana Dash (2017), International Human Resource Management, 2<sup>nd</sup> edition, McGraw-Hill
3. Edwards, Tony and Chris Rees (2007), International Human Resource Management, 1<sup>st</sup> edition, ; Pearson Education.
4. Srinivas R. Kandula(2018), International Human Resource Management, 1st edition, SAGE Texts.
5. Anne-Wil Harzing , Ashly Pinnington(2017), International Human Resource Management, 4th edition, SAGE Texts.

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

- To understand the concept of cross cultural management and impact of cross cultural issues on business strategy, business functioning.
- To apply the cross cultural concept in managing workforce, managing teams and performing leadership role in organization.
- To understand International migration and cultural issues
- To know the Distinctive cultures of industry and trade guilds today's working culture
- To understand the Leadership in an international context
- To analyse Cross-cultural negotiations in practice

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

1. Understand the concept of cross cultural management and impact of cross cultural issues on business strategy, business functioning and apply the learning lifelong.
2. Apply the cross cultural concept in managing workforce, managing teams and performing leadership role in organization.
3. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, analysing, planning and team work
4. Recognize Cultural impact on corporate strategy
5. Gain knowledge in Emerging Trends and Perspectives in Cross Cultural Dimensions
6. Integrate the knowledge of Big Data and A.I. on multi-cultural organisations

**UNIT I Introduction**

Facets of Culture - Levels of Culture

National cultural dimensions in the business context - National cultural dimensions in the business -

International migration and cultural issues

European cultures - American and Australian cultures - Business culture in Australia and New Zealand

Asian cultures - African and Middle Eastern cultures

**UNIT II Cultural Values**

Value orientations and dimensions - Reconciling cultural dilemmas - Doing business in emerging markets



Organisational structures - Corporate cultures - Distinctive cultures of industry and trade guilds today  
- How HR managers shape corporate  
Management tasks and cultural values - Other views on values - Harassment, discrimination, gender  
(in)equality, and stress factors in the workplace: the role of effective executive

### **UNIT III Cultural impact on corporate strategy**

Strategic alliances, M&As, JVs and business cultures - Marketing in a cross-cultural environment -  
Marketing communications across cultures

Different conceptions of leadership - Leadership in an international context - Organisational change  
and cultural process - Organisational change in a global environment

### **UNIT IV Managing diversity in a global environment and International negotiations**

Managing diversity in a global environment - Diversity and transcultural competence in organisations  
- Communicating within and between cultures - Barriers in cross-cultural management  
communication  
International negotiations - Cross-cultural negotiations in practice

### **UNIT V Managing cross-cultural teams**

Managing cross-cultural teams - Dealing with conflict in a cross-cultural environment - Globalisation  
and multicultural team management in the 'new world order' after 2016 - The impact of Big Data and  
A.I. on multi-cultural organisations

Becoming a competent intercultural communicator - Ethics in cross-cultural management - Corruption,  
cronyism, kleptocracy - Corporate Governance: does culture matter?

### **SUGGESTED READINGS:**

1. ShobhanaMadhavan (2016), Cross Cultural Management: Concepts and Cases, 2nd edition, Oxford University Press
2. Bhattacharyya , Dipak Kumar (2010), Cross - Cultural Management: Text and Cases, Prentice Hall India Learning Private Limited
3. Browaeys (2009), Understanding Cross-cultural Management, 1st edition, Pearson Education.
4. Dean Tjosvold , Kwok Leung (2016), Cross-Cultural Management: Foundations and Future, 1st edition, Routledge
5. Richard M. Steers, LucianaNardon , et al. (2016), Management across Cultures: Developing Global Competencies, 3rd edition, Cambridge University Press

**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 Lysons, Dr Brian Farrington (2016), Procurement and Supply Chain Management , 9th edition, Pearson Education.

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

- To Demonstrate competency in effective utilization of materials in manufacturing and service organization
- To Demonstrate competency in the practical application of materials management principles in industrial inventory systems.
- To Understand the principles of effective materials management
- To know the demonstrate competency in effective utilization of materials in manufacturing and service organization
- To know the Importance of good purchasing system, organization of purchasing functions, purchase policy and procedures
- To understand the principles of effective materials management

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

1. Demonstrate competency in effective utilization of materials in manufacturing and service organization
2. Demonstrate competency in the practical application of materials management principles in industrial inventory systems.
3. Understand the principles of effective materials management
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 Pre-commitment and Demand Uncertainty and Peak-load pricing under perfect competition
6. Gain knowledge in Natural Gas Storage and Transmission in Revenue Management in Practice

**UNIT I :INTRODUCTION**

Introduction to material management and productivity, functions of material management, organization structures in material management, role of material management techniques in improved material productivity.

**UNIT II MATERIALS PLANNING**

Objectives, material requirement planning, manufacturing resource planning, JIT production planning, strategic material planning, material control: acceptance, sampling, inspection, make or buy break even analysis, breakeven point theory, whether to add or drop a product line store management and warehousing, product explosion.

### **UNIT III: INVENTORY MANAGEMENT**

Inventory v/s stores, types of inventory, inventory control, inventory build-up, EOQ, various inventory models, inventory models with quantity discount, exchange curve concept, coverage analysis, optimal stocking and issuing policies, inventory management of perishable commodities, ABC – VED analysis, design of inventory distribution systems, surplus management, information system for inventory management, case studies.

**UNIT IV: PURCHASING MANAGEMENT** Importance of good purchasing system, organization of purchasing functions, purchase policy and procedures, responsibility and limitations, purchasing decisions, purchasing role in new product development, role of purchasing in cost reduction, negotiations and purchase, purchasing research: identification of right sources of supply, vendor rating, standardization, vendor certification plans, vendor and supply reliability, developing new source of supply.

**UNIT V: COST REDUCTION** Cost control v/s cost reduction, price analysis, material cost reduction techniques, variety reduction, cost 20% reduction and value improvement, techniques of cost control, standard costing, cost effectiveness, cost analysis for material management, material flow cost control. Student Learning Outcomes: · Demonstrate competency in effective utilization of materials in manufacturing and service organization · Demonstrate competency in the practical application of materials management principles in industrial inventory systems. · Understand the principles of effective materials management

### **SUGGESTED READINGS**

1. N. Chapman Stephen et.al (2017), Introduction to Materials Management, Pearson Education.
2. Chitale (2014), Materials Management a Supply Chain Perspective: Text and Cases, 3rd edition, Prentice Hall India Learning Private Limited
3. Gopalkrishnan P and Abid Haleem(2015), Handbook of Materials Management, 2nd edition, Prentice Hall India Learning Private Limited
4. Patidar Jeet (2011), Purchasing and Materials Management, S.Chand.
5. Arnold (2009), Introduction to Materials Management, 6th edition, Pearson Education India.

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

- To equip with an understanding of the “importance and role of supply chain analytics” in the modern business enterprises
- To comprehend on how business firms can take advantage with the help of supply chain analytics.
- To apply supply chain analytics with analytical platforms.
- To understand the Calibration Model Establishes Position and Performance Gap, Models for Purchasing, Procurement and Strategic Sourcing
- To know the concept Models for Order Management and Inventory Management
- To understand the Future trends of Supply Chain Modelling

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

1. Equip with an understanding of the “importance and role of supply chain analytics” in the modern business enterprises
2. Comprehend on how business firms can take advantage with the help of supply chain analytics.
3. Apply supply chain analytics with analytical platforms.
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 different ways of payment and payment services available.
6. Gain knowledge in supply chain analytics management

**UNIT I Introduction to Supply Chain Analytics:**

Definition, relevance and scope Supply Chain Analytics, recent trends in Supply Chain Analytics

**UNIT II Overview of Supply Chain Models and Modelling Systems:**

Descriptive models, Optimization modes, Off-the shelf modelling system (SLIM), Supply chain operations reference model (SCOR), The network KEIRETSU, Nature-Inspired Intelligence in Supply Chain Management

**UNIT III Application of Supply Chain Models – I**

A Calibration Model Establishes Position and Performance Gap, Models for Purchasing, Procurement, and Strategic Sourcing, Logistics Models, from Manufacturing to Accepted Delivery, Models for Forecasting, Demand Management, and Capacity Planning, Models for Order Management and Inventory Management’

**UNIT IV Application of Supply Chain Models – II**

Models for Sales and Operations Planning, Advanced Planning and Scheduling Models, Models for Supplier Relationship Management, Models for Customer Relationship Management, Models for Collaborative Design and Manufacturing, Collaborative Planning, Forecasting, and Replenishment Models

#### **UNIT V Future trends of Supply Chain Modelling:**

Recent developments in theory technology and practices. Future developments and expected improvement in efficiency levels and operational simplicity

#### **SUGGESTED READING**

1. MuthuMathirajan et.al(2016), Analytics in Operations/Supply Chain Management, I.K International Publishing House Private Ltd.
2. Gerardus Blokdyk (2018), Supply Chain Execution Predictive Analytics Second Edition, 5starcooks
3. Iris Heckmann (2018), Towards Supply Chain Risk Analytics: Fundamentals, Simulation, Optimization, Springer
4. Gerardus Blokdyk (2017), Supply Chain Analytics Complete Self-assessment Guide, Createspace Independent Pub
5. Nada R. Sanders (2014), Big Data Driven Supply Chain Management: A Framework for Implementing Analytics and Turning Information Into Intelligence, Pearson FT Press

**19MBAPO402D SERVICES OPERATIONS MANAGEMENT****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 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 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.

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

- To know the current trends and practices in the tourism and travel trade sector
- To understand travel agency, tour operation business and functions of travel agency
- To know the tour packaging & pricing
- To assess the role and responsibility of travel trade associations
- To understand the Wholesale and Retail Travel Agency business
- To analyse the Changing Scenario of Travel Trade

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

1. Understand the current trends and practices in the tourism and travel trade sector
2. Be aware of travel agency, tour operation business and functions of travel agency
3. Know the tour packaging & pricing
4. Assess the role and responsibility of travel trade associations
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 Classifications of Tour Packages

**UNIT-I Travel Trade**

Historical Perspectives - Emergence of Thomas Cook and American Express Company - Types of Tour Operators - Wholesale and Retail Travel Agency business - Linkages and Integration with the Principal Service Providers - the Changing Scenario of Travel Trade.

**UNIT-II Travel Agency and Tour Operation Business**

Functions of Travel Agency - Setting up a full-fledged Travel Agency - Sources of Income of a travel agency - Diversification of Business - Travel Insurance, Forex, Cargo & MICE – Documentation - IATA Accreditation - Recognition from Government.

**UNIT-III Itinerary Planning & Development**

Meaning, Importance and Types of Itinerary - Resources and Steps for Itinerary Planning - Do's and Don't's of Itinerary Preparation - Tour Formulation and Designing Process - FITs & Group Tour Planning and Components - Special Interest Tours (SITs).

**UNIT-IV Tour Packaging & Pricing**

Importance of Tour Packaging – Classifications of Tour Packages - Components of Package Tours - Concept of costing - Types of costs - Components of tour cost - Preparation of cost sheet - Tour pricing - Calculation of tour price - Pricing strategies - Tour packages of Thomas Cook, SOTC, Cox & Kings and TCI.

## **UNIT-V Role and Responsibility of Travel Trade Associations:**

Objectives - Roles and functions of UFTAA, PATA, ASTA, TAAI, IATO, ATAOL, ADTOI, IAAI, FIYTO, TAFI.

### **SUGGESTED READINGS:**

1. J. Christopher Holloway and Ms Claire Humphreys (2016), The Business of Tourism, 10th edition, Pearson Education.
2. Goeldner, R & Ritchie. B (2016), Tourism, Principles, Practices and Philosophies, 12th edition, John Wiley & Sons.
3. Chand, M. (2007), Travel Agency Management: An Introductory Text, Anmol Publications Pvt. Ltd.
4. Negi. J (2008), Travel Agency Operations: Concepts and Principles, Kanishka Publishers.
5. SunetraRoday, Archana Biwal, Vandana Joshi . (2009), Tourism Operations and Management, Oxford University Press.

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

- To comprehend the theories and practices of ecotourism;
- To be familiar with the model of ecotourism projects; and significance of ecotourism;
- To identify issues and challenges of conservation of ecotourism
- To understand the role of the regulatory bodies and society to preserve ecotourism
- To understand the role of the regulatory bodies and society to preserve ecotourism
- To gain knowledge in Sustainable Ecotourism and Resource Management
- To understand the Role of International Ecotourism Society

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

1. Comprehend the theories and practices of ecotourism;
2. Familiar with the model of ecotourism projects; and significance of ecotourism;
3. Identify issues and challenges of conservation of ecotourism
4. Understand the role of the regulatory bodies and society to preserve ecotourism
5. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, analysing, planning and team work
6. Gain knowledge in Ecotourism Development Agencies

**UNIT I Fundamentals of Ecology**

Basic Laws & ideas in Ecology- Function and Management of Ecosystem-Biodiversity and its Conservation-Pollution-Ecological Foot Prints - Relationship between Tourism & Ecology.

**UNIT II Ecotourism**

Evolution, Principles, Trends and Functions of Ecotourism - Mass Tourism Vs Ecotourism -Typology of Eco-tourists - Ecotourism Activities & Impacts -Western Views of Ecotourism - Qubec Declaration 2002 - Kyoto Protocol 1997 - Oslo Declaration 2007.

**UNIT III Ecotourism Development**

Sustainable Ecotourism - Resource Management - Socioeconomic Development - Ecotourism Policies, Planning and Implementation - Eco-friendly Facilities and Amenities - Carrying Capacity - Alternative Tourism -Responsible ecotourism Ecotourism Programming.

**UNIT IV Conservation of Ecotourism**

Protected Area Management through Ecotourism - Stakeholder Engagement - Community Participation - Types of Participation, Issues and Challenges - Ecotourism Projects - Case Studies on Periyar National

Park, Thenmala Eco Project, Similipal Ecotourism Project, Sunderban Ecotourism Project, Kaziranga National Park, Run of Kutch, Nandadevi Biosphere Reserve, Corbett National Park, Gulf of Mannar, Kruger National Park, South Africa.

**UNITV Ecotourism Development Agencies**

Role of the International Ecotourism Society - the UNWTO, UNDP, WWF - Department of Forest and Environment - Government of India, ATREE, equations.

**SUGGESTED READINGS:**

1. Fennel, D. A. (2014), Ecotourism –An Introduction, 3rd edition, Routledge Publication.
2. Ralf Buckley (2008), Environment Impacts of Ecotourism, CABI.
3. Weaver, D. (2001), the Encyclopedia of Ecotourism, CABI Publication.
4. Aluri Jacob Solomon Raju (2007), A Textbook of Ecotourism Ecorestoration and Sustainable Development, 1st edition, New Central Book Agency
5. B. S. Badan H. Bhatt(2006), EcotourismCommonwealth Publishers
6. Ramesh Chawla (2006), Ecotourism and Development, SumitEnterprises.

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

- To familiarize with the essentials of Event Management;
- To understand the potential of MICE and Event Tourism
- To plan and execute the plan for an Event within time schedule and cost.\
- To Identify event marketing, customer care, marketing tools to develop and communicate appropriate event management
- To be aware of travel industry fairs and its significance
- To understand the nature and demand of Conference markets

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

1. Be familiar with the essentials of Event Management;
2. Understand the potential of MICE and Event Tourism
3. Plan and execute the plan for an Event within time schedule and cost
4. Identify event marketing, customer care, marketing tools to develop and communicate appropriate event management
5. Be aware of travel industry fairs and its significance
6. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, analysing, planning and team work

**UNIT I Introduction to Events:**

Scope - Nature and Importance – Types of Events - Unique features and similarities – Practices in Event Management - Key steps to a successful event.

**UNIT II The Dynamics of Event Management:**

Event Planning and organizing – Problem Solving and Crisis Management – Leadership and Participants Management – Managing People and Time – Site and Infrastructure Management.

**UNIT III Introduction to MICE:**

Planning MICE, Components of the Conference Market, Characteristics of Conferences and Conventions, MICE as a supplement to Tourism, the nature and demand of Conference markets- The Economic and Social significance of Conventions, process of Convention Management.

**UNIT IV Event Marketing**

Customer care – Marketing tools – Promotion, Media Relations and Publicity - Event Co-ordination - Visual and Electronic Communication – Event Presentation – Event Evaluation – Case Studies of events of National and International importance.

## **UNIT V Travel Industry Fairs**

Benefits of Fairs - ITB, WTM, BTF, TTW, FITUR, KTM, IITM, CII-Events, PATA Travel Mart.

### **SUGGESTED READINGS:**

1. Glenn Bowdin, Johnny Allen, et al.(2010), Events Management, 3rd edition, A Butterworth-Heinemann
2. Charles Bladenet,al (2012), Events Management: An Introduction, 1st edition, Routledge
3. Anton Shone & Bryn Parry (2019), Successful Event Management, 5th edition, Cengage Learning.
4. David C. Watt (1998), Event Management in Leisure and Tourism, Longman.
5. Dr. Anukrati Sharma and Dr. Shruti Arora(2018), Event Management and Marketing: Theory, Practical Approaches and Planning , 1st edition, Bharti Publications

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

- To understand the growing importance of medical tourism in contemporary world.
- To comprehend and analyze the push pull factors for medical tourists to select the appropriate medical tourism destination
- To be aware of the legal aspects related to the medical tourism.
- To understand the growth and development of medical tourism in India.
- To know the Certification and Accreditation in health and medical tourism
- To understand the Current and futuristic trends, Potentials, Issues and Challenges

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

1. Understand the growing importance of medical tourism in contemporary world.
2. Comprehend and analyze the push pull factors for medical tourists to select the appropriate medical tourism destination
3. Aware of the legal aspects related to the medical tourism.
4. Understand the growth and development of medical tourism in India.
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 Legal Aspects of Medical Tourism

**UNIT I Introduction to Health Tourism:**

Origin and development over ages - health as a motivator to travel, - Ancient centres of healing, Quality of Life (QOL) – Concept - Scope of Health Measures. Health: Concept, Definitions and Importance of health to People, Business and Government.

**UNIT II Medical tourism:**

Concept, typology Genesis and growth of Medical Tourism - benefits of medical tourism, Factors responsible for growth of health and medical tourism. Medical Tourism Business- Global medical tourism scenario, Stakeholders, countries promoting medical tourism – Health and Medical Tourism markets at global level

**UNIT III Medical tourism product and package:**

Factors and Steps for designing product and tour package, development, issues and considerations, Approvals and formalities, Pre-tour arrangements, tour operations and post-tour management, Health Insurance, Claiming Health Insurance

**UNIT IV Legal Aspects of Medical Tourism:**



Certification and Accreditation in health and medical tourism, Ethical, legal, economic and environmental issues in health and medical tourism. An Introduction to National Accreditation Board for Hospitals & Healthcare (NABH) and Joint Commission International (JCI).

#### **UNIT V Medical tourism in India:**

Centres/Destinations, Current and futuristic trends, Potentials, Issues and Challenges, Trousing the challenges, Government Support.

#### **SUGGESTED READINGS:**

1. [Jonathan Edelheit](#) (Author), [Renée-Marie Stephano](#)(2010), Medical Tourism: An International Healthcare Guide For Insurers, Employers and Governments
2. ,Global Health Insurance Publications
3. [D. Botterill](#) (Editor), [G. Pennings](#) (Editor), [T. Mainil](#) (2013), Medical Tourism and Transnational Health Care, Palgrave Macmillan
4. [Frederick J. DeMicco](#) (2017), Medical Tourism and Wellness: Hospitality Bridging Healthcare (H2H), 1st edition, Apple Academic Press
5. [Hank Kearney](#)(2011), Medical Tourism and Emerging Markets (The Global Explosion in Emerging Markets Healthcare), PHM International, Inc

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

- To comprehend on the requirement of the industry like attitude, language, behaviour, body language, learning style etc.
- To train the student on corporate etiquettes, professional skills, English language.
- To equip the students to draft resume, face the Group discussion and interview.
- To communicate efficiently in oral and in written form as expected by the industry.
- To make student familiar with Verbal communication and Non - Verbal communication.
- To make the students understand presentation skills and its importance

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

1. Demonstrate critical and innovative thinking.
2. Display competence in oral, written, and visual communication.
3. Apply communication theories.
4. Show an understanding of opportunities in the field of communication.
5. Use current technology related to the communication field.
6. Respond effectively to cultural communication differences.
7. Communicate ethically.
8. Demonstrate positive group communication exchanges.

**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 - Presentation Skills

**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.

**UNIT IV Elementary Level English Communication**

Grammar – Phonetics – One on one basic conversation skill practice **Intermediate Level English Communication:** Reading Comprehension - Listening Comprehension - Improving Vocabulary - Improving Writing Skills - Comprehension while interacting face to face.

**UNIT V Advanced Level English Communication:**

Recitation of short stories - Interview Skills - Group Discussion - Social Conversation Skills – Presentation - One Act Plays.

**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.