

MBA

Master of Business Administration

CHOICE BASED CREDIT SYSTEM (CBCS)

Regulations & Syllabus

2022 – 2023



DEPARTMENT OF MANAGEMENT
FACULTY OF ARTS, SCIENCE, COMMERCE AND MANAGEMENT

KARPAGAM ACADEMY OF HIGHER EDUCATION

(Deemed to be University)

(Established Under Section 3 of UGC Act, 1956)

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KARPAGAM ACADEMY OF HIGHER EDUCATION

(Deemed to be University)
(Established under Section 3 of UGC Act, 1956)
Accredited with A+ Grade by NAAC in the Second Cycle
Coimbatore - 641 021, INDIA

FACULTY OF ARTS, SCIENCE, COMMERCE AND MANAGEMENT POSTGRADUATE (PG) PROGRAMME

MBA DEGREE PROGRAMME

CHOICE BASED CREDIT SYSTEM (CBCS)

REGULATIONS - 2022

The following Regulations are effective from the academic year 2022-2023 and are applicable to the students admitted in MBA programme in the Faculty of Arts, Science, and Humanities, Karpagam Academy of Higher Education from the academic year 2022 – 2023 onwards.

1. PROGRAMMES OFFERED, MODE OF STUDY AND ADMISSION REQUIREMENTS

1.1. MODE OF STUDY

Full-Time

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

1.2. ADMISSION REQUIREMENTS

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

2. DURATION OF THE PROGRAM

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

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

2.2. Each semester normally consists of 90 working days or (6 Hrs / Day) or 540 Instructional hours for full-time mode of study. Examination shall be conducted at the end of every semester for the respective courses.

3. CREDITS

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

4. STRUCTURE OF THE PROGRAM

Every Programme will have a curriculum and syllabus consisting of core courses, elective courses, Internship, Industrial Visits/Field Visits/Out Bound Training.

a. Core :

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

b. Electives

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

- Specializations are offered in ten functional areas.
- They are Finance, Marketing, Human Resources, Management information systems, Entrepreneurship, Micro and Small Business Management, Business Analytics, International Business, Operations Management and Tourism Management.
- A candidate has to select any two specialization of his/her choice.
- Each specialization consists of five electives each specialization in third semester and fourth semester respectively.
- A candidate have to select two electives in the third and three electives in fourth semester.

c. Internship

Candidates shall undergo an internship during the summer. On completion of the Internship work he/she shall submit the report to the Head of the Department. The candidate shall bring the attendance certificate from the place of internship work carried out. The Internship Report prepared according to approved guidelines and

duly signed by the supervisor(s) shall be submitted to HOD for *Viva Voce* Exam.

The report should be well documented as per the following approved guidelines,

1. Cover & Title Page
2. Certificate, Company Certificate and Declaration
3. Acknowledgement
4. List of Contents, List of Tables and List of Charts
5. Introduction of the Study
6. Review of Literature
7. Research Methodology
8. Data Analysis and Interpretation
9. Findings, Suggestions & Conclusion
10. Bibliography and Appendix

d. Industrial Visits / Field Visits/Out Bound Training

The students shall undertake Industrial Visits / Field Visits/ Outbound Training during the semesters.

e. Open Elective

He / She may select one of the open elective courses from the list given below offered by the other department in the third semester. Students have to earn 2 credits for this course. (The student cannot select a course offered by the parent department).

S.No.	Name of the Department	Course Code	Name of the Course
1	M.A English	22EGPOE301	English for Competitive Examinations
2	M.Com	22CMPOE301	Personal Finance and Planning
3	MBA	22MBAPOE301	Organizational Behaviour
4	MCA	22CAPOE301	Robotics
5	M.Sc Computer Science	22CSPOE301	Cyber forensics
6	M.Sc Mathematics	22MMPOE301	Coding theory
7	M.Sc Physics	22PHPOE301	Non-destructive techniques – an industrial approach
8	M.Sc Chemistry	22CHPOE301	Applying Chemistry to Society
9	M.Sc Microbiology	22MBPOE301	Fermentation technology
10	M.Sc Biochemistry	22BCPOE301	Nutrition and Dietetics
11	M.Sc Biotechnology	22BTPOE301	Plant Tissue culture and its applications

f. Online Course

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

5. MEDIUM OF INSTRUCTION

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

6. MAXIMUM MARKS

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

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

(ii) **Maximum marks for Internship work**

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

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

S. No	Programme	No. of Cases/Activities	Maximum marks
1	Business Communication.	5	50
2	Team Building and Leadership skills	5	50
3	Campus to Corporate Communication	5	50

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

a. Ideally every student is expected to attend all classes and secure 100% attendance.

However, in order to allow for certain unavoidable circumstances, the student is expected to attend at least 75% of the classes and the conduct of the candidate has been satisfactory during the course.

b. A candidate who has secured attendance between 65% and 74% (both included), due to medical reasons (Hospitalization / Accident / Specific Illness) or due to participation in University / District / State / National / International level sports or due to participation in Seminar / Conference / Workshop / Training Programme / Voluntary Service / Extension activities or similar programmes with prior permission from the Registrar shall be given exemption from prescribed attendance requirements and shall be permitted to appear for the examination on the recommendation of the Head of the Department concerned and Dean to condone the lack of attendance. The Head of the Department has to verify and certify the genuineness of the case before recommending to the Dean. However, the candidate has to pay the prescribed condonation fee to the University.

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

8. a. FACULTY TUTOR

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

b. ONLINE COURSE COORDINATOR

To help students in planning their online courses and for general advice on online courses, the HOD shall nominate a coordinator for the online courses. The Online course coordinator shall identify the courses which students can select for their programme from

the available online courses offered by the different agencies periodically and inform the same to the students. Further, the coordinator shall advise the students regarding the online courses and monitor their course.

9. CLASS COMMITTEE

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

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

10. COURSE COMMITTEE FOR COMMON COURSES

Each common theory course offered to more than one discipline or group shall have a “Course Committee” comprising all the teachers handling the common course with one of

them nominated as course coordinator. The nomination of the course coordinator shall be made by the Dean depending upon whether all the teachers handling the common course belong to a single department or to various other departments. The 'Course committee' shall meet in order to arrive at a common scheme of evaluation for the tests and shall ensure a uniform evaluation of the tests. If feasible, the course committee shall prepare a common question paper for the Internal Assessment test(s).

11. PROCEDURE FOR AWARDING MARKS FOR INTERNAL ASSESSMENT

11.1 Every Faculty is required to maintain an **Attendance and Assessment Record (Log book)** which consists of attendance marked in each lecture / practical / Internship work class, the test marks and the record of class work (topic covered), separately for each course. This should be submitted to the HoD once in a fortnight for checking the syllabus coverage and the records of test marks and attendance. The HoD shall sign with date after due verification. The same should be submitted to Dean once in a month. After the completion of the semester the HoD should keep this record in safe custody for five years. Because records of attendance and assessment shall be submitted for Inspection as and when required by the University / any other approved body.

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

Theory Courses

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

*Evaluated by two faculty members of the department concerned. Distribution up of marks for one Journal paper analysis: Subject matter 5 marks, Communication/PPT Presentation 4 marks, Visual aid 2 marks and Question and Discussion 4 marks

Practical Courses

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

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

Activity based courses

S. No	Programme	No.of Cases/Activities	Maximum marks
1	Case Analysis and Presentation	5	50
2	Team Building and Leadership skills	5	50

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

11.3 Pattern of CIA Question Paper:

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

11.4 Attendance

Marks Distribution for Attendance

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

12. KAHE EXAMINATIONS

12.1 End Semester Examination (ESE): ESE will be held at the end of each semester for each course. The question paper is for a maximum of 60 marks.

Pattern of ESE Question Paper:

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

Instruction	Remarks (with online)
Part- D Compulsory	One Ten marks Question (1 x 10 = 10 Marks) Question No.30: Case Study from the remaining one UNIT

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

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

Record Notebooks for Practical Examination

Candidate taking the Practical Examination should submit Bonafide Record Notebook prescribed for the Practical Examination. Failing which the candidate will not be permitted to take the Practical Examination.

In case of failures in Practical Examination, the marks awarded for the record at the time of first appearance of the Practical Examination should remain the same at the subsequent appearance by the candidate.

12.3. Evaluation of Internship

12.3.1 The internship shall carry a maximum mark as per clause 6 (ii). ESE will be a combined evaluation of Internal and External Examiners.

12.3.2 The internship report prepared according to approved guidelines and duly signed by the supervisor(s) shall be submitted to HoD.

The report should be well documented as per the following approved guidelines,

- Cover & Title Page
- Certificate, Company Certificate and Declaration
- Acknowledgement
- List of Contents, List of Tables and List of Charts
- Introduction of the Study
- Review of Literature
- Research Methodology
- Data Analysis and Interpretation

- i. Findings, Suggestions & Conclusion
- j. Bibliography and Appendix

12.3.3 The evaluation of the internship will be based on the internship report submitted and a *Viva-Voce* Examination by a team consisting of the supervisor, who will be the Internal Examiner and an External Examiner who shall be appointed by the KAHE. In case the guide is not available, the HoD shall act as an Internal Examiner.

12.3.4 If a candidate fails to submit the internship report on or before the specified date, candidate is deemed to have failed in the internship work and shall re-enroll for the same in a subsequent semester.

If a candidate fails in the *viva-voce* examinations he/she has to resubmit the internship report within 30 days from the date of declaration of the results. For this purpose the same Internal and External examiner shall evaluate the resubmitted report.

12.3.5 Copy of the approved internship report after the successful completion of *viva voce* examinations shall be kept in the KAHE library.

13. PASSING REQUIREMENTS

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

13.2 If a candidate fails to secure a pass in a particular course (either CIA or ESE or Both) as per clause 13.1, it is mandatory that the candidate has to register and reappear for the examination in that course during the subsequent semester when examination is conducted for the same till a pass is secured both in CIA and ESE (vide Clause 2.1).

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

13.4 CIA marks (if it is pass) obtained by the candidate in the first appearance shall be retained by the Office of the Controller of Examinations and considered valid for all

subsequent attempts till the candidate secures a pass in ESE.

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

14. IMPROVEMENT OF MARKS IN THE COURSE ALREADY PASSED

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

15. AWARD OF LETTER GRADES

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

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

16. GRADE SHEET

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

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

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

GPA of a Semester

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

$$\text{i.e. GPA of a Semester} = \frac{\sum_i C_i GP_i}{\sum_i C_i}$$

CGPA of the entire programme

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

$$\text{i.e. CGPA of the entire programme} = \frac{\sum_n \sum_i C_{ni} GP_{ni}}{\sum_n \sum_i C_{ni}}$$

where,

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

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

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

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

17. REVALUATION

Candidate can apply for revaluation and retotalling of his / her semester examination answer script (**theory courses only**), within 2 weeks from the declaration of results, on

payment of a prescribed fee. For the same, the prescribed application has to be sent to the Controller of Examinations through the HoD. **A candidate can apply for revaluation of answer scripts not exceeding 5 courses at a time.** The Controller of Examination will arrange for the revaluation and the results will be intimated to the candidate through the concerned HoD. Revaluation is not permitted for supplementary theory courses.

18. TRANSPARENCY AND GRIEVANCE COMMITTEE

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

19. ELIGIBILITY FOR THE AWARD OF THE DEGREE

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

- Successfully completed all the components in clause 3 and gained the required number of total credits as specified in the curriculum corresponding to his / her Programme within the stipulated period.
- No disciplinary action is pending against him / her.
- The award of the degree must be approved by the Board of Management.

20. CLASSIFICATION OF THE DEGREE AWARDED

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

20.2 Candidate who qualifies for the award of the Degree (vide clause 13) having passed the examination in all the courses within the specified maximum number of semesters

(vide clause 2.1), securing a **CGPA not less than 6.5** shall be declared to have passed the examination in **First Class**.

20.3 All other candidates (not covered in clauses 20.1 and 20.2) who qualify for the award of the degree (vide Clause 19) shall be declared to have passed the examination in **Second Class**.

21. PROVISION FOR WITHDRAWAL FROM END-SEMESTER EXAMINATION

21.1 A candidate, may for valid reasons and on prior application, be granted permission to withdraw from appearing for the examination of any one course or consecutive examinations of more than one course in a semester examination.

21.2 Such withdrawal shall be permitted only once during the entire period of study of the degree programme.

21.3 Withdrawal of application is valid only if it is made within 10 days prior to the commencement of the examination in that course or courses and recommended by the HoD/ Dean concerned and approved by the Registrar.

21.3.1 Notwithstanding the requirement of mandatory TEN days' notice, applications for withdrawal for special cases under extraordinary conditions will be considered on the merit of the case.

21.4 Withdrawal shall not be construed as an appearance for the eligibility of a candidate for First Class with Distinction. This provision is not applicable to those who seek withdrawal during IV semester.

21.5 Withdrawal from the End semester examination is **NOT** applicable to arrears courses of previous semesters.

21.6 The candidate shall reappear for the withdrawn courses during the examination conducted in the subsequent semester.

22. PROVISION FOR AUTHORISED BREAK OF STUDY

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

extraordinary situation the candidate may apply for additional break of study not exceeding another one year by paying prescribed fee for break of study. If a candidate intends to temporarily discontinue the programme in the middle of the semester for valid reasons, and to rejoin the programme in a subsequent year, permission may be granted based on the merits of the case provided he / she applies to the Registrar, but not later than the last date for registering for the end semester examination of the semester in question, through the HoD stating the reasons therefore and the probable date of rejoining the programme.

22.2 The candidate thus permitted to rejoin the Programme after the break shall be governed by the Curriculum and Regulations in force at the time of rejoining. Such candidates may have to do additional courses as per the Regulations in force at that period of time.

22.3 The authorized break of study (for a maximum of one year) will not be counted for the duration specified for passing all the courses for the purpose of classification. (Vide Clause 20). However, additional break of study granted will be counted for the purpose of classification.

22.4 The total period for completion of the Programme reckoned from, the commencement of the first semester to which the candidate was admitted shall not exceed the maximum period specified in clause 2.1 irrespective of the period of break of study (vide clause 22.3) in order that he/she may be eligible for the award of the degree.

22.5 If any student is detained for want of requisite attendance, progress and good conduct, the period spent in that semester shall not be considered as permitted 'Break of Study' or 'Withdrawal' (Clause 21 and 22) is not applicable for this case.

23. RANKING

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

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

24. SUPPLEMENTARY EXAMINATION

Supplementary Examination will be conducted only for the final semester students within

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

25. DISCIPLINE

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

26. REVISION OF REGULATION AND CURRICULUM

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

DEPARTMENT OF MANAGEMENT
FACULTY OF ARTS, SCIENCE, COMMERCE AND MANAGEMENT
PG PROGRAMME (CBCS) – M.B.A.
CURRICULUM
(2022–2023 Batch and onwards)

Course Code	Name of the Course	Objectives and Outcomes		Instruction hours / week			Credit(s)	Maximum Marks			Page Number
		PEOs	POs	L	T	P		CIA	ESE	Total	
SEMESTER – I											
22MBAP101	Fundamentals of Management	I,II	a,b,c,d,e,f, i,j	4	0	0	4	40	60	100	9
22MBAP102	Organizational Behaviour	I,II	a,b,c,d,e,f, i,j	4	0	0	3	40	60	100	11
22MBAP103	Managerial Economics	I,II,III,IV	a,b,d,e,f,g,i,j	4	0	0	3	40	60	100	13
22MBAP104	Legal Aspects of Business	I,II,IV	a,c,d,f,g,h,i,j	4	0	0	3	40	60	100	16
22MBAP105	Accounting for Managers	I,II,IV	a,b,c,d,e,f,h,i,j	4	1	0	4	40	60	100	19
22MBAP106	Data Driven Decision Making	I,III	a,b,c,d,e,f,i,j	4	1	0	4	40	60	100	22
22MBAP111	IT Tools for Managers (Practical)	I,II,III	a,b,c,d,f,i,j	0	0	4	2	40	60	100	25
22MBAP112	Business Communication (Practical)	I,II,III,IV	a,b,c,d,e,f, g,i,j	0	0	2	1	50	0	50	28
22MBAP113	Team Building and Leadership skills (Practical)	I,II	a,b,c,d,e,f,,i,j	0	0	2	1	50	0	50	30
	Journal paper Analysis and Presentation	I,II	a,b,c,d,j	1	0	0	0	0	0	0	-
Semester Total				25	2	8	25	380	420	800	-
SEMESTER – II											
22MBAP201	Production and Operations Management	I,II,III,IV	a,b,c,d,e,f,g,h,i,j	4	0	0	3	40	60	100	32
22MBAP202	Marketing Management	I,II,III,IV	a,b,c,d,e,f,g,h,i,j	4	0	0	4	40	60	100	35
22MBAP203	Human Resource Management	I,II,III,IV	a,b,c,d,e,f,g,h,i,j	4	0	0	4	40	60	100	37
22MBAP204	Operations Research	I,II,III	a,b,c,d,e,f,i,j	4	1	0	4	40	60	100	39
22MBAP205	Financial Management	I,II,III,IV	a,b,c,d,e,f,g,h,i,j	4	0	0	4	40	60	100	42
22MBAP206	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	45
22MBAP207	Management Information System	I,II,IV	a,f,g,h,i,j	3	0	0	3	40	60	100	48
22MBAP211	Decision Making Using Statistical Package (Practical)	I,II,III	a,b,c,d,f,i,j	0	0	4	2	40	60	100	50

Course Code	Name of the Course	Objectives and Outcomes		Instruction hours / week			Credit(s)	Maximum Marks			Page Number
		PEOs	POs	L	T	P		CIA	ESE	Total	
22MBAP212	Campus to Corporate Communication (Practical)	I,II,III	a,b,c,d,f,i,j	0	0	2	1	50	0	50	52
-	Journal paper Analysis and Presentation	I,II	a,b,c,d,j	1	0	0	0	0	0	0	-
Semester Total				28	1	6	29	370	480	850	-
SEMESTER – III											
22MBAP301	Entrepreneurship Development	I,II,III,IV	a,b,c,d,f,g,h,i,j	4	0	0	4	40	60	100	54
22MBAP302	International Business	I,II,III,IV	a,c,d,f,g,h,i,j	3	0	0	3	40	60	100	56
	Specialization I Elective 1			4	0	0	3	40	60	100	-
	Specialization I Elective 2			4	0	0	3	40	60	100	-
	Specialization I Elective 3			4	0	0	3	40	60	100	--
	Specialization II, Elective 1			4	0	0	3	40	60	100	-
	Specialization II Elective 2			4	0	0	3	40	60	100	-
	Specialization II Elective 3			4	0	0	3	40	60	100	-
22MBAPOE301	Open Elective			3	0	0	2	40	60	100	153
22MBAP321	Internship	I,II,III,IV	a,b,c,d,e,f,,g,h,j	0	0	0	2	40	60	100	155
-	Journal paper Analysis, and Presentation	I,II	a,b,c,d,j	1	0	0	0	0	0	0	-
Semester Total				35	0	0	29	400	600	1000	-
SEMESTER – IV											
22MBAP401	Business Strategy	I,II,III,IV	a,b,c,d,e,f,,g,h,j	4	0	0	3	40	60	100	157
	Specialization I Elective 4			4	0	0	3	40	60	100	-
	Specialization II Elective 4			4	0	0	3	40	60	100	-
22MBAP403	Indian Ethos, Values and Business Ethics	I,II,IV	a,f,g,h,i,j	2	0	0	1	50	0	50	214
22MBAP491	Capstone Project	I,II,III,IV	a,b,c,d,e,f,,g,h,j	0	0	20	9	80	120	200	216
-	Journal paper Analysis and Presentation	I,II	a,b,c,d,j	1	0	0	0	0	0	0	-
Semester Total				15	0	20	19	250	300	550	-
Programme Total				100	4	36	102	1400	1800	3200	-

Category		SEMESTER I	SEMESTER II	SEMESTER III	SEMESTER IV	TOTAL
Programme Core Courses	Credit(s)	23	28	7	3	61
	No. of Courses	7	8	2	1	18
Programme Elective Courses (Specialization 1)	Credit(s)	-	-	9	3	12
	No. of Courses	-	-	3	1	4
Programme Elective Courses (Specialization 2)	Credit(s)	-	-	9	3	12
	No. of Courses	-	-	3	1	4
Employability Enhancement Courses	Credit(s)	2	1	2	10	15
	No. of Courses	2	1	1	2	6
Open Elective	Credit(s)	-	-	2	-	2
	No. of Courses	-	-	1	-	1
TOTAL	Credit(s)	25	29	29	19	102
	No. of Courses	9	9	10	5	33

SPECIALISATION OFFERED	NO.OF COURSES IN BASKET	COURSES IN SEMESTER 3	COURSES IN SEMESTER 4	CREDIT (S)
Finance	8	3	1	12
Marketing Management	8	3	1	12
Human Resource Management	8	3	1	12
Management Information System	8	3	1	12
Operations Management	8	3	1	12
Entrepreneurship	8	3	1	12
Business Analytics	8	3	1	12
Logistics and Supply Chain Management	8	3	1	12
Tourism and Event Management	8	3	1	12

ELECTIVE LIST - SEMESTER III

Semester	List of Specializations	Course Code	Name of the Elective Course	PEO	PO	Page No
III	Finance	22MBAPF303A	Investment Analysis and Portfolio Management	I,II,III,IV	a,b,c,d,e,f,g,j	58
		22MBAPF303B	Merchant Banking and Financial Services	I,II,IV	a,b,c,d,e,f,g,j	60
		22MBAPF303C	Project Appraisal and Finance	I,II,III,IV	a,b,c,d,e,f,g,i	62
		22MBAPF303D	Corporate Restructuring, Mergers and Acquisitions	I,II,III,IV	a,b,c,d,e,f,g,i	65
		22MBAPF303E	Risk Management in Banks	I,II,III,IV	a,b,c,d,e,f,g,h,j	67
	Marketing Management	22MBAPM303A	Services Marketing	I,II,IV	a,b,c,d,e,f,g,i,j	69
		22MBAPM303B	Integrated Marketing Communication	I,II,IV	a,b,c,d,e,f,g,i,j	71
		22MBAPM303C	Retail Management	I,II,III,IV	a,b,c,d,e,f,g,j	73
		22MBAPM303D	Consumer Behaviour	I,II,III,IV	a,b,c,d,e,f,g,h,j	75
		22MBAPM303E	Marketing Research	I,II,III,IV	a,b,c,d,e,f,g,h,j	77
	Human Resource Management	22MBAPH303A	Human Resource Development	I,II,III,IV	a,b,c,d,e,f,g,h,i,j	79
		22MBAPH303B	Compensation Management	I,II,III,IV	a,b,c,d,e,f,g,h,i,j	81
		22MBAPH303C	Organizational Change and Development	I,II,III,IV	a,b,c,d,e,f,g,h,j	83
		22MBAPH303D	Performance Management and Appraisal	I,II,III,IV	a,b,c,d,e,f,g,h,j	85
		22MBAPH303E	Competency Mapping	I,II,III,IV	a,b,c,d,e,f,g,h,j	88
	Management Information System	22MBAPS303A	Enterprise Resource Planning	I,II,III	a,b,c,d,e,f,g,i,j	90
		22MBAPS303B	Managing Software Projects	I,II,III,IV	a,b,c,d,e,f,g,i,j	93
		22MBAPS303C	E-Commerce	I,II,III,IV	a,b,c,d,e,f,g,i,j	95
		22MBAPS303D	Information Security and Privacy	I,II,III,IV	a,b,c,d,e,f,g,i	97
		22MBAPS303E	Digital and Social Media Marketing	I,II,III,IV	a,b,c,d,e,f,g,i	99
	Operations Management	22MBAPO303A	Supply Chain Management	I,II,III,IV	a,b,c,d,e,f,g,h,i	101
		22MBAPO303B	Operations Strategy	I,II,III,IV	a,b,c,d,e,f,g,h,i	103
		22MBAPO303C	Total Quality Management	I,II,III,IV	a,b,c,d,e,f,g,h,i	105
		22MBAPO303D	Procurement Management	I,II,III,IV	a,b,c,d,e,f,g,h,i,j	107
		22MBAPO303E	Services Operations Management	I,II,III,IV	a,b,c,d,e,f,g,h,j	109
	Business Analytics	22MBAPA303A	Human Resource Metrics and Analytics	I,II,III,IV	a,b,c,d,e,f,g,h,j	111
		22MBAPA303B	Marketing Analytics	I,II,III,IV	a,b,c,d,e,f,g,h,j	113
		22MBAPA303C	Big Data Analytics	I,II,III,IV	a,b,c,d,e,f,g,h,j	115
		22MBAPA303D	Financial Analytics	I,II,III,IV	a,b,c,d,e,f,g,h,j	117
		22MBAPA303E	Data Mining and Data warehousing	I,II,III,IV	a,b,c,d,e,f,g,h,j	119
	Entrepreneurship	22MBAPE303A	Managing Startups	I,II,III,IV	a,b,c,d,e,f,g,h,j	121
		22MBAPE303B	Social Entrepreneurship	I,II,III,IV	a,b,c,d,e,f,g,h,j	123
		22MBAPE303C	Venture Capital and Private Equity	I,II,III,IV	a,b,c,d,e,f,g,h,j	126
		22MBAPE303D	Innovation Management	I,II,III,IV	a,b,c,d,e,f,g,h,j	128
		22MBAPE303E	Family Business Management	I,II,III,IV	a,b,c,d,e,f,g,h,j	130
	Logistics and Supply Chain	22MBAPL303A	Principles of Logistics and Supply Chain Management	I,II,III,IV	a,b,c,d,e,f,g,h,j	132
		22MBAPL303B	Export and Import Management	I,II,III,IV	a,b,c,d,e,f,g,h,j	134

Management	22MBAPL303C	Rail, Road and Air Cargo Logistics	I,II,III,IV	a,b,c,d,e,f,g,h,j	136
	22MBAPL303D	Procurement, Storage and Warehouse Management	I,II,III,IV	a,b,c,d,e,f,g,h,j	138
	22MBAPL303E	Port and Airport Management for Logistics	I,II,III,IV	a,b,c,d,e,f,g,h,j	140
Tourism and Event Management	22MBAPT303A	Tourism Principles, Policies and Practices	I,II,III,IV	a,b,c,d,e,f,g,h,j	142
	22MBAPT303B	Tourism Products of India	I,II,III,IV	a,b,c,d,e,f,g,h,j	144
	22MBAPT303C	Recreation Management	I,II,III,IV	a,b,c,d,e,f,g,h,j	146
	22MBAPT303D	Travel Agency and Tour Operations	I,II,III,IV	a,b,c,d,e,f,g,h,j	148
	22MBAPT303E	Ecotourism	I,II,III,IV	a,b,c,d,e,f,g,h,j	150

ELECTIVE LIST - SEMESTER IV

Semester	List of Specializations	Course Code	Name of the Elective Course	PEO	PO	Page No
IV	Finance	22MBAPF402A	Financial Derivatives	I,II,III,IV	a,b,c,d,e,f,g,j	159
		22MBAPF402B	International Finance	I,II,IV	a,b,c,d,e,f,g,j	161
		22MBAPF402C	Finance and Accounting for Small Business	I,II,III,IV	a,b,c,d,e,f,g,i	163
	Marketing Management	22MBAPM402A	New product Development	I,II,IV	a,b,c,d,e,f,g,i,j	165
		22MBAPM402B	Sales and Distribution Management	I,II,IV	a,b,c,d,e,f,g,i,j	167
		22MBAPM402C	International Marketing	I,II,III,IV	a,b,c,d,e,f,g,j	169
	Human Resource Management	22MBAPH402A	Industrial Relations and Labour Welfare	I,II,III,IV	a,b,c,d,e,f,g,h,i,j	171
		22MBAPH402B	Strategic Human Resource Management	I,II,III,IV	a,b,c,d,e,f,g,h,i,j	173
		22MBAPH402C	International Human Resource Management	I,II,III,IV	a,b,c,d,e,f,g,h,j	175
	Management Information System	22MBAPS402A	System Analysis and Design	I,II,III	a,b,c,d,e,f,g,i,j	177
		22MBAPS402B	Knowledge Management	I,II,III,IV	a,b,c,d,e,f,g,i,j	179
		22MBAPS402C	Decision Support Systems	I,II,III,IV	a,b,c,d,e,f,g,i,j	181
	Operations Management	22MBAPO402A	Materials Management	I,II,III,IV	a,b,c,d,e,f,g,h,i	183
		22MBAPO402B	World Class Manufacturing	I,II,III,IV	a,b,c,d,e,f,g,h,i	185
		22MBAPO402C	Technology Management and Intellectual Property Right	I,II,III,IV	a,b,c,d,e,f,g,h,i	187
	Bussiness Analytics	22MBAPA402A	Machine Language	I,II,III,IV	a,b,c,d,e,f,g,h,j	189
		22MBAPA402B	Data Visualization for Managers – Using R and Tableau	I,II,III,IV	a,b,c,d,e,f,g,h,j	191
		22MBAPA402C	Supply Chain Analytics	I,II,III,IV	a,b,c,d,e,f,g,h,j	193
	Entrepreneurship	22MBAPE402A	Entrepreneurial leadership	I,II,III,IV	a,b,c,d,e,f,g,h,j	195
		22MBAPE402B	Rural Entrepreneurship	I,II,III,IV	a,b,c,d,e,f,g,h,j	198
		22MBAPE402C	Indian Models of Economy, Business and Management	I,II,III,IV	a,b,c,d,e,f,g,h,j	200
	Logistics and Supply Chain Management	22MBAPL402A	Supply Chain Softwares	I,II,III,IV	a,b,c,d,e,f,g,h,j	202
		22MBAPL402B	Global Supply Chain Management	I,II,III,IV	a,b,c,d,e,f,g,h,j	204
		22MBAPL402C	Applied GIS and Spatial Data Analytics	I,II,III,IV	a,b,c,d,e,f,g,h,j	20
	Tourism and Event Management	22MBAPT402A	Event Management	I,II,III,IV	a,b,c,d,e,f,g,h,j	208
		22MBAPT402B	Healthcare Tourism	I,II,III,IV	a,b,c,d,e,f,g,h,j	510
		22MBAPT402C	Destination Marketing	I,II,III,IV	a,b,c,d,e,f,g,h,j	212

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.							√	√	√	√

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 traditional management school of thoughts, roles, responsibilities, and skills required for modern managers.
- To know the importance of planning, and decision-making process.
- To recognize the need of organizing and staffing functions in organization.
- To identify the role of directing, leadership and motivation in the performance of the organization.
- To realize the need of controlling in improving the performance of the organization.
- To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

COURSE OUTCOMES:

Learners should be able to

1. Understand the management function and roles of the manager and become an effective planner and decisionmaker
2. Gain the knowledge and apply the skills of organizing, allocating, monitoring and controlling in the organization.
3. Identify different motivational theories and evaluate motivational strategies used in a variety of organizational settings.
4. Recognize the qualities of various leadership styles and follow the apt one.
5. Communicate the case analysis effectively in oral and written forms.
6. Analyze the complexities associated with management of the group behavior in the organization

UNIT I Management Concept and School of Thoughts

Management Overview: – Concept, Nature, Importance - Management Vs Administration. The Evolution of Management - Taylor and Scientific Management, Fayol's Administrative Management - Functions of management - Forms of Business Organization – Sole Proprietorship – Partnership – Company - The manager - Role of manager - Mintzberg's Roles - Social Responsibility of Managers and Ethics in Management – Ethical role of the Manager.

UNIT II Planning and Decision Making

Planning: Meaning - The Nature – Objectives – Steps in Planning - Strategies, Policies - Procedures and methods - Management by Objectives - Decision making: Meaning – Need - Characteristics

UNIT III Organising and Staffing

Organizing: Concept, Organizational Structure, Departmentation, Span of Control, Delegation of Authority, Authority and Responsibility - Organizational designs.

Staffing: Importance - Need - Elements of staffing- Functions – Processing - Proper staffing- Advantage of Proper staffing- Manpower planning- Process of recruitment and selection- Placement and Orientation- Training and Development

UNIT IV Directing, Leadership and Motivation

Directing: Concept of Direction and Supervision. Functions and qualities of supervisor. Human Factors and Motivation – Theories : Traditional theories and Contemporary theories of Motivation - Leadership - Trait, Behaviour, and contingency approaches – Transactional and Transformational leadership

UNIT V Controlling

Controlling: Need - The System and Process of Controlling – Techniques - Budgetary and non budgetary Control. Managing Productivity – Cost Control – Purchase Control – Maintenance Control – Quality Control – Planning Operations.

SUGGESTED READINGS:

1. James A. F. Stoner, R. Edward Freeman, Amitabh DeoKodwani Daniel R. Gilbert, Ranjeet Nambudiri (2018), *Management*, 6th edition, Pearson Education, New Delhi.
2. Stephen P. Robbins, Coulter Mary (2017), *Management*, 13th edition, Pearson Education, New Delhi.
3. Stephen P. Robbins, Coulter Mary and David De Cenzo (2017), *Fundamentals of Management*, 9th edition, Pearson Education, New Delhi.
4. Tripathy.PC. & Reddy.PN. (2017). *Principles of Management*. New Delhi: Tata McGraw Hill.
5. Koontz and Weihrich. (2015). *Essentials of Management*. (10th edition). New Delhi: Tata McGraw Hill.

E- Resources:

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

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 concepts of organizational behavior.
- To analyze the individual behavior traits required for performing as an individual or group.
- To obtain the perceiving skills to judge the situation and communicate the thoughts and ideas.
- To understand how to perform in group and team and how to manage the power, politics and conflict.
- To recognize the importance of organizational culture and organizational change.
- To realise the importance of groups and teamwork and managing of conflict between the members of the organization

COURSE OUTCOMES:

Learners should be able to

1. Analyse organizational behavior issues in the context of the organizational behavior theories and concepts.
2. Assess the behavior of the individuals and groups in organization and manage the stress.
3. Manage team, power, politics and conflict arising between the members.
4. Explain how organizational change and culture affect the working relationship within organizations.
5. Understand and exhibit the communication skills to convey the thoughts and ideas of case analysis to the individuals and group.
6. Understand the application of OB using appropriate concepts, logic and theoretical conventions

UNIT I Organization behaviour : Introduction

Organization Behavior: Meaning and definition - Fundamental concepts of Organization Behavior - Contributing disciplines to the Organization Behavior field – Organization Behavior Model - Significance of Organization Behavior in the organization success - Challenges and Opportunities for Organization Behavior.

UNIT II Behaviour, Personality and Learning Theories

Attitudes – Sources - Types - Functions of Attitudes – Attitude and Job satisfaction, Emotions and Moods – Emotional Intelligence – Organization Behavior Applications of Emotions and Moods, Learning – Theories of Learning. Personality – Determinants of personality- Theories of Personality - psycho-analytical, social learning, job-fit, and trait theories. Values – Importance -

Types of Values – Linking Individual personality and values to the work place.

UNIT III Perception and Communication

Perception – factors influencing perception - Person Perception – Attribution Theory – Frequently Used Shortcuts in Judging Others- Perceptual Process- Perceptual Selectivity - Organization Errors of perception – Linkage between perception and Decision making.

Communication – Process – Directions of communication – interpersonal and organizational communication – Barriers to effective communication – Leadership - Styles – Theories.

UNIT IV Group, Team, Power politics and Conflict

Foundation of Group Behavior - Concept of Group - Types of Groups - Stages of Group Development - Group Norms - Group Cohesiveness – Group Decision making – Understanding working teams – types of teams- creating effective teams- Turning individuals to team players.

Power and Politics - Bases of Power – Power tactics. Conflict – Meaning –Transition in conflict thoughts- Conflict Process- Negotiation

UNIT V Organization Culture, Change and Stress Management.

Organizational culture- Definitions and Characteristics of Culture- Types of Culture – Creating and Maintaining an Organizational Culture. Organizational change –Meaning- Forces for Change- Managing Planned Change - Factors in Organizational Change - Resistance to change- Overcoming resistance to change. Stress – Causes of stress – Effects of Occupational Stress- Coping Strategies for Stress.

SUGGESTED READINGS:

1. Fred Luthans. (2017). *Organizational Behavior: An Evidence - Based Approach*, 12thedition, McGraw Hill Education, NewDelhi.
2. Steven Mcshane and Mary Ann VonGlinow (2017), *Organizational Behavior*, 6th edition, McGraw Hill Education, NewDelhi
3. Robbins, S. P., and Judge, T.A. (2016). *Organizational Behaviour*.(16thedition).New Delhi: Prentice Hall of India.
4. Laurie J. Mullins (2016), *Management and Organisationalbehaviour*, 10thedition, Pearson Education, NewDelhi
5. Robbins, S. P., and Judge, T.A. (2016). *Essentials of Organizational Behavior*.13th edition, Pearson Education.

E- Resources:

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

COURSE OBJECTIVES:

To make the students

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

COURSE OUTCOMES:

Learners should be able to

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

UNIT I Managerial Economics: Law of Demand and Supply

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

Revealed Preference theory - Consumer's surplus. Demand function - Concept of Demand – Types of Demand – Determinants – Law of Demand – Exceptions to Law of Demand – Change in Demand – Elasticity of Demand – Types – Measurement of Price elasticity of demand. Concept of Supply – Determinants of Supply – Law of Supply – Change in Supply – Elasticity of Supply – Types.

UNIT II Production, Cost and Revenue Function

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

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

UNIT III Market Competition and Price structures

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

UNIT IV Macro Economic Indicators

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

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

UNIT V Monetary Policy and Fiscal Policy

Government in the Macro Economy – Monetary policy - Objectives of Monetary Policy – Types of Monetary Policy – Instruments of monetary policy. Fiscal policy - Objectives of Fiscal Policy – Types of Fiscal Policy – Instruments of Fiscal Policy – Budget Preparation – Deficit Budget.

SUGGESTED READINGS:

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

E-Resources

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

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 Indian Contract Act 1872

The Indian Contract Act 1872 - Definition of contract, essential elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts.

The Sale of Goods Act 1930 - Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller.

UNIT II Law of Agency, Partnership Act 1932 and Limited Liability Partnership Act 2008.

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

Partnership – Meaning, Definition, Features – Types of partners. Liability – Limited Liability Partnership Act 2008.

UNIT III Companies Act 2013

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

UNIT IV Consumer Protection Act 2019 and Other Laws

Consumer Protection Act 2019 – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums - Cybercrimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.

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 V Tax System

Tax – Direct Tax – Income Tax – Salary Income – House Property Income – Profits and gains of Business or Profession – Capital Gain – Income from other sources. Indirect tax structure in India - Goods and Services Tax Act 2017 - Need for GST in India - Dual GST Model - Goods and Services Tax Network (GSTN) - Levy and Collection of Tax - Scope of supply (Section 7 of CGST Act, 2017) - Input Tax Credit under GST and Returns - Eligibility for taking Input Tax Credit (ITC) - Registration under GST Law - Procedure for Registration - Computation of Tax Liability and Payment of Tax - Furnishing of Returns - Audit under GST.

SUGGESTED READINGS:

1. Akhileshwar Pathak (2017), *Legal Aspects of Business*, 6th Edition, Mcgraw hill, New Delhi.

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

E-Resources

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

COURSE OBJECTIVES:

To make the students

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

COURSE OUTCOMES:

Learners should be able to

1. Understand the accounting standards and realize the difference in the GAAP and IFRS.
2. Ability to prepare, read, interpret and analyse financial statements to assess the financial performance and position of a 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

Accounting – Meaning - Definition – Objectives – Functions – Branches of Accounting - to Financial, Cost and Management Accounting- Generally Accepted Accounting Principles (GAAP), Concepts and Conventions – IFRS - Accounting Equation – Accounting Cycle – Journal – Ledger – Trial balance.

UNIT II Final Accounts and Depreciation

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

UNIT III Financial Statement Analysis

Financial Statement Analysis - Comparative Statements, Common-size statement, Trend Percentages, Financial ratio analysis - Classification of Ratios- Liquidity, Solvency, Turnover ratios, Profitability ratios, Market ratios, Dupont Analysis, Interpretation of Ratios- Cash flow and Fund flow preparations – Cashflow AS 3 Standard.

UNIT IV Cost Accounting

Cost Accounts -Costing –Types of costing-Job costing, Batch Costing,Process costing, Activity Based Costing, Target costing - Elements of Costs – Cost Centre - Preparation of Cost Sheet, items to be excluded while preparing cost sheet. Process Costing – Activity based Costing – Target Costing (Theory Only).
Marginal Costing and profit planning – Cost, Volume, Profit Analysis – Break Even Analysis –Decision making problems -Make or Buy decisions -Determination of sales mix – Exploring new markets - Add or drop products -Expand or contract.

UNIT V Budgeting and Variance Analysis

Budgetary Control – Need and its application - Zero Based Budgeting (Theory) – Cash budget, sales budget, master budget and Flexible budgets (Theory and Problems)
Standard Costing – Materials Cost and Labour cost variances.

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, New Delhi
6. R.Narayanaswamy, *Financial Accounting – A managerial perspective*, PHI Learning, New Delhi, 2008.
7. M.Y. Khan & P.K. Jain, *Management Accounting*, Tata McGraw Hill, 8th edition, 2018.
8. T.S. Reddy & A. Murthy, *Financial Accounting*, Margham Publications, 2014
9. Jan Williams, Susan Haka, Mark S. Bettner, Joseph V. Carcello, *Financial and Managerial Accounting - The basis for business Decisions*, 18th edition, Tata McGraw Hill Publishers, 2017

E- Resources

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

22MBAP106

DATA DRIVEN DECISION MAKING

Semester – I

5H – 4C

Instruction Hours / week: L: 4 T:1 P: 0

Marks: Internal: 40

External:60

Total: 100

End Semester Exam: 3 Hours

COURSE OBJECTIVES:

To make the students

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

COURSE OUTCOMES:

Learners should be able to

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

Unit I Univariate Analysis

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

Unit II Bivariate Analysis

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

Unit III Probability Theory and Distributions

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

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

Unit IV Hypothesis Testing

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

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

Unit V Estimation, Analysis of Variance and Data Analytics

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

Learning, Classification of Data Analytics and Popular Software used for Data Analytics - EXCEL, SPSS, Python and R- Programming.

Note: Problems 60 Marks and Theory 40 Marks.

Suggested Readings:

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

E-Resources

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

KAHE – Learning Management System

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

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.

EXPERIMENTS**PRACTICALS ON WORD PROCESSOR**

Exercise 1: Getting Started: Creating new document, formatting text and open the existing document, cut, copy, paste, saving and printing document.

Exercise 2: Creating Tables & Graphics-creating basic headers and footers and Creating hyperlinks

Exercise 3: Creating Resume, Creating Blog, Creating Product Brochure and Project Report

Exercise 4: Mail Merge

PRACTICALS ON SPREADSHEET

Exercise 1: Getting Started : creating new worksheet, Spreadsheet Formatting

Exercise 2: Functions, Creating Charts & Graphics

Exercise 3: Creating Pivot Table & Pivot Charts

Exercise 4: Creating Daily and Monthly Sales Reports

PRACTICALS ON POWER POINT PRESENTATION

Exercise 1: Getting Started :Creating Presentations, Adding Slides, Deleting a slide, Numbering a Slide ,Saving and Printing Presentation

Exercise 2: Graphics & Visual Effects :Importing the images into presentation, Building Transition Effects

Exercise 3:Creating Company Profile Presentation, Creating Product Presentation, Creating Project Presentation

PRACTICALS ON INTERNET AND SERVICES

Exercise 1: WWW and Web Browser- Connecting to World Wide Web (WWW), Accessing Web Browser, Using Favorites Folder, Downloading Web Pages, Understanding URL

Exercise 2: Email-Creating and Sending a new E-mail

PRACTICALS ON TALLY ERP.9

Exercise 1 :Creating a New Company in Tally ERP.9

Exercise 2 :Creating Accounting Vouchers in Tally ERP.9

Exercise 3 : Creating Financial Reports in Tally ERP.9

Exercise 4 :Tax Deducted at Source (TDS) in Tally ERP.9

SUGGESTED READINGS:

1. Wayne L. Winston, (2017), Microsoft Excel 2016 - Data Analysis and Business Modeling, Prentice Hall India Learning Private Limited, New Delhi
2. FaitheWempen (2016), Microsoft Office 2016 at Work for Dummies, Wiley India, New Delhi
3. Dinesh Maidasani(2015), Learning Computer Fundamentals, MS Office and Internet & Web Technology, 3rd Edition, Laxmi Publications, New Delhi.
4. John Walkenbach (2015), Microsoft Excel 2016 Bible: The Comprehensive Tutorial Resource, Wiley India, New Delhi.
5. Cox (2013), Microsoft Access 2013 Step by Step, Prentice Hall India Learning Private Limited, New Delhi
6. Tally education, (2018), Official Guide to Financial Accounting Using Tally. ERP 9

- with GST (Release 6.4), 4th revised and updated edition, BPB Publications; New Delhi
7. Asok K. Nadhani (2018), Tally ERP Training Guide - 4TH edition, BPB Publications; New Delhi
 8. Sajee Kurian, (2017) Learning Tally ERP 9 with GST, 1st edition, Blessings Inc, Mumbai.
 9. Ajay Maheshwari and ShubhamMaheshwari (2017), Implementing GST in Tally.ERP 9, 1st edition, Tally E-learning.
 10. Shraddha Singh, NavneetMehra (2014), Tally ERP 9 (Power of Simplicity): Software for Business and Accounts, V&S Publishers, New Delhi

Instruction Hours/week L:0 T:0 P:2

Marks: Internal:50 Total:50

Course objectives

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

Learners should be able to

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

Unit I Grammar

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

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

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

Unit II Phonology in English

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

Unit III Conversation in English

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

Unit IV Presentation

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

Unit V Effective Writing Skills:

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

Reference Books:

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

22MBAP113	TEAM BUILDING AND LEADERSHIP SKILLS (PRACTICAL)	Semester - I 2H - 1C
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Instruction Hours / week: L: 0 T: 0 P: 2

Marks: Internal: 50 Total: 50

COURSE OBJECTIVES:

To make the students

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

COURSE OUTCOMES:

Learners should be able to

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

Course Content

Team Building Skills

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

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)*, 1stedition, 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*, 2ndedition, 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 understand the Operations management and operation strategy concepts and its application in business.
- To recognize the importance factory location, plant location, Plant layout and facility layout.
- To formulate the production planning and control systems and ensure efficient scheduling for production.
- To understand and apply the forecasting techniques in estimating the requirement of resources.
- To understand the quality management practice and TQM tools and its application in improving the organizational performance.
- To understand the concept of Materials Management – functions – material planning and budgeting and Material Requirement planning

COURSE OUTCOMES :

Learners should be able to

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

UNIT I Operations Management and Operations Strategy

Nature, Importance, historical development, transformation processes, differences between services and goods, Operations Strategy, Competitive Capabilities and Core Competencies, Operations Strategy as a Competitive Weapon, Linkage Between Corporate, Business, and Operations Strategy, Developing Operations Strategy, Elements or Components of Operations Strategy, Competitive Priorities, Manufacturing Strategies, Service Strategies, Global Strategies

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, Layout decisions, Nature of layout problems, Redesigning of a layout, Manufacturing facility layouts, Types of Layouts, Layout Planning, Evaluating Plant Layouts, Assembly Line Balancing, Material handling - Overview of MRP, MRP II and ERP, Maintenance Management- Reliability and Maintenance – Replacement Techniques.

UNIT III Production Planning and controlling, Scheduling

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

UNIT IV Forecasting

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

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 – KANBAN system - Supply Chain Management, Managing supply chain, Supply chain integration.

Note: Problems 20 Marks and Theory 80 Marks

SUGGESTED READINGS:

1. Jay Heizer, Barry Render, Chuck Munson, Amit Sachan (2017), *Operations Management : Sustainability and Supply chain Management*, 12th edition, Pearson Education, NewDelhi.
2. Krajewski, L.J et.al (2015), *Operations Management*, 11th edition, Pearson Education, NewDelhi.
3. Russel, Taylor (2015), *Operations and Supply Chain Management*, 8th edition, Wiley, NewDelhi.

4. B. Mahadevan (2015). *Operations Management : Theory and Practice*, 3rd edition, Pearson Education, NewDelhi.
5. Pannerselvam. (2012). *Production and Operations Management*, 3rd edition, PHI, New Delhi.

E-Resources

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

COURSE OBJECTIVES:

To make the students

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

COURSE OUTCOMES :

Learners should be able to

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

UNIT I Marketing , Marketing Process and Marketing Environment

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

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

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

UNITII Market Segmentation, Branding and Product

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. Buyer Behaviour.

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

UNIT III Pricing and Marketing Channels

Pricing: Introduction, Factors Affecting Price Decisions, Cost Based Pricing, Value Based and Competition Based Pricing, Product Mix Pricing Strategies
Need for Marketing Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Introduction to Retailing, Wholesaling,

UNIT IV Promotion and Personal Communication Channels

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

UNIT V Contemporary Developments in marketing

Marketing Strategies for Competitors - Definitions of Customer Relationship Management (CRM), Forms of Relationship Management, Managing Customer Loyalty and Development, Reasons Behind Losing Customers by Organisations, Services Marketing, E-Marketing or Online Marketing, Social marketing, Rural Marketing and Green Marketing. Ethics in Marketing – Legal aspects of Marketing.

Suggested Readings:

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

E-Resources

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

COURSE OBJECTIVES:

To make the students

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

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 Trends in HR

Human resource management - introduction to Human Resource Management – Functions and importance of HRM – Globalization and challenges to HR manager – Human Resource Development – Trends in HR.

UNIT II Human Resource Planning

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

UNIT III Training and Development

Training Need assessment - Designing Training Programs – Methods and Techniques of

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

UNIT IV Compensation and Reward

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

UNIT V Employee Relations.

Employee Relations - Managing employee relations – Grievance Management - organizational discipline – dispute settlement – Collective bargaining – Employee Health and Safety - Social Security Measures – I-HRM trends – Complexities – challenges and choices in future - Managing Expatriates - Quality of Work life – Concepts – Methods to improve quality of work life. Diversity management – Strategic Human resource management – HR audit accounting - HR analytics. Comparative study of HRM practice in major Global economies.

SUGGESTED READINGS:

1. Dessler, G. and BijjuVarkkey (2017). *Human Resource Management*, 15th edition, Pearson Education, NewDelhi.
2. Aswathappa, K. (2017). *Human Resource Management*, 6th edition, McGraw Hill Education, NewDelhi.
3. David A. Decenzo , Stephen P. Robbins, Susan L. Verhulst (2015), *Human Resource Management*, 11th edition, Wiley, NewDelhi.
4. George W Bohlander and Scott., Snell., (2016). *Principles of Human Resource Management* , 16th edition, Cengage India, NewDelhi.
5. Scott Snell, George Bohlander ,Veena Vohra (2010), *Human Resources Management: A South Asian Perspective*, 1st edition, Cengage India, NewDelhi.

E-Resources

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

COURSE OBJECTIVES:

To make the students

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

COURSE OUTCOMES :

Learners should be able to

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

UNIT I Operations Research and Linear Programming

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

Linear Programming: Introduction, Linear Programming Problem, Requirements of LPP, Mathematical Formulation of LPP, Case Studies of LPP, Graphical Methods to Solve Linear Programming Problems, Applications, Advantages, Limitations, Graphical Analysis, Some Basic Definitions, Graphical Methods to Solve LPP, Some Exceptional Cases,

Important Geometric Properties of LPP, Standard Form of LPP, Fundamental theorem of LPP, Solution of LPP – Simplex Method

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

UNIT II Transportation and Assignment Models

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

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

UNIT III Network Analysis

Network Analysis – Construction of networks, Components and Precedence relationships – Event – activities – rules of network construction, errors and dummies in network. PERT/CPM networks –project scheduling with uncertain activity times – Critical Path Analysis – Forward Pass method, Backward Pass method – Float (or slack) of an activity and event –Time – cost trade-offs – crashing activity times.

UNIT IV Queuing Models

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

UNIT V Simulation and Game Theory

Methodology of Simulation, Basic Concepts, Simulation Procedure, Application of Simulation - Simulation Monte-Carlo Method: Introduction, Monte-Carlo Simulation, Applications of Simulation, Advantages of Simulation, Limitations of Simulation

Game Theory: Introduction, Competitive Situations, Characteristics of Competitive Games,

SUGGESTED READINGS:

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

COURSE OBJECTIVES:

To make the students

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

COURSE OUTCOMES:

Learners should be able to

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

UNIT I Financial Management 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 – Professional Ethics - Treasurer Vs. Controller.

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

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

UNIT II Time Value of Money and Capital Budgeting

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

Capital Budgeting : Independent, Mutually exclusive and Contingent Projects,—Evaluation Technique - Non discounted Cashflow Methods- Payback, ARR - Discounted cashflow methods: NPV, IRR, profitability index - Capital Rationing – Capital budgeting decision under Risk and Uncertainty.

UNIT III Capital Structure and Cost of Capital

Capital Structure: forms – importance – optimal capital structure – Theories – Net Income Approach – Net Operating Income Approach - 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 – Trading on Equity - Operating Leverage – Composite – Working Capital Leverage- EBIT – EPS Analysis- Indifference point.

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

UNIT V Working Capital Management

Working capital Management: Meaning - concept – Gross – Net - kinds – importance of adequate working capital - determinants of working capital - working capital policy- estimation of working capital– operating cycle/ cash conversion cycle- working capital finance - Commercial paper, Company deposit, Trade credit, Bank finance. Cash management: optimal cash, cash budget. Inventory management: EOQ, Reorder level Receivables Management: Credit policy, receivables matrix. Corporate restructuring and contemporary issues in Financial Management.

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

SUGGESTED READINGS:

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

E-Resource:

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

Instruction Hours/week L:4 T: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 framework of research and research process and its important in business decision.
- To develop an understanding of various research designs and sampling techniques and its application.
- To identify appropriate sources of information and methods of data collection for solving a business issue.
- To understand the selection of appropriate tools to analyse the quantitative and qualitative data.
- To understand the ethical norms for research and select the best type of research report and be familiar with the content to be included in the report.
- To understand about Attitude Measurement and Scaling.

COURSE OUTCOMES :

Learners should be able to

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

UNIT I Research:

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

Research process – Steps - problem formulation, management problem v/s. research problem, Review of Literature.

UNIT II Research Design and Sampling Design

Business Research Design: Exploratory, Descriptive, and Causal research - Meaning, suitability, collection, hypothesis formulation

Sampling Design - Meaning, Steps in Sampling process, Sample Size - Sampling Errors, Sampling Techniques - Probability and Non probability.

UNIT III Sources of Data collection and Scaling Techniques

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

Questionnaire Design: Questionnaire method; Types of Questionnaires; Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method. Data Processing: Data Editing; Coding; Classification and Tabulation of Data.

UNIT IV Univariate and Bivariate Analysis of Data:

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

ANOVA – One-way & Two-way classification

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

Multivariate Analysis - Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, (Theory only). Structural Equation Model using AMOS.

UNIT V Research Report Writing and Ethics in research

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

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

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

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

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

SUGGESTED READINGS:

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

E-Resources

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

COURSE OBJECTIVES:

To make the students

- Discuss the concept of information system
- Understand the concept of digital convergence and changing business environment
- Assess the Computer Hardware and its technologies
- Recognize management challenges
- Understand contemporary approach to IS
- Discuss Information and knowledge economy

COURSE OUTCOMES:

Learners should be able to

1. Analyze the use of information systems in business.
2. Examine emerging trends in information technology for organizations.
3. Understand how information technology systems influence organizational strategies.
4. Evaluate the prevailing ethical issues of information systems.
5. Critique core information systems applications from a business perspective.
6. Assess the procedures for securing information systems.

UNIT I Organisation and Information Systems

Changing Environment and its impact on Business - The IT/IS and its influence - The Organisation: Structure, Managers and activities - Data, information and its attributes - The level of people and their information needs - Types of Decisions and information - Information System, categorisation of information on the basis of nature and characteristics.

UNIT II Information System

Nature of IT decision - Strategic decision - Configuration design and evaluation Information technology implementation plan. Transaction Processing System (TPS) - Office Automation System (OAS) - Management Information System (MIS) - Decision Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES) - Executive Support System (EIS or ESS).

UNIT III Computer fundamentals, Telecommunication and Networks

Computer System – Introduction - Generation of Computers - Classification of Computers - Input and output devices - Software – System s/w and Applications/w - O/S – Functions and Features. Communication, Media, Modems & Channels - LAN, MAN & WAN - Network Topologies, Internet, Intranet and Extranet. Wireless technologies like Wi-Fi, Bluetooth and Wi-Max.

UNIT IV Enterprise System

Information systems for Accounting, Finance, Production and Manufacturing, Marketing and HRM functions - IS in hospital, hotel, bank industry. Enterprise Resources Planning (ERP): Features, selection criteria, merits, issues and challenges in Implementation - Supply Chain Management (SCM): Features, Modules in SCM - Customer Relationship Management (CRM): Phases. Knowledge Management and e-governance

UNIT V Security and Ethical Challenges

Security and ethical challenges: Ethical responsibilities of Business Professionals – Business, technology. Computer crime – Hacking, cyber theft, unauthorized use at work. Piracy – software and intellectual property. Privacy – Issues and the Internet Privacy. Challenges – working condition, individuals. Health and Social Issues, Ergonomics and cyber terrorism.

SUGGESTED READINGS:

1. Laudon, K. C., & Laudon, J. P. (2020). Management information systems: Managing the digital firm, 16th ed. Pearson.
2. Kenneth Laudon & Jane Laudon, (2017). Management Information System, 14 ed Pearson Edu. India.
3. Jaiswal and Mittal (2012), Management Information Systems, Oxford University Press
4. D.P Goyal (2014) Management Information Systems, 2nd Edition, Mcmillan India Ltd.
5. David & Olsen (2016) Management Information Systems, 2nd Edition, TMH

COURSE OBJECTIVES:

To make the students

- To understand the importance of Statistical package 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. Perform multivariate analysis in the software package.
6. Demonstrate capabilities of problem-solving, critical thinking, and communication skills to infer the output.

EXPERIMENTS:**PRACTICALS ON STATISTICAL PACKAGE FOR SOCIAL SCIENCE RESEARCH**

Exercise 1: Data entry in SPSS (Coding and Encoding), Data Editing.

Data analysis tools in SPSS:

Exercise 2: Compute frequencies distribution, skewness and kurtosis

Exercise 3: Compute Descriptive Statistics

Computation of Bivariate, Univariate and Multivariate Analysis:

Exercise 4: Compute INDEPENDENT SAMPLE 't' TEST to find whether mean differs between two groups

Exercise 5: Compute PAIRED SAMPLE 't' TEST

Exercise 6: Compute Chi-square test to find association between two variables

Exercise 7: Compute ANALYSIS OF VARIANCE (ANOVA) to find whether mean differs among more than two groups

Exercise 8: Compute Correlation to find nature of relation between dependent and independent variable

Exercise 9: Compute regression test to ascertain the combined influence of select independent variables over dependent variable

Exercise 10: Compute FACTOR ANALYSIS to find out the important factors (or) variables among the various set of variables

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.

COURSE OBJECTIVES:**To make the students**

- To comprehend on the requirement of the industry.
- To develop basic skills required in corporate.
- To exhibit corporate etiquettes.
- To understand and display the professional competencies.
- To Assess and manage the emotional intelligence of self and others.
- To reveal the interpersonal skills expectations of a workplace.

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

1. Comprehend on the requirement of the industry.
2. Develop basic skills required in corporate.
3. Exhibit corporate etiquettes.
4. Understand and display the professional competencies.
5. Assess and manage the emotional intelligence of self and others.
6. Reveal the interpersonal skills expectations of a workplace.

UNIT 1 Difference between campus and Corporate:

– Change management - Learn the Culture - Impact of your attitude and behavior - Consider the language
– Establish and maintain relationship – Respect others - Be Confident - Keep on learning - Consider the body language.

UNIT II Grooming for Corporate:

Corporate Etiquettes - Dressing and grooming skills - Workplace etiquette - Business etiquette - E-Mail etiquette - Telephone etiquette - Meeting etiquette

UNIT III Professional Competencies:

Analytical Thinking - Listening Skills - Time management - Team Skills – Assertiveness - Stress Management - Participating in Group Discussion - Interview facing – Ownership - Attention to Detail.

Building Positive Relationships – Giving Praise – Dealing with Criticism – Managing Conflict.

UNIT IV Emotional Intelligence (EI)

Perspectives on the Science and History of EI, How Emotions Work, Developing EI Abilities and Competencies, Workforce Diversity and EI in the Workplace, Workplace Leadership: Using and Understanding Emotions, Empathy, moods, Managing Other People's Emotions

UNIT V Interpersonal Communication:

Formal and informal talk – listen to follow and respond to explanations, directions and instructions in academic and business contexts – strategies for presentations and interactive communication – group/pair presentations – negotiate disagreement in group work.

Lexical chunking for accuracy and fluency- factors influence fluency, deliver a five-minute informal talk – greet – respond to greetings – describe health and symptoms – invite and offer – accept – decline – take leave – listen for and follow the gist- listen for detail - Recitation of short stories - Social Conversation Skills – Presentation - One Act Plays- Situational Analysis – Thematic Appreciation Test

SUGGESTED READINGS

1. Ferguson Careers skills library (2015), COMMUNICATION SKILLS AND PERSONALITY DEVELOPMENT, 1st edition, Ferguson
2. Sanjay Kumar (Author), PushpLata (2015), Communication Skills, 2nd edition, Oxford University Press, New Delhi.
3. Sanjay Kumar (Author), PushpLata (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. BarunMitra (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.
7. Keith McCormick, Jesus Salcedo, Jon Peck, Andrew Wheeler, Jason Verlen (2017), *SPSS Statistics for Data Analysis and Visualization*, Wiley, NewDelhi.
8. Brian C. Cronk (2016), *How to Use SPSS®: A Step-By-Step Guide to Analysis and Interpretation*, 9th edition, Routledge, NewDelhi.

22MBAP301**ENTREPRENEURSHIP DEVELOPMENT****4H – 3C**

Instruction Hours / week: L: 4 T: 0 P: 0

Marks: Internal: 40 External: 60 Total: 100

End Semester Exam: 3 Hours

COURSE OBJECTIVES:**To make the students**

- To understand the Concept of entrepreneurship, types of entrepreneurs and skills required by an entrepreneur.
- To Generate creative business ideas and pitch the idea,
- To formulate a business plan assessing marketing, technical and financial feasibility.
- To understand the Functional plans of a new business.
- To select the best source of financing the business ventures
- To comprehend apply the recent changes and legal aspects to new business ventures.

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

1. Understand the Concept of entrepreneurship, types of entrepreneurs and skills required by an entrepreneur.
2. Generate creative business ideas and pitch the idea,
3. Formulate a business plan assessing marketing, technical and financial feasibility.
4. Understand the Functional plans of a new business.
5. Select the best source of financing the business ventures
6. Comprehend apply the recent changes and legal aspects to new business ventures.

UNIT I Entrepreneurship

Entrepreneurship: Concept, knowledge and skills requirement; characteristic of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship.

Types of Entrepreneurs (Clarence Danhoff's Classification) - Intrapreneurship – Concept and Types (Hans Schollhammer's Classification) - Entrepreneurship in different contexts:

UNIT II Business Idea Generation

Starting the venture: generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis.

Introduction to business models; Creating value propositions-conventional industry logic, value innovation logic; customer focused innovation; building and analyzing business models; Business model canvas, Introduction to startups – Meaning, Definition, Business Pitching.

UNIT III Marketing and Financial Plan

Feasibility study – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan;

Functional plans: marketing plan – marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan – form of ownership, designing organization structure, job design, manpower planning; Financial plan – cash budget, working capital, Performance income statement Performance cash flow, performance balance sheet, break-even analysis. Preparing project report; presenting business plan to investors.

UNIT IV Sources of Finance for Entrepreneurs

Public and private system of stimulation, support and sustainability of entrepreneurship. Requirement, availability and access to finance, marketing assistance, technology, and industrial accommodation, Role of industries/entrepreneur's associations and self-help groups. The concept, role and functions of business incubators, debt or equity financing, commercial banks, angel investors, venture capital and private equity funds. Startups – Definition – Startup Ecosystem – mobilizing resources for startup – basic Startup problems – Funding opportunities for Startups. Mudra Scheme – Financing for Startups – Seed Capital, Private equity, Angel Investor, venture capital and crowd fund.

UNIT V Current Trends and Legal aspects of Entrepreneurship

Women Entrepreneurship, Rural Entrepreneurship, technopreneurship, cultural entrepreneurship, international entrepreneurship, netpreneurship, ecopreneurship, and social entrepreneurship. Legal issues – intellectual property rights patents, trademarks, copyrights, trade secrets, licensing; franchising.

SUGGESTED READINGS:

1. Robert Hisrich and Michael Peters and Dean Shepherd (2018), Entrepreneurship, 10th Edition, McGraw Hill, New Delhi.
2. David H. Holt (2016), Entrepreneurship, 1st Edition, Pearson Education, New Delhi.
3. Sangeetha Sharma (2017), Entrepreneurship Development, PHI Learning Pvt Ltd., New Delhi.
4. Poornima M., Charantimath (2018), Entrepreneurship Development and Small Business Enterprises, 3rd edition, Pearson Education, New Delhi
5. S.S.Khanka (2012), Entrepreneurial Development, S.Chand, New Delhi.

E-Resources

- <https://www.youtube.com/watch?v=Ihs4VFZWwn4>
- <https://nptel.ac.in/courses/127105007/>
- <https://nptel.ac.in/courses/110106141/>
- <https://nptel.ac.in/courses/110/107/110107094/>

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 : International Business:

International Business - Elements of International Business, Globalisation. International Trade theories and their application - Mercantilism, Absolute advantage, Comparative advantage, Heckscher- Ohlin, Product life cycle theory and Porter's diamond model.

UNIT II : International Business Environment and Culture

Environment - 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

Balance of Trade – Balance of Payment – Current – Unilateral - Disequilibrium of BOP.

UNIT III Foreign Investments, Regional Economic integration and 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: World Trade Organization (WTO), International Labour Organisation (ILO), International Monetary Fund (IMF). Structure and functions of Regional Economic arrangements like EU – NAFTA – SAARC – ASEAN.

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:

Finance and International Trade - Documentation in International Trade, Financing Techniques, Export Promotion Schemes, Export and Import Finance

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 and Post shipment credit, Institutional finance for exports, EXIM Bank, Letter of Credit and financing of foreign trade, ECGC, Importer–Exporter Code (IEC).

SUGGESTED READINGS:

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

E-Resources

- https://www.youtube.com/watch?v=fU7xJ2AYM3w&list=PLesgViD0jhW_pW9WVtA4oe4w3TRVecbEQ

Instruction Hours / week: L: 4 T: 0 P: 0

Marks: Internal: 40 External: 60 Total: 100

End Semester Exam: 3 Hours

COURSE OBJECTIVES:**To make the students**

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

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

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

UNIT I : Investment and Investment Avenues

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

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

UNIT II: Risk and Return and Valuation of Securities

Concept of total risk, factors contributing to total risk - systematic and unsystematic risk : default risk, interest rate risk, market risk, management risk, purchasing power risk. Risk & risk aversion. Meaning and Types of Returns- Holding Period return – Expected return – Annualized return – Measurement of Risk : Standard deviation and beta - Capital allocation between risky & risk free assets-Utility analysis. Bond Valuation, Preference Share Valuation and Share Valuation: Dividend discount models- no growth, constant growth (Problems)

UNIT III Fundamental Analysis, Technical Analysis and Market Efficiency

Fundamental Analysis- Economic analysis: Leading lagging and coincident macro-economic indicators, Expected direction of movement of stock prices with macroeconomic variables in the Indian context; Industry analysis: stages of life cycle, Micheal E. Porter's five forces model, SWOT analysis, Company analysis: Financial Statement Analysis.

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

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

UNIT IV :Portfolio Management

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

UNIT V: Mutual Funds, Portfolio Evaluation and Portfolio Revision

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

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

SUGGESTED READINGS :

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

E-Resources

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

COURSE OBJECTIVES:**To make the students**

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

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

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

UNIT I :Merchant Banking and Financial Services:

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

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

UNIT II: Issue Management

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

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

Needs of Indian companies for raising funds from foreign markets usage of euro issue, evaluation of various types of depository receipts -American Depository Receipts, Global Depository Receipts, FCCBs and FCEBs.

UNIT III Depositories, Securitization and Venture capital

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

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

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

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

UNIT IV Leasing and Hire Purchase

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

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

UNIT V Factoring and Forfeiting

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

Suggested Reading:

1. Khan, M.Y. (2013). *Financial Services* (7th 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* (3rd edition). New Delhi: Tata McGraw Hill Education Pvt Ltd.
5. Gordon, E. Natarajan. (2013). *Financial Markets & Services*. New Delhi: Himalaya Publications.

E-Resources

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

COURSE OBJECTIVES:**To make the students**

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

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

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

UNIT I Planning and Analysis Overview

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

UNIT II Market and demand Analysis :

Market and demand analysis, Technical analysis . Financial Analysis: Estimation of cost of project and means of financing – estimates of sales and production – cost of production – working capital requirement and its financing – estimates of working results – breakeven points – projected cash flow

statement – projected balance sheet. Project cash flows: Appraisal criteria: Net Present Value – benefit cost ratio – internal rate of returns urgency – payback period – accounting rate of returns – investment appraisal in practice. (Theory & Problems).

Multiple projects and constraints:

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

UNIT III Types and measure of risk

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

UNIT IV Social Cost Benefit Analysis (SCBA):

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

UNIT V Project Management

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

SUGGESTED READINGS:

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

E-Resources

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

COURSE OBJECTIVES:**To make the students**

- To Understand the Concept mergers, Demergers, LBO, MBO, JV its valuation and accounting.
- To compute, analyse and evaluate the corporate restructuring decisions and its impact on company..
- To communicate orally and in written form the understanding of mergers, Demergers, LBO, MBO, JV its valuation and accounting.
- To understand international mergers and acquisitions activity and role of mergers and acquisitions in international trade growth
- To analyse the impact of government policies and political and economic stability on international mergers and acquisitions 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 mergers and acquisitions and Post Merger Integration

UNIT I Introduction to Corporate Restructuring

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

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

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

UNIT III Legal Acts and policies

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

UNIT IV Valuation and accounting

Concept of Value of a Company, Firm Valuation Models on Merger & Acquisition: (a) DCF Model, (b) Comparable Company, (c) Book Value, (d) Adjusted Book Value (e) Enterprise Value, (f) Three Stage

growth model, Swap Ratio, Valuation Practices in India, LBO, MBO.

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

UNIT V Taxation Aspects in M&A

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

SUGGESTED READINGS:

1. Rabi Narayan Kar/Minakshi (2017), Mergers Acquisitions & Corporate Restructuring - Strategies & Practices, 3rd edition, Taxmann, New Delhi.
2. Prasad G. Godbole(2013), Mergers Acquisitions and Corporate Restructuring, 2nd edition, Vikas Publishing House, New Delhi.
3. ChandrashekarKrishnamurti (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. SheebaKapil, Kanwal N. Kapil (2018), Mergers and Acquisitions: Strategy, Valuation, Leveraged Buyouts and Financing, 2nd edition, Wiley, New Delhi.

E-Resources

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

COURSE OBJECTIVES:**To make the students**

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

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

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

UNIT I Risk Management

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

UNIT II Credit Risk

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

UNIT III Operational Risk

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

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

UNIT IV :Market Risk

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

UNIT V :Risk Measurement, Control and Risk management

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

SUGGESTED READINGS

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

E-Resources :

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

COURSE OBJECTIVES:

To make the students

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

COURSE OUTCOMES:

Learners should be able to

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

UNIT I Nature, Scope of Services and Services Marketing

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

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

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

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

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

Unit IIISTP Strategy for Services and Consumer Behavior in Services Marketing

STP Strategy for Services :Introduction, Need for segmentation of services, bases of segmentation services,

segmentation strategies in service marketing, need for targeting and positioning of services, positioning strategies for services, positioning Through Product/Service Delivery Strategies, Positioning Through Pricing Strategies, Positioning Through Distribution Strategies, positioning through Sales Promotion and Advertising, Service Differentiation Strategies.

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

Unit IV Service Development and Quality Improvement and 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.

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, Ethical Aspects in Service Marketing

SUGGESTED READINGS:

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

E-resources:

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

COURSE OBJECTIVES:

To make the students

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

COURSE OUTCOMES:

Learners should be able to

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

UNIT I Integrated Marketing Communication (IMC)

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

UNIT II Understanding Communication Process

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

UNIT III Planning for Marketing Communication

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

response curve, Method to determine marcom budget.

UNIT IV Developing the Integrated Marketing Communication Programme

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

UNIT V Digital Media and 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 and Ethics: Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI International Advertising: Global environment in advertising, Decision areas in international advertising.

Suggested Readings:

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

E-resources:

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

COURSE OBJECTIVES:

To make the students

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

COURSE OUTCOMES:

Learners should be able to

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

UNIT I Retail Management

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

UNIT II Retail Market Segmentation and Retail Consumer

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

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

UNIT III Retail Location and Retail Space management

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

UNIT IV Merchandise Management:

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

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

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

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

SUGGESTED READINGS:

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

E-resources:

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

COURSE OBJECTIVES:**To make the students**

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

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

1. Understand the importance of Culture, Subculture, Social Class, Reference Groups and Family Influences in Consumer Behaviour.
2. Explore, analyse and compare the core theories of consumer behaviour and its application in both consumer and organizational markets
3. Appraise 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 Consumer Behaviour and Consumer Research

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

UNIT II Motivation and Consumer Learning

Motivation and Involvement : Consumer Motivation: Introduction, Needs and Goals, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow's hierarchy of needs, Motivation Research. Consumer Perception : Introduction, Sensation (Exposure to Stimuli), Perceptual Selection, Perceptual Organisation, Factors that Distort Individual Perception, Price Perceptions, Perceived Product and Service Quality, Consumer Risk Perceptions

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

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

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

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

UNIT IV External Influences on Consumer Behaviour

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

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

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.

SUGGESTED READINGS:

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

E-resources:

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

COURSE OBJECTIVES:**To make the students**

- To provide basic knowledge on Marketing Research in strategic decision making.
- To provide an exposure to the students pertaining to the marketing research process, which they are expected to possess when they enter the industry as practitioners.
- To give them an understanding of the basic philosophies and tools of marketing research
- To learn widely used data analysis in marketing research and its related concepts
- To learn the various principles and practices of Report Writing in marketing research.
- To learn the fundamentals of marketing research to applied in business decision making.

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

1. Get the knowledge of basic understanding in solving marketing related problems.
2. Get awareness of marketing research process, and the ethical issues in marketing research.
3. Understanding of quality philosophies and practices and how to apply them in an organization
4. Emphasising the applications of marketing research methods in the business scenario
5. Comprehend the applicability of consumer, product, packaging and communication research in Business world.
6. Demonstrate capabilities of problem-solving, critical thinking, and communication skills to infer the output.

Unit I

Marketing Research – scope and importance; Marketing research management; Role of Marketing Research in strategic decision making; Marketing research and market research; Cost value analysis of marketing research; limitations of marketing research; Ethical issues in marketing research – issues connected with the client, researcher and the informants. Marketing information system- need, importance and functions; Components of Marketing Information systems; Marketing information systems Vs Marketing research.

Unit II

Marketing research process; major steps in marketing research process; Types of research exploratory research and conclusive research; Descriptive research vs experimental research; Qualitative research vs quantitative research; Data sources – internal and external sources; Methods of research – survey, observation, Focus Group Discussion; Depth Interviews; Content Analysis; Projective Techniques; Research design - meaning and importance of research design; types of research designs; Uses of research designs; Sampling technique;

theories of sampling; types of sampling; sampling distribution; determination of sample size.

Unit III

Measurement and Scaling techniques – nominal scale; ordinal scale; interval scale and ratio scale; variables and attributes; Attitude scaling – Likert scale; Semantic-differential scale; Stapel scale; Questionnaire design – factors to be considered in questionnaire design;

Unit IV

Data analysis and interpretation – tools of data analysis; hypothesis setting and testing; parametric and non-parametric tests; Z test, t-test; Chi Square test; AVOVA- Univariate and multivariate; Analysis of experimental designs; Use of MS Excel and SPSS package for data analysis – Cluster analysis; Conjoint analysis, Factor analysis; Multi-dimensional analysis, Discriminant analysis. Report writing.

Unit V

Market research; product research; packaging research; consumer research; motivation research; Communication research; sales research; advertising research; testing of media effectiveness; pre-test and post test; copy research.

SUGGESTED READINGS

1. Parasuraman A, Druv Grewal and R.Krishnan: Marketing Research, Biztandra, New Delhi 2004.
2. Nargundkar, Rajendra: Marketing Research- Text and Cases, Tata McGraw Hill, New Delhi 2004.
3. Green, Paul E. , Donald S.Tull and Gerald Albaum: Research for Marketing Decisions, Prentice Hall of India, New Delhi 1998.
4. Hair, Joseph: Marketing Research, Tata McGraw Hill, New Delhi 2005.
5. Malhotra, Naresh: Marketing Research, Prentice Hall of India, new Delhi 2002.
6. Luck, David and Donald Rubin: Marketing Research, Prentice Hall of India, New Delhi.

COURSE 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
- To integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions.
- To make the students become aware of the recent trends in HR field.

COURSE OUTCOMES:

Learners should be able to

1. Develop the understanding of the concept of human resource management and to understand its relevance in organizations.
2. Develop necessary skill set for application of various HR issues.
3. Analyse the strategic issues and strategies required to select and develop manpower resources.
4. Integrate the knowledge of HR concepts to take correct business decisions.
5. Recognize the dynamic relationship between strategy, people, technology, and the processes that drive organizations.
6. Gain knowledge in Emerging Trends and Perspectives in HRD Cross Cultural Dimensions

Unit I

Introduction to HRD – Meaning– Scope – Importance – Need for HRD – HRD and HRM – Role of HRD professionals – Key Performance Areas–HRD mechanism-Designing effective HRD programs - Framework of HRD process – HRD for service sector.

Unit II

Individual Behavior: Personality – Perception – Role – Fatigue - Goal Conflict – Frustration – Interpersonal relationship – Group Behavior – Group Dynamics – Group Cohesiveness – Elements for understanding group behavior - Teams – Characteristics.

Unit III

Potential Appraisal–Criteria–Career Planning–Career Development- Succession Planning- Altruism – Determinants- Organization Co-operation – factors – Competition -Benefits-Conflicts - Types/Levels– Consequences – Prevention - Management of conflict.

Unit IV

Quality of work life (QWL) – Scope – Ways to increase QWL – Quality Circle – Process – Organization Effectiveness – Concept – Kaizen – Benchmarking – Just-in-Time – Downsizing – Outsourcing – Organizational Change – Change Process – Resistance to Change – Requisites for Successful Change.

Unit V

HRD Cross Cultural Dimensions – HRD Climate – HRD – OD Interface – HRD – OD Approach to Industrial Relations — HRD Experiences in India – Emerging Trends and Perspectives – HRD Scenario in Indian Organization – Problems and prospects – Challenges and Issues in HRD.

Suggested Readings:

1. Tripathi, P.C. (2014). *Human Resource Development*. (5th Edition). New Delhi: Sultan and Sons.
2. Krishnaveni, R. (2009). *Human Resource Development*. Excel Books.
3. Lalitha Balakrishna. (2010). *Human Resource Development*. New Delhi: Himalaya Publishing House.
4. Udai Pareek. (2007). *Human Resource Development*. (3rd Edition). London: Oxford and Indian Book House.
5. Kandula, S.R. (2008). *Strategic Human Resource Development*. New Delhi: Prentice Hall of India.
6. John, P. Wilson. (2005). *Human Resource Development*. (2nd Edition). Kogan Page Publishers.
7. Rao, V.S.P. *Human Resource Management*. New Delhi: Himalaya Publishing House.

COURSE OBJECTIVES:**To make the students**

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

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

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

UNIT I Compensation

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

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

UNIT II Compensation Designing

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

UNIT III Performance Pay

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

UNIT IV Incentive Plans

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

UNIT V Recent Trends

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

SUGGESTED READINGS:

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

COURSE OBJECTIVES:**To make the students**

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

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

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

UNIT I Organisation Change

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

UNIT II Organizational Development

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

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

UNIT III Designing OD interventions

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

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

UNIT IV Human Resources and Structural OD interventions

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

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

UNIT V Strategic and Technology OD interventions

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

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

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

SUGGESTED READINGS:

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

E-Resources

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

COURSE OBJECTIVES:**To make the students**

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

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

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

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

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

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

UNIT II Process of Performance Management

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

Performance Management Planning and Development: Introduction, Performance Management

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

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

UNIT III Performance Appraisal (PA)

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

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

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

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

UNIT IV Team performance

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

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

UNIT V Issues and Ethics in Performance Appraisal

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

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

SUGGESTED READINGS

1. Bhattacharyya(2011), Performance Management Systems and Strategies, 1st edition, Pearson Education.
2. T V Rao(2015), Performance Management: Toward Organizational Excellence, 2nd edition, Sage Publications.
3. B. D. Singh(2010), Performance Management System: A Holistic Approach, 1st edition, Excel Books.
4. Harvard Business Essentials (2010), Harvard Business Essentials: Performance Management - Measure and Improve the Effectiveness of Your Employees, Harvard Business Review Press
5. Sharma D(2011), Performance Management and Appraisal System: Text and Cases, Kalpaz Publications
6. Deb Tapamoy(2008), Performance Appraisal and Management: Concepts, Antecedents and

Implications, Excel Books.

E-Resources:

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

COURSE OBJECTIVES:**To make the students**

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

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

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

UNIT I Competency

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

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

UNIT II Using Competency Profiles in HR

Competency Frameworks - development of personal competency framework, Lancaster Model of managerial competencies, competency modeling framework developing a competency model Understanding job positions, Data collection instruments for job descriptions, Stages in design and implementation of competency model, Validation of the competency model after data gathering Using competency maps for Competency profiling - Job competency profiling, Role competency, profiling Functional competency profiling, Core competency profiling Competency based selection, competency based interviews.

UNIT III Design of competency and Competency Gap Analysis

Team Competencies (project driven), Role competencies (Role wise); Competency identification Consolidation of checklist, Rank Order and finalization, Validation, and Benchmark; Competency assessment - 360 degrees , Competency Mapping - Strategy-Structure Congruence, Structure Role

Congruence, Vertical and horizontal Role linkages, Positioning to bring in competitive advantage

UNIT IV Mapping Jobs via Model

Identification of Role competencies, elemental competencies, assessment center, Design of assessment center, Use of psychometric testing in assessment center, 360 degree feedback, potential appraisal through assessment center, Creating Competency Dictionary.

other methods of competency assessment - Role plays, Case study, Structured Experiences, Simulations, Business Games, Repertory grid, BEI, MBTI, FIRO-B; Difference between development center and assessment center.

UNIT V Competency mapping and Integration of competency Based HR Systems

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

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

SUGGESTED READINGS

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

E-Resources

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

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

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

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), Distribution Requirements Planning (DRP), Just-in-Time (JIT) and KANBAN - Kanban; Product Data Management (PDM)- Data Management, Process Management; 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: ERP Inventory Management Module. ERP: A HR Perspective: Role of ERP in Human Resource Management. ERP: An Finance Perspective: Role of ERP in Finance, Accounting and Finance Processes, Sage Accpac ERP – A Financial ERP Tool

UNIT IV ERP: Purchase, Sales and Distribution 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

UNIT V ERP Vendors, Consultants and Employees

ERP Vendors - ERP Vendors, SAP-AG: Products and technology R/3 overview; SAP advantage, Baan Company, Oracle Corporation: Products and technology; Oracle Application; Vertical solutions, Microsoft Corporation, Ramco Systems, Systems Software Associates Inc. (SSA), QAD

Future Directions in ERP: New Trends in ERP, ERP to ERP II-Implementation of Organisation-Wide ERP, Development of New Markets and Channels, Latest ERP Implementation Methodologies, ERP and E-business, Market Snapshot, The SOA Factor.

SUGGESTED READINGS

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

COURSE OBJECTIVES:**To make the students**

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

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

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

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

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

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

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

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

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

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

Requirement Modeling: Requirement analysis, Domain analysis, Requirements Modeling Approaches, Scenario-Based Modeling, Data Modeling Concepts, Class-Based Modeling

UNIT III Project Scheduling and Project Monitoring and Controlling

Project Scheduling : Scheduling Techniques – Program Evaluation and Review Technique (PERT),

Gantt Chart, Critical Path Method (CPM), Automated Tools.

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

UNIT IV Managing software Project Risk.

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

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

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

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

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

Software Re-Engineering: Software Maintenance Problems; 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.

E-Resources

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

COURSE OBJECTIVES:**To make the students**

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

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

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

UNIT I E-Commerce and Evolution of E-commerce

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

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

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

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

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

UNIT III E-Commerce Process Models, Risk and management challenges

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

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

Management of Risk: Introduction, Introduction to Risk Management, Disaster Recovery Plans, Risk Management Paradigm

Management Challenges and Opportunities: New Business Model, Required Changes in Business Processes, Channel Conflicts, Legal and Regulatory Environment for e-commerce, Security and Privacy-types of threats and attacks-Securing e commerce communication Managerial Opportunities

UNIT IV Electronic Payment Systems, EDI

Electronic Payment Systems, Electronic Cash, Smart Cards and Electronic Payment Systems, Credit Card Based Electronic Payment Systems, Risks and Electronic Payment Systems

Electronic Data Interchange(EDI): The Meaning of EDI, History of EDI, EDI Working Concept, Implementation difficulties of EDI, Financial EDI, EDI and Internet

UNIT V E-Marketing, Customer orientation and Future of Ecommerce.

E-Marketing: The scope of E-Marketing, Internet Marketing Techniques

Consumer Oriented Business: Consumer Market, One-to-One Marketing, Consumer Demographics, Maintaining Loyalty, Gaining Acceptance, Online Catalogue, the Pilot Catalogue, A Unique Search Engine Future Directions: Software Agents, Technology Behind Software Agents, Types of Software Agents, Characteristics and Properties of Software Agents, Frame-work for Software Agent-based e-commerce, m-commerce, m-commerce Architecture, Areas of Potential Growth and Future for m-commerce-E-Auctions

SUGGESTED READINGS:

1. Chaffey (2013), E-Business and E-Commerce Management: Strategy, Implementation and Practice, 5th edition, Pearson education, New Delhi.
2. P.T. Joseph S.J. (2015), E-Commerce: An Indian Perspective, PHI Learning Pvt Ltd, New Delhi.
3. David Whiteley(2017), E - Commerce: Strategy, Technologies and Applications, McGraw Hill, New Delhi.
4. Kenneth C. Laudon and Traveer, (2016), E-Commerce 10th edition, Pearson education, New Delhi.
5. Bharat Bhasker, (2017), Electronic Commerce: Framework, Technologies and Applications, 4th edition, McGraw Hill, New Delhi.

E-Resources

- <https://www.youtube.com/watch?v=xKJjyn8DaAw>
- <https://nptel.ac.in/courses/110/105/110105083/>

COURSE OBJECTIVES:**To make the students**

- To impart the skills needed to provide security to the system.
- To make students learn various types of threats, Risk analysis, Physical security of infrastructure, providing authorization using biometrics,
- To understand concepts such as Network security and cryptography techniques, Database security and Web security issues.
- To understand the key technical tools available for security/privacy protection
- To understand the most important classes of information security/privacy risks in today's "Big Data" environment
- To Exercise competent operational security practices

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

1. To analyze the vulnerabilities in any computing system and hence be able to design a security solution.
2. To identify the security issues in the network and resolve it.
3. To evaluate security mechanisms using rigorous approaches, including theoretical
4. To compare and Contrast different IEEE standards and electronic mail security
5. To diagnose and investigate cyber security events related to computer systems and
6. To understand the need for digital evidence.

Unit I:

Information Systems: Meaning, Importance. Global Information Systems: Role of Internet and Web Service. Information System Security & Threats. Threats - New Technologies Open Door Threats. Level of Threats: Information, Network Level. Threats and Attacks. Computer Viruses. Classifications of Threats and Assessing Damages.

Unit II:

Building Blocks of Information Security: Principles, Terms, Three Pillars of Information Security. Information Classification. Risk Analysis: Risk Management & Risk Analysis, Approaches and Considerations. Physical Security: Need, Meaning, Natural Disasters, Controlling Physical Access, Intrusion Detection System. Controlling Visitors. Fireproof Sales, Security through cables and locks.

Unit III:

Biometrics Controls for Security: Access Control, User Identification & Authentication. Meaning, Biometric Techniques. Key Success factors. Network Security: Intro, Network Types, Basic Concepts: Computer Security, Network Security, Trusted and UnTrusted Networks. Unknown Attacks.

Unit IV:

Cryptography & Encryption: Meaning, Applications of Cryptography, Digital Signature, Cryptographic Algorithms. Firewalls: Meaning, Demilitarized Zone. Proxy Servers. Packet Filtering, Screening Routers. Application Level Firewalls, Hardware Level Firewalls. Databases Security: Introduction, Need, Mobile Databases Security, Enterprise Database Security. Database Security Policy. Security Models & Frameworks: Intro, Terminology. Intro to ISO 27001. COBIT, SSE-CMM. Methodologies for Information System Security: IAM, IEM, SIPES.

Unit V:

Security Metrics: Intro, Basic, Security Matrix, Classification. Privacy: Meaning, Business Issue, Privacy Vs. Security, Related Terms. Information Privacy Principles. Privacy Technological Impacts: Implications of RFID. Use with Bio-Metrics. Smart Card Applications. Web Services and Privacy: Privacy on Internet, Web Services, Privacy Aspects of SOA.

Suggested Readings:

1. Principles of Information Security by Michael E. Whitman and Herbert Mattord
2. Managing Enterprise Information Integrity: Security, Control and Audit Issues, By IT Governance Institute
3. An Introduction to Computer Security: The NIST Handbook

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 Digital Marketing

Digital Marketing - Digital vs. Real Marketing - Digital Marketing Channel, Creating initial digital marketing plan - Content management - SWOT analysis - Target group analysis-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

Website – Meaning, DomainName - Types of domains. Register a domain name. Webhosting concepts. Types of websites – HTML, CSS and Java Script. Popular CMS. Website designing with WordPress: Benefits of using WP. Admin interface basics. Theme settings and customization. Content management in WP. Categories, tags and posts. Pages and subpages. Custom content types. Adding a menu to the website. Plugins and widgets. Using Plugins in site. Adding widgets to the website. Best plugins in WP.

UNIT III Social media Marketing Tools– Basic Tools

Creating a Facebook page - Visual identity of a Facebook page - Types of publications - Facebook Ads - Creating Facebook Ads - Ads Visibility

Business opportunities and Instagram options - Optimization of Instagram profiles - Integrating Instagram with a Web Site and other social networks - Keeping up with posts

Business tools on LinkedIn - Creating campaigns on LinkedIn - Analyzing visitation on LinkedIn

Creating business accounts on YouTube - YouTube Advertising - YouTube Analytics

E-mail marketing - E-mail marketing plan - E-mail marketing campaign analysis - Keeping up with conversions

Digital Marketing Budgeting - resource planning - cost estimating - cost budgeting - cost - App creation strategy. Video marketing: Importance of video marketing. Create a video campaign. Location targeting and bidding strategies. Measuring the results of campaign. Best practices of video ads.

UNIT IV Advanced Tools :SEO and SEM

On-Site SEO: Optimize UX & Design, Off-Site SEO: Link-building, SEO Audit and Future of SEO

Adwords and Keyword Selection, Create Text Ads, CPC Bidding, Navigate AdWords, SEM Metrics and Optimization

UNIT V Online Reputation Management, Merging digital and social marketing and data analytics.

ORM -need for ORM, areas to analyze in ORM. Generate a ORM report. Things to do in ORM – Monitor search results, complaint sites, reviews, sites and blogs, and social media.

Analytics and its importance for business. Key performance metrics in analytics. Audience reports.

Traffic reports. Behavior reports. Conversion tracking.

SUGGESTED READINGS:

1. Ryan, D. (2014). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.
2. Puneet Singh Bhatia(2017), Fundamentals of Digital Marketing, Pearson Education, New Delhi.
3. Abhishek Das(2018), Applications of Digital Marketing for Success in Business, 1st edition, BPB Publications, New Delhi
4. Dishek J. J. Mankad(2018), Understanding digital marketing, BPB Publications
5. VandanaAhuja (2015), Digital Marketing, Oxford University Press, New Delhi.
6. Sarah McHarry(2013), Wordpress To Go, Create space Independent Pub
7. Karol Krol(2017),WordPress Complete - Sixth Edition, Packt Publishing Limited

E-Resources

- <https://www.youtube.com/watch?v=wZZnxXyES80&v1=en>
- <https://nptel.ac.in/courses/106106169/>
- <https://www.youtube.com/watch?v=wfOp0lsCXAY&list=PLifnQOsGyOSRMYNdHku6pNILYckbBuOGU>

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 Supply Chain

Supply chain - integrated supply chain - Growth of Supply chain - Strategic decision in supply chain - Value chain for Supply Chain Management. - Building Blocks of a Supply Chain Network - Performance Measures - Decisions in the Supply Chain World - Models for Supply Chain Decision-Making - Supply Chain Performance Metrics and Drivers.

UNIT II SCM Planning and Risk Pooling

Supply Chain Planning - Supply Chain Facilities Layout - Capacity Planning, Inventory Optimization, Dynamic Routing and Scheduling

Distribution Network in a Supply Chain and Network Design

Introduction and forms of inventory - Single stage inventory control - Economic lot size model - Effect of demand - uncertainty Single period models - Initial inventory - Multiple order opportunities - Periodic review policy - Continuous review policy, Risk pooling - Centralized versus decentralized systems - Managing inventory in the supply chain Practical issues - 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 with asymmetric information - Contracts for nonstrategic components. The Value of Information - The bullwhip effect - Supply chain coordination structures - Information sharing and incentives -Information and supply chain trade-offs - Centralized and decentralized decision-making and performance impacts - Learning organization principles. Performance Measurements and Metrics: An Analysis of Supplier Evaluation

UNIT IV Supply Chain Integration

Functional Products, Innovative products - Efficient supply chains - Responsive supply chains - Agile supply chains - Supply Chain Integration Push, pull, and push-pull systems- Demand-driven strategies Impact of lead time -Impact of the Internet on supply chain strategies

Distribution Strategies- Direct shipment distribution -Intermediate inventory storage point strategies – Transshipment -Strategic Alliances - Framework for strategic alliances - Third-party logistics - Retailer-Supplier Partnerships, Distributor integration Procurement and Outsourcing Strategies - Outsourcing benefits and risks. A Framework for Buy/Make Decisions - Procurement strategies - E-Procurement

UNIT V Global Logistics, Risk Management and IT for supply chain

Types of global forces - Risk management - Issues in international supply chains - Coordinated Product and Supply Chain Design - Design for logistics - Supplier integration into new product development - Mass customization - Information Technology - Business Processes Supply Chain - IT Innovations Technology standards – RFID, SOA - Relation to ERP - E-procurement, E-Logistics, Internet Auctions, E-markets, Electronic business process optimization, Business objects in SCM

SUGGESTED READINGS:

1. Judy Dickens (2019), Principles and Practice of Supply Chain Management, Willford Press
2. Russel, Taylor (2015), Operations and Supply Chain Management, 8th edition, Wiley India.
3. Sunil Chopra, Peter Meindl, et al.(2018), Supply Chain Management, 7th edition, Pearson Education, New Delhi.
4. F. Robert Jacobs, Richard Chase (2017), Operations and Supply Chain Management, 14th edition, McGraw Hill, New Delhi.
5. Janat Shah, (2016), Supply Chain Management: Text and Cases, 2nd edition, Pearson Education, New Delhi.

E-Resources:

- <https://nptel.ac.in/courses/110/108/110108056/>
- <https://nptel.ac.in/courses/110/106/110106045/>
- <https://nptel.ac.in/courses/110107074/>

COURSE OBJECTIVES:**To make the students**

- To understand the concept of operations, capacity, purchase, inventory and linkages to strategic formulation, implementation, monitoring and control.
- To apply the understanding of concept of operations, capacity, purchase, inventory and linkages to strategic formulation, implementation, monitoring and control lifelong.
- To understand Process Technology strategy and Improvement strategy
- To know the challenges to operations strategy formulation
- To analyse the content of operations strategy and the relative importance of performance objectives changes over time.
- To know the dynamics of monitoring and control and Implementation risk

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

1. Understand the concept of operations, capacity, purchase, inventory and linkages to strategic formulation, implementation, monitoring and control.
2. Apply the understanding of concept of operations, capacity, purchase, inventory and linkages to strategic formulation, implementation, monitoring and control lifelong.
3. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, analysing, planning and team work.
4. Understand the principles and techniques of Operations Research and their applications
5. Understand why Capacity strategy and Purchasing and supply strategy
6. Understand the importance of Formulation and implementation strategy

UNIT I Operation strategy

Operations excellence fundamental to strategic success - Operations strategy - Content of operations strategy - The operations strategy matrix- The process of operations strategy- The five generic performance objectives - The relative importance of performance objectives changes over time - Trade-offs - Targeting and operations focus Substitutes for strategy: 'New' approaches to operations
Total quality management - Lean operations - Business process reengineering - Six sigma

UNIT II Capacity strategy and Purchasing and supply strategy

Capacity strategy - The overall level of operations strategy - The number and size of sites - Capacity change - Location of capacity Purchasing and supply strategy - Do or buy?
The vertical integration decision - Contracting and relationships - type of arrangement - Supply network

dynamics - Managing suppliers over time - Purchasing and supply chain risk

UNIT III Process Technology strategy and Improvement strategy

Process technology strategy - Scale/scalability – the capacity of each unit of technology - Degree of automation/'analytical content' - Degree of coupling/connectivity - The product–process matrix - The challenges of information technology - Evaluating process technology. Improvement strategy: Introduction - Development and improvement -Setting the direction -Importance - performance mapping - Developing operations capabilities -Deploying capabilities in the market

UNIT IV Product and Service Development and Organization

The strategic importance of product and service development - Product and service development as a process - A market requirements perspective on product and service development - An operations resources perspective on product and service development - The process of operations strategy

UNIT V Formulation and implementation, Monitoring and Control.

Formulation and implementation : Formulating operations strategy - role of alignment? - Analysis for formulation - The challenges to operations strategy formulation - Implementing operations strategy
The process of operations strategy Monitoring and control - Introduction - Strategic monitoring and control - x Contents Monitoring implementation – tracking performance - The dynamics of monitoring and control - Implementation risk - Learning, appropriation and path dependency

SUGGESTED READINGS:

1. Nigel Slack, Michael Lewis, MohitaGangwar Sharma (2018), Operations Strategy, 5th edition, Pearson Education, New Delhi.
2. Gary Pisano, David Upton, Steven Wheelwright Robert Hayes(2011), Operations, Strategy and Technology: Pursuing the Competitive Edge, Wiley India, New Delhi.
3. Jay Heizer, Barry Render, Chuck Munson , Amit Sachan (2017), Operations Management , 12th edition, Pearson Education, New Delhi.
4. Richard B. Chase, Ravi Shankar, F. Robert Jacobs (2018), Operations and Supply Chain Management, 15th edition, Mc Graw Hill, New Delhi.
5. B. Mahadevan (2015), Operations Management : Theory and Practice, 3rd edition, Pearson Education, New Delhi.

E-Resources

- <https://nptel.ac.in/courses/112/107/112107238/>
- <https://www.youtube.com/watch?v=qpqQtJ7GW8k>
- <https://www.youtube.com/watch?v=VozCAXEAdoo>
- <https://www.youtube.com/watch?v=gnS-nZmJriI>

COURSE OBJECTIVES:**To make the students**

- To understand the concept of quality management(QM), QM Principles, tools and techniques and quality systems.
- To apply the Quality tools and techniques in improving the performance.
- To apply the understanding of quality management(QM), QM Principles, tools and techniques and quality systems lifelong.
- To acquire required diagnostic skills and use various quality tools.
- To get exposure on tools and techniques like six sigma, 7 old quality control
- To familiarize the students about the Quality Management System.
- To Identify the key competencies needed to be an effective manager.

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

1. Understand the concept of quality management(QM), QM Principles, tools and techniques and quality systems.
2. Apply the Quality tools and techniques in improving the performance.
3. Apply the understanding of quality management(QM), QM Principles, tools and techniques and quality systems lifelong.
4. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, problem solving, planning and team work.
5. Apply the Quality tools and techniques in improving the performance.
6. Understand the concept of quality management(QM), QM Principles, tools and techniques and quality systems.

UNIT I TOTALQUALITYMANAGEMENT

Definitions – TQM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

UNIT II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

UNIT III STATISTICAL PROCESS CONTROL AND PROCESS CAPABILITY

Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed.

Process capability – meaning, significance and measurement – Six sigma concepts of process capability.

Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP) – relevance to TQM, Terotechnology. Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.

UNIT IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT

Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Bench marking and POKA YOKE.

UNIT V QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION

Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward- Introduction to software quality.

SUGGESTED READINGS :

1. Dale H. Besterfield, et al, (2018). Total Quality Management, 5th edition, Pearson Education, New Delhi.
2. Sunil Sharma (2018), Total Quality Management: Concepts, Strategy and Implementation for Operational Excellence, 1st edition, Sage Publications
3. Panneerselvam (2014), Quality Management, Prentice Hall India Learning Private Limited, New Delhi
4. Charantimath (2011), Total Quality Management, Pearson Education, New Delhi
5. Amitava Mitra (2013), Fundamentals of Quality Control and Improvement, 3rd edition, New Delhi.

E-Resources:

- <https://nptel.ac.in/courses/110/104/110104085/>
- <https://nptel.ac.in/courses/110/104/110104080/>

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 Procurement 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. SudhiSeshadri (2014), Sourcing Strategy: Principles, Policy and Designs, Springer.
5. Dr Kenneth Lyons, Dr Brian Farrington (2016), Procurement and Supply Chain Management , 9th edition, Pearson Education.

E-Resources

- <https://nptel.ac.in/courses/110105095/>
- <https://nptel.ac.in/courses/110106045/>

COURSE OBJECTIVES:**To make the students**

- To understand the concept of operations management in services sector.
- To comprehend on understanding of services design, service quality, service facility.
- To apply capacity and demand assessment tools in service operations.
- To understand Front-office Back-office Interface and service decoupling.
- To know Managing Service Experience, experience economy and Measuring Service Quality
- To understand Inventory Management in Services sector

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

1. Understand the concept of operations management in services sector.
2. Comprehend on understanding of services design, service quality, service facility.
3. Apply capacity and demand assessment tools in service operations.
4. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, analysing, planning and team work
5. Understand process flow diagram, process steps and simulation
6. Gain knowledge in supply management tactics, operations planning and control

UNIT I Services

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

UNIT II Service Design

New Service Development – Design elements – Service Blue-printing - process structure – generic approaches –Value to customer; Retail design strategies – store size – Network configuration ; Managing Service Experience –experience economy, key dimensions ; Vehicle Routing and Scheduling

UNIT III Service Quality

Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality –SERVQUAL - Walk-through Audit; Quality service by design - Service Recovery - Service Guarantees; Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface – service decoupling.

UNIT IV Service Facility

Servicescapes – behaviour - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean,

centre of gravity, retail outlet location , location set covering problem

UNIT V Managing Capacity and Demand

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

SUGGESTED READING

1. Johnston Robert, Clark Graham, Shulver Michael(2017), Service Operations Management:Improving Service Delivery, 4th edition, Pearson Education.
2. James A. Fitzsimmons , Mona J. Fitzsimmons , Sanjeev Bordoloi (2018), Service Management, 8th edition, McGraw Hill.
3. Richard D. Metters (2012), Successful Service Operations Management, Cengage Learning.
4. Robert Johnston, Graham Clark,(2007) Service Operations Management, 2nd edition, Pearson Education
5. Bill Hollins and Sadie Shinkins, (2006), Managing Service Operations, Sage Texts.

E-Resources

- https://www.youtube.com/watch?v=_9697WzjwRA
- <https://nptel.ac.in/courses/110/106/110106046/>

COURSE OBJECTIVES:**To make the students**

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

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

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

UNIT I HR Analytics

HR Measurements -Meaning for measurements - Strategy-focused organization

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

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

UNIT II HR Metrics

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

UNIT III HR Metrics and KPIs

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

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

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

UNIT IV Building HR functions metrics

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

UNIT V Implementation

Implementation: Building Support - Rules of building support - Building support for metrics - Involvement and commitment. Implementing HR 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 and aligning HR and business goals.
4. Utilize metrics into analytics for effective management decisions and align to Strategic decision making.
5. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, analysing, planning and team work
6. Understand Non financial measures, Brand Awareness, Test-drive, Churn, CSAT and Customer Satisfaction

UNIT I Marketing Analytics and Marketing Metrics

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

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

UNIT II Multichannel Segmentation and positioning

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

UNIT III Business strategy and Marketing Operations

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

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

UNIT IV Marketing Mix Analytics

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

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

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

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

UNIT V Financial and Non - Financial Measures

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

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

SUGGESTED READINGS:

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

E-resources:

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

COURSE OBJECTIVES:**To make the students**

- To 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 Big Data Analytics and 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 V 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, SubhashiniChellappan (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. MayankBhushan (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.

COURSE OBJECTIVES:**To make the students**

- To understand the concept of Data Warehouse and its significance.
- To gain the knowledge of hardware and operational design of data warehouses
- To obtain the knowledge of planning the requirements for data warehousing.
- To understand the types of the data mining techniques and its application
- To comprehend on the concept of knowledge discovery process and its application
- To know about Visualization techniques and Knowledge discovery process

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

1. Understand the basic principles, concepts and applications of data warehousing and data mining,
2. Comprehend the importance of Processing raw data to make it suitable for various data mining algorithms.
3. Visualize the techniques of clustering, classification, association finding, feature selection and its importance in analysing the real-world data.
4. Understand the Conceptual, Logical, and Physical design of Data Warehouses OLAP applications and OLAP deployment
5. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, analysing, planning and team work.
6. Understand Preliminary analysis of the data set using traditional query tools

UNIT I Data warehousing

Meaning and Significance – Differences between operational database systems and data Ware House
Data Warehouse Architecture: System Process – Process architecture– Design – Database scheme – Partitioning strategy – Aggregations – Data mart – Meta data – Systems and data Warehouse process managers

Data Modeling- Dimension Table characteristics; Fact-Less-Facts, Dimension Table characteristics; OLAP cube, OLAP Operations, OLAP Server Architecture-ROLAP, MOLAP and HOLAP.

UNIT II Hardware and Operational design of data warehouses and Classification

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

Classification: Problem definition, General Approaches to solving a classification problem, Evaluation of Classifiers, Classification techniques

UNIT III Data warehouse Planning and Association Rules

Tuning and Testing – Capacity planning – Testing the data warehouses – Data warehouse features. Association Rules: Problem Definition, Frequent Item Set Generation, The APRIORI Principle, Support and Confidence Measures, Association Rule Generation, APRIORI Algorithm.

UNIT IV Data Mining

Introduction – Information and production factor – Data mining Vs Query tools – Data mining in marketing – Self learning computer systems – concept learning- Data Mining Tasks, Data Preprocessing- Data Cleaning, Missing Data, Dimensionality Reduction, Feature Subset Selection, Discretization and Binaryzation , Data Transformation; Measures of similarity and dissimilarity-Basics.

UNIT V Knowledge Discovery Process and Clustering

Data selection – Cleaning – Enrichment – Coding – Preliminary analysis of the data set using traditional query tools – Visualization techniques – OLAP tools – Decision trees – Association rules – Neural networks –Genetic Algorithms KDD (Knowledge discover in Database) environment.

Clustering: Problem Definition, Clustering overview, Evaluation of clustering algorithms, Partitioning clustering K-Means Algorithm, K-Means Additional Issues, PAM Algorithm, Hierarchical Clustering.

SUGGESTED READINGS :

1. Alex Berson, Stephen Smith (2017), Data Warehousing, Data Mining, & OLAP, McGraw Hill Education, New Delhi
2. Daniel T. Larose, Chantal D. Larose (2016), Data Mining and Predictive Analytics, 2nd edition, Wiley, New Delhi.
3. Daniel T. Larose, Chantal D. Larose (2015), Discovering Knowledge in Data: An Introduction to Data Mining, 2nd edition, Wiley, New Delhi.
4. Mehmed Kantardzic (2017), Data Mining: Concepts, Models, Methods and Algorithms, 2nd edition, Wiley, New Delhi.
5. Gordon S. Linoff , Michael J.A. Berry (2012), Data Mining Techniques: For Marketing, Sales and Customer Relationship Management, 3rd edition, Wiley, New Delhi.

COURSE OBJECTIVES:**To make the students**

- To inculcate among students, entrepreneurial competencies including self-confidence, goal setting, planning, resource mobilization, and planned risk-taking.
- To provide intensive personal counseling to develop a competent entrepreneur and a successful family business leader of tomorrow.
- To increase the problem-solving, conceptual, and decision-making skills of practicing managers.
- To provide a learning environment for men and women to pursue careers in different fields of management or become academicians and researchers.
- To promote the development of leadership skills among students by stimulating them to organize and manage various programs such as inter-institute competitions and seminars.
- To provide exposure to real-life work experiences and hands-on practice in collaboration with the industry.

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

1. Become successful entrepreneurs and those with existing family businesses will be able to adopt better family business practices.
2. Describe and relate to current conceptual and theoretical models, issues, and concerns in business management.
3. Analyse organizational and business situations with an open mind and formulate innovative solutions to problems.
4. Examine and evaluate business practices across the globe to determine the best practices for application to their businesses.
5. Appreciate the importance of ethical values and work as team players
6. Acquire leadership skills and become productive managerial leaders.

Unit I:

The evolution of the concept of entrepreneurship and Start Ups. Recent Trends in Entrepreneurship, Factors affecting Entrepreneurial Growth. Opportunity Recognition, Types of startups, New and Emerging Startup areas, Startups in Indian Scenario. Green Startups.

Unit II:

Ideation, Stimulating Creativity; Organizational actions that enhance/hinder creativity, Managerial responsibilities; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity, Team Formation.

Unit III:

Venture Introduction, Venture Capital Financing Concept and Features, Need– Relevance and Development of Venture Capital Funds. Digital Marketing; Research for Marketing Decisions; Brand Management; Entrepreneurship in Action; Personal Values, Goals and Career Options; Strategic Thinking and Decision Making.

Unit IV:

The Venture Capital pitch - Strategies, delivery, How to Pitch your ideas, Pitching Platforms, Linguistic skills, Minimum Viable Plan: Concept and design. MVP Planning, Financial & Human Resources, The Business Model and Business Model Innovation, design techniques, Uses and advantages, Business Plan Preparations: Feasibility study and writing a business plan. Contents of a business plan.

Unit V:

Intellectual Property Protection- Patents, Trademarks and Copyrights – Importance for startups, Legal acts governing business in India; International entrepreneurship- opportunities and challenges. Role of Accelerators and Incubators in nurturing and guiding Startups.

SUGGESTED READINGS:

1. Introduction to Project Finance-Machiraju, H.R., Vikas Publishing House
2. Project Preparation Appraisal Budgeting and Implementation, Prasanna Chandra,Tata McGraw.
3. Entrepreneurship: Successfully Launching New Ventures- Barringer, B. R., and Ireland, R. D., Pearson Education, India
4. Innovation and entrepreneurship: Practice and principles- Drucker, P. F., Elsevier
5. Corporate creativity- Khandwalla, Tata Mc. Graw Hill.

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-

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

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 focuses 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

UNITIII Intuition

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

UNITIV Idea generating techniques

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

UNITV 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. ShlomoMaitalandD.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 in 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 performances of each individual driver are monitored.
- An understanding of the primary differences between logistics and supply chain management
- An understanding of the individual processes of supply chain management and their interrelationships within individual companies and across the supply chain
- An understanding of the management components of supply chain management
- An understanding of the tools and techniques useful in implementing supply chain management
- Knowledge about the professional opportunities in supply chain management.

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

1. Learn about the planning of logistics and supply chain management.
2. Evaluate performance of logistics.
3. Organize the implementation of lean logistics.
4. Design the mapping for supply chain management.
5. Evaluate the performance of supply chain management.
6. Measure performance of supply chain management.

UNIT I

Principles and strategies of Logistics and supply chain management, Logistics and supply chain operations planning, Approaches to develop metrics-Logistics management and Supply Chain management - Definition, Evolution, Importance.

The concepts of logistics and Supply Chain Management

UNIT II

Basics of Transportation, Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; International Air Cargo Transport; Coastal and Ocean transportation, Characteristics of shipping transport- Types of Ships. Logistical and supply chain measurement, Measurements in integration context

UNIT III

Packing and Packaging: Meaning, Functions and Essentials of Packing and Packaging, Packing for Storage- Overseas Shipment- Inland-Transportation- Product content Protection, Packaging

Types: Primary, Secondary and Tertiary- Requirements of Consumer Packaging, Channel Member Packaging and Transport Packaging - Shrink packaging –Identification codes, bar codes, and electronic data interchange (EDI)- Universal Product Code- GS1 Standards-package labels-Symbols used on packages and labels.

UNIT IV

Logistics / supply chain control, Characteristics of an ideal measurement system Mapping for supply chain management, Lean thinking and supply chain management

UNIT V

Special Aspects of Export 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 - Measurement of supply chain performance.

SUGGESTED READINGS:

1. Bowersox & Closs, Logistical Management, McGraw-Hill Companies, 2017.
2. Martin Christopher, Logistics & Supply chain management, 2016.
3. Burt, Dobbler, Starling, World Class Supply Management, TMH.
4. Donald J Bowersox, David J Closs, Logistical Management, TMH
5. Pierre David, “International Logistics”, Biztantra.
6. Sunil Chopra, Peter Meindl, Supply Chain Management ,Pearson Education, India.
7. Mohanty, Essentials of Supply Chain Management, Jaico 2018. Publishing House, 2018

COURSE OBJECTIVES:**To make the students**

- The program gives a foundation to participants who seek a career in International markets.
- To focus on International trade barriers and risk management.
- Understand the Export & import Management.
- Understand the documentation involved in export and import management.
- To familiarize students with the process of international customs clearance operations.
- To form a base of policy framework in International Business with special emphasis on Indian Customs.

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

1. Programs will help to understand concept of foreign exchange.
2. Students would be aware of the documentation procedures for Export Import.
3. Students would have appreciation of the role of export/import process in the globalised world market.
4. Students would have a broad overview of the export-import process and its related literature and research streams.
5. Student shall also develop network thinking in regards to export.
6. To understand the effective and efficient management of exports/imports.

Unit-I

Export & Import – Introduction, Definitions - Evolution of Export & Import. Foreign Trade—Institutional Framework and Basics. Multinational Organizations & Structure, International Business Scenario

Unit-II

Export-Import—Documentation and Steps, Export-Import Strategies and Practice, Export Marketing, Business Risk Management and Coverage, Export Incentive Schemes

Unit - III

Logistics and Characteristics of Modes of Transportation, Characteristics of Shipping Industry, World Shipping, Containerization and Leasing Practices

Unit-IV

Export Procedures and Documents, Customs Clearance of Import and Export Cargo, Methods and Instruments of Payment and Pricing Inco terms, Methods of Financing Exporters

Unit-V

Information Technology and International Business, Export & Import with European continent, Africa, Middle East Countries, Asean Countries, Australia and New Zealand, China and Japan.

SUGGESTED BOOKS

1. Justin Paul & Rajiv Aserkar(2010). Export Import Management : Oxford University Press
2. Rama Gopal C.(2007). Export Import Procedures - Documentation And Logistics :New Age International
3. UshaKiranRai.(2007) Export-Import and Logistics Management : PHI Learning Pvt. Ltd.

COURSE OBJECTIVES:**To make the students**

- The program gives a foundation to participants who seek a career in International markets.
- To focus on International trade barriers and risk management.
- Understand the Export & import Management.
- Understand the documentation involved in export and import management.
- To familiarize students with the process of international customs clearance operations.
- To form a base of policy framework in International Business with special emphasis on Indian Customs.

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

1. Analytical Understanding of Various Modes of Transportations
2. Knowledge of Air Cargo Management
3. Analytical Understanding of Processes at Air Cargo operations
4. Competency for Shipment Planning
5. Knowledge of Air Freight and Shipments
7. Gain an overview about the aspects of air cargo operations

UNIT 1

Transportation and logic: significance of transportation logistics: utility created by transportation in logistics transportation as a means of conquering time and space features of inbound, outbound, local and medium, long and continental transportation features of logistics Transportation.

UNIT 2

Railway and Logistics Contours: Features and facilities offered by Railways Factors influencing growth in Rail Logistics- Suitability for different Cargo and distance Ranges segments – Innovative.

UNIT 3

Roadways and Logistics Contours: Roadways as a primary mode and complementary mode of transportation in Logistics – Features, Facilities and suitability- Innovations in road ways to make it Logistics-friendly- Factors influencing choice- Factors influencing growth in Road Logistics- Suitability for different Cargo and distance Ranges segments –Innovative

schemes/facilities to popularize rail logistics in India- Share of Railways in Cargo movement in India and world-wide. Role of National Highways and the Toll highways- Outsourcing Fleets from others-Technology, Cost, Speed, Security and Dynamics- Competition with other Modes.

UNIT 4

Air Transportation in logistics : Significance of air transportation in logistics: utility created by air transportation in logistics-Air transportation as a means of conquering time and space features and facilities offered by air cargo ways factors influencing growth in air logistics air suitability for different cargo- Innovative schemes facilities to popularize air cargo logistics in India –share cargo movement in India and worldwide Conventions covering the movement of dangerous goods by air.

UNIT 5

Coordination among different segments: Concept, needs and areas of coordination among different modes coordination among supply chain Partners- energy product prices and logistics environments and logistics problem and prospects in interstate logistics by road -role of Trucker's bodies in road rail air cargo movement. Unit 6 Dynamic Component for Continuous Internal Assessment only: Contemporary Developments to the course during the semester concerned.

SUGGESTED BOOKS

1. Chi Chu, C. Leung, Van Hui & Cheung. (2004). 4th Party Cyber Logistics for Air Cargo: Springer US.
2. Coyle, Bardi & Novack Transportation. (2010). A Supply Chain Perspective: South-Western College.
3. MB. Stroh. (2006). A Practical Guide to Transportation and Logistics: Logistics Network Inc.
4. MOSWest. (2005). Transportation and Cargo Security: Prentice Hall.
5. Ritter, Barrett and Wilson, (2006). Securing Global Transportation Networks: McGraw Hill.

COURSE OBJECTIVES:**To make the students**

- To provide advance understanding about the Procurement Management and Sourcing
- To help the students understand the processes in Effective Procurements & Sourcing.
- It provides guidance on using the latest technology, reducing inventory, people Management, location and design and manage uncertainty risks of customer markets
- To define the right structure of the supply network and inventory control and warehouse Management system
- To understand the basic concepts and various functions of Warehouse.
- To impart knowledge on various types of warehouses and their advantages.

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

1. Understanding the importance and components of Procurements for SCM.
2. Application of Processes of Procurements for Effective SCM and Logistics
3. Recognize the principles of warehouse or stores location and layout whilst applying proper stock flow, rotation and recording.
4. Appreciate the role of procurement plays in an organization
5. The student would be able to understand the various functions of Warehouse and also about its various types and their advantages.
6. The student would be able to measure the metrics of warehouse operations.

UNIT-1

Procurement- Definition-Types of Procurement-Benefits and Risk of Outsourcing, E-Procurement, Framework of E-Procurement. Objectives of Procurement System, Principles of Procurement, History of procurement function: from administrative to strategic, value added role, Procurement Cycle, Procurement Planning

UNIT- II

Framework of Procurement Management (8 Hours) Introduction to Sourcing, Sourcing v/s Procurement, Purchasing: Purchasing Cycle, 8 R's of Purchasing, Role of a Purchasing Manager, Risks associated with purchasing process and its mitigation, Placing Orders, Budgets and Expense Allocation, Establishing Concept and applications of Make or Buy

Decision, Types and Methods of Sourcing in Retail, Centralized vs Decentralized Approaches, Single Sourcing vs Multiple Sourcing, Day-to-Day vs Long Term Sourcing.

UNIT-III

Storage Management system – Storage Inventory Management –Functions of storage & Inventory - Classification of Inventory- Methods of Controlling Stock Levels- Always Better Control (ABC) Inventory system- Warehouse Management Systems (WMS) - choosing a WMS-the process implementation-cloud computing- Warehouse layout-Data collection-space calculation-aisle width- finding additional space.

UNIT-IV

Storage and Warehousing Information system -Storage Equipment: storage option - shuttle technology - very high bay warehouse -warehouse handling equipment - vertical and horizontal movement -Automated Storage/ Retrieval System (AS/RS)-specialized equipment-Technical advancements- Resourcing a warehouse- warehouse costs-Types of cost - Return on Investment (ROI) - Charging for shared-user warehouse service - Logistics charging methods Warehousing

UNIT - V

Warehouse Types: Own Warehouses- Hired Warehouses- Private Warehouses- Public Warehouses- Government Warehouses- Bonded Warehouses- Co-operative Warehouses- Distribution Warehouses- Fulfillment/ Consolidation Warehouses Providing Value Added Services- Cross Docking and Trans-loading Warehouses- Break Bulk Warehouses- Storage Warehouses- Refrigerated Warehouses Characteristics of ideal warehouses- Warehouse Layout- Principles and Facilities Types.

SUGGESTED BOOKS

1. Parasram.(2010). In Cotermis Exports Coartind and Pricing with Practical Guide to in Co-Terms, (1st ed.): Jain Book, (6th ed.)
2. Gwynne Richards (2014) Warehouse Management: A Complete Guide to Improve Efficiency and Minimizing Cost in the Modern Warehouse. The Chartered Institute of Logistics and Transport, Kegan page limited. World-Class Warehousing and Material Handling. (International ed.), McGraw-Hill.
3. Muller, M. (2011). Essentials of Inventory Management. (2nd ed.), American Management Association.

COURSE OBJECTIVES:**To make the students**

- To learn Port structure, functions and operations.
- To understand the Airport management for logistics.
- The course analyses how ports are organized, managed and planned, and how ports interface with the logistics chain.
- The course provides knowledge and analysis of the principles and evolution of container terminal management, port indicators and supply chain management
- To ensure a thorough knowledge and understanding of port and terminal management.
- To develop relevant communication skills.

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

1. Students gain the knowledge of Port and Airport Management for Logistics.
2. Identify the interface of ports with logistics and the position of ports in the supply chain.
3. Analyze port performance and relevant quality management systems.
4. Analyze port charges and port competition related issues.
5. Integrate port planning and development policies.
6. Measuring and evaluating performance of cargo safety and logistics operations

UNIT I

Port Structure and Functions: Definition - Types and Layout of the Ports –Organizational structure-Fundamental observations. Main functions and features of ports: Infrastructure and connectivity Administrative functions- Operational functions. Main services: Services and facilities for ships -Administrative formalities - Cargo transfer - Services and facilities for cargo - Additional “added value” service- Ports and their stakeholders like PHO, Immigration, Ship agents, Stevedores, CHA.

UNIT II

Port Operations: Berths and Terminals - Berth Facilities and Equipment-ship Operation – Pre shipment planning, the stowage plan and on-board stowage - cargo positioning and stowage on the terminal – Developments in cargo/container

handling and terminal operation - Safety of cargo operations - Cargo security: Measuring and evaluating performance and productivity.

UNIT III

Port Development: Phases of port development - Growth in world trade - Changes in growth Development in terminal operation. Shipping technology and port: Ship knowledge Ship development and port development - Port time and ship speed - Other technical development

Affecting port.

UNIT IV

Port Administration Ownership and Management Port ownership structure- Types of port ownership and administration – Organizations concerning ports - Boards governing the ports - Port management development Rise and fall of Ports - information technology in ports. Port ownership in Indian context: Acts governing the Ports in India – Port ownership structure in India. Port reform: Framework for port reform - Evolution of ports in a competitive world Alternative Port Management Structure and Ownership Models.

UNIT V

Air Transport: Introduction to Air Transport – Air Freight – IATA – Cargo Handling at Goods at Air Port – Information Management of Air Cargo – System and Modules – Distribution of Goods.

SUGGESTED BOOKS

1. Patrick M.Alderton. 2008, Port Management and Operations. Information Law Category, U.K.
2. World Bank. 2007, Port Reform Tool Kit. World Bank, Washington.
3. Maria G.Burns. 2014., Port Management and Operations. CRS Press, U.K.
4. Alan E.Branch. 2008, Elements of Shipping. Chapman and Hall, Fairplay Publications, U.K.
5. De Monie. 1989., Measuring and Evaluating Port Performance and Productivity, Unctad, New York.

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 - Alternate Tourism - Case Studies on International 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, 12th edition, John Wiley and Sons.
2. SunetraRoday, 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 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'ts 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, ATAOT, 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. Sunetra Roday, 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 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.

UNITIII 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.

UNITIV 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 understand the basic concepts of organizational behavior.
- To analyze the individual behavior traits required for performing as an individual or group.
- To obtain the perceiving skills to judge the situation and communicate the thoughts and ideas.
- To understand how to perform in group and team and how to manage the power, politics and conflict.
- To recognize the importance of organizational culture and organizational change.
- To realise the importance of groups and teamwork and managing of conflict between the members of the organization

COURSE OUTCOMES:

Learners should be able to

1. Analyse organizational behavior issues in the context of the organizational behavior theories and concepts.
2. Assess the behavior of the individuals and groups in organization and manage the stress.
3. Manage team, power, politics and conflict arising between the members.
4. Explain how organizational change and culture affect the working relationship within organizations.
5. Understand and exhibit the communication skills to convey the thoughts and ideas of case analysis to the individuals and group.
6. Understand the application of OB using appropriate concepts, logic and theoretical conventions

UNIT I Organization behaviour : Introduction

Organization Behavior: Meaning and definition - Fundamental concepts of OB - Contributing disciplines to the OB field – OB Model - Significance of OB in the organization success - Challenges and Opportunities for OB.

UNIT II Behaviour and Personality

Attitudes – Sources - Types - Functions of Attitudes. Values – Importance - Types of Values. Personality – Determinants of personality- Theories of Personality - psycho-analytical, social learning, job-fit, and trait theories.

UNIT III Perception

Perception – factors influencing perception - Person Perception – Attribution Theory – Frequently Used Shortcuts in Judging Others- Perceptual Process- Perceptual Selectivity - Organization Errors

of perception – Linkage between perception and Decision making.

UNIT IV Group and Stress Management

Foundation of Group Behavior - Types of Groups - Stages of Group Development - Group Norms - Group Cohesiveness – Stress – Causes of stress – Effects of Occupational Stress- Coping Strategies for Stress.

UNIT V Organization Culture and Change

Organizational culture- Characteristics of Culture- Types of Culture – Creating and Maintaining an Organizational Culture. Organizational change – Meaning - Forces for Change - Factors in Organizational Change - Resistance to change- Overcoming resistance to change.

SUGGESTED READINGS:

1. Fred Luthans. (2017). *Organizational Behavior: An Evidence - Based Approach*, 12th edition, McGraw Hill Education, NewDelhi.
2. Steven Mcshane and Mary Ann VonGlinow (2017), *Organizational Behavior*, 6th edition, McGraw Hill Education, NewDelhi
3. Robbins, S. P., and Judge, T.A. (2016). *Organizational Behaviour*.(16th edition).New Delhi: Prentice Hall of India.
4. Laurie J. Mullins (2016), *Management and Organisationalbehaviour*, 10th edition, Pearson Education, NewDelhi
5. Robbins, S. P., and Judge, T.A. (2016). *Essentials of Organizational Behavior*.13th edition, Pearson Education.

E- Resources:

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

COURSE OBJECTIVES:

To make the students

- To identify an issue to be analysed and to be solved in a business setup or real time scenario using primary or secondary data collection.
- To understand the application of Research process in all functional areas.
- To analyse the data and critically evaluate the result and formulate the suggestion for the problem identified.
- To apply the theoretical and practical learning of doing research into lifelong practice.
- To Communicate in oral and written form and prepare report
- To enhance students knowledge in international culture and negotiation, where employability is made easy.

COURSE OUTCOMES:

Learners should be able to

1. Identify an issue to be analysed and to be solved in a business setup or real time scenario using primary or secondary data collection.
2. Understand the application of Research process in all functional areas.
3. Analyse the data and critically evaluate the result and formulate the suggestion for the problem identified.
4. Apply the theoretical and practical learning of doing research into lifelong practice.
5. Communicate in oral and written form and prepare report
6. Understand the concept of organizational study

Students shall undergo a minimum of 30 working days (6 weeks) internship during the summer. The student has to select a manufacturing firm. Not more than one student should undergo an internship in one firm. The student should maintain an internship diary and fill in the completed duties and get the attestation from the reporting staff in the organization. The candidate shall bring the attendance certificate and completion certificate from the firm where the internship work carried out. On completion of the Internship work, he/she shall submit the report to the Head of the Department. The Internship Report prepared according to approved guidelines and duly signed by the supervisor(s) shall be submitted to HoD for *Viva-Voce* Exam.

Two reviews will be conducted by minimum three faculty inclusive of Guide, HOD and a HOD nominated faculty which carries equal weightage.

The Internship Report should contain

1. Title page
2. Declaration page
3. Certificate
4. Company Certificate

5. Table of contents
6. List of tables
7. List of Charts
8. Introduction to the Industry
9. Introduction to the Company
10. Organisation Chart
11. SWOT analysis and PEST Analysis
12. Product and Services offered
13. Financial Performance – Key indicators
14. Objective of the Internship
15. Department Analysis
 - a. Production
 - b. Marketing
 - c. HR
 - d. Finance
 - e. Other services department

In department analysis the student have to study on the department chart, No.of employees, Books and software databases maintained, Issues Found.

16. Key learning from the intership
17. Suggestions
18. Conclusion
19. Bibiliography
20. Annexures

Guidelines :

The report should have a minimum of 30 pages.

Times New Roman

Heading - 13 pts

Text – 12 Pts

One inch page border all sides

1.5 line spacing.

COURSE OBJECTIVES:

To make the students

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

COURSE OUTCOMES:

Learners should be able to

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

UNIT I Strategic Management

Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business Strategic Management, Need, scope, key features and importance of strategic management, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management

UNIT II Environment Analysis and Internal Analysis of Firm:

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

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

UNIT III Strategy Formulation:

Introduction, Strategy Formulation, Process in Strategy Formulation, Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs)

UNIT IV Strategic Alliances:

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

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

UNIT V Strategic Control and Evaluation:

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

Recent Trends in Strategic Management: Introduction, Strategic Thinking, Organisational Culture and its Significance, Organisational Development and Change, Change Management, Models of Leadership Styles and its Roles, Strategic management in a new globalised economy. Managing technology and Innovation strategic issues for non-profit organization – New Business models and strategies for Indian Economy.

Suggested Readings:

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

E-Resources

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

COURSE OBJECTIVES:**To make the students**

- To 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 , SankarshanBasu (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. AnanthaNageswaran , 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 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.

FINANCE AND ACCOUNTING FOR 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 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 - 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), Gnocash 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 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”, 9th Edition, McGraw Hill.
2. Karl Ulrich and Steven Eppinger (2017), Product Design and Development, 5th 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. RamanujMajumdar, (2008), “Product Management in India”, Third Edition, Prentice Hall Publication

COURSE OBJECTIVES:**To make the students**

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

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

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

UNIT I Sales Management

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

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

UNIT II Sales Territories and Quotas

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

UNIT III Sales Force Management

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

UNIT IV Channel Management

Marketing Channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Relationships Management, Channel Evaluation, Information Systems for Channels. Wholesaling-Introduction, Functions of Wholesalers, Types of Wholesalers, Future of Wholesaling

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

UNIT V Distribution Management and New Trends

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

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

SUGGESTED READINGS:

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

E-resources:

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

COURSE OBJECTIVES:**To make the students**

- To 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.

COURSE OBJECTIVES:

To make the students

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

COURSE OUTCOMES:

Learners should be able to

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

UNIT I Industrial Relations

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

UNIT II Industrial Safety

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

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

UNIT III Labour legislation

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

UNIT IV Trade union Acts, Industry disputes and Wages Act

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

UNIT V LabourWelfare

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

SUGGESTED READINGS:

1. Piyali Ghosh, ShefaliNandan (2017), Industrial Relations and Labour Laws, 1st edition, McGraw Hill, New Delhi.
2. P.R.N. Sinha, Sinha InduBala, ShekharSeemaPriyadarshini (2017), Industrial Relations, Trade Unions and Labour Legislation, 3rd edition, Pearson education, New Delhi.
3. Mamoria, C.B., and SathishMamoria. (2016). Dynamics of Industrial Relation. New Delhi: Himalaya Publishing House.
4. ArunMonappa, RanjeetNambudiri, PatturajaSelvaraj (2017), Industrial Relations and Labour Laws, 2ndedition, McGraw Hill, New Delhi.
5. C.S. VenkataRatnam&Manoranjan Dhal (2017), Industrial Relations, 2nd edition, Oxford University Press, New Delhi.

E-Resources

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

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 –Overview of 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. RajibLochanDhar (2010), Strategic Human Resource Management, Excel Books.

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, 7th edition, Cengage Learning
2. Aswathappa, K. and Sadhana Dash (2017), International Human Resource Management, 2nd edition, McGraw-Hill
3. Edwards, Tony and Chris Rees (2007), International Human Resource Management, 1st 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 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 System

System - Definition - 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 and 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 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 Technologies to Manage Knowledge

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 fundamental concept of a decision support system (DSS) and its effects on management.
- To know about the process of managerial decision making and components of modeling.
- To study about the key components' of DSS and their purpose in decision making.
- To examine user interface decision issues and evaluate the user interface and capabilities of decision support system.
- To study about the process of developing decision support system.
- To understand how it supports the manager in the decision making process.

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

1. To explain concept of a decision support system and its effect on industry 4.0.
2. To identify decision factors, models and analysis decision support system to support a smart production system.
3. To apply techniques of DSS and validate DSS techniques to solve a complex industrial problems.
4. To understand the term of an interactive system providing information tool and interface
5. To appraise the framework of DSS and design a knowledge based system for a decision making.
6. To understand how to implement the Decision making process

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

SUGGESTED READINGS

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

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 MATERIALS MANAGEMENT

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. PatidarJeet (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 understand the importance of world class manufacturing and how the evolution of manufacturing taken place
- To understand the concept and the importance of manufacturing strategy for industrial enterprise competitiveness.
- To understand various manufacturing strategies and to learn how to formulate and implement the strategy
- To understand the advances and recent developments in the manufacturing organizations
- To apply appropriate techniques in the analysis and evaluation of company's opportunities for enhancing competitiveness in the local regional and global context.
- To learn framework for managing individual and group performance and improve problem solving skills.

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

1. Understanding of the concept and importance of strategy planning for manufacturing industries
2. Identify formulation and implement strategies for manufacturing and therefore enterprise competitiveness.
3. Develop familiarity with different decision making tools for evaluation and selection of best practices for world class manufacturing.
4. Develop skills for implementation of World-class Manufacturing concepts and philosophies
5. Apply principles and techniques in the identifiable formulation and implementation of manufacturing strategy for competitive in global context.
6. Demonstrate capabilities of problem-solving, critical thinking, and communication skills to infer the output.

Unit I

Historical Perspective World class Excellent organizations – Models for manufacturing excellence: Schonberger, Halls, Gunn and Maskell models, Business Excellence.

Unit II

Benchmark, Bottlenecks and Best Practices, Concepts of benchmarking, Bottleneck and best practices, Best performers – Gaining competitive edge through world class manufacturing – Value added manufacturing - Value Stream mapping – Eliminating waste Toyota Production System.

Unit III

Building Strength Through Customer – Focused Principles- Customer – Focused principles – General principles – Design – Operations – Human resources -Quality and Process improvement – Promotion and Marketing-Value and Valuation. Product Costing – Motivation to improve – Value of the enterprises QUALITY – The Organization : Bulwark of stability and effectiveness – Employee stability – Quality Individuals Vs. Teams -Team stability and cohesiveness – Project cohesiveness and stability.

Unit IV

Human Resource Management in WCM: Adding value to the organization- Organizational learning - techniques of removing Root cause of problems-People as problem solvers-New organizational structures. Associates-Facilitators- Teamsmanship-Motivation and reward in the age of continuous improvement.

Unit V

Typical Characteristics of WCM Companies Performance indicators like POP, TOPP and AMBITE systems- what is world class Performance -Six Sigma philosophy. Indian Scenario on world class manufacturing -Task Ahead. Green Manufacturing, Clean manufacturing, Agile manufacturing.

SUGGESTED READINGS:

1. Richard B. Chase, Nicholas J. Aquilano, F. Robert Jacobs – Operations Management for Competitive Advantage, McGraw-Hill Irwin, ISBN 0072323159
2. Moore Ran, Making Common Sense Common Practice: Models for Manufacturing Excellence, ElsevierMultiworth
3. Narayanan V. K., Managing Technology and Innovation for Competitive Advantage, Pearson Education Inc.
4. Korgaonkar M. G., Just In Time Manufacturing, MacMillan Publishers India Ltd.,
5. Sahay B. S., Saxena K. B. C., Ashish Kumar, World Class Manufacturing, MacMillan Publishers
6. Jim Todd, “World-class Manufacturing”, McGraw Hill, London, 1995
7. Nicholas, John M., “Competitive Manufacturing Management”, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2012.
8. Sahay, B.S., Saxena, K.B.C. and Kumar, A., World-class Manufacturing- A Strategic Perspective, Macmillan India Limited, New Delhi, 2005

22MBAPO402C

**TECHNOLOGY MANAGEMENT AND
INTELLECTUAL PROPERTY RIGHTS****4H - 3C****Instruction Hours / week: L: 4 T: 0 P: 0****Marks: Internal: 40 External: 60 Total: 100****End Semester Exam: 3 Hours****To make the students**

- To Understand the concept of Technology management, Technology Adoption, Diffusion, Absorption , development and transfer and apply learning lifelong.
- To comprehend on the intellectual property rights.
- To apply the understanding of intellectual property rights.
- To Understand an entrepreneurial perspective, the objective is for students to analyse Enterprise Resource Planning
- To know about Purpose and function of trademarks and acquisition of trade mark rights
- To understand agencies and treaties and importance of intellectual property rights

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

1. Understand the concept of Technology management, Technology Adoption, Diffusion, Absorption , development and transfer and apply learning lifelong.
2. Comprehend on the intellectual property rights.
3. Apply the understanding of intellectual property rights.
4. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, analysing, planning and team work.
5. Identify and evaluate opportunities for new technologies
6. Understand the basics of the four primary forms of intellectual property rights.

UNIT 1: Technology Management and Technology strategy

Concept and Meaning of Technology and Technology Management- Technology; Technology management, Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business- Technology and competition; Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology

Technology Strategy- Elements of an accessible technology strategy, Innovation Management, Competitive Advantage- Components of competitive advantage; Creating competitive advantage using value chain, Technology Management Evaluation or Assessment, Concept of Technology Forecasting- Characteristics of technology forecasting ; Forecasting, Forecasting Methods and Techniques,

UNIT II Technology Adoption, Diffusion and Absorption

Technology Adoption, Technology Diffusion- of technology diffusion; Perspectives of innovation diffusion process; Activities necessary for diffusion process, Technology Absorption- Role of technology absorption; Benefits of technology absorption; Constraints in technology absorption,

UNIT III Technology Generation, development and transfer

Technology Generation- Process; , Technology Development, Importance of Technology Generation and Development, Need for Technology Strategy, Importance of Research and Development (R&D)- Corporate research and product lifetimes; Production costs and R&D; Translation of R & D efforts to technology

Technology Transfer: Transfer of Technology, Models of Technology Transfer- Traditional technology transfer models; Qualitative technology transfer models, Technology Transfer Modes, Dimensions of Technology Transfer, Features of Technology Package, Routes of Technology Transfer

UNIT – IV Intellectual property and Patents

Intellectual property : Introduction, types of intellectual property, international organizations, agencies and treaties, importance of intellectual property rights.

Patents : Macro economic impact of the patent system Patent and kind of inventions protected by a patent Patent document Ways to protect inventions - Granting of patent - Rights of a patent - extensive patent protection – Reasons for protecting 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. DrS.N.Singh (2018), Technology Management : "Influencing Factors And Their Significance, 1st edition, Notion Press.
4. Anil Kumar H S, Ramakrishna B(2017), Fundamentals of Intellectual Property Rights: For Students, Industrialist and Patent Lawyers, Notion Press.
5. Bouchoux (2013), Intellectual Property: The Law of Trademarks, Copyrights, Patents, and Trade Secrets, 4th edition, Cengage Learning, New Delhi.

E-Resources

- <https://nptel.ac.in/courses/110/105/110105139/>
- <https://nptel.ac.in/courses/109/106/109106137/>
- <https://nptel.ac.in/courses/109/105/109105112/>

COURSE OBJECTIVES:**To make the students**

- To Understand the concept of 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:

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

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 Supervised Learning -Best practices for Supervised Learning

UNIT IV Unsupervised Learning

Unsupervised Learning - Example of Unsupervised Machine Learning, need for 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

Deep Learning - Deep Learning Process, Automate Feature Extraction using Deep Learning, Difference between Machine Learning and Deep Learning, usage of 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

Instruction Hours / week: L: 4 T: 0 P: 0

Marks: Internal: 40 External: 60 Total: 100

End Semester Exam: 3 Hours

COURSE OBJECTIVES:**To make the students**

- To understand the basics of data visualization
- To understand the concepts, tools and techniques of data visualization.
- To develop a structured approach to apply judgment, and generate insight from data for enhanced decision making.
- To create Maps in R and build interactive web pages
- To understand the basic functions in Tableau, like inputting data and building charts
- To Create visualizations to tell stories with data

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

1. Understand the basics of data visualization
2. Design visualizations that represent the relationships contained in complex data sets and adapt them to highlight the ideas you want to communicate.
3. Formulate and use appropriate models of data analysis to answer business-related questions.
4. Interpret data findings effectively to any audience, orally, visually and in written formats.
5. Learn to use colors, shapes, and other tools to dig deep into data
6. Create Maps & How to build interactive web pages

UNIT I Data visualization

Introduction –Importance of visualization in analytics, exploratory and explanatory visualization, datatypes and ways to encode data, importance of limiting the amount of data presented in an analysis, data cleaning and use of data with integrity.

Downloading and installing R - Downloading and installing Tableau

UNIT II Basic Visualization Tools using R

Optimal visualization types - Binning values - Calculated fields - Table calculations - Level of Detail calculations - Bar Charts - Histograms - Pie Charts - Line Plot - Multiple Line Graphs - Scatter Plot - and Regression

UNIT III Specialized Visualization Tools How to create Maps & How to build interactive web pages

Word Clouds, Radar Charts, Waffle Charts, Box Plots

Configuring Data Environment- Connecting to Data, Metrics vs dimensions, Data types and defaults, Aliases and names,

Creating Maps in R, Introduction to Shiny, Creating and Customizing Shiny Apps, Additional Shiny Features

UNIT IV Tableau - Data visualization

Introduction to data visualization Data for data graphics Tableau introduction

Exploratory Visualization : Data Joins , Best Practices, Creating visualizations with Tableau, Sorting, Top N, bottom N, Filtering,

Maps, Use chart type, color, size, and shape to get the most out of data visualizations - Do basic functions in Tableau, like inputting data and building charts. Learn to use colors, shapes, and other tools to dig deep into data.

Learn to use calculations to create new data columns.

UNIT V Design Principles and Dashboard Creation using Tableau

Design principles^[1]_{SEP} Categorical, time series, and statistical data graphics, Geospatial displays

Storytelling Multivariate displays, - What are the main approaches to storytelling with data? -

Dashboards vs. Storyboards vs. Infographics - Designing with the user in mind

Dashboards, interactive and animated displays - Build Tableau dashboards - Create visualizations to tell stories with data

Large datasets - Fiscal Year Calculations – Parameters - Dashboard design principles - Dashboard interactivity - Connected “drill-down” dashboards

SUGGESTED READINGS

1. Cole NussbaumerKnaflic(2015), Storytelling with Data: A Data Visualization Guide for Business Professionals, 1st edition, Wiley India.
2. Kieran Healy(2018), Data Visualization: A Practical Introduction, Princeton University Press
3. Seema Acharya(2018), Data Analytics Using R, 1st edition, McGraw Hill Education
4. Daniel G. Murray(2018), Tableau Your Data!, Fast and Easy Visual Analysis with Tableau Software, 2nd edition, Wiley India
5. Joshua N. Milligan(2015), Learning Tableau, Packt Publishing Limited
6. Radhika Datar, Harish Garg (2019), Hands-On Exploratory Data Analysis with R: Become an expert in exploratory data analysis using R packages, Packt Publishing Limited
7. Yu-Wei Chiu (David Chiu) (2016), R for Data Science Cookbook, Packt Publishing Limited
8. Kaelen Medeiros (2018), R Programming Fundamentals: Deal with data using various modeling techniques, Packt Publishing Limited

E-Resources

- <https://nptel.ac.in/courses/111104100/>
- <https://www.youtube.com/watch?v=gWZtNdMko1k&list=PLWPirh4EWFpGXTBu8ldLZGJC UeTMBpJFK>
- <https://www.youtube.com/watch?v=SFpqr21Pavg&list=PL34t5iLfZddskPZVTm03hed8K93RsyP24>

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. Understanding the need for supply chain analytics in the modern era.
2. To analyse the competitive advantage using supply chain analytics.
3. Application of supply chain analytics in various 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 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 models, 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

SUGGESTED READING

1. MuthuMathirajan et.al(2016), Analytics in Operations/Supply Chain Managementll, 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

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 Self-Determination Theory and the Facilitation of Intrinsic Motivation, Social Development, and Well-Being
5. Understand Various forms of management creativity
6. Gain knowledge in Developing Leaders and Planning Succession, Leadership Issue for Future Entrepreneurs

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.

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 Self-Determination Theory and the Facilitation of Intrinsic Motivation, Social Development, and Well-Being
5. Understand Various forms of management creativity
6. Gain knowledge in Developing Leaders and Planning Succession, Leadership Issue for Future Entrepreneurs

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. SahariaRidip 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.

INDIAN MODELS OF ECONOMY, BUSINESS AND MANAGEMENT**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 Sustainabilizing 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 , Proto typing 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, OanaBuliga, 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.

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 fundamentals of ERP systems
2. Gain knowledge about the functional ERP modules
3. Select the right ERP systems based on the organizational requirements
4. Identify the ERP implementation strategies
5. Communicate the case analysis effectively in oral and written forms
6. Perceive the future trends in ERP systems

Unit- I

Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems.

Unit- II

Small medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business process Management. Overview of ERP modules -sales and Marketing, Accounting, Finance, Materials and Production management.

Unit III

Planning Evaluation and selection of ERP systems-Implementation life cycle – ERP implementation, Methodology and Frame work Training – Data Migration. People Organization in implementation Consultants, Vendors and Employees.

Unit IV

Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation.

Unit- V

Extended ERP systems and ERP bolt –on -CRM, SCM, Business analytics etc-Future trends in ERP systems-web enabled, Wireless technologies.

SUGGESTED READINGS

1. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.
2. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2006.
3. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
4. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2006.
5. Summer, ERP, Pearson Education, 2008.

COURSE OBJECTIVES:**To make the students**

- To get awareness about the global trade and global supply chains
- To understand best practices for strategic global supply chain management
- To identify the market globalization drivers
- To know the importance of global supply chain infrastructure
- To learn about the global logistics strategies
- To familiarize with global purchasing strategies

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

1. Identify the global supply chain strategy
2. Realize the impact on supply chain by the various market globalization drivers
3. Gain knowledge about legal considerations in global supply chain activities
4. Design a global logistics strategy
5. Understand the strategies for managing inventory
6. Perform global supply chain through online

Unit I

Establishing a Global Supply Chain Strategy - Insight into global trade and global supply chains Expertise in emerging markets and global supply chains-Best practices for strategic global supply chain management- How to integrate global supply chain functions -Strategic benefits of global supply chains

Unit II

Implications of Industry Globalization -Drivers for Supply Chains Ways to identify key market global drivers- Knowledge of how market globalization drivers influence supply chains -Exploration of the declining role of governments as producers and customers, and how their new role adds value for global supply chains -How competitive globalization drivers better facilitate global supply chains -The influence of competitive globalization drivers, including the increase in world trade levels, increased “born-global” companies and the growth of global networks.

Unit III

Evaluating Global Supply Chain Infrastructure -Analysis of transportation, communication, utilities and technology infrastructure -Supply chain security, risks and value Legal considerations, international contracts and insurance issues Commercial documents and customs clearance International commerce terms (incoterms)

Unit IV

Leveraging Logistics in Global Supply Chains -How to design a global logistics strategy- Managing global inventory - Global packaging and materials handling - Understanding of global distribution centers Ocean, air, land and intermodal transportation

Unit V

Purchasing in Global Supply Chains Key elements of a global purchasing strategy - International to global purchasing - Types of global purchasing strategies for outsourcing and off shoring -Selecting suppliers and designing global supplier networks Maximizing Operations in Global Supply Chains- Expertise in international wholesaling, retailing and franchising How to go global online -Using global EDGE diagnostic tools for global market channel partners- Managing Global Supply Chains Value of managing global supply chains- Coordination mechanisms in global supply chains -Inter-organizational relationships in global supply chains Knowledge of stakeholders and global supply chain sustainability - Guidelines for managing global supply chains.

SUGGESTED READINGS:

1. C S VenkataRatnam. (2007). Globalisation and Labour Management Relations: Response Books.
2. N Viswanadham& S Kameshwaran. (2013). Ecosystem aware Global Supply chain Management

COURSE OBJECTIVES:**To make the students**

- To understand the basic fundamentals of GIS
- To identify the various data sources available for GIS
- To know the different data types and models used in GIS
- To gain knowledge about GIS data analysis
- To learn about GIS as a decision support system
- To familiarize with the various GIS applications

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

1. Understand the components of GIS
2. Know how to acquire data from data sources
3. Identify the different spatial data models
4. Analyze the GIS data by using various tools
5. Apply the GIS for business solutions
6. Gain knowledge about the various other applications of GIS

Unit I:

GIS -Definition – Principles – Concepts –Components of GIS, Functions of GIS , Uses of GIS ; Important GIS Vendors – ESRI – ArcGIS, MAPINFO, GEOMEDIA - Open source GIS- QGIS

Unit II:

Data sources (Open Source for Vector data - glcf, Google Earth, Bing Maps, Bhuvan for Raster data) Data acquisition from data sources – (Topographic, Cartographic, Remotely sensed, Census, other records and Surveys). Data input -Scanning, Registration, Digitizing, Editing

Unit III:

GIS data– Spatial and Attribute data. Data types- spatial, attribute, topology - Spatial data models – Raster and

vector – advantages and disadvantages Data conversion. R2V, V2R. shp, dxf etc., Attribute data models – Hierarchical , relational and network .Database Management Systems: types -merits and demerits

Unit IV:

GIS data analysis – Query(onscreen query, attribute query, spatial query) Classification, reclass, Overlay, Buffer, interpolation Advanced analysis – Network analysis , Terrain analysis, Morphometric analysis, creation of TIN and DEM and multi criteria evaluation (MCE)

Unit V:

GIS Application: GIS as a Decision Support System, GIS for Business solutions, application of GIS in Land Information System and site suitability analysis, probability analysis, Location and Network analysis Application of mapping in Retail business and international trade. Tracking, Environmental Management, coastal management, Emergency Response System

SUGGESTED READINGS:

1. Burrough P.A. Principles of Geographic information Systems for Land Resource Assessment Oxford University Press, New York, 1986
2. Aronoff S. Geographic Information Systems: A Management Perspective, DDL Publication Ottawa, 1989.
3. Chang, & K.-T. (2008). Introduction to geographic information systems. Boston: McGraw-Hill.
4. Davis, B. E. (2001). GIS: A visual approach. Albany, NY: Delmar Thomson Learning.
5. Fraser Taylor D.R. Geographic information Systems. Pergamon Press, Oxford, 1991.
6. Maquire D.J.M.F. Goodchild and D.W. Rhind (eds.). Geographic information Systems: Principles and Application. Taylor & Francis, Washington, 1991.
7. Mark S Monmonier. Computer-assisted Cartography. Prentice-Hall, Englewood Cliff, New Jersey, 1982

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 understand the concept of tourism marketing and its role.
- To describe how the fundamentals of buyer behaviour are integral to tourism marketing;
- To know how research contributes to the formulation of tourism marketing decisions;
- To appraise the social, ethical and economic aspects of tourism
- To get awareness on issues around sustainability in tourism;
- To plan and execute a relevant tourism marketing strategy.

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

1. To examine and discuss the key concepts and principles of marketing as applied to destinations and the tourism experience.
2. To demonstrate an evaluative understanding of current issues associated with destination marketing.
3. To access, and examine the effectiveness of marketing strategies applied to tourism.
4. To engage in tourism and marketing research and inquiry to inform strategic decision-making and problem solving.
5. To demonstrate skills in oral and written communication related to Tourism.
6. To demonstrate skills such as critical and analytical thinking in accordance with professional contexts.

Unit I:

Tourism Attraction: Definition, Characteristics, Typology, Criteria for Tourist Attractiveness, development and design of tourist attractions, Life Cycle.

Unit II:

Tourism Definition Planning, Environmental Analysis, Resource Analysis, Regional Environmental Analysis, Market Analysis, Competitor Analysis, Regional Environmental Scanning.

Unit III:

Regional Goal Formulation – Strategy formulation, Product Portfolio Strategies, Tourism Portfolio model, analysis of Portfolio, approaches, Market segmentation in the regional context – Bases, Steps and categories, Target Marketing – targeting options, positioning strategy.

Unit IV:

Components of Destination Marketing Mix, Product Strategy – Nature & characteristics, managing existing Tourism Products, New Product development in Regional Tourism, Pricing Strategies – Tourists Perception of Price

Unit V:

The Tourism Distribution Strategy – Choice of distribution channel, Developing a Destination Promotional strategy, Evaluation and Control.

Suggested Readings:

1. Ernie Health & Geoffrey Wall, Marketing Tourism Destinations, John Wiley & Sons. Inc.
2. J. Christopheo Holloway & Chris Robinson, Marketing for Tourism
3. Philip Kotler, Jon Bower, Marketing for Hospitality and Tourism

COURSE OBJECTIVES:

To make the students

- To understand Indian ethos and values
- To appreciate the concepts of business ethics in leadership
- To analyze and resolve ethical dilemma
- To develop knowledge and understanding about the theoretical perspectives and frameworks of corporate governance, ethical, environmental and social dimensions.
- To focus on various natural and man-made hazards and its preparedness measures to come out of such calamities.
- To make students understand social responsibility of business and its impact.

COURSE OUTCOMES:

Learners should be able to

1. Understand Indian ethos and values
2. Appreciate the concepts of business ethics in leadership
3. Analyze and resolve ethical dilemma
4. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, analysing, planning and team work.
5. Maintain Managing Ethical Dilemma
6. Understand ethical issues related to business and good governance necessary for long term survival of business.

UNIT I Elements of Indian ethos

Union rather than dominion status of human beings—renunciation of self—laws of karma: Law of creation, law of humility, law of growth, law of responsibility, law of connection – Brain stilling, the Indian ethos for management.

Importance of Karma to managers— Nishkama Karma—Corporate Karma.

corporate Karma leadership (connecting company and cause, integrating, philanthropy into work environment)

UNIT II Management ideas form Vedas

Management ideas form Vedas, Mahabharata, Bible, Quran, Artha Shastra, Thirukkural, Kautilya's Arthashastra. Indian Heritage in Business, Management. Production and consumption—Ethics

Vs Ethos, Indian Vs Western Management, Work Ethos and values for Indian managers– Relevance of value based management in global change–Impact of values on take holders, Trans–cultural Human values, Secular Vs spiritual values, value system in work culture.

UNIT III Stress management

Stress management meditation for mental health, yoga, contemporary approaches to leadership—Joint Hindu Family Business– Leadership Qualities of Karta– Indian systems of learning–Gurukul system of learning– Advantages and Disadvantages.

Spirituality: Meaning, why spirituality now, characteristics of spiritual organization, Achieving a spiritual organisation, achieving a spiritual organisation, criticism of spirituality.

UNIT IV Understanding the need for ethics

Understanding the need for ethics, ethical values, myths and ambiguity, ethical codes, ethical principles in business; Theories of Ethics, Absolutism Vs Relativism, Technological approach, the Deontological approach, Kohlberg’s six stages of moral development (CMD)

UNIT V Managing Ethical Dilemma;

Managing Ethical Dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process; ethical dilemmas in different business areas of finance, marketing, HRM, international business. Ethical culture in Organization, Developing codes of ethics and conduct, ethical and value based leadership. Role of scriptures in understanding ethics, Indian Wisdom and Indian approaches towards business ethics.

SUGGESTED READINGS:

1. Biswanath Ghosh (2009), Ethics in Management and Indian Ethos, Second Edition, Vikas Publishing Housing Pvt.Ltd, New Delhi.
2. Joanne B. Ciulla(2004) , Ethics the heart of Leadership, Praeger, London.
3. Michael Henderson, Dougal Thompson (2004) Values at Work: The Invisible Threads Between People, Performance and Profit, HarperCollinsPublishers PTY Limited
4. Swami Anubhavananda andAryakumar (2000), Ethics in management, insights from Ancient Indian wisdom, Ane Book, Chennai, 2000.
5. S. K. Chakraborty (1998), Values and Ethics for Organizations: Theory and Practices, OUP India

E-Resources

- <https://www.youtube.com/watch?v=dTs8meMCiJg>
- <https://www.youtube.com/watch?v=5HHzMJdHhf8>
- <https://www.youtube.com/watch?v=O2MjVITfoAk>
- <https://www.youtube.com/watch?v=7j66AyiRhSI>

COURSE OBJECTIVES:

To make the students

- To identify an issue to be analysed and to be solved in a business setup or real time scenario using primary or secondary data collection.
- To understand the application of Research process in the area of accounting / Finance / Marketing/HR/International business etc.
- To analyse the data and critically evaluate the result and formulate the suggestion for the problem identified.
- To apply the theoretical and practical learning of doing research into lifelong practice.
- To Communicate in oral and written form and prepare report
- To enhance students knowledge in international culture and negotiation, where employability is made easy.

COURSE OUTCOMES:

Learners should be able to

1. Identify an issue to be analysed and to be solved in a business setup or real time scenario using primary or secondary data collection.
2. Understand the application of Research process in the area of accounting/Finance/Marketing/HR/International business etc.
3. Analyse the data and critically evaluate the result and formulate the suggestion for the problem identified.
4. Apply the theoretical and practical learning of doing research into lifelong practice.
5. Communicate in oral and written form and prepare report
6. Understand the concept of organizational study

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

The capstone project has three reviews. Two midreview (can be done through skype if the students are pursuing projects in a company outside Tamilnadu. Final review is the Mock Viva Presentation done

before the Viva Voce Examination.

The students should select a problem in Accounting, Finance, Marketing or any other areas related to commerce.

Report should contain

- Introduction
- Introduction about the industry
- Introduction about the Company
- History and growth of organisation
- Organisation chart
- Products and services offered
- Competitors analysis
- SWOT/PEST analysis
- Review of literature – Minimum 20 papers from referred journal
- Need for the Study
- Objectives
- Research Methodology
- Research Design
- Sampling Design
- Sources of Data Collection
- Tools used for analysis
- Limitation
- Data analysis and interpretation
- Findings and Suggestions
- Conclusion
- Bibliography (APA format)

Soft binding of the collected data has to be also submitted for the evaluation.

Guidelines :

The report should have a minimum of 50 pages.

Times New Roman

Heading - 13 pts

Text – 12 Pts

One inch page border all sides

1.5 line spacing

VALUE ADDED COURSE LIST

- Artificial intelligence and machine language for Business decision making
- Creativity and innovative management
- Stock market and investment strategies
- Six Sigma
- Managing Emotional intelligence
- Psychometric testing
- Financial modelling using spreadsheets
- Career Management