

Master of Business Administration (MBA)

CHOICE BASED CREDIT SYSTEM (CBCS)

**Curriculum and Syllabus
Regular (2025 – 2026)**



**DEPARTMENT OF MANAGEMENT
FACULTY OF ARTS, SCIENCE, COMMERCE AND MANAGEMENT (FASCM)**

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)

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FACULTY OF ARTS, SCIENCE, COMMERCE AND MANAGEMENT POST GRADUATE PROGRAMMES (MBA)

REGULAR MODE CHOICE BASED CREDIT SYSTEM (CBCS)

REGULATIONS - 2025

The following regulations shall apply to candidates admitted to MBA Degree Programme in the Faculty of Arts, Science, Commerce and Management, Karpagam Academy of Higher Education (KAHE) from the academic year 2025-2026 onwards.

1. PROGRAMMES OFFERED, MODE OF STUDY AND ADMISSION REQUIREMENTS

1.1. PG PROGRAMME OFFERED

MBA – MASTER OF BUSINESS ADMINISTRATION

1.2. MODE OF STUDY

The Programme is offered under Full-Time Regular mode.

1.3. ADMISSION REQUIREMENTS (ELIGIBILITY)

A candidate for admission to the first semester MBA Degree Programme shall be required to have passed an appropriate Degree Examination of this Karpagam Academy of Higher Education or any other University accepted by the KAHE as equivalent thereto. Admission shall be offered only to the candidates who possess an undergraduate degree with a minimum of 50% marks.

2. DURATION OF THE PROGRAMME

2.1. The minimum and maximum period for completion of the MBA Programme is 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 525 instructional hours. End Semester Examination shall be conducted at the end of every semester for the respective courses.

3. CHOICE BASED CREDIT SYSTEM

Credits means the weightage given to each course of study by the experts of the Board of Studies concerned. The MBA Programme is offered under Choice Based Credit System with a minimum of 103 credits.

4. STRUCTURE OF THE PROGRAMME

This Programme will have a curriculum and syllabus consisting of core courses, core elective courses, open elective courses, Internship and project work.

4.1. Core courses

Core courses consist of theory and practical components of department domains.

4.2. Core Elective courses

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

4.3. Project Work

The project work shall start at the beginning of the Fourth semester in the Department/Industry/Research Institute (National/International) and the project report has to be submitted at the end of the fourth semester. The Head of the Department concerned shall assign a project supervisor who in turn shall monitor the project work of the student.

If the student undertakes the Project work outside the Department, the faculty concerned within the Department shall be the Supervisor and the teacher/scientist of the host institute will be the Co-supervisor. The student shall bring the attendance certificate from the place where the project work was carried out.

A Project Assessing Committee (PAC) shall be constituted with HoD and two senior faculty members of the Department. The PAC shall announce the dates for the reviews and demonstration. Three reviews shall be conducted as part of internal assessment. The student shall make a presentation on the progress and demonstration of their project before the PAC in the presence of their supervisor on the scheduled dates.

4.4. Internship

The student shall undergo 15 days internship at the end of second semester. Internship report will be evaluated and marks will be awarded in the third

semester. Students have to earn 2 credits for the Internship. The Internship will be assessed internally and marks will be awarded out of 100.

4.5. Open Elective

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

S.No.	Name of the offering Department	Course Code	Course Name
1	English	25EGPOE301	English for Competitive Examinations
2	Commerce	25CMPOE301	Personal Finance and Planning
3	Management	25MBAPOE301	Organizational Behavior
4	Computer Applications	25CAPOE301	Robotic Process Automation
5	Computer Science	25CSPOE301	Cyber Forensics
6	Mathematics	25MMPOE301	Coding Theory
7	Physics	25PHPOE301	Electrical Appliances and Servicing
8	Chemistry	25CHPOE301	Industrial Chemistry
9	Microbiology	25MBPOE301	Fermentation Technology
10	Biotechnology	25BTPOE301	Nutrition and Dietetics

5. ADVANCED LEARNERS AND ON-DEMAND EXAMINATION

Students who secure 7.5 CGPA, maintain an attendance of 80% in every semester and clear all the courses in their first appearance itself are referred to as advanced learners. When a student fails to maintain any of these conditions at any given time, the student will no longer retain advanced learner status.

These students can request for an on-demand examination for the courses in their forthcoming semester(s). These students on prior registration can appear for examinations well in advance and complete the entire courses well before the prescribed period of study and can progress for a full time Research Project/Internship/Minor Project during the remaining prescribed period of study. The Internal and External examinations will be conducted for these courses as like the other courses. One or more faculty mentors shall be allocated based on the number of students/courses enrolled for the on-demand examination. When the number of students enrolled for a particular course is

less than 30, only self-learning mode is applicable and will be monitored by the mentor. Otherwise, a faculty will handle the course after regular working hours. The examination will be conducted along with the current semester courses in the same exam pattern.

Also, these advanced learners can register for online courses from NPTEL/SWAYAM/SWAYAM Plus portals on prior and proper approval from the department. The credits earned from those courses will be transferred to the mark statement of the students as in Clause 6.

6. TRANSFER OF CREDITS EARNED THROUGH ONLINE PLATFORM / INTERNATIONAL STUDIES

Students are encouraged to enroll in courses offered by NPTEL/SWAYAM/SWAYAM Plus platforms and international institutions of higher learning, either virtually or in person. The equivalent credits for these courses will be determined by a committee named Subject & Grade Equivalence Committee consisting of the Dean of the Faculty (Chairman), Dean (R&D and Industrial Relations), Head of the Department (HoD), and a faculty member nominated by the Vice Chancellor. The committee's decision will be submitted for ratification/approval by the Board of Studies (BoS) and the Academic Council.

7. MEDIUM OF INSTRUCTION

The medium of instruction for all courses, examinations, seminar presentations, Internship and project/thesis/dissertation reports is in English.

8. SCHEME OF EXAMINATION

8.1 Evaluation: Evaluation of the course comprises two parts such as the Continuous Internal Assessment (CIA) and the End Semester Examination (ESE).

The theory and practical courses shall carry a maximum of 100 marks, out of which 40 percent of marks are awarded for Continuous Internal Assessment (CIA) and 60 percent of marks for End Semester Examinations (ESE).

8.2 Marks for Project work

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

9. FACULTY MENTOR

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 who will function as mentor throughout their period of study. Faculty mentors shall advise the students and monitor their behavior and academic performance. Problems if any shall be counseled by them periodically. The faculty mentor is also responsible to inform the parents of their wards' progress. Faculty mentor shall display the cumulative attendance particulars of his / her students' periodically (once in 2 weeks) on the Notice Board to enable the students to know their attendance status and satisfy clause 13 of this regulation.

10. ONLINE COURSE COORDINATOR

To help students for planning their online courses and for general orientation 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 different agencies periodically and inform the same to the students. Further, the coordinators shall orient the students regarding the online courses and monitor their participation.

11. CLASS COMMITTEE

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

- 1.The class committee shall be constituted during the first week of each semester.
- 2.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 shall be constituted by the respective Dean of the Faculty.

3. The HoD/Chairperson of the Class committee is authorized to convene the meeting of the class committee.
4. The respective Dean of the Faculty has the right to participate in any Class committee meeting.
5. The Chairperson is required to prepare the minutes of every meeting, and submit the same to the Dean concerned 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 immediately.
6. Analyzing and solving problems experienced by students in the classroom and in the laboratories.
7. Analyzing the performance of the students of the class after each test and finding the ways and means to improve the performance.

12. COURSE COMMITTEE FOR COMMON COURSES

Each common course offered to more than one programme or department 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 respective 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 to ensure a uniform evaluation of the tests. If feasible, the course committee shall prepare a common question paper for the Internal Assessment Test(s). The Course Committee Meeting is conducted once in a semester. To indicate the common course, the Course Code should be suffixed with the letter “G”.

13. ATTENDANCE REQUIREMENTS TO APPEAR FOR THE END SEMESTER EXAMINATION

13.1 Every student is expected to attend all classes and should secure 100% attendance. However, in order to allow for certain unavoidable circumstances, the student is expected to have at least 75% of attendance and the conduct of the candidate has been satisfactory during the Programme.

13.2. A candidate who has secured attendance between 65.00% and 74.99% (both included), due to medical reasons (Hospitalization / Accident / Specific Illness) shall be given exemption from prescribed minimum attendance requirements and shall be permitted to appear for the examination on the recommendation of the Head of Department concerned and the Dean. The Head of Department has to verify and certify the genuineness of the case before recommending it to the Dean concerned. However, the candidate has to execute

an undertaking and the parent along with the student should assure that this situation does not arise in the future. This permission is given only once during the entire period of study.

13.3. A candidate who has secured attendance between 55.00% and 64.99% (both included), due to medical reasons (Hospitalization / Accident / Specific Illness with all the medical records, bills and discharge summary), will not be presented to that semester examination. However, that candidate will be permitted to go to the next semester wherein he / she has to compensate for the previous semester's lack of attendance. In such a case, the candidate will be permitted to write both semester examinations at the end of the next semester. This combination of lack of attendance can be done only between subsequent semesters. That is 1 & 2 or 2 & 3 or 3 & 4 or 4 & 5 or 5 & 6.

13.4. However, a Student who has secured less than 55% in any of the semesters due to any reasons, shall not be permitted to appear for the End Semester Examinations. But he/she will be permitted to appear for his/her arrear examinations. In order to redo the semester with lack of attendance, he/she has to attend the corresponding semester of the subsequent year(s) with approval of the Dean of the Faculty, Dean - Students Affairs and the Registrar.

14. PROCEDURE FOR AWARDING MARKS FOR INTERNAL ASSESSMENT

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

14.2. Continuous Internal Assessment (CIA): The performance of students in each course will be continuously assessed by the respective faculty. Retest will be conducted and considered based on the requirements and recommendations by the Head of the Department. The guidelines for the Continuous Internal Assessment (CIA) are given below:

Theory Courses

S. No.	Category	Maximum Marks
1	Attendance	5
2	Seminar	15
3	Test – I (2 ½ units)	10
4	Test – II (2 ½ units)	10
Total		40

For Community Engagement and Social Responsibility:

S. No.	Category	Maximum Marks
1.	Field Visit	15
2.	Attendance	5
3.	Test – I (1 ½ Units)	10
4.	Test – II (1 ½ Units)	10
Total		40

For Internship:

S. No.	Category	Maximum Marks
1.	Internship Report	50
2.	Presentation	30
3.	Viva Voce	20
Total		100

Practical Courses:

S. No.	Category	Maximum Marks
1	Attendance	5
2	Observation work	5
3	Record work	5
4	Internal Practical Assessment practical examination	15
5	Viva – voce [Comprehensive]*	10
Total		40

* Viva - voce conducted during model practical examination.

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

14.3 Pattern of Test Question Paper

Theory Courses:

Maximum Marks : 60

Duration: 2 ½ Hours

Section	Marks
Part – A	Short Answer Answer ALL the Questions (6 x 2 = 12 Marks)
Part - B	Long Answer – 3 six mark questions ‘either – or’ type Answer ALL the Questions (3 x 6 = 18 Marks)
Part - C	Essay type Answer– 3 ten mark questions ‘either – or ‘ type Answer ALL the Questions (2 x 10 = 20 Marks)
Part-D	Case Study – Compulsory Question (1 x 10 = 10)

14.4 Attendance

Marks Distribution for Attendance

S. No.	Attendance (%)	Maximum Marks
1	91 and above	5
2	81 - 90	4
3	75-80	3

15. ESE EXAMINATIONS

15.1 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 100 marks.

15.2 Pattern of ESE Question Paper

Theory Courses:

Maximum Marks: 100*

Duration: 3 Hours

Section	Marks
Part – A	Short Answer Answer ALL the Questions (10 x 2 = 20 Marks)
Part - B	Long Answer – 5 six mark questions ‘either – or’ type Answer ALL the Questions (5 x 6 = 30 Marks)
Part - C	Essay type Answer– 4 ten mark questions ‘either – or’ type Answer ALL the Questions (4 x 10 = 40 Marks)
Part – D	Case Study – Compulsory Question (1 x 10 = 10)

* The 100 Marks is converted to 60 Marks.

Practical Courses: There shall be combined valuation by the Internal and External examiners. The pattern of distribution of marks shall be as given below.

S. No.	Category	Maximum Marks
1.	Activity	40
2.	Record work	10
3.	Viva – voce [Comprehensive]	10
Total		60

Record Notebooks for Practical Examination

Candidates taking the Practical Examination should submit a prescribed Bonafide Record Notebook 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 shall remain the same at the subsequent appearance also by the candidate.

15.3. Evaluation of Project Work

15.3.1 The project shall carry maximum marks as per (vide clause 8.2). ESE will be a combined evaluation of Internal and External Examiners.

The distribution of marks for the Continuous Internal Assessment (CIA) are given below:

Maximum Marks: 80

S. No.	Category	Maximum Marks
1.	Problem Selection	20
2.	Progress of the work (3 reviews X 10 marks)	30
3.	Presentation of the work (3 reviews X 10 marks)	30
Total		80

The pattern of distribution of marks for the End Semester Examination are given below:

Maximum Marks: 120*

S. No.	Category	Maximum Marks
1.	Project Report	60
2.	Project Presentation	40
3.	Viva Voce	20
Total		120*

*Combined valuation of Internal and External Examiners.

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

Guidelines to prepare the project report

- a. Cover page
- b. Bonafide certificate
- c. Declaration
- d. Acknowledgement

- e. Table of contents
- f. Chapters
 - Introduction
 - Aim and Objectives
 - Materials and Methods (Methodology)
 - Results (Analysis of Data) and Discussion (Interpretation)
 - Summary
 - References

15.3.3 The evaluation of the project will be based on the project report submitted and *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 COE. In case the supervisor is not available, the HoD shall act as an Internal Examiner.

15.3.4 If a student fails to submit the project report on or before the specified date given by the Examination Section, the student is deemed to have failed in the project work and shall re-enroll for the same in a subsequent semester.

If a student fails the viva-voce examination, they must resubmit the project report within 30 days from the date of declaration of the results. The resubmitted report shall be evaluated in the subsequent semester.

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

16. PASSING REQUIREMENTS

16.1 Passing minimum: A student needs to secure a minimum of 20 marks out of 40 marks in CIA and 30 marks out of 60 marks in ESE. The overall passing minimum in each course is 50 marks out of 100 marks.

16.2 If a student fails to secure a pass in a particular course (either CIA or ESE or Both) as per clause 16.1, it is mandatory that the student has to register and reappear for the examination in that course during the subsequent semester when examination is conducted for the same until the student passes both CIA and ESE (vide Clause 2.1).

16.3 The CIA marks secured by the student in the first passed attempt shall be retained by the Office of the Controller of Examinations and considered valid for all subsequent attempts till the student secures a pass in ESE.

16.4 Students failed in internal assessment will be permitted to reappear to pass the internal assessment in the subsequent semesters by writing tests and by re-submitting Assignments/ Seminars.

The distribution of marks for this test shall be as given below.

S. No.	Category	Maximum Marks
1.	Attendance (Retained from the respective semester)	5
2.	Seminar	15
3.	Test*	20
	Total	40

* Test shall be conducted in the ESE pattern for 100 marks and converted to 20 marks.

The examination must be completed within six weeks after the reopening of the subsequent semester.

16.5 A Student who is absent in ESE in a Course / Practical / Project Work after having enrolled for the same shall be considered to have Absent (AAA) in that examination

17. ONLINE EXAMINATIONS

Students undertaking projects, internships, or coursework at the national level may write CIA tests online and ESE in either mode. When they go for an International Project / Internship / Coursework, both the CIA and ESE shall be conducted through online mode.

18. IMPROVEMENT OF MARKS IN THE COURSE ALREADY PASSED

The students desirous to improve 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.

19. AWARD OF LETTER GRADES

All assessments of a course will be done on an absolute marks basis. However, for the purpose of reporting the performance of a student, letter grades, each carrying certain number of points, will be awarded as per the range of total marks (out of 100) obtained by the student 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+	61 - 70	7	GOOD
B	56 - 60	6	AVERAGE
C	50 - 55	5	PASS
RA	Below 50	-	REAPPEARANCE
AAA	-	-	ABSENT

20. GRADE SHEET

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

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

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

Sum of the product of the GP by the corresponding credits of the courses offered in that Semester

GPA of a Semester

Sum of the credits of the courses of that Semester

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

Sum of the product of the GPs
by the corresponding credits of
the courses offered for the entire
programme

CGPA of the entire programme = -----
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**.

21. REVALUATION

Candidates can apply for revaluation or retotaling of his / her semester examination answer script (**theory courses only**), within 2 weeks from the date of 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 Examinations will arrange for the revaluation and results will be intimated to the candidate through the HODs concerned. Revaluation is not permitted for supplementary theory courses.

22. TRANSPARENCY AND GRIEVANCE COMMITTEE

Revaluation and Retotaling are allowed on representation (clause 21). Students may get the Xerox copy of the answer script on payment of prescribed fee, if he / she wishes. The student may represent the grievance, if any, to the Grievance Committee, which consists of Dean of the Faculty, (if Dean is HoD, the Dean of another Faculty nominated by the KAHE), the HoD of Department concerned, the faculty of the course and Dean from other discipline nominated by the KAHE 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.

23. 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 4 and gained the required number of total credits as specified in the curriculum corresponding to his / her Programme within the stipulated period.
- No pending disciplinary enquiry/ action against him/her.
- The award of the degree must be approved by the Executive Council.

24. CLASSIFICATION OF THE DEGREE AWARDED

24.1. Student who qualifies for the award of the Degree (vide clause 23) 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**.

24.2 Students who qualify for the award of the Degree (vide clause 23) having passed the examinations 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**.

24.3 All other students (not covered in clauses 24.1 and 24.2) who qualify for the award of the degree (vide Clause 23) shall be declared to have passed the examination in **Second Class**.

25. RANKING

Candidates who qualify 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.

26. 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.

27.DISCIPLINE

27.1. If a student indulges in malpractice in any of the Internal/External Examinations he/she shall be liable for punitive action as prescribed by the KAHE from time to time.

27.2. Every student is required to observe discipline 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 KAHE. The erring students will be referred to the disciplinary committee constituted by the KAHE, to enquire into acts of indiscipline and recommend the disciplinary action to be taken.

28. KAHE ENTRANCE EXAMINATION

At the end of Fourth Semester, the KAHE Entrance Examinations will be conducted for those who are aspiring for Higher Education (Ph.D).

29. REVISION OF REGULATION AND CURRICULUM

Karpagam Academy of Higher Education may from time-to-time revise, amend or change the Regulations, Scheme of Examinations and syllabi if found necessary.

Karpagam Innovation and Incubation Council (KIIC)

(A Section 8 Company)

Based on the 2019 National Innovation and Startup Policy and the 2019–2023 Tamil Nadu Startup Policy, KIIC has recommended to the KAHE students who are affiliated with the KIIC that it be incorporated in the university Program Regulations 2023-24 and implement from this academic year.

Norms to Student Start-Ups

- Any (UG/PG / (Ph.D.) Research scholars, student, right from the first year of their program is allowed to set a startup (or) work part time/ full time in a startup or work as intern in a startup
- Any (UG/PG / (Ph.D.) Research scholars) student right from the first year of their program is allowed to earn credit for working on Innovative prototypes/business Models/ Pre incubation (case to case basis).
- Start Up activities will be evaluated based on the guidelines being given by the expert committee of the KIIC
- Student Entrepreneurs may use the address of incubation center (KIIC) to register their venture while studying in KAHE.
- Students engaged in startups affiliated with the KIIC or those who work for them may be exempted from KAHE's attendance requirements for academic courses under current regulations, up to a maximum of 30% attendance per semester, including claims for ODs and medical emergencies Potential Students who have been incubated at KIIC may be permitted to take their University semester exams even if their attendance is below the minimum acceptable percentage, with the proper authorization from the head of the institution. (On case-to-case basis depends upon the applicability strength, societal benefits and quality of the Innovation and Subsequent engagement of the students with the/ her business)
- Any Students Innovators/entrepreneurs are allowed to opt their startup in place mini project /major project, /seminar and summer training etc. (In plant training, Internship, value added Course.). The area in which the student wishes to launch a Startup may be interdisciplinary or multidisciplinary.
- Student's startups are to be evaluated by Expert committee, formed by KIIC and KAHE

Guide lines to award Credits/ Marks to a Student startup

Student's startup stages are divided into five phases and these startup phases can be considered equally in place of the course title as mentioned below with the same credits allotted to the course title in a University curriculum.

Sl. No.	Description/Startup phases	In place of the Subject / Course title	Grades/Credits /Marks
1	Idea stage/Problem Identification	Seminar	Same Marks/Credits can be awarded that are listed in the course title's curriculum for the respective startup phases.
2	Proof of Concept (POC) /Solution development	In-plant training /Internship	
3	Product Development (Lab scale) /Prototype Model/ Company Registered	Mini Project/ Value added Course	
4	Validation/Testing	Main Project phase I	
5	Business Model/Ready for Commercialization/Implementation	Main Project phase II,	

PROGRAM OUTCOMES (PO):

On successful completion of the programme the students attain

1. Postgraduate 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.
2. Postgraduate 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.
3. Postgraduate's 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.
4. Postgraduates will communicate day-to-day managerial activities confidently and effectively in written and oral communication in the organisation and society at large.
5. Postgraduates will possess knowledge and understanding of working in teams in order to achieve common goals to exhibit their leadership skills.
6. Postgraduates will acquire managerial positions or take up entrepreneurial ventures by applying the skills and knowledge gained.
7. 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.
8. 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 citizens.
9. Postgraduates will help students to shoulder the managerial positions in various sector of the economy with conceptual, analytical and descriptive abilities.
10. Postgraduates will be able to comprehend different business complex environment challenges and work accordingly.
11. Postgraduates will become good decision makers with critical thinking and problem-solving skills.
12. Postgraduates will inculcate managerial as well as entrepreneurial skills and contribute to the economic development of the nation
13. Postgraduates will acquire requisite knowledge, skills & right attitude necessary to provide effective leadership in a global environment.

14. Postgraduates will develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy & Society, aligned with the national priorities.
15. Postgraduates will develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.

PROGRAMME SPECIFIC OUTCOMES (PSO)

1. 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.
2. Postgraduates will be committed to lifelong learning and ethical leadership. They will develop the skills and knowledge needed to identify and pursue business opportunities that create value and wealth for individuals and society, while contributing to India's progress and development.

PROGRAMME EDUCATIONAL OBJECTIVES (PEO)

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

MAPPING OF PEOs and POs

Program Educational Objectives	PROGRAM OUTCOMES														
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15
PEO 1: Postgraduates will acquire knowledge of management science and apply it to solve the real-time business Problems and to develop and communicate strategic, creative and innovative ideas to excel in diverse career path.	√		√			√			√	√	√		√		
PEO 2: Postgraduates will be able to apply the management tools and techniques to implement systematic decision making process.		√	√	√					√	√		√	√	√	
PEO 3: Postgraduates will be able to adapt to a rapidly changing global environment and become socially responsible and value driven citizens committed to sustainable growth.							√	√	√	√					

DEPARTMENT OF MANAGEMENT
FACULTY OF ARTS, SCIENCE, COMMERCE AND MANAGEMENT (FASCM)
PG PROGRAMME (CBCS)
MASTER OF BUSINESS ADMINISTRATION (M.B.A)
(2025–2026 Batch and onwards)

Course Code	Name of the Course	Categories	Outcomes		Instruction hours / week			Credit(s)	Maximum Marks			Page Number
			PO	PSO	L	T	P		CIA	PO	PSO	
									40	60	100	
	SEMESTER– I											
25MBAP101	Fundamentals of Management	Major 1	1,2,3,7,9,11,13	1,2	4	-	-	4	40	60	100	1
25MBAP102	Organizational Behaviour	Major 2	1,2,3,5,7,8,9,11, 13	1,2	4	-	-	3	40	60	100	4
25MBAP103	Managerial Economics	Major 3	1,2,3,4,5,7,9,12,13,14,15	1,2	4	-	-	3	40	60	100	7
25MBAP104	Legal Aspects of Business	Major 4	1,3,4,5,8,11,13,15	1,2	4	-	-	3	40	60	100	11
25MBAP105	Accounting for Managers	Major 5	1,2,3,4,5,6,10,11,13,15	1,2	4	1	-	4	40	60	100	14
25MAP101	Data Driven Decision Making	Major 6	3,4,5,6,8	-	4	1	-	4	40	60	100	17
25MBAP111	IT Tools for Managers - Practical	Major 7	3, 9		-	-	4	2	40	60	100	20
25MBAP112	Business Communication Practical	EEC 1	1, 4, 13, 14	2	-	-	2	1	50	-	50	23
25MBAP113	Team Building and Leadership skills - Practical	EEC 2	1, 5, 13	2	-	-	2	1	50	-	50	26
	Journal Paper Analysis and Presentation				1	-	-	-	-	-	-	
	Semester Total				25	2	8	25	380	420	800	

Course Code	Name of the Course	Categories	Outcomes		Instruction hours / week			Credit(s)	Maximum Marks			Page Number
			PO	PSO	L	T	P		CIA	PO	PSO	
									40	60	100	
	SEMESTER– II											
25MBAP201	Production and Operations Management	Major 8	1, 2, 3, 4, 5, 6, 9, 10, 13, 14, 15	1,2	3	-	-	3	40	60	100	28
25MBAP202	Marketing Management	Major 9	1, 2, 3, 4, 6, 9, 10, 11, 12	-	4	-	-	3	40	60	100	31
25MBAP203	Human Resource Management	Major 10	1, 2, 3, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	1,2	4	-	-	3	40	60	100	34
25MAP201	Operations Research	Major 11	3, 4, 5, 6	-	4	1	-	4	40	60	100	37
25MBAP205	Financial Management	Major 12	1, 2, 3, 4, 5, 9, 10, 11	-	4	-	-	4	40	60	100	40
25MBAP206	Research Methodology for Management	Major 13	1, 2, 3, 4, 5, 9, 10	-	4	-	-	4	40	60	100	43
25MBAP207	Management Information System	Major 14	1, 2, 3, 4, 5	-	2	-	-	3	40	60	100	46
25MBAP208	Community Engagement and Social Responsibility	Major 15	1, 3, 5, 6	1, 2	2	-	-	2	100	-	100	49
25MBAP211	Decision Making Using Statistical Package - Practical	Major 16	1, 2, 3, 4, 5	-	-	-	4	2	40	60	100	52
25MBAP212	Campus to Corporate Communication - Practical	EEC 3	1, 2, 3, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	1,2	-	-	2	1	50	-	50	54
	Journal Paper Analysis and Presentation				1	-	-	-	-	-	-	
	Semester Total				28	1	6	29	470	480	950	

Course Code	Name of the Course	Categories	Outcomes		Instruction hours / week			Credit(s)	Maximum Marks			Page Number
			PO	PSO	L	T	P		CIA	PO	PSO	
									40	60	100	
	SEMESTER– III											
25MBAP301	Entrepreneurship Development	Major 17	1, 2, 3, 4, 6, 8, 10	1, 2	4	-	-	4	40	60	100	57
25MBAP302	International Business	Major 18	1, 7, 8, 10, 11, 13	1, 2	3	-	-	3	40	60	100	60
Elective *	Specialization I Elective1	ELEC 1			4	-	-	3	40	60	100	
Elective *	Specialization I Elective2	ELEC 2			4	-	-	3	40	60	100	
Elective *	Specialization I Elective 3	ELEC 3			4	-	-	3	40	60	100	
Elective *	Specialization II Elective1	ELEC 4			4	-	-	3	40	60	100	
Elective *	Specialization II Elective 2	ELEC 5			4	-	-	3	40	60	100	
Elective *	Specialization II Elective 3	ELEC 6			4	-	-	3	40	60	100	
24XXXPOE 301	Open Elective:	OE 1			3	-	-	2	40	60	100	
25MBAP321	Internship	EEC 4	2, 3, 4, 7, 10, 11, 13	1, 2	-	-	-	2	40	60	100	239
-	Journal paper Analysis, and Presentation				1	-	-	-	-	-	-	
	Semester Total				35	-	-	29	400	600	1000	

Elective *: Refer Elective List-Semester III.

Course Code	Name of the Course	Categories	Outcomes		Instruction hours / week			Credit(s)	Maximum Marks			Page Number
			PO	PSO	L	T	P		CIA	PO	PSO	
									40	60	100	
	SEMESTER– IV											
25MBAP401	Business Strategy	Major 19	1, 2, 4, 5, 7, 9, 10, 12	1, 2	4	-	-	3	40	60	100	242
Elective **	Specialization I Elective 4	ELEC 7			4	-	-	3	40	60	100	
Elective **	Specialization II Elective 4	ELEC 8			4	-	-	3	40	60	100	
25MBAP411	Indian Ethos, Values and Business Ethics	EEC 5	1, 2, 3, 5, 9, 11, 14	1, 2	2	-	-	1	50	-	50	333
25MBAP491	Capstone Project	EEC 6	2, 3, 4, 7, 10, 11, 13	1, 2	-	-	20	9	80	120	200	336
-	Journal paper Analysis and Presentation				1	-	-	-	-	-	-	
	Semester Total				15	-	20	23	250	300	550	
	Grand Total				103	3	34	106	1500	1800	3300	

SEM I/II/III	MOOC				2+2				
Minimum 106+4 Credits to Earn the Degree									

Elective **: Refer Elective List-Semester IV.

Category		SEMESTER I	SEMESTER II	SEMESTER III	SEMESTER IV	TOTAL
Programme Major Course	Credit(s)	23	28	7	3	61
	No. of Courses	7	9	2	1	19
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	10	10	5	34

SPECIALIZATION 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
Infrastructure and Real Estate Management	8	3	1	12

ELECTIVE LIST-SEMESTER III

Semester	List of Specializations	Course Code	Name of the Elective Course	PO	PSO	Page Number
III	Finance	25MBAPF303A	Investment Analysis and Portfolio Management	1, 2, 3, 7, 11, 15	1, 2	63
		25MBAPF303B	Merchant Banking and Financial Services	1, 2, 3, 5, 6, 7, 9, 10	2	66
		25MBAPF303C	Financial Reporting-I	1, 2, 3, 5, 8, 11	1,2	69
		25MBAPF303D	Corporate Restructuring, Mergers and Acquisitions	1, 2, 3, 4, 8	1, 2	72
		25MBAPF303E	Behavioural Finance	1, 2, 5, 7, 9, 11, 13, 15	2	75
	Marketing Management	25MBAPM303A	Services Marketing	1, 2, 3, 7, 9	2	78
		25MBAPM303B	Integrated Marketing Communication	1, 2, 3, 4, 5, 6, 9, 10, 12	2	81
		25MBAPM303C	Retail Management	1, 4, 5, 8, 9, 12	2	84
		25MBAPM303D	Consumer Behaviour	1, 5, 6, 9, 13, 15	1	87
		25MBAPM303E	Marketing Research	1, 2, 5, 9, 11, 14	2	90

III	Human Resource Management	25MBAPH303A	Human Resource Development	1, 2, 15	1	93
		25MBAPH303B	Compensation Management	1, 2, 5, 11	-	96
		25MBAPH303C	Organizational Change and Development	1, 2, 9, 15	2	99
		25MBAPH303D	Performance Management and Appraisal	1, 2	1	102
		25MBAPH303E	Competency Mapping	1, 2, 4	2	105
	Management Information System	25MBAPS303A	Enterprise Resource Planning	1, 2, 5	2	108
		25MBAPS303B	Managing Software Projects	1, 2, 5	2	111
		25MBAPS303C	E-Commerce	1, 2, 5	2	114
		25MBAPS303D	Information Security and Privacy	1, 2, 5	2	117
		25MBAPS303E	Digital and Social Media Marketing	1, 2, 5	2	120
	Operations Management	25MBAPO303A	Supply Chain Management	1, 2, 3, 4, 6	2	123
		25MBAPO303B	Operations Strategy	1, 2, 5	2	126

		25MBAPO303C	Total Quality Management	1, 2, 3, 4, 5, 9	1, 2	129
III		25MBAPO303D	Procurement Management	1, 2, 3, 4, 5, 6 7, 8, 10	1, 2	132
		25MBAPO303E	Services Operations Management	1, 2, 3, 4, 5, 6	1, 2	135
	Business Analytics	25MBAPA303A	Human Resource Metrics and Analytics	1, 2, 3, 5, 6, 7, 8, 10, 11, 12, 15	1	138
		25MBAPA303B	Marketing Analytics	1, 2, 3, 5, 6, 7, 8, 10 11, 12, 14	1	141
		25MBAPA303C	Big Data Analytics	1, 2, 5, 6, 8, 10, 11, 12, 14	1	144
		25MBAPA303D	Financial Analytics	1, 2, 5	1	147
		25MBAPA303E	Data Mining and Data warehousing	1, 2, 3, 5, 6, 7, 8, 10, 11, 12, 14	1, 2	150
	Entrepreneurship	25MBAPE303A	Managing Startups	1, 2, 3, 4, 5	2	153
		25MBAPE303B	Social Entrepreneurship	1, 2, 3, 4, 5	2	156
		25MBAPE303C	Financial Aspects in Entrepreneurship	1, 2, 3, 5, 6,7,8	1, 2	159

III		25MBAPE303D	Innovation and Creativity in Business	1, 2, 3, 4, 5	1	162
		25MBAPE303E	Family Business Management	1, 2, 3, 5, 6, 7, 8	1, 2	165
	Logistics and Supply Chain Management	25MBAPL303A	Principles of Logistics and Supply Chain Management	1, 2, 4, 5, 8, 9, 10, 11, 14	1, 2	168
		25MBAPL303B	Export and Import Management	1, 2, 4, 5, 8, 9, 10, 11, 14	1	171
		25MBAPL303C	Rail, Road and Air Cargo Logistics	1, 3, 6, 7, 9, 10, 12, 14, 15	2	173
		25MBAPL303D	Procurement, Storage and Warehouse Management	1, 3, 6, 7, 9, 10, 12, 14, 15	2	176
		25MBAPL303E	Port and Airport Management for Logistics	1, 2, 3, 5, 7, 9, 10, 12, 15	2	179
	Tourism and Event Management	25MBAPT303A	Tourism Principles, Policies and Practices	1, 3, 7, 8, 9, 14	1, 2	182
		25MBAPT303B	Tourism Products of India	1, 2, 4, 7, 8, 12, 15	1, 2	185
		25MBAPT303C	Recreation Management	1, 2, 4, 5, 7, 9, 13	1, 2	188
		25MBAPT303D	Travel Agency and Tour Operations	1, 2, 7, 9, 11, 13	1, 2	191

		25MBAPT303E	Ecotourism	1, 3, 7, 8, 9, 14	1, 2	194
	Infrastructure and Real Estate Management	25MBAPI303A	Infrastructure Planning Scheduling and Control	1, 2, 3, 4, 6	2	197
		25MBAPI303B	Contracts and Arbitration	1, 2, 3, 4, 5, 6, 7	1, 2	200
		25MBAPI303C	Project Management for Infrastructure	1, 2, 3, 4, 5	1, 2	203
		25MBAPI303D	Management of Human Resources, Safety and Quality	1, 2, 3, 4, 5	1, 2	206
		25MBAPI303E	Economics and Financial Management in Construction	1, 2, 3, 4, 5	2	209

ELECTIVE LIST-SEMESTER IV

Semester	List of Specializations	Course Code	Name of the Elective Course	PO	PSO	Page Number
IV	Finance	25MBAPF402A	Financial Derivatives	1, 2, 3, 4, 5, 6, 7, 9,10, 11, 12	1, 2	245
		25MBAPF402B	International Finance	1, 2, 3, 6, 7, 9, 10, 11, 12	1, 2	248
		25MBAPF402C	Financial Reporting-II	1, 2, 3, 4, 5, 6, 7, 9, 10, 11, 12, 13	1, 2	251
	Marketing Management	25MBAPM402A	Product and Brands	1, 2, 3, 4, 7, 8, 9, 11, 12, 13, 15	1, 2	254
		25MBAPM402B	Sales and Distribution Management	1, 2, 3, 4, 7, 8, 9, 11, 12, 13,15	1, 2	257
		25MBAPM402C	International Marketing	1, 2, 3, 4, 5	2	260
	Human Resource Management	25MBAPH402A	Industrial Relations and Labour Welfare	1, 2, 4, 7, 13	2	263
		25MBAPH402B	Strategic Human Resource Management	1, 2, 4, 11	2	266
		25MBAPH402C	International Human Resource Management	1, 2, 4, 9, 13	-	269
	Management Information System	25MBAPS402A	System Analysis and Design	1, 2, 5, 13	2	272
		25MBAPS402B	Knowledge Management	1, 2, 5	1	275
		25MBAPS402C	Decision Support Systems	1, 2, 5, 7, 11	2	278

	Operations Management	25MBAPO402A	Materials Management	1, 2, 3, 4, 5, 6, 7,	-	289
		25MBAPO402B	World Class Manufacturing	1, 2, 3, 5	2	283
		25MBAPO402C	Technology Management and Intellectual Property Right	1, 2, 3, 4, 5, 6	2	286
	Business Analytics	25MBAPA402A	Machine Language	1, 2, 3, 4, 5, 7, 9, 12, 13, 14	1, 2	289
		25MBAPA402B	Data Visualization for Managers–Using R and Tableau	1, 2, 3	-	292
		25MBAPA402C	Supply Chain Analytics	1, 2, 3	-	295
	Entrepreneurship	25MBAPE402A	Corporate Culture and Intrapreneurship	1, 2, 3, 5, 6, 7, 8	1, 2	298
		25MBAPE402B	Rural Entrepreneurship	1, 2, 3, 4, 5	2	301
		25MBAPE402C	Indian Models of Economy, Business and Management	1, 2, 3, 4, 5, 6, 7, 8	1, 2	304
	Logistics and Supply Chain Management	25MBAPL402A	Supply Chain Software	1, 3, 5, 7, 10, 12, 15	2	307
		25MBAPL402B	Global Supply Chain Management	1, 2, 4, 6, 9, 11, 15	1,2	309
		25MBAPL402C	Applied GI Sand Spatial Data Analytics	1, 2, 4, 7, 9, 10, 11	1, 2	312
	Tourism and Event Management	25MBAPT402A	Event Management	1, 2, 3, 7, 9, 11, 13	1, 2	315
		25MBAPT402B	Healthcare Tourism	1, 2, 4, 5, 7, 8, 12, 15	1, 2	318
		25MBAPT402C	Destination Marketing	1, 2, 4, 7, 8, 12, 15	1, 2	321
		25MBAPI402A	Urban Environmental Management	1, 2, 3, 4, 6	1, 2	324

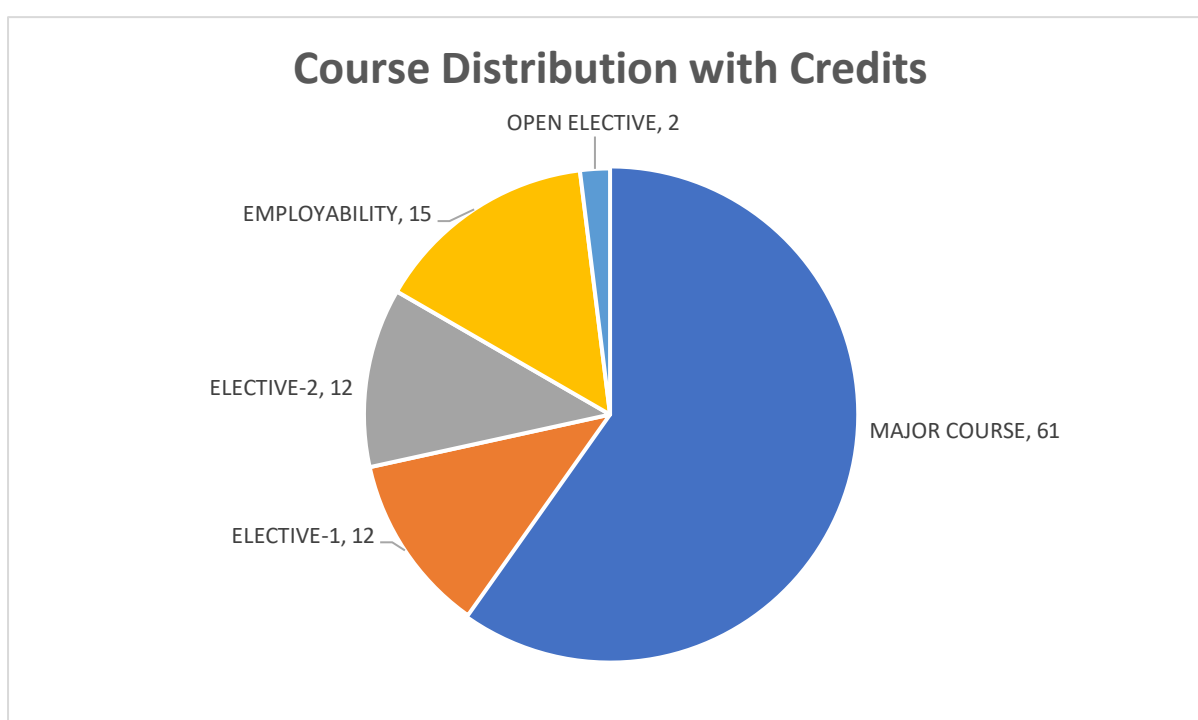
	Infrastructure and Real Estate Management	25MBAPI402B	Real Estate Marketing and Management	1, 2, 3, 8, 12, 13, 14, 15	1, 2	327
		25MBAPI402C	Valuation of Real Estate and Infrastructure Assets	1, 2, 3, 4, 5	-	330

OPEN ELECTIVE COURSES OFFERED BY OTHER DEPARTMENTS

Sl. No.	Name of the Department	Course Code	Name of the Open Elective Course	PEO	PO	Page Number
1	English	24EGPOE301	English for Competitive Examination	2, 3, 4, 5, 6, 8	-	228
2	Commerce	24CMPOE301	Personal Finance and Planning	1, 3, 5, 9, 11, 15	1, 2	230
3	Management	25MBAPOE301	Organizational Behaviour	1, 3, 5, 7	1	233
4	Computer Applications	24CAPOE301	Robotics Process Automation	1, 2, 3, 4, 6, 7, 8, 9	-	236
5	Computer Science	24CSPOE301	Cyber Forensics	1, 2, 3, 4, 6, 7, 8, 9	-	239
6	Mathematics	24MMPOE301	Coding Theory	1, 2, 3, 7	2	242
7	Physics	24PHPOE301	Electrical Appliances and Servicing	1, 3, 5, 6, 7, 9, 11, 13	1, 2	244
8	Chemistry	24CHPOE301	Industrial Chemistry	1, 4, 9, 11, 14	1	247
9	Microbiology	24MBPOE301	Fermentation Technology	1, 4, 6, 8, 11, 15	2	249
10	Biotechnology	24BTPOE301	Nutrition and Dietetics	1, 8, 9, 11, 12, 13, 15	1, 2	252

Course Distribution with Credits

S. No	Categories	Credits
1	MAJOR COURSE	61
2	ELECTIVE-1	12
3	ELECTIVE-2	12
4	EMPLOYABILITY	15
5	OPEN ELECTIVE	2



25MBAP101

Fundamentals of Management

Semester – I
4H – 4C

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

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To study traditional management provides insights into historical roles, responsibilities, and skills crucial for modern managers' effective planning and decision-making.
- To recognize the need of organizing and staffing functions in organization.
- To identify the role of directing, leadership motivation and controlling in improving in the performance of the organization.
- To empower students to analyze information, assess options, and devise optimal solutions, enabling them to predict and influence human behavior effectively to achieve improved outcomes.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Articulate the basic concepts related to management and demonstrate its place of use	Apply
CO2	Understanding the management function and roles of the manager and become an effective planner and decision maker	Understand
CO3	Examine various motivational theories and strategies employed across different types of organizations.	Analyze
CO4	Evaluate the qualities of various leadership styles and follow the apt one.	Evaluate
CO5	Design strategies for solving business problems	Create

UNIT I: MANAGEMENT CONCEPT AND SCHOOL OF THOUGHT 10 HOURS

Management Overview– Concept, Nature, Importance – Management Vs administration.- 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 - Management concepts in Thirukkural and management principles from Bhagavath Gita - Corporate Social Responsibility.

UNIT II: PLANNING AND DECISION MAKING 9 HOURS

Planning: Meaning -The Nature – Objectives – Steps in Planning - Strategies, Policies - Procedures and methods - Management by Objectives - Decision making: Meaning – Need - Characteristics of good decision or effective decision – Decision Making Process.

UNIT III: ORGANISING AND STAFFING 9 HOURS

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 10 HOURS

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, Behavior, and contingency approaches – Transactional and Transformational leadership.

UNIT V: CONTROLLING 10 HOURS

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. Contemporary trends and challenges In Business World Scenario.

TOTAL: 48 HOURS

TEXT BOOKS:

1. Stephen P. Robbins, Coulter Mary, (2017). *Management*, 13th Edition, Pearson Education, New Delhi.
2. Stephen P. Robbins, Coulter Mary and David De Cenzo, (2017). *Fundamentals of Management*, 9th Edition, Pearson Education, New Delhi.
3. Tripathy.PC. & Reddy.PN (2107). *Principles of Management*, Tata McGraw Hill, New Delhi.
4. Koontz and Weihrich, (2015). *Essentials of Management*, 10th Edition, Tata McGraw Hill, New Delhi.

REFERENCE BOOKS:

1. Andrew J. Durbin, (2016). *Essentials of Management*, 10th Edition, Cengage Learning.
2. Thomas S. Bateman and Scott A. Snell, (2106). *Management: Leading & Collaborating in a Competitive World*, 15th Edition, Tata McGraw Hill, New Delhi.
3. James A. F. Stoner, R. Edward Freeman, Amitabh Deo Kodwani Daniel R. Gilbert, Ranjeet Nambudiri, (2108). *Management*, 6th Edition, Pearson Education, New Delhi.

E- RESOURCE:

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

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	2	-	2	-	3	-	2	-	-	3	-
CO3	3		2	-	-	-	-	-		-	-	-	-	-	-	-	2
CO4	-	2	-	-	-	-	2	-	2	-	-	-	3	-	-	-	3
CO5	3	-	-	-	-	-	-	-	2	-	3	-	-	-	-	3	-
Average	2.6	2	2	-	-	-	2	-	2	-	3	-	2.5	-	-	3	2.5

1-Low; 2-Medium; 3-High; '-' No Correlation

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To gain insight into the fundamental concepts of organizational behavior and analyze the individual and group behavior traits essential for effective performance.
- 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, group and team work to managing the conflict between members of the organization

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Connect organizational behavior issues in the context of the organizational behavior theories and concepts.	Understand
CO2	Assess the behavior of the individuals and groups in organization and manage the stress.	Apply
CO3	Categorize team, power, politics and conflict arising between the members.	Analyze
CO4	Explain how organizational change and culture affect the working relationship within organizations.	Evaluate
CO5	Plan and exhibit the communication skills to convey the thoughts and ideas of case analysis to the individuals and group.	Create

UNIT I: ORGANIZATION BEHAVIOR: INTRODUCTION**10 HOURS**

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 9 HOURS

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**9 HOURS**

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**10 HOURS**

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**10 HOURS**

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. - Organisational citizenship behavior and its dimensions.

TOTAL: 48 HOURS

TEXT BOOKS:

1. Fred Luthans, (2107). *Organizational Behavior: An Evidence - Based Approach*, 12th Edition, McGraw Hill Education, New Delhi.
2. Steven Mcshane and Mary Ann VonGlinow, (2107). *Organizational Behavior*, 6th Edition, McGraw Hill Education, New Delhi.
3. Robbins, S. P., and Judge, T.A., (2016). *Organizational Behaviour*, 16th Edition, Prentice Hall of India, New Delhi.
4. Laurie J. Mullins (2016), *Management and Organisational behaviour*, 10th Edition, Pearson Education, New Delhi.
5. Robbins, S. P., and Judge, T.A., (2016). *Essentials of Organizational Behavior*, 13th Edition, Pearson Education.

REFERENCE BOOKS:

1. Stephen P. Robbins and Timothy A. Judge, (2109). *Organizational Behavior*, 18th Edition, Pearson.
2. John A. Wagner III, John R. Hollenbeck, Jason Colquitt, and Jeffery A. LePine, (2109). *Organizational Behavior: Securing Competitive Advantage*, 2nd Edition, Routledge.
3. Judith R. Gordon, (2019). *Organizational Behavior: A Diagnostic Approach*, 7th Edition, Pearson,
4. Jason A. Colquitt, Jeffery A. LePine, and Michael J. Wesson, (2019). *Organizational Behavior: Improving Performance and Commitment in the Workplace*, 6th Edition, McGraw-Hill Education.
5. Gary Johns and Alan M. Saks, (2011). *Organizational Behavior: Understanding and Managing Life at Work*, 11th Edition, Pearson.

E- Resources:

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

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	3	2	-	2	-	2	-	2	-	3	-	3	-	-	3	-
CO3	3	3	-	-	-	-	-	2	2	-	-	-	-	-	-	-	2
CO4	-	2	-	-	-	-	2	-	2	-	-	-	3	-	-	-	2
CO5	3	-	-	-	-	-	-	-	2	-	3	-	-	-	-	3	-
Average	3	2.6	2	-	2	-	2	2	2	-	3	-	3	-	-	3	2

1-Low; 2-Medium; 3-High; '-' No Correlation

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

Not Required

COURSE OBJECTIVES (CO):

- To obtain fundamental knowledge on economic concepts and tools that have direct managerial applications.
- To gain a comprehensive understanding of applying economic theory and methodology in managerial decisions, including competitive markets and alternative market structures.
- To understand the forces determining macroeconomic variables such as inflation, unemployment, interest rates, and the exchange rate.
- To acquire knowledge of macroeconomic business elements including money, banking, monetary and fiscal policies, trade dynamics, business cycles, and balance of payments.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Formulate strategies based on demand and supply analysis to optimize business decisions.	Evaluate
CO2	Interpret the responsiveness of consumers' demand to changes in the price of a goods or service, and understand how prices get determined in markets.	Analyze
CO3	Examine 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.	Apply
CO4	Correlate an understanding of monetary and fiscal policy options as they relate to economic stabilization in the short run and in the long run.	Analyze
CO5	Critically evaluate the consequences of basic Macroeconomic policy options under differing economic conditions within a business cycle.	Evaluate

UNIT I: MANAGERIAL ECONOMICS: LAW OF DEMAND AND SUPPLY 10 HOURS

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 10 HOURS

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 9 HOURS

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 10 HOURS

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. Balance of trade, advance of payment- equilibrium, disequilibrium.

UNIT V: MONETARY POLICY AND FISCAL POLICY

9 HOURS

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.

TOTAL: 48 HOURS

TEXT BOOKS:

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, (2107). *Micro Economics*, 19th Edition, McGraw Hill Education, New Delhi.
5. William F. Samuelson, Stephen G. Marks, (2017). *Managerial Economics*, 6th Edition, Wiley, New Delhi.
6. Paul Samuelson, William D. Nordhaus, (2011). *Macro Economics*, 19th Edition, McGraw Hill Education, New Delhi.

REFERENCE BOOKS:

1. James R. McGuigan, R. Charles Moyer, and Frederick H. Harris, (2021). *Managerial Economics: Applications, Strategies, and Tactics*, 15th Edition, Cengage Learning.
2. Mark Hirschey, (2012). *"Fundamentals of Managerial Economics"* – 9th Edition - Cengage Learning.
3. Paul G. Keat, Philip K. Y. Young, (2103). *"Managerial Economics: Economic Tools for Today's Decision Makers"* – 8th Edition – Pearson.

E-RESOURCES

1. <https://nptel.ac.in/courses/110/101/110101005/>
2. <https://nptel.ac.in/courses/110/104/110104093/>
3. <https://nptel.ac.in/courses/109/104/109104073/>
4. <https://nptel.ac.in/courses/110/103/110103093/>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	-	2	2	2	-	-	-	-	-	-	-	3	-	2	-	2	-
CO2	2	-	2	-	-	-	-	-	2	-	-	-	-	-	-	-	2
CO3	2	-	-	-	2	-	-	-	2	-	-	-	-	-	-	-	-
CO4	-	-	-	3	-	-	3	-	-	-	-	-	3	-	-	-	-
CO5	2	-	-	3	-	-	-	-	-	-	-	-	2	-	3	2	-
Average	2	2	2	2.6	2		3	-	2	-	-	3	2.5	2	3	2	2

1-Low; 2-Medium; 3-High; '-' No Correlation

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- 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
- To know the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer.
- To acquire knowledge of the income tax act and sales tax act, and understand existing laws and practices related to consumer protection and cyber law, crucial for their applications in business.

COURSE OUTCOMES (COS):

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

COs	Course Outcomes	Blooms Level
CO1	Analyze and interpret contract law to effectively negotiate and draft agreements.	Understand
CO2	Evaluate the formation, operation, and dissolution of agency and partnership agreements.	Evaluate
CO3	Apply company law regulations to ensure compliance and governance in corporate operations.	Evaluate
CO4	Compare and contrast the Consumer Protection Act 2019 with other relevant laws affecting consumer rights and business practices.	Understand
CO5	Effectively communicate ideas, devise procedures in oral and written forms to different audiences.	Create

UNIT I: INDIAN CONTRACT ACT 1872**10 HOURS**

The Indian Contract Act 1872 - Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Discharge of contract - 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 LLP ACT 2008**9 HOURS**

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**9 HOURS**

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**10 HOURS**

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 - IT Act 2000 and 2002, Cyber Laws - The Right to Information Act, 2005, National Policy on Information Technology 2012 – Law of Bailment and pledge, Environment Protection Act – 1986 Information Technology Act 2000. Legal Ethics, Court Crafts, Drafting, Pleading and Conveyancing

UNIT V: TAX SYSTEM**10 HOURS**

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.

TOTAL: 48 HOURS

TEXT BOOKS:

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 Aggarawal, (2104). *Mercantile and Commercial Laws*, Taxman Publications Private Limited, New Delhi.

REFERENCE BOOK:

1. R.K. Bangia, (2023). *"Business Law"*, 26th Edition, Allahabad Law Agency.
2. P.C. Tulsian, (2021). *"Business Law"*, 2nd Edition, McGraw Hill Education.
3. Avtar Singh, (2022). *"Business Law Including Company Law"*, 17th Edition, Eastern Book Company.
4. K.R. Bulchandani, (2020). *"Business Law for Management"*, 4th Edition, Himalaya Publishing House.
5. M.C. Kuchhal, (2019). *"Business Legislation for Management"*, 9th Edition, Vikas Publishing House.

E-RESOURCES

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

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	2	-
CO2	2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	2
CO3	2	-	-	-	2	-	-	2	-	-	-	-	-	-	-	2	-
CO4	2	-	-	2	-	-	-	-	-	-	-	-	2	-	-	2	-
CO5	2	-	-	3	-	-	-	-	-	-	3	-	2	-	3	2	-
Average	2	-	2	2.5	2	-	-	2	-	-	3	-	2	-	3	2	2

1-Low; 2-Medium; 3-High; '-' No Correlation

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To understand financial accounting standards, conventions, and principles, and apply them to prepare comprehensive financial reports for organizations.
- To master financial statement analysis tools and techniques, and demonstrate expertise in recognizing cost concepts and preparing 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 (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Illustrate the accounting standards and realize the difference in the GAAP and IFRS.	Evaluate
CO2	Proficiency in preparing, interpreting, and analyzing financial statements to evaluate a company's financial performance and position.	Analyse
CO3	Interpret and apply cost concepts to Analyse common business management decisions such as pricing and outsourcing decisions from a financial perspective;	Understand
CO4	Discover the importance and application of budgeting in organizational planning and control.	Apply
CO5	Appraise how financial transactions are processed through the accounting information system each accounting period.	Evaluate

UNIT I: ACCOUNTING**12 HOURS**

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

UNIT II: FINAL ACCOUNTS AND DEPRECIATION**12 HOURS**

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**12 HOURS**

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 – Cash flow AS 3 Standard.

UNIT IV: COST ACCOUNTING**12 HOURS**

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**12 HOURS**

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 - Responsibility Accounting

TOTAL: 60 HOURS

Note: Problems 60 Marks and Theory 40 Marks.

TEXT BOOKS:

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. T.S. Reddy & A. Murthy, (2014). *Financial Accounting*, Margham Publications.
4. S.N. Maheshwari, Suneel Maheshwari, Sharad K. Maheshwari, (2018). *A Textbook of Accounting for Management*, S Chand Publishing, New Delhi.

REFERENCE BOOKS:

1. M.Y. Khan, P.K. Jain, (2017). *Management Accounting*, 7th Edition, Mcgraw Hill, Publications, New Delhi.
2. Alnoor Bhimani, Charles T. Horngren, Srikant M.Datar, Madhav Rajan, (2015). *Management and Cost Accounting*, 6th Edition, Pearson Education, India, 2015
3. R.Narayanaswamy, (2008). *Financial Accounting – A managerial perspective*, PHI Learning, New Delhi.
4. M.Y. Khan & P.K. Jain, (2108). *Management Accounting*, 8th edition, Tata McGraw Hill,
5. Jan Williams, Susan Haka, Mark S Bettner, Joseph V Carcello, (2017). *Financial and Managerial Accounting - The basis for business Decisions*, 18th Edition, Tata McGraw Hill Publishers.

E- RESOURCES

1. <https://nptel.ac.in/courses/110/106/110106135/>
2. <https://nptel.ac.in/courses/110101003/>
3. <https://nptel.ac.in/courses/110101004/>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	-	2	-	-	-	-	-	-	-	2	-	-	-	-	2	-
CO2	2	3	-	2	-	-	-	-	-	2	-	-	-	-	-	-	2
CO3	2	-	2	-	2	-	-	-	-	-	-	-	-	-	-	2	-
CO4	2	-	-	2	-	2	-	-	-	-	-	-	-	-	-	2	-
CO5	2	-	-	3	-	-	-	-	-	-	3	-	2	-	3	2	-
Average	2.2	3	2	2.6	2	2	-	-	-	2	2.5	-	2	-	3	2	2

1-Low; 2-Medium; 3-High; '-' No Correlation

PREREQUISITE:

- Familiarity with basic algebra and statistical concepts.

COURSE OBJECTIVES (CO):

- To learn the basic concepts of descriptive statistics, including measures of central tendency and dispersion.
- To understand bivariate analysis, including correlation, regression, and their applications.
- To know the fundamental principles of probability theory, probability distributions, hypothesis testing and analysis of variance, as well as introductory concepts in data analytics.

COURSE OUTCOMES(COs):

Upon completion of this course, the student will be able to:

COs	Course Outcomes	Blooms Level
CO1	Apply measures of central tendency and dispersion to summarize and describe univariate data sets.	Analyze
CO2	Analyze the results of correlation and regression analyses to draw meaningful conclusions about data relationships.	Analyze
CO3	Apply probability rules and distributions to solve real-world problems involving uncertainty.	Analyze
CO4	Analyze the results of hypothesis tests to determine the statistical significance of data.	Analyze
CO5	Apply ANOVA to assess and compare data sets.	Analyze

UNIT I: UNIVARIATE ANALYSIS**12 HOURS**

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**12 HOURS**

Introduction to Bivariate Analysis: Simple Correlation and Regression: Correlation – Causation and Correlation – Types 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**12 HOURS**

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. (Problems only).

UNIT IV: HYPOTHESIS TESTING**12 HOURS**

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: ANALYSIS OF VARIANCE AND DATA ANALYTICS**12 HOURS**

Analysis of Variance: One way Classification and Two-way Classification.

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

TOTAL: 60 HOURS

Note: Problems 60 Marks and Theory 40 Marks.

TEXT BOOKS:

1. Srivastava, T.N., and Rego, S. (2016). Statistics for Management (3rd ed.). McGraw Hill Education, New Delhi.
2. Gupta, S. P. (2021). Statistical Methods (6th rev. ed.). S. Chand Publishing, New Delhi.
3. Evans, J. R. (2019). Business Analytics (3rd ed.). Pearson Education, New Delhi.

REFERENCE BOOKS:

1. Levin, R.I., Rubin, D.S., Siddiqui, M.H., & Rastogi, S. (2017). Statistics for Management (8th ed.). Pearson Education, New Delhi.
2. Aczel, A.D., and Sounderpandian, J. (2008). Complete Business Statistics (7th ed.). McGraw-Hill Education, New Delhi.
3. Anderson, D.R., Sweeney, D.J., Williams, T.A., Freeman, J., and Shoesmith, E. (2014). Statistics for Business and Economics (3rd ed.). Cengage Learning, New Delhi.

WEBSITES:

1. <https://archive.nptel.ac.in/courses/110/107/110107114/>
2. https://onlinecourses.nptel.ac.in/noc20_mg23/preview

CO, PO, PSO Mapping

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PO 13	PO 14	PO 15	PSO 1	PSO 2
CO1	-	-	-	3	-	-	-	1	-	-	-	-	-	-	-	-	-
CO2	-	-	1	2	1	2	-	-	-	-	-	-	-	-	-	-	-
CO3	-	-	-	2	1	2	-	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	3	-	3	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	1	2	-	3	-	-	-	-	-	-	-	-	-	-	-
Average	-	-	1	2.4	1	2.5	-	1	-	-	-	-	-	-	-	-	-

1 - Low, 2 - Medium, 3 - High, '-' - No Correlation

25MBAP111

IT Tools for Managers- Practical

Semester – I
4H – 2C

Instruction Hours/week L:0 T:0 P:4 Marks: Internal:40 External: 60 Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

- MS-Office: Word, Excel, Power point, ERP

COURSE OBJECTIVES (CO):

- 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 and enter data to analyse the data with the support of excel tools.
- To design an engaging presentation that incorporates animation, special effects, and graphics, aiming to facilitate a comprehensive understanding of accounting packages and their practical applications.
- To provide foundational or “computer literacy” curriculum that prepares students for life-long learning of computer concepts and skills.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Develop new word documents using inbuilt features like tables, charts and references.	Create
CO2	Create a datasheet from collected data and analyses the data using inbuilt functions and tools.	Create
CO3	Design a presentation using animation, special effects and graphics.	Create
CO4	Discover the Internet Web resources for communication.	Apply
CO5	Extract the vouchers and prepare the company's final account and reports.	Create

PRACTICALS ON WORD PROCESSOR**10 HOURS**

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 SPREAD SHEET**10 HOURS**

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**9 HOURS**

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**9 HOURS**

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**10 HOURS**

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

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Wayne L. Winston, Microsoft Excel (2016). *Data Analysis and Business Modeling*, Prentice Hall India Learning Private Limited, New Delhi.
2. Faithe Wempen, Microsoft Office (2016). *Work for Dummies*, Wiley India, New Delhi.
3. Dinesh Maidasani, (2105). *Learning Computer Fundamentals, MS Office and Internet & Web Technology*, 3rd Edition, Laxmi Publications, New Delhi.

4. John Walkenbach, (2016). *Microsoft Excel Bible*, Wiley India, New Delhi.
5. Cox, (2013). *Microsoft Access 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, (2108). *Tally ERP Training Guide – 4th Edition*, BPB Publications; New Delhi.

REFERENCE BOOKS:

1. Sajee Kurian, (2017). *Learning Tally ERP 9 with GST*, 1st Edition, Blessings Inc, Mumbai,
2. Ajay Maheshwari and Shubham Maheshwari, (2017). *Implementing GST in Tally. ERP 9*, 1st Edition, Tally E-learning,
3. Shraddha Singh, Navneet Mehra, (2104). *Tally ERP 9 (Power of Simplicity): Software for Business and Accounts*, V&S Publishers, New Delhi.

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	-	-	2	-	-	-	-	-	2	-	-	-	-	-	-	-	-
CO2	-	-	2	-	-	-	-	-	2	-	-	-	-	-	-	-	-
CO3	-	-	2	-	-	-	-	-	2	-	-	-	-	-	-	-	-
CO4	-	-	2	-	-	-	-	-	2	-	-	-	-	-	-	-	-
CO5	-	-	2	-	-	-	-	-	2	-	-	-	-	-	-	-	-
Average	-	-	2	-	-	-	-	-	2	-	-	-	-	-	-	-	-

1-Low; 2-Medium; 3-High; '-' No Correlation

PREREQUISITE:

- Business Communication
- Business Correspondence
- E-Mailing

COURSE OBJECTIVES (CO):

- 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.

COURSE OUTCOMES (COS):

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

COs	Course Outcomes	Blooms Level
CO1	Articulate the grammar in the daily usage of business communication.	Apply
CO2	Outline meaningful sentences for communicating the thoughts and ideas.	Understand
CO3	Extract appropriate words and tones to communicate	Understand
CO4	Criticize and make presentations effectively in all business situations	Evaluate
CO5	Modify themselves to various situations prevailing in the society.	Create

UNIT I: GRAMMAR**5 HOURS**

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**5 HOURS**

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**5 HOURS**

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**5 HOURS**

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**4 HOURS**

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.

TOTAL: 24 HOURS

TEXT BOOKS:

1. Geoffrey leech, Margaret Deushar, *English Grammar Today*.
2. P.C Wren and H. Martin. (2008). *Highs School English grammar and composition*. S. Chand company Mumbai.
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.

REFERENCE BOOKS:

1. Krishna Mohan and Meera Banerji, (2010). *"Business Communication (Practical)"*, 1st Edition, Tata McGraw Hill Education.
2. Lesikar, Raymond V., Flatley, Marie E., Rentz, Kathryn, (2017). *"Business Communication: Connecting in a Digital World"*, 13th Edition, McGraw-Hill Education.
3. Guffey, Mary Ellen, Loewy, Dana. (2020). *"Essentials of Business Communication"*, 12th Edition, Cengage Learning, 2020.
4. Ober, Scot, (2022). *"Contemporary Business Communication"*, 9th Edition, South-Western College Publication.
5. Bovee, Courtland L., Thill, John V., Schatzman, Ray, (2023). *"Business Communication Essentials"*, 8th Edition, Pearson.

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	2	-	-	-	-	-	-	-	-	2	-	-	-	2
CO2	-	-	-	2	-	-	-	-	-	-	-	-	2	-	-	-	2
CO3	-	-	-	2	-	-	-	-	-	-	-	-	2	-	-	-	2
CO4	-	-	-	2	-	-	-	-	-	-	-	-	2	-	-	-	2
CO5	-	-	-	2	-	-	-	-	-	-	-	-	2	2	-	-	2
Average	2	-	-	2	-	-	-	-	-	-	-	-	2	2	-	-	2

1-Low; 2-Medium; 3-High; '-' No Correlation

Instruction Hours/week L:0 T:0 P:2**Marks: Internal:50 Total: 50****End Semester Exam: 3 Hours****PREREQUISITE:**

Not Required

COURSE OBJECTIVES (CO):

- 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 obtain the skills for team communication strategies, tools, and techniques to assure positive outcomes and feedback for improved performance.
- To gain the ability to use the resources of the team to identify and overcome obstacles, and to develop the skills to run effective team meetings that consistently produce results.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Relate facilitative leadership skills to promote team communication, collaboration, and performance.	Apply
CO2	Define Confidence and ability to deal effectively with challenging team situations.	Understand
CO3	Correlate the ongoing evaluation and feedback tools to monitor team progress, tools for team problem-solving and goal attainment.	Analyze
CO4	Develop teamwork tools that are used to align individuals to be as effective as team members.	Create
CO5	Appraise and integrate feedback on decision-making practices, conflict resolution skills, and teamwork behaviors with the support of a team-based coach.	Evaluate

UNIT I: COURSE CONTENT TEAM BUILDING SKILLS**12 HOURS**

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

UNIT II: COMMUNICATION SKILLS**12 HOURS**

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.

TOTAL: 24 HOURS**TEXT BOOKS:**

1. Uday Kumar Halder, (2010), *Leadership and Team Building*, Oxford University Press Delhi.
2. Justin Hughes, (2016), *The Business of Excellence: Building high-performance teams and organizations*, Bloomsbury Business, New Delhi.
3. D.K. Tripathi, (2011), *Team Building and Leadership (With Text & Cases)*, 1st Edition, Himalaya Publishing House Pvt. Ltd, New Delhi.
4. Brian Cole Miller, (2015), *Quick Team-Building Activities for Busy Managers: 50 Exercises That Get Results in Just 15 Minutes*, 2nd Edition, AMACOM, McGraw-Hill Education Asia, Singapore.

REFERENCE BOOKS:

1. 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.
3. Craig E. Runde , Tim A. Flanagan, (2008), *Building Conflict Competent Teams (J-B CCL (Center for Creative Leadership))*, Wiley, New Delhi.

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	3	-	-	-	-	-	-	-	3	-	-	-	2
CO2	2	-	-	-	3	-	-	-	-	-	-	-	3	-	-	-	2
CO3	2	-	-	-	3	-	-	-	-	-	-	-	3	-	-	-	2
CO4	2	-	-	-	3	-	-	-	-	-	-	-	3	-	-	-	2
CO5	2	-	-	-	3	-	-	-	-	-	-	-	3	-	-	-	2
Average	2	-	-	-	3	-	-	-	-	-	-	-	3	-	-	-	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAP201**Production and Operations
Management****Semester – II
3H – 3C****Instruction Hours/week L:3 T:0 P:0****Marks: Internal: 40****External: 60****Total: 100****End Semester Exam: 3 Hours****PREREQUISITE:**

Not Required

COURSE OBJECTIVES (CO):

- To understand the operations management and operation strategy concepts and their application in business.
- To recognize the importance of factory location, plant location, plant layout and facility layout.
- To formulate the production planning and control systems and ensure efficient scheduling for production and forecasting techniques in estimating the requirement of resources.
- To understand the details about the more quality management practice and TQM tools as well as their application in improving organizational performance.
- To understand the concept of materials management – functions – material planning and budgeting and material requirement planning.

COURSE OUTCOMES (COs):

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

Cos	Course Outcomes	Blooms Level
CO1	Relate the core features of the operations and production management function at the operational And strategic levels.	Apply
CO2	Illustrate and decide the best plant and factory Location and layout.	Analyze
CO3	Discover the requirement and make accurate production planning, inventory planning and Schedule the production and estimating their requirement of resources.	Apply
CO4	Summarize the knowledge of applying a quality management TQM tool to improve organizational Effectiveness.	Apply
CO5	Creating and delivering products & services to customers and improving process & supply chain performance	Create

UNIT I: OPERATIONS MANAGEMENT AND OPERATIONS STRATEGY 7 HOURS

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

UNIT II: LOCATION, LAYOUT, MATERIAL HANDLING AND MAINTENANCE 7 HOURS

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 7 HOURS

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 8 HOURS

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, and Accuracy of Forecasting. Work study methods.

UNIT V: TQM, JIT AND SUPPLY CHAIN 7 HOURS

Total Quality Management: Introduction, Meaning and Dimensions of Quality, Quality Control Techniques, Quality Based Strategy, Total Quality Management (TQM), Towards TQM– ISO9000asa Plat form, 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. Six Sigma.

Note: Problems 20 Marks and Theory 80 Marks

TOTAL: 36 HOURS

TEXT BOOKS

1. B. Maha Devan (2015). *Operations Management: Theory and Practice*, 3rd Edition, Pearson Education, New Delhi.
2. Pannerselvam. (2012). *Production and Operations Management*, 3rd Edition, PHI, New Delhi.

REFERENCE BOOKS:

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

CO, PO, PSO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	2	2	-	-	-	--	-	1	--	-	-	3	-	3	-	-
CO3	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	2	-
CO4	-	-	-	2	-	-	-	-	-	1	-	-	-	3	-	-	-
CO5	-	-	-	-	2	2	-	-	-	-	-	-	-	-	-	-	1
Average	2	2	2	2	2	2	-	-	1	1	-	-	3	3	3	2	1

1-Low; 2-Medium; 3-High; '-' No Correlation

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To understand the marketing concepts and conduct market analysis through environmental scanning
- To recognize and apply market segmentation branding and new product development concepts in real-life situations.
- To identify the importance of selecting the marketing channel and, the pricing strategies and, their 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 developments to analysis in customer relationship marketing, customer databases, identifying and analyzing competitors

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Discover the core concepts of marketing and the role of marketing in business and society.	Apply
CO2	Correlate market analysis and identify the best Marketing mix	Analyze
CO3	Sketch strategies for developing new products and Services for the right target segment by Conducting marketing research.	Apply
CO4	Discover the latest trends in marketing and apply the Ethical norms in marketing domain	Apply
CO5	Articulate communicate ideas, explain procedures and interpret results and solutions in written and oral forms To the team members.	Apply

UNIT I: MARKETING, MARKETING PROCESS AND MARKETING ENVIRONMENT **10 HOURS**

Introduction to Marketing Management: Introduction, Market and Marketing, the Exchange Process, Core Concept 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, Analyzing the Organization's Micro Environment, Company's Macro Environment.

UNIT II: MARKET SEGMENTATION, BRANDING AND PRODUCT **9 HOURS**

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 Behavior. Cross Cultural buying behavior. – 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 **10 HOURS**

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 **9 HOURS**

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 **10 HOURS**

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

TOTAL: 48 HOURS

TEXT BOOK

1. Philip Kotler, Kevin Lane Keller, (2017), *Marketing Management*, 15th Edition, Pearson Education, New Delhi.

REFERENCE BOOKS:

1. Philip T. Kotler, Gary Armstrong, Prafulla Agnihotri, (2018), *Principles of Marketing*, 17th Edition, Pearson Education, New Delhi
2. S.Ramaswamy, S.Namakumari (2018), *Marketing Management: Indian Context Global*

Perspective, 6th Edition, , Sage Publications India (P) Ltd., New Delhi.

3. Philip Kotler, Kevin Lane Keller, (2017), *Marketing Management*, 15th Edition, Pearson Education, New Delhi.
4. Rajan Saxena (2017), *Marketing Management*, 5 the Edition, McGraw Hill Education, New Delhi.
5. PhilipKotler (2017), *Marketing4.0:Moving from Traditional to Digital*, Wiley, New Delhi

E-RESOURCES

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

CO, PO, PSO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	3	3	2	-	-	-	-	2	-	-	--	-	-	-	-	-
CO3	-	2	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO5	-	-	-	-	-	3	-	-	3	-	3	3	-	-	-	-	-
Average	3	2.3	3	2.5	-	3	-	-	2.5	3	3	3	-	-	-	-	-

1-Low; 2-Medium; 3-High; '-' No Correlation

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

Not Required

COURSE OBJECTIVES (CO):

- To acquire knowledge in human resource management, HR audits, and analytics.
- To gain knowledge of HR planning, reflection, 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 the quality of work life.

COURSE OUTCOMES (COS):

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

Cos	Course Outcomes	Blooms Level
CO1	Acquire knowledge in human resource management, HR audit, and Analytics Assess the job analysis for a profile and understand its linkage with HR planning.	Understand
CO2	Sketch the compensation and reward system applicable to the industry based and understand its linkage with performance management	Apply
CO3	Discover and apply the appropriate employee relations Measures.	Apply
CO4	Illustrate 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.	Analyze
CO5	Make any manager to identify various activities related to Human Resources, Job involved in HR, training, Compensation and Labor welfare practices	Analyze

UNIT I: HRM AND TRENDS IN HR**8 HOURS**

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**10 HOURS**

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 Socialization– 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**10 HOURS**

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**10 HOURS**

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**10 HOURS**

Managing employee relations – Grievance Management – organizational discipline – dispute settlement – Collective bargaining – Employee Health and Safety - Social Security Measures – IHRM trends-Complexities, Managing Expatriates, Methods to improve quality of work life. Diversity management – Strategic Human resource management – HR audit accounting - HR analytics, Global HRM practices - HR digital transformation and HR Analytics
Zoho Recruitment - Basic account setup - Personnel Planning - Assessment Department - Interview - Customize.
Zoho People Organization Structure - Employee Profile - Performance - Learning Management System - Zoho Base Integration.

TOTAL: 48 HOURS

TEXT BOOK:

1. Dessler, G. and Bijju Varkkey (2017). *Human Resource Management*, 15th Edition, Pearson Education, New Delhi

REFERENCE BOOKS:

1. Aswathappa, K. (2017). *Human Resource Management*, 8th Edition, McGraw-Hill Education, New Delhi.
2. David A. Decenzo, Stephen P. Robbins, Susan L. Verhulst (2015), *Human Resource Management*, 11th Edition, Wiley, New Delhi.
3. George WB ohlander and Scott. Snell (2016). *Principles of Human Resource Management*, 16th Edition, Cengage India, New Delhi.
4. Scott Snell, GeorgeBohlander,and VeenaVohra (2010).*Human Resources Management: A South Asian Perspective*, 1st Edition, Cengage India, New Delhi.

E-RESOURCES

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

CO, PO, PSO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	2	1	-	-	1	2	2	1	2	3	2	2	1	2	3	3
CO3	2	2	2	-	2	2	2	2	2	1	3	2	2	2	2	3	-
CO4	3	2	2	-	-	-	-	2	2	1	3	2	2	2	-	-	-
CO5	2	2	3	-	3	3	3	2	2	2	3	2	3	-	-	-	-
Average	2.6	2.2	2	-	2.5	2	2.3	2.2	1.6	1.6	3	2	2.4	2.5	2	3	3

1-Low; 2-Medium; 3-High; '-' No Correlation

PREREQUISITE:

- Familiarity with basic algebra and mathematical modeling concepts.

COURSE OBJECTIVES (CO):

- 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, large-scale transportation and assignment problems.
- To formulate and solve problems for shortest path in networks.

COURSE OUTCOMES(COs):

Upon completion of this course, the student will be able to:

COs	Course Outcomes	Blooms Level
CO1	Apply linear programming techniques to formulate and solve linear programming problems.	Apply
CO2	Apply the transportation models to optimize resource allocation.	Apply
CO3	Analyse the Assignment models, the operating characteristics and performance of Queuing model.	Analyse
CO4	Analyse critical paths, precedence relationships, and time-cost trade-offs in network construction and project management.	Analyse
CO5	Apply the applications, advantages and limitations of simulation techniques in decision making.	Apply

UNIT I: OPERATIONS RESEARCH AND LINEAR PROGRAMMING**12 HOURS**

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-Some Exceptional Cases- Applications- Advantages- Limitations. Standard Form of LPP- Simplex Method - The Simplex Algorithm- Penalty Cost Method or Big M-method.

UNIT II: TRANSPORTATION MODELS**12 HOURS**

Transportation Problem: Introduction-Mathematical Model of Transportation Problem- The Transportation Algorithm- Methods for Finding Initial Solution (Initial Basic Feasible Solution) : North-West Corner Method (NWCM), Least Cost Method (LCM), Vogel's Approximation Method (VAM). Test for Optimality: MODI Method-Maximization Transportation Problem.

UNIT III: ASSIGNMENT AND QUEUEING MODELS**12 HOURS**

Assignment Problem: Introduction- Mathematical Formulation of the Problem- Hungarian Method Algorithm- Travelling Salesman Problem.

Queueing Models: Introduction- Mathematical Analysis of Queueing Process- Properties of Queueing System- Notations- Service System- Operating Characteristics of a Queueing System- Constituents of a Queueing System- Queue Discipline- Single Channel Models- Applications of Queueing Theory- Limitations of Queueing Theory.

UNIT IV: NETWORK ANALYSIS**12 HOURS**

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- PERT calculations.

UNIT V: SIMULATION AND GAME THEORY**12 HOURS**

Methodology of Simulation, Basic Concepts, Simulation Procedure, Application of Simulation - Simulation Monte-Carlo Method: Introduction, Monte-Carlo Simulation, Applications of Simulation, Advantages of Simulation, Limitations of Simulation- Game Theory: Introduction, Competitive Situations, Characteristics of Competitive Games, Maximin – Minimax Principle, Dominance.

TOTAL: 60 HOURS**TEXT BOOKS:**

1. Kandiswarup, P.R. Gupta and Man Mohan. (2011), Operations Research, 12th Revised Edition, S. Chand & Sons Education Publications, New Delhi.
2. Sharma J.K. (2017). Operations Research - Theory and Applications., 6th edition, Laxmi Publications, New Delhi.

REFERENCE BOOKS:

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

WEB SITES:

1. <https://youtu.be/vUMGvpsb8dc>
2. <https://youtu.be/ItOuvM2KmD4>

CO, PO, PSO Mapping

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PO 13	PO 14	PO 15	PSO 1	PSO 2
CO1	-	-	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	-	1	3	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	-	-	3	1	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	1	3	-	2	-	-	-	-	-	-	-	-	-	-	-
Average	-	-	1.0	3.0	1.0	2.0	-	-	-	-	-	-	-	-	-	-	-

1 - Low, 2 - Medium, 3 - High, '-' - No Correlation

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- 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.

COURSE OUTCOMES (COS):

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

COs	Course Outcomes	Blooms Level
CO1	Demonstrate on understanding of the role of a financial management to taking decisions professionally.	Understand
CO2	Reframe the knowledge and compute value of money overtime and apply the concept to Evaluate the business Proposal applying capital budgeting techniques	Evaluate
CO3	Discover the cost of capital and financial leverage to Estimate the optimal capital structure.	Apply
CO4	Use the knowledge of assessing the working of Organization to assess the liquidity position of the firm.	Apply
CO5	Illustrate capabilities of teamwork, problem- solving, critical thinking, and communication skills Related to finance decisions.	Analyze

UNIT I: FINANCIAL MANAGEMENT AND SOURCES OF FINANCE 10 HOURS

Financial Management: Meaning, nature and scope of finance goal—profits. 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 9 HOURS

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 Cash flow Methods- Payback, ARR - Discounted cash flow methods: NPV, IRR, profitability index - Capital Rationing – Capital budgeting decision under Risk and Uncertainty.

UNIT III: CAPITAL STRUCTURE AND COST OF CAPITAL 9 HOURS

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 10 HOURS

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 10 HOURS

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 - Digital Transformation, Risk and Challenges in financial sector, Digital Finance, Data Analytics and Emerging trends in international finance

TOTAL: 48 HOURS**Note: Problems 40 Marks and Theory 60 Marks.**

TEXT BOOK

1. Pandey.I.M. (2016). *Financial Management*, 11th Edition, Vikas Publishing House, New Delhi.

REFERENCE BOOKS:

2. Vanhorne, J.C and Wachowicz, J.M Jr. (2015). *Fundamentals of Financial Management*, 13th Edition. Pearson Education, New Delhi.
3. Lawrence J. Gitman, ChadJ. Zutter, (2017). *Principles of Managerial Finance*. 13th Edition, Pearson Education, New Delhi.
4. Khan, M.K. and Jain, P.K. (2017). *Financial Management*, 7th Edition, McGraw Hill, New Delhi
5. Chandra. (2017). *Financial Management Theory and Practice*, 9th Edition, McGraw Hill, New Delhi:

E-RESOURCE:

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

CO, PO, PSO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	3	3	3	-	3	-	-	-	-	-	-	-	-	-	-	-	-
CO3	3	3	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-
CO4	-	3	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	-	-	-	-	3	3	-	-	-	-	-	-	-
Average	3	3	3	3	3	-	-	-	3	3	3	-	-	-	-	-	-

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAP206

Research Methodology for Management

Semester – II
4H – 4C

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

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To understand the basic frame work of research and the research process and why they are important in business decisions.
- To develop an understanding of various research designs and sampling techniques and their applications.
- To identify appropriate sources of information and methods of data collection for solving a business issue.
- To understand the selection of appropriate tools to analyze the quantitative and qualitative data, as well as attitude, and attitude measurement and scaling
- To understand the ethical norms for research and select the best type of research report and, familiar with the content to be included in the report.

COURSE OUTCOMES (COS):

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

COs	Course Outcomes	Blooms Level
CO1	Demonstrate an understand the basic frame work of research and research process the best suitable research type and formulate the research objective for the business problem.	Understand
CO2	Reframe the suitable research designs and select appropriate sampling techniques for the research.	Evaluate
CO3	Sketch the appropriate data collection method for solving the business issue and decide the appropriate measurement scale for designing the instrument for data collection.	Apply
CO4	Apply appropriate analytical tools for the data collected and formulate a suitable suggestion for the business problem.	Apply
CO5	Illustrate capabilities s of team work, problem-solving, critical thinking, and communication skills and design a suitable research report based on the ethical norms of research.	Analyze

UNIT I: RESEARCH**8 HOURS**

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**8 HOURS**

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**10 HOURS**

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, Thrust one-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**10 HOURS**

Hypothesis- Meaning, Types, characteristics, sources, Formulation of Hypothesis, Errors in hypothesis testing, Parametric and Non parametric 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 Analyze, (Theory only). Structural Equation Model using AMOS.

UNIT V: RESEARCH REPORT WRITING AND ETHICS IN RESEARCH**12 HOURS**

Types of research reports – Brief reports and Detailed reports; Report writing: Structure of their search 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; EthicalCodesrelatedtorespondents;Responsibilityofethicsinresearch,Plagiarism. Citations: Meaning and Purpose and Types of citations and its interpretations.

Note: Case study 20Marks and Theory 80 Marks

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

TOTAL: 48 HOURS

TEXT BOOK

1. C.R.Kothari, Gaurav Garg (2018), *Research Methodology*, Fourth Edition, New Age International Publishers, New Delhi

REFERENCE BOOKS:

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

E-RESOURCES

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

CO, PO, PSO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	2	3	3	-	2	-	-	-	-	-	-	-	-	-	-	-	-
CO3	2	3	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	3	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	3	-	-	-	-	-	-	3	3	-	-	-	-	-	-	-
Average	2	3	2.5	3	2	-	-	-	3	3	-	-	-	-	-	-	-

1-Low; 2-Medium; 3-High; '-' No Correlation

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To discuss the concept to the information system.
- To understand the concept of digital convergence and, the changing business environment.
- To assess the computer hardware and its technologies.
- To recognize management challenges.
- To understand contemporary approach to information systems and knowledge economy.

COURSE OUTCOMES (COS):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the concepts and the use of information systems in business.	Understand
CO2	Reframe the emerging trends in information Technology for organizations.	Evaluate
CO3	Discover how information technology systems Influence organizational strategies.	Apply
CO4	Sketch the prevailing ethical issues of information Systems.	Apply
CO5	Relate core information systems applications from a Business perspective.	Analyze

UNIT I: ORGANIZATION AND INFORMATION SYSTEMS**4 HOURS**

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

UNIT II: INFORMATION SYSTEM**4 HOURS**

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**4 HOURS**

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**6 HOURS**

Information systems for Accounting, Finance, Production and Manufacturing, Marketing and HRM functions - IS in hospital, hotel, and bank industry. Enterprise Resources Planning (ERP): Features, selection criteria, merits, issues and challenge sin 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**6 HOURS**

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. MIS reports.

TOTAL: 24 HOURS**TEXT BOOK**

1. Mick, Jesus Salcedo, Jon Peck ,Andrew Wheeler ,Jason Verlen (2017). *SPSS Statistics for Data Analysis and Visualization*, Wiley, New Delhi

REFERENCE BOOKS:

1. Laudon, K.C., & Laudon, J.P. (2020). *Management information systems: Managing the digital firm*, 16th Edition, Pearson Publication.
2. Kenneth Laudon& Jane Laudon, (2017). *Management Information System*, 14th Edition

Pearson Edu. India.

3. Jaiswal and Mittal (2012). *Management Information Systems*, Oxford University Press

4. D.P Goyal (2014). *Management Information Systems*, 2nd Edition, Mc Millan India Ltd.

CO, PO, PSO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	3	-	-	-	-	-	-	-	-	-	-	-	-
Average	3	3	3	3	3	-	-	-	-	-	-	-	-	-	-	-	-

1-Low; 2-Medium; 3-High; '-' No Correlation

PRE-REQUISITE:

Not required

COURSE OBJECTIVES (CO):

- To gain insights into the structures, challenges, and opportunities within communities
- To explore ethical frameworks and dilemmas related to community engagement and social responsibility
- To develop skills in monitoring, evaluating, and reporting on the outcomes of community engagement efforts to ensure effectiveness and accountability.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the concept, ethics, and spectrum of community engagement	Understand
CO2	Recognize the significance in local community development and rural culture.	Understand
CO3	Know the rural development programs, institutions	Understand
CO4	Analyze the role of local administration in fostering community involvement and social networking.	Analyze
CO5	Develop skills in conducting community engaged research with a focus on ethics, rural distress, poverty alleviation, and disaster mitigation.	Apply

UNIT I: INTRODUCTION AND PRINCIPLES**5 HOURS**

Concept, Ethics and Spectrum of Community engagement, Local community, Rural culture and Practice of community engagement - Stages, Components and Principles of community development, Utility of public resources. Contributions of self-help groups

UNIT II: RURAL DEVELOPMENT**5 HOURS**

Rural Development Programs and Rural institutions Local Administration and Community Involvement- Social contribution of community networking, Various government schemes. Programmes of community engagement and their evaluation.

UNIT III: COMMUNITY AND RESEARCH**4 HOURS**

Community Engaged Research and Ethics in Community Engaged Research Rural Distress, Rural Poverty, Impact of COVID-19 on Migrant Laborers, Mitigation of Disaster.

UNIT IV: COMMUNITY PROGRAM PLANNING**5 HOURS**

Community Program Planning and Orientation on community program – Event process (Identifying the issues, need based analysis on specific issues, Invitation, Pamphlets, Inviting participants, Content designing, identifying & Selection of tools, venue arrangements, tapping the resources and etc.). Identifying the stakeholders (hospitals, Civil Society Organizations) – Budgeting Communication / liasoning (among learners, with community, support of experts / guests) and follow-ups - Implementation of the planned activity, reporting, reflection. Awareness / Advocacy for an issue identified and build capacity to carry out that awareness and advocacy programme - Awareness programme on micro finance

UNIT V: PROGRAMMES AND PROJECTS ON COMMUNITY ENGAGEMENT 5 HOURS

Survey and feedback on Government projects on Community Engagement'(like Role of MGNcRE on Community Engagement, Different initiatives implemented by Govt. of India: Swachh Bharat Abhiyan, Make in India, Beti Bachao Beti Padhao, Skill India Mission, M Kaushal Vikas Yojana)' stand up India - Consumer education.

Community based participatory Research, awareness among community members about different programmes, Participation in community-based activities, Programmes of Community engagement and their evaluation.

TOTAL: 24 HOURS**TEXT BOOK:**

1. Principles of Community Engagement, (2011).2nd Edition, NIH Publication No. 11-7782.

WEBSITES:

1. <https://youtu.be/-SQK9RGBt7o>
2. https://www.uvm.edu/sites/default/files/community_engagement_handout.pdf (Community Engagement)
3. https://www.atsdr.cdc.gov/communityengagement/pce_concepts.html (Perspectives of Community)
4. <https://egyankosh.ac.in/bitstream/123456789/59002/1/Unit1.pdf> (community concepts)
5. [https://sustainingcommunity.wordpress.com/2013/07/09/ethics-and-community-engagement/\(Ethics of community engagement\)](https://sustainingcommunity.wordpress.com/2013/07/09/ethics-and-community-engagement/(Ethics%20of%20community%20engagement))
6. <https://www.preservearticles.com/sociology/what-are-the-essential-elements-of->

- community/4558 (Elements of Community)
7. <https://www.yourarticlelibrary.com/sociology/rural-sociology/rural-community-top-10-characteristics-of-the-rural-community-explained/34968> (features of rural community)
 8. <https://www.mapsofindia.com/my-india/government/schemes-for-rural-development-launched-by-government-of-india> (Government programmes for rural development)
 9. <https://www.yourarticlelibrary.com/sociology/rural-sociology/rural-community-top-10-characteristics-of-the-rural-community-explained/34968> (rural lifestyle)
 10. <https://www.insightsonindia.com/social-justice/issues-related-to-rural-development/government-schemes-for-rural-development-in-india/> (schemes for rural development)
 11. <https://www.mpgkpdf.com/2021/09/community-development-plan-in-hindi.html?m=1>
 12. <https://images.app.goo.gl/sNF2HMWCuCfkqYz56>
 13. <https://images.app.goo.gl/VaMNNMEs77XyPMrP7>

CO, PO, PSO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	2	-
CO4	-	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	2
CO5	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-
Average	2	-	2	-	2	2	-	-	-	-	-	-	-	-	-	2	2

1-Low; 2-Medium; 3-High; '-' No Correlation

PREREQUISITE:

- Analysis of Variance, Factor analysis, Chi-Square Test

COURSE OBJECTIVES (CO):

- To understand the importance of the 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 their application.
- To comprehend the application of bivariate analysis.
- To understand and compute the multivariate analysis using the package.

COURSE OUTCOMES (COS):

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

COs	Course Outcomes	Blooms Level
CO1	Complete the data sheet and enter the data	Apply
CO2	Compute descriptive statistics using the package and Graphical lyre present the data.	Evaluate
CO3	Use Univariate and bivariate analysis in the software Package.	Apply
CO4	Sketch and relate multivariate analysis in the software package.	Apply
CO5	Illustrate capabilities of problem-solving critical thinking, and communication skills to infer the Output.	Analyze

EXPERIMENTS:

PRACTICALS ON STATISTICAL PACKAGE FOR SOCIAL SCIENCE RESEARCH

Exercise1: Data entry in SPSS (Coding and Encoding), Data Editing.

Data analysis tools in SPSS:

Exercise2: Compute frequencies distribution, skewness and kurtosis

Exercise3: Compute Descriptive Statistics

Computation of Bivariate, Univariate and Multivariate Analysis:

Exercise4: Compute INDEPENDENT SAMPLE 't' TEST to find whether mean differs between two groups

Exercise5: 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

Exercise8: Compute Correlation to find nature of relation between dependent and independent variable

Exercise9: Computer egression test to ascertain the combined influence of select independent variables over dependent variable

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

TOTAL: 48 HOURS

REFERENCE BOOKS:

1. Darren George, Paul Mallery (2016). *IBM SPSS Statistics23StepbyStep*, Routledge, New Delhi.
2. Asthana& Braj Bhushan (2017). *Statistics for Social Sciences (With SPSS Applications)*, PHI, New Delhi.
3. Keith McCormick, Jesus Salcedo, AaronPoh, *SPSS Statistics for Dummies*, 3rd Edition, Wiley, New Delhi.

CO, PO, PSO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-
Average	1	2	3	1	2	-	-	-	-	-	-	-	-	-	-	-	-

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAP212 Campus to Corporate Communication - Practical**Semester – II
2H– 1C****Instruction Hours/week L: 0 T:0 P:2****Marks: Internal:50****Total:50****End Semester Exam: 3 Hours****PREREQUISITE:****COURSE OBJECTIVES (CO):**

- To comprehend the requirement of the industry.
- To develop the basic skills required incorporate.
- To exhibit corporate etiquettes.
- To understand and display the professional competencies.
- To assess and manage the emotional intelligence of one self and others in the place.

COURSE OUTCOMES (COS):

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

COs	Course Outcomes	Blooms Level
CO1	Solve on the requirement of the industry.	Apply
CO2	Reframe basics kills required incorporate.	Evaluate
CO3	Teach the corporate etiquette.	Apply
CO4	Discover and display the professional competencies.	Apply
CO5	Devise and manage the emotional intelligence of self and others in workplace	Analyze

UNIT I: DIFFERENCE BETWEEN CAMPUS AND CORPORATE 4 HOURS

Change management- Learn the Culture -Impact of your attitude and behavior considerthelanguage–Establishandmaintainrelationship–Respectothers-Be Confident - Keep on learning - Consider the body language.

UNIT II: GROOMING FOR CORPORATE 4 HOURS

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

UNIT III: PROFESSIONAL COMPETENCIES 4 HOURS

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) 4 HOURS

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

UNIT V: INTERPERSONAL COMMUNICATION 8 HOURS

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 shorts to rises-Social Conversation Skills– Presentation - One Act Plays-Situational Analysis – Thematic Appreciation Test.

TOTAL: 24 HOURS

TEXT BOOK:

1. Barun Mitra (2016). *Personality Development and Soft Skills*, 2nd Edition, Oxford University Press, New Delhi.

REFERENCE BOOKS:

1. Ferguson Careers skills library (2015). *Communication Skills and Personality Development*, 1st Edition, Ferguson
2. Sanjay Kumar, Pushpa Lata (2015). *Communication Skills*, 2nd Edition, Oxford University Press, New Delhi.
3. Sanjay Kumar, Pushpa Lata(2018). *Communication Skills–A Workbook*, 1st Edition, Oxford University Press, New Delhi.
4. Ceng age Learning India (2013). *English Language Communication Skills: Lab Manual cum*

Workbook w/CD, 1st Edition, Cengage, New Delhi.

5. Gopala swami Ramesh (2013). *The Ace of Soft Skills: Attitude, Communication Success*, 1st Edition, Pearson Education, New Delhi.

CO, PO, PSO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	-	2	3	1	2	-	-	-	-	2	3	1	2	3	3	3	-
CO2	-	3	-	-	3	-	-	-	-	3	2	3	-	-	-	-	-
CO3	3	2	-	-	3	-	-	-	-	-	3	3	-	-	3	3	-
CO4	-	2	1	1	3	1	2	1	2		-		-	-	2	2	2
CO5	-	3	3	3	-	-	-	-		-	3	3	3	3	-	-	-
Average	3	2.4	2.3	1.7	3.7	1	2	1	2	2.5	2.75	2.5	2.5	3	2.7	2.7	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAP301**Entrepreneurship Development****Semester - III
4H - 4C****Instruction Hours/week L:4 T:0 P:0****Marks: Internal: 40****External: 60****Total: 100****End Semester Exam: 3 Hours****PREREQUISITE:**

Not Required

COURSE OBJECTIVES (CO):

- To understand the concept of entrepreneurship, types of entrepreneurs and skills required by an entrepreneur.
- To generate creative business ideas and pitch the idea, and functional plans of a new business.
- To formulate a business plan assessing marketing, technical and financial feasibility.
- To select the best source of financing the business ventures

COURSE OUTCOMES (COS):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the Concept of entrepreneurship, types of entrepreneurs and skills required by an entrepreneur.	Understand
CO2	Formulate creative business ideas and pitch the idea	Create
CO3	Formulate a business plan assessing marketing, technical and financial feasibility	Create
CO4	Understand the Functional plans of a new business.	Understand
CO5	Select the best source of financing the business ventures	Remember

UNIT I: ENTREPRENEURSHIP

9 HOURS

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 Dan Hoff's Classification) - Intrapreneurship – Concept and Types (Hans Scholl hammer's Classification) - Entrepreneurship in different contexts:

UNIT II: BUSINESS IDEA GENERATION

9 HOURS

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

10 HOURS

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

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

UNIT IV: SOURCES OFF IN ANCE FOR ENTREPRENEURS

10 HOURS

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

10 HOURS

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

TOTAL: 48 HOURS

TEXT BOOK:

1. Robert Hisrich and Michael Peters and Dean Shepherd (2018). *Entrepreneurship*, 10th Edition, Mc Graw Hill, New Delhi.

REFERENCE BOOKS:

1. David H.Holt (2016). *Entrepreneurship*, 1st Edition, Pearson Education, New Delhi.
2. Sangeetha Sharma (2017). *Entrepreneurship Development*, PHI Learning Pvt Ltd., New Delhi.
3. Poornima M. Charantimath (2018). *Entrepreneurship Development and Small Business Enterprises*, 3rd Edition, Pearson Education, New Delhi
4. S.S.Khanka (2012). *Entrepreneurial Development*, Chand, New Delhi.

E-Resources

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

CO, PO, PSO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	3	-	2	-	-	-	-	-	2	-	-	-	-	-	-	-
CO3	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	2
CO4	2	-	-	-	-	2	-	-	-	-	-	-	-	-	-	2	-
CO5	-	-	-	-	-	2	-	2	-	-	-	-	-	-	-	-	-
Average	2.5	3	2	2	-	2	-	2	-	2	-	-	-	-	-	2	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAP302**International Business****Semester - III****3H - 3C****Instruction Hours/week L:3 T:0 P:0****Marks: Internal: 40****External: 60****Total: 100****End Semester Exam: 3 Hours****PREREQUISITE:**

Not Required

COURSE OBJECTIVES (CO):

- 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 to the need for documentation, process of obtaining export and import license

COURSE OUTCOMES (COS):

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

COs	Course Outcomes	Blooms Level
CO1	Apply the concepts of international business, trade procedures and EXIM Policy apply lifelong	Apply
CO2	Understand the basics of shipment, foreign trade and international Agencies and agreement.	Understand
CO3	Demonstrate capabilities of analysing problems, teamwork and Communication skills	Apply
CO4	Develop knowledge on international financial institutions	Apply
CO5	Apply theoretical knowledge to real-world scenarios through case studies, simulations, and projects.	Analysis

UNIT I: INTERNATIONAL BUSINESS**7 HOURS**

International Business - Elements of International Business, Globalization. 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 7 HOURS

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 7 HOURS

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**7 HOURS**

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**8 HOURS**

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 forex port 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). FEMA.

TOTAL: 36 HOURS

TEXT BOOK:

1. K. Aswathappa (2017). *International Business*, 6th Edition, Mc Graw Hill, New Delhi.

REFERENCE BOOKS:

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

E-Resources

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

CO, PO, PSO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	-	-	-	-	-	-	2	-	2	-	-	-	-	-	-	-
CO3	-	-	-	-	-	-	2	-	-	-	-	-	-	-	-	-	2
CO4	2	-	-	-	-	-	-	-	-	-	-	-	2	-	-	2	-
CO5	-	-	-	-	-	-	-	2	-	-	2	-	-	-	-	-	-
Average	2.5	-	-	-	-	-	2	2	-	2	2	-	2	-	-	2	2

1-Low; 2-Medium; 3-High; '-' No Correlation

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- 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

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the Concept of investing and mechanics for formulating investment decisions.	Understand
CO2	Apply the investing concepts and skills life long	Apply
CO3	Demonstrate capabilities of problem-solving, Critical thinking, team work and communication skills.	Apply
CO4	Demonstrate knowledge and compute value of security analysis & portfolio management and apply the concept to Evaluate the business proposal applying capital budgeting techniques	Apply
CO5	Understand about SAPM. Investments', its types, risk involved in investments', analysis pertaining to investments, Portfolio Theory and models on Investment management.	Understand

UNIT I: INVESTMENT AND INVESTMENT AVENUES**8 HOURS**

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**10 HOURS**

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 & riskfree 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**10 HOURS**

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**10 HOURS**

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**10 HOURS**

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: Problems 20% and Theory 80%.

TOTAL: 48 HOURS

TEXT BOOKS:

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.

REFERENCE BOOKS:

1. Donald, E. Fischer., and Ronald, J. Jordan. (2010). *Security Analysis & Portfolio management*. New Delhi: Prentice Hall of India Private Ltd.
2. Prasanna Chandra. (2010). *Managing Investments*. New Delhi: Tata McGraw Hill.
3. Avadhani, V.A. (2008). *Securities Analysis and Portfolio Management*. New Delhi: Himalaya Publishing House,
4. Kevin. (2010). *Security Analysis and Portfolio Management*. New Delhi: Prentice Hall of India Private Ltd.

E-Resources

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

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-
CO2	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2
CO3	-	-	2	-	-	-	2	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	-	-	-	-	-	-	-	2	-	-	-	2	-	2
CO5	-	-	-	-	-	-	3	-	-	-	2	-	-	-	2	-	2
Average	2	3	2	-	-	-	2.5	-	-	-	2	-	-	-	2	2	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPF303B

Merchant Banking and Financial Services

Semester - III
4H - 3C

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

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To gain a comprehensive understanding of the features and operations of financial markets and services.
- To effectively communicate the concepts and operations of financial markets and services both orally and in writing.
- To apply the knowledge of financial markets, financial services operations lifelong.
- To understand competence in creating various charges and documentation for different types of borrowers against various securities.
- To apply the concept of banking and insurance, its products in lifelong practice and precautions to be adopted by bankers in dealing with different types of securities.

COURSE OUTCOMES (COS):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the features and functioning of the financial markets and financial services operations and apply Lifelong.	Understand
CO2	Explain the principles, characteristics, and methods of the financial markets and financial services operations both orally and in writing.	Understand
CO3	Demonstrate capabilities of analysing problems, team Work and communication skills	Apply
CO4	To give the man over view about insurance market	Understand
CO5	Apply the principles of banking and insurance, as well as the goods it offers, to a lifetime of practice. Bankers should also take measures when handling various kinds of assets.	Apply

UNIT I: MERCHANT BANKING AND FINANCIAL SERVICES**8 HOURS**

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**10 HOURS**

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**10 HOURS**

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**10 HOURS**

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**10 HOURS**

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.

TOTAL: 48 HOURS**TEXT BOOK:**

1. Gurusamy, S. (2022). *Merchant Banking & Financial Services* (4th ed.). Vijay Nicole Imprints Pvt Ltd.

REFERENCE BOOKS:

1. Khan, M.Y. (2013). *Financial Services*, 7th Edition. Tata McGraw Hill, New Delhi. 2013
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. New Delhi.
4. Gurusamy, S, (2009). *Merchant Banking and Financial Services*, 3rd Edition. Tata Mc Graw Hill Education Pvt Ltd. New Delhi.
5. Gordon, E. Natarajan. (2013). *Financial Markets & Services*, Himalaya Publications. New Delhi.

E-Resources

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

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	2	3	-	-	2	-	2	-	-	-	-	-	-	-	-	-	2
CO3	2	3	-	-	2	2	-	-	-	-	-	-	-	-	-	-	-
CO4	2	-	2	-	-	2	3	-	2	2	-	-	-	-	-	-	-
CO5	2	3	2	-	2	2	2	-	2	2	-	-	-	-	-	-	2
Average	2	3	2	-	2	2	2.3	-	2	2	-	-	-	-	-	-	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPF303C

Financial Reporting - I

Semester - III
4H - 3C

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

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To build knowledge and understanding of various accounting standards and the conceptual framework (based on IFRS and IND AS) that are applicable to corporate entities.
- To examine important role accounting plays in society.
- To classify the business transactions and create financial statements according to generally accepted accounting principles
- To understand the important role accounting plays in allowing individuals to make informed decisions.
- To construct financial statements for individual entities for the use of shareholders.

COURSE OUTCOMES (COs):

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

Cos	Course Outcomes	Blooms Level
CO1	Understand the use and application of the IFRS	Remember
CO2	Accounting for transactions using accounting standards	Apply
CO3	Construct the single entity financial statement	Evaluate
CO4	Examine and interpretation of accounting statements	Evaluate
CO5	Explain the main elements of financial accounting information – assets, liabilities, revenue and expenses	Understand

UNIT I: USE OF IFRS AND IND AS**8 HOURS**

Understand the application of IFRS in India through the use of IND AS – the applicability of IND AS – the mapping of Ind AS to IFRS – differences between IFRS & IND AS – the list of IFRS (IND AS) – Process of transition to IFRS for the first time -Overview of applicable U.S GAAP accounting guidance - Divergence between U.S GAAP and IFRS.

UNIT II: APPLICATION OF IFRS (IND AS) FOR TRANSACTIONS**10 HOURS**

Asset based standards such as PPE, Intangible assets, borrowing costs, impairment of assets, inventory & biological assets, provisions & contingencies, events after reporting period, accounting policies, estimates & errors

UNIT III: REVENUE RECOGNITION**10 HOURS**

Understand the principles of recognising revenue of the business – revenue recognition for goods, services, interest and dividends – concept of deferred income and accounting thereof

UNIT IV: PREPARATION & PRESENTATION OF FINANCIAL STATEMENTS**10 HOURS**

Thorough knowledge of preparation & presentation of financial statements by incorporating the effects of the accounting standards (covered in module 2& 3 only) - statement of profit or loss and other comprehensive income – statement of financial position (Balance sheet)

UNIT V: ANALYSIS OF FINANCIAL STATEMENTS**10 HOURS**

Analyse the financial performance of an entity using the financial statements – use of ratios in performance evaluation – according to statement – according to function – according to purpose – trend analysis – comparison with competition or industry average

TOTAL: 48 HOURS**TEXT BOOK:**

1. Subramanyam, K. R. and John, J.W. (2014). *Financial Statement Analysis*, 10th Edition, Tata McGraw Hill, New Delhi.

REFERENCE BOOKS:

1. Stephen H. Penman (2014). *Financial Statement Analysis and Security Valuation*, 4th Edition, Tata McGraw Hill, New Delhi.
2. M.S Narasimhan (2016). *Financial Statement Analysis*, 1st Edition, Cengage Learning India Private Limited, New Delhi.
3. Charles H. Gibson (2013). *Financial Statement Analysis*, 13th Edition, Cengage Learning India Private Limited, New Delhi.
4. Lawrence Revsine , Daniel Collins , Bruce Johnson , Fred Mittelstaedt , Leonard Soffer (2015). *Financial Reporting and Analysis*, 6th Edition, McGraw-Hill Education, New Delhi.
5. Deepa Agarwal (2017). *Financial Reporting and Auditors Responsibility*, 2nd Edition, Bloomsbury Professional India, New Delhi.

E-Resource

[Financial Statement Analysis and Reporting - NPTEL](#) ([NPTEL Online](#)) ([NPTEL](#)).

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	2	-	-	-	-	-	-	-	-	-	-	1	-
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3
CO3	-	-	2	-	-	-	-	2	-	-	-	-	-	-	-	2	-
CO4	-	2	-	-	-	-	-	2	-	-	3	-	-	-	-	2	3
CO5	-	-	-	-	-	-	-	2	-	-	2	-	-	-	-	-	-
Average	2	2	2	-	2	-	-	2	-	-	2.5	-	-	-	-	2.5	3

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPF303D Corporate Restructuring, Mergers and Acquisition**Semester - III
4H - 3C****Instruction Hours/week L:4 T:0 P:0****Marks: Internal: 40****External: 60 Total: 100****End Semester Exam: 3 Hours****PREREQUISITE:**

Not Required

COURSE OBJECTIVES (CO):

- To comprehend the concepts of mergers, demergers, Leveraged Buyouts (LBO), Management Buyouts (MBO), Joint Ventures (JV), along with their 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 comprehension of mergers, demergers, (LBO), (MBO), (JV), along with their 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.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the Concept mergers Demergers, LBO, MBO, JV its valuation and accounting.	Understand
CO2	Compute, analyse and evaluate the corporate Restructuring decisions and its impact on company.	Apply
CO3	Communicate orally and in written form the understanding of mergers, Demergers, LBO, MBO, JV	Apply
CO4	Understand the concessions under Income Tax Act for mergers and unwillingness to pay and inability to pay	Understand
CO5	Gain knowledge In Valuation and accounting	Understand

UNIT I: INTRODUCTION TO CORPORATE RESTRUCTURING 10 HOURS

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 10 HOURS

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 10 HOURS

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 10 HOURS

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 8 HOURS

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

TOTAL: 48 HOURS

TEXTBOOK:

1. N R Parasuraman, (2014). *Fundamentals of Financial Derivatives*, 3rd Edition, Wiley Publishing.
2. Rajesh Kumar, (2019). *Mergers and Acquisitions: Text and Cases*, Tata McGraw-Hill Education.
3. Weston, Fred J., Mark L. Mitchell, and J. Harold Mulherin, (2013). *Takeovers, Restructuring, and Corporate Governance*, 4th Edition, Pearson.

REFERENCE BOOKS:

1. Rabi Narayan Kar Minakshi (2017). *Mergers Acquisitions & Corporate Restructuring - Strategies & Practices*, 3rd Edition, Taxmann, New Delhi.
2. Prasad G. Godbole (2013). *Mergers Acquisitions and Corporate Restructuring*, 2nd Edition, Vikas Publishing House, New Delhi.
3. Chandrashekar Krishnamurti, Vishwanath S R (2018). *Mergers Acquisitions and Corporate Restructuring – Texts and Cases*, 2nd Edition, SAGE Publications Pvt. Ltd, New Delhi.

E-RESOURCES

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

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
CO2	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	2
CO3	-	2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	2
CO4	2	-	-	-	-	-	-	2	-	-	-	-	-	-	-	2	2
CO5	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-	-	2
Average	2	2	2	2	-	-	-	2	-	-	-	-	-	-	-	1.5	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPF303E

Behavioural Finance

Semester - III
4H - 3C

Instruction Hours/week L:4 T:0 P:0 Marks: Internal: 40

External: 60 Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To introduce the new field of behavioral finance and underline its importance as a driving force in the global markets.
- To provide the conceptual framework of behavioral finance based on traditional and modern theories.
- To impart the psychological aspects and challenges underlying the issue of rational and irrational behavior.
- To demonstrate the impact of news and timing from the corporate angle and highlight the ramifications of effective news communication.
- To introduce students to an alternate framework for understanding price discovery in the markets.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Enumerate the key terms associate with behaviour finance, investment in financial markets & corporate finance.	Understand
CO2	Illustrate the various theories associated with behaviour finance and parameters of investing in financial market.	Apply
CO3	Identify persistent or systematic behavioural Factors that influence investors and investment decisions.	Knowledge
CO4	Analyse the various Behavioural finance factors Related to corporate & individual investors.	Apply
CO5	Evaluating Interpret various investment strategies of effective investment in the financial market on the basis of various theories and factors of Behavioural finance.	Evaluate

UNIT I: BEHAVIOURAL FINANCE INTRODUCTION**8 HOURS**

Basics of Behavioural Finance Behavioural Finance: Nature, Scope, Objectives, Significance and Application. The Psychology of Financial Markets and Investor Behaviour, Behavioural Finance Market Strategies, Prospect Theory and Mental Accounting - Investors Disposition Effect.

UNIT II: THEORIES**10 HOURS**

Building block of Behavioural Finance Cognitive Psychology and limits to arbitrage. Demand by arbitrageurs; Risk - Noise-trader risk; Professional arbitrage; destabilizing informed trading - Expected Utility as a basis for decision-making – Theories.

UNIT III: RATIONALITY**10 HOURS**

Rationality Ellsberg's paradoxes, Rationality from an economics and evolutionary prospective. Different ways to define rationality: dependence on time horizon, individual or group rationality. Herbert Simon and bounded rationality. Demand by average investors; Belief biases; Limited attention and categorization; Non-traditional preferences; Bubbles and systematic investor sentiment.

UNIT IV: FACTORS**10 HOURS**

Investor Behaviour External factors and investor behaviour: Fear & Greed in Financial Market, Emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns - Emotions and Decision – Making: Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk taking. Personality traits and risk attitudes in different domains

UNIT V: CORPORATE Finance**10 HOURS**

Behavioural corporate finance Empirical data on dividend presence or absence, ex-dividend day behaviour. Timing of good and bad corporate news announcement. Systematic approach of using behavioural factors in corporate decision-making. Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains.

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Sandeep Goyal, (2020). *Behavioral Finance: Insights into Irrational Minds and Markets*, 1st Edition, Sage Publications, New Delhi, Sanjay K. Sinha, (2019).
2. Behavioral Finance: *The Psychology of Investing*, 1st Edition, Pearson Education, New Delhi.
3. Richard H. Thaler, (2021). *Behavioral Finance: Psychology, Decision-Making, and Markets*, 1st Edition, Wiley, Hoboken.

REFERENCE BOOKS:

1. Chandra, 1 Jul (2017). *Behavioral Finance Paperback*, McGraw-Hill Education.
2. Sulphery M.M (2014). *Behavioral Finance Paperback*, PHI Learning Private Limited
3. Michael Mauboussin, (2013). *More Than You Know-Finding Financial Wisdom in Unconventional Places*, Columbia Business School Publishing,
4. Williams Forbes, (2011). *Behavioral finance*, Wiley Publishing.

5. James Montier, (2010). *The Little Book of Behavioural Investing: How not to be your own worst enemy*, Little Books, Big Profits (UK),

E-RESOURCES:

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

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

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	2	-	-	-	-	-	2	-	-	-	-	-	-
CO2	-	2	-	-	-	-	-	-	2	-	-	-	2	-	-	-	2
CO3	-	2	-	-	2	-	2	-	-	-	-	-	-	-	2	-	-
CO4	-	2	-	-	-	-	-	-	-	-	-	-	2	-	-	-	2
CO5	-	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-
Average	2	3	-	-	2	-	2	-	2	-	2	-	2	-	2	-	2

1-Low; 2-Medium; 3-High; '-' No Correlation

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To interpret the growth of service sector industry
- To compute on the consumer behavior of services sector and emerging issues in services sector.
- To determine the gain 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 integrate the uniqueness of the services characteristics and its marketing implications.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the Services, marketing of services, marketing mix, pricing and segmentation for services marketing	Understand
CO2	Comprehend on the consumer behavior of services Sector and emerging issues in services sector.	Apply
CO3	Evaluate the Gaping services sector using tools and Techniques	Evaluate
CO4	Demonstrate capabilities of analyzing problems, team work and communication skills	Apply
CO5	Understand the role of marketing strategic business in Service sector	Understand

UNIT I: NATURE, SCOPE OF SERVICES AND SERVICES MARKETING 10 HOURS

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 II: SERVICES MARKETING MIX, GAPS MODEL, SERVICE DESIGN AND SERVICE DELIVERY 8 HOURS

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 III: STP STRATEGY FOR SERVICES AND CONSUMER BEHAVIOR IN SERVICES MARKETING 10 HOURS

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 8 HOURS

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 - Innovation and Quality: Service Innovation: Design, Challenges, Mapping Patterns of Service Innovation, Types of Service Innovation, Stages in Service Innovation and Development

UNIT V: INTEGRATED SERVICES MARKETING, MARKETING OF SERVICES AND EMERGING ISSUES IN SERVICE MARKETING 12 HOURS

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, and Marketing of Tourism and Airlines, Tourism marketing, Airlines marketing, marketing of Hospitality Services, Healthcare Marketing, Social Service by NGOs, Marketing of Online Services, and Marketing of Professional Services. Emerging Issues in Service Marketing, Ethical Aspects in Service Marketing

TOTAL: 48 HOURS

TEXT BOOKS:

1. Srinivasan, R. (2012). *Services Marketing – The Indian Context*, Prentice Hall of India, New Delhi.
2. Rama Mohana Rao (2011). *Services Marketing*. 2nd Edition, Pearson Education, New Delhi.
3. Rajendra Nargundkar (2010). *Services Marketing*, 3rd Edition, Mc GrawHill, New Delhi.

REFERENCE BOOKS:

1. Christopher Lovelock et al (2017). *Services Marketing-People, Technology, Strategy*, 8th Edition. Pearson Education, New Delhi.
2. Zeithaml (2017). *Services Marketing: Integrating Customer Focus across the Firm*, 6th Edition, MC Graw Hill, New Delhi.
3. Vinnie Jauhari & Kirti Dutta (2017). *Services Marketing: Text and Cases*, 2nd Edition, Oxford University Press, New Delhi.
4. Steve Baron, (2010). *Service Marketing*, Sage Publications, New Delhi

E-RESOURCE:

1. <https://nptel.ac.in/courses/110107142>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
CO2	-	2	-	-	-	-	2	-	2	-	-	-	-	-	-	-	
CO3	2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	2
CO4	-	3	-	-	-	-	2	-	-	-	-	-	-	-	-	-	3
CO5	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	
Average	2	2.5	2	-	-	-	2	-	2	-	-	-	-	-	-	-	2.5

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPM303B

Integrated Marketing Communication

Semester - III
4H - 3C

Instruction Hours/week L:4 T:0 P:0 Marks: Internal: 40

External: 60 Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To understand the concept of integrated marketing communication, understanding communication process and digital marketing and apply lifelong.
- To compose develop advertisement by selecting appropriate media.
- To adapt the ethical standards related to advertising.
- To choose know the role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behavior
- To construct the theoretical approach to budgeting viz. Marginal analysis and sales response curve.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the concept of integrated marketing communication, understanding communication process and digital marketing and apply lifelong.	Understand
CO2	Develop advertisement by selecting appropriate media.	Apply
CO3	Understand the ethical standards related to advertising.	Understand
CO4	Demonstrate capabilities of analyzing problems, team Work and communication skills	Apply
CO5	Understand strategies for Digital Media & Advertising.	Understand

UNIT I: INTEGRATED MARKETING COMMUNICATION (IMC) 10 HOURS

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 10 HOURS

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.

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

UNIT IV: DEVELOPING THE INTEGRATED MARKETING COMMUNICATION PROGRAMME 10 Hours

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

UNIT V: DIGITAL MEDIA AND ADVERTISING 8 Hours

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.

Total: 48 Hours

TEXT BOOKS:

1. Thomas O'Guinn, Chris Allen, Richard J. Semenik, Angeline Close Scheinbaum (2015). *Advertising and Integrated Brand Promotion with Course Mate*, 7th Edition, Cengage Learning, New Delhi.
2. Lawrence Ang (2014). *Principles of Integrated Marketing Communications*, 1st Edition, Cambridge University Press, New Delhi.
3. Rajeev Batra, John, G. Myers and David A. Aaker. (2013). *Advertising Management*. Prentice Hall India Publishers, New Delhi.

REFERENCE BOOKS:

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.

E-RESOURCES:

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

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	-	-	-	3	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	-	-	-	-	3	-	-	2	-	-	-	-	-	-	-	2
CO4	-	2	-	2	-	-	-	-	-	2	-	-	-	-	-	-	-
CO5	-	-	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-
Average	3	2	3	2	3	3	-	-	2	2	-	2	-	-	-	-	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPM303C

Retail Management

Semester - III
4H - 3C

Instruction Hours/week L:4 T:0 P:0 Marks: Internal: 40

External: 60 Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To evaluate the concept of retailing, retail market segmentation, retail location, merchandising, retail operations and retail pricing.
- To comprehend the ways retailers, use marketing tools and techniques to interact with their customers.
- To have knowledge on store layout plan and inventory management in retailing.
- To familiarize the students regarding various dimensions of retail management and career opportunities available in these fields

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the Concept of Retailing, Retail market Segmentation, Retail location, merchandising, Retail operations and Retail Pricing.	Understand
CO2	Communicate orally and in written form the understanding of Retailing, Retail market segmentation, Retail location, Merchandising, Retail operations and Retail Pricing.	Apply
CO3	Apply the understanding of Retailing, Retail market segmentation, Retail location, merchandising, Retail operations and Retail Pricing in lifelong practice	Understand
CO4	Demonstrate capabilities of analyzing problems, teamwork and communication skills.	Apply
CO5	Explain the concept of strategic planning with in the retail management decision process	Apply

UNIT I: RETAIL MANAGEMENT**10 HOURS**

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**10 HOURS**

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**10 HOURS**

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**10 HOURS**

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

UNIT V: RETAIL OPERATIONS, RETAIL PRICING AND EMERGING TRENDS IN RETAILING**8 HOURS**

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.

TOTAL: 48 HOURS**TEXT BOOKS:**

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.

REFERENCE BOOKS:

1. U. C. Mathur (2011). *Retail Management: Text and Cases*, I K International Publishing House Pvt. Ltd, New Delhi.
2. Bajaj Chetan, Rajnish Tuli and Nidhi Varma Srivastava, (2012). *Retail Management*, Oxford University Press, New Delhi.

E-resources:

1. <https://www.youtube.com/watch?v=5iRDd-f1nmg&list=PLWPirh4EWFpEv7x2CU-9jcXllvBuSx7oF>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	-	-		3	-	-	-		-	-	-	-	-	-	-	-
CO2	-	-	-	3	-	-	-	-	2	-	-	-	-	-	-	-	-
CO3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3
CO4	-	-	-	-	-	-	-	2	-	-	-		-	-	-	-	-
CO5	-	-	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-
Average	3	-	-	3	3	-	-	2	2	-	-	2	-	-	-	-	3

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPM303D

Consumer Behavior

Semester - III
4H - 3C

Instruction Hours/week L:4 T:0 P:0 Marks: Internal: 40

External: 60 Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To understand the consumer behavior concepts, dimensions used in consumer behavior research.
- To recognize the internal influencing factors that affect the consumer behavior. Identify the external influencing factors that affect the consumer behavior.
- To adapt the consumer decision-making process.
- To apply an insight into the marketing research are emphasizing the consumer's needs and solutions to it in a scientific approach.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the importance of Culture, Subculture, Social Class, Reference Groups and Family Influences in Consumer Behavior.	Understand
CO2	Explore, analyze and compare the core theories of consumer behavior and its application in both Consumer and organizational markets	Analyze
CO3	Appraise models of Consumer Behavior and Determine the irrelevance to particular marketing situations.	Understand
CO4	Critique the critical perspectives associated with consumer decision making, including Recognizing cognitive biases and heuristics	Evaluate
CO5	Demonstrate capabilities of teamwork, critical Thinking, and communication skills related to investment decisions	Apply

UNIT I: CONSUMER BEHAVIOUR AND CONSUMER RESEARCH **6 HOURS**

Introduction Consumer Behavior, Dimensions of Consumer Behavior, Consumer Research, Consumer Behavior and Marketing Strategy.

UNIT II: MOTIVATION AND CONSUMER LEARNING **10 HOURS**

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 Organization, Factors that Distort Individual Perception, Price Perceptions, Perceived Product and Service Quality, Consumer Risk Perceptions.

UNIT III: CONSUMER PERSONALITY, CONSUMER ATTITUDES, CONSUMER BEHAVIOUR AN MARKETING COMMUNICATIONS **10 HOURS**

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 Behavior, Learning Attitudes, Changing Attitudes, Attitude Change Strategies

Communication and Consumer Behavior: Consumer Behavior 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 **12 HOURS**

Cultural Influences on Consumer Behavior: Introduction, Characteristics of Culture, Values, Sub-cultures, Cross-cultural Influences, Cultural Differences in Non-verbal Communications Subcultures and Consumer Behavior : Social Class and Group Influences on Consumer Behavior: 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 Behavior, 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 - Marketing Communication Process, Types of Communication systems – Interpersonal, Impersonal, Persuasive Communication, Consumer Decision Making Models – Black Box Model - Economic model - Howard & Sheth model, Consumer Protection Act 1986, rights of consumers

UNIT V: CONSUMER DECISION MAKING **10 HOURS**

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, and 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 Behavior, Introduction, Outlet Selection and Purchase, Post Purchase Behavior- Organizational Buying Behavior.

TOTAL: 48 HOURS

TEXT BOOKS:

1. Schiffman L G, Kanuk LL, Ramesh Kumar S, (2015). *Consumer Behavior*, 11th Edition, Pearson Education, New Delhi.
2. Hawkins, Mother Baugh, Mookerjee (2017). *Consumer Behavior –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.

REFERENCE BOOKS:

1. Michael R.Solomon, (2015). *Consumer Behaviour-Buying Having and Being*, 11th Edition, Pearson Education, New Delhi
2. Roger D.Blackwell, Paul W.Miniard, James F.Engel (2017). *Consumer Behavior*, 10th Edition, Cengage India Private Limited; New Delhi.

E-RESOURCES:

1. <https://nptel.ac.in/courses/110/105/110105074/>
2. <https://nptel.ac.in/courses/110/105/110105054/>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	-	-	-	3	-	-	-	-	-	-	-	-	-	-	2	-
CO2	-	-	-	-	-	-	-	-	2	-	-	-	3	-	-	-	-
CO3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-
CO5	-	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-
Average	3	-	-	-	3	2	-	-	2	-	-	-	3	-	2	2	-

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPM303E

Marketing Research

Semester - III
4H - 3C

Instruction Hours/week L:4 T:0 P:0 Marks: Internal: 40

External: 60 Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To understand the basic knowledge on marketing research in strategic decision making.
- To identify 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 recognize give them an understanding of the basic philosophies and tools of marketing research
- To apply widely used data analysis in marketing research and its related concepts
- To empower the various principles and practices of report writing in marketing research

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Get awareness of marketing research process, and the Ethical issues in marketing research.	Remember
CO2	Understanding of quality philosophies and practices and How to apply them in an organization	Understand
CO3	Emphasizing the applications of marketing research methods in the business scenario	Apply
CO4	Comprehend the applicability of consumer, product, and packaging and communication research in Business world.	Apply
CO5	Demonstrate capabilities of problem-solving, critical Thinking and communication skills to infer the output.	Apply

UNIT I: INTRODUCTION TO MARKETING RESEARCH**10 HOURS**

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: limitation so 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**10 HOURS**

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: SCALING TECHNIQUES**10 HOURS**

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

UNIT IV: DATA ANALYSIS AND INTERPRETATION**10 HOURS**

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; Con joint analysis, Factor analysis; Multi-dimensional analysis, Discriminant analysis. Report writing.

UNIT V: TYPES OF MARKETING RESEARCH**8 HOURS**

Market research; product research; packaging research; consumer research; motivation research; Communication research; sales research; advertising research; testing of media effectiveness; pre-test and posttest; copy research - Marketing Research Report, writing criteria of Marketing Research Report, Proforma / Format of a Market Research Report, Types of Research Report

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Parasuraman. A, Druv Grewal and R. Krishnan, (2004). *Marketing Research*, Biztandra, New Delhi.
2. Nargundkar, Rajendra, (2004). *Marketing Research- Text and Cases*, Tata McGraw Hill, New Delhi

REFERENCE BOOKS:

1. Green, Paul E., Donald S. Tulland Gerald Alba: *Research for Marketing Decisions*, Prentice Hall of India, New Delhi 1998.
2. Hair, Joseph, (2005). *Marketing Research*, Tata Mc Graw Hill, New Delhi.

3. Malhotra, Naresh (2002). *Marketing Research*, Prentice Hall of India, New Delhi.
4. Luck, David and Donald Rubin: *Marketing Research*, Prentice Hall of India, New Delhi

E-RESOURCES:

1. <https://nptel.ac.in/courses/110/105/110105074/>
2. <https://nptel.ac.in/courses/110/105/110105054/>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-	-
CO3	-	2	-	-	-	-	-	-	3	-	-	-	-	-	-	-	2
CO4	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-
Average	3	2	-	-	2	-	-	-	3	-	3	-	-	2	-	-	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPH303A

Human Resource Development

Semester - III
4H - 3C

Instruction Hours/week L:4 T:0 P:0 Marks: Internal: 40

External: 60 Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- 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 analyze 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.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Explain the concept of human resource management and to understand its relevance in organizations.	Evaluate
CO2	Develop necessary skill set for application of various HR issues.	Create
CO3	Analyze the strategic issues and strategies required to Select and develop manpower resources.	Analyze
CO4	Combine the knowledge of HR concepts to take correct Business decisions.	Create
CO5	Relate the dynamic relationship between strategy, people, technology, and the processes that drive organizations.	Understand

UNIT I: INTRODUCTION TO HRD**10 HOURS**

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**10 HOURS**

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**10 HOURS**

Potential Appraisal – Criteria – Career Planning-Career Development- Coaching, Mentoring and Successive planning - Altruism – Determinants - Organization Co- operation– factors– Competition– Benefits-Conflicts-Types/Levels– Consequences – Prevention - Management of conflict.

UNIT IV: WORK LIFE QUALITY**10 HOURS**

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**8 HOURS**

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.

TOTAL: 48 HOURS**TEXT BOOK:**

1. Tripathi, P. C. (2014). *Human Resource Development*. 5th Edition, Sultan and Sons. New Delhi.

REFERENCE BOOKS:

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

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-
CO4	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-
Average	2	2	-	-	-	-	-	-	-	-	-	-	-	-	2	2	-

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPH303B

Compensation Management

Semester - III
4H - 3C

Instruction Hours/week L:4 T:0 P:0 Marks: Internal: 40

External: 60 Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- 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

COURSE OUTCOMES (COs):

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

Cos	Course Outcomes	Blooms Level
CO1	Understand the fundamentals of Wages, Salary, incentives, Compensation and pay scale systems and apply lifelong.	Understand
CO2	To comprehend on the ethical laws related to Compensation management.	Create
CO3	Critically evaluate, select the suitable methods and Design the Pay structure.	Evaluate
CO4	Demonstrate capabilities of problem-solving, Critical thinking, team work and communication skills	Understand
CO5	Understand the Compensation plans provided by public sectors & Private Sector.	Understand

UNIT I: COMPENSATION**10 HOURS**

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, Boothalingam and Sachar Committee–Managerial Remuneration in the Future.

UNIT II: COMPENSATION DESIGNING**10 HOURS**

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**10 HOURS**

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**8 HOURS**

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**10 HOURS**

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 - Compensation of special groups: Top executives, special features and components, Compensation for CEO, fringe and retirement benefits, perquisites, culture and pay, Tax implication of Employee Compensation package to the employer, tax efficient compensation package, Salary structuring, recent changes in taxation, comparative international compensation, new trends in compensation management

TOTAL: 48 HOURS**TEXT BOOK:**

1. Dipak Kumar Bhattacharyya (2014), *Compensation Management*, 2nd Edition, Oxford University Press, New Delhi.

REFERENCE BOOKS

1. George Milkovich, Jerry Newman, CS Venkataram (2017). *Compensation*, 9th Edition, McGraw Hill Education, New Delhi.
2. J. Martocchio Joseph (2018). *Strategic Compensation, A Human Resource Management Approach*, 9th Edition, Pearson Education, New Delhi.
3. B.D. Singh (2017). *Compensation and Reward Management*, 3rd Edition, Excel Books, New Delhi.

4. Dr. Kanchan Bhatia (2015). *Compensation Management*, 1st Edition, Himalaya Publishing House, New Delhi.
5. Dewakar Goel, *Performance Appraisal and Compensation Management*, PHI Learning, New Delhi.
6. Michael Armstrong & Helen Murlis, *Handbook of Reward Management*, Crust Publishing House.

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	2	-	-	-	-	-	3	-	-	-	-	-	-
Average	2	2	-	-	2	-	-	-	-	-	3	-	-	-	-	-	-

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPH303C

Organizational Change and Development

Semester - III
4H - 3C

Instruction Hours/week L:4 T:0 P:0 Marks: Internal: 40

External: 60 Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To understand and critically examine the philosophies, values, and 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 practitioners as facilitators and managers of change and to develop key competencies suitable for application in od interventions.
- To create a critical appreciation and knowledge of understanding the determinants of organizational development.

COURSE OUTCOMES (COs):

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

Cos	Course Outcomes	Blooms Level
CO1	Analyze the different approaches to managing organizational change and understand and utilize the competencies required for effective change management at organization, group, and individual levels.	Analyze
CO2	Plan effective intervention strategies and function as an Internal HR consultant to an organization in transition,	Create
CO3	Critically evaluate, in an organizational development framework, the theoretical and practical links between development models	Evaluate
CO4	Demonstrate capabilities of teamwork, critical thinking, and communication skills related to organizational change and Development concepts.	Understand
CO5	Understand creating support systems, managing transition and process-oriented strategies	Understand

UNIT I: ORGANIZATION CHANGE**8 HOURS**

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

UNIT II: ORGANIZATIONAL DEVELOPMENT**10 HOURS**

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**10 HOURS**

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**10 HOURS**

Human Resource Interventions: HRM Interventions, Goal Setting, Performance Appraisal, Reward Systems, Career Planning and Development, Managing Work force 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**10 HOURS**

Strategic Interventions: Integrated Strategic Change, Trans- organization Development, Merger and Acquisition Integration, Culture Change, Self- Designing Organizations, Organization Learning and Knowledge Management, Confrontation Meetings, System Management, Learning Organizations

Technology and OD: Technology and OD: Basic Concept, Impact of Technology in Organizations, 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

TOTAL: 48 HOURS**TEXT BOOK:**

1. Thomas G. Cummings, Christopher G. Worley(2015). *Organization Development and Change*, 10th Edition, Cengage Learning.

REFERENCE BOOKS

1. R Jones Gareth, Matthew Mary(2017). *Organizational Theory, Design and Change*, 7th Edition, Pearson Education.
2. French Wendell L, Bell Jr Cecil H , Vohra Veena(2017). *Organization Development, Behavioral Science Interventions for Organizational Improvement*, 6th Edition, Pearson Education.

3. Gervase Bushe, Robert Marshak (2015) . *Dialogic Organization Development*, The Theory and Practice of Transformational Change, 1st Edition, Berrett-Koehler Publishers
4. W. Warner Burke (2011). *Organization Change: Theory and Practice*, 3rd Edition, SAGE Publications, New Delhi.

E-RESOURCES

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

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	-	2	-	-	-	-	-	-	-	-	-	-	-	-	3	-	-
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	2	-	-	-	-	-	-	3	-	-	-	-	-	-	-	-
CO4	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3
CO5	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Average	2	2	-	-	-	-	-	-	3	-	-	-	-	-	3	-	3

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPH303D	Performance Management and appraisal	Semester - III
		4H - 3C
Instruction Hours/week	L:4 T:0 P:0 Marks: Internal: 40	External: 60 Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- 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 analyze the performance appraisal of bureaucrats

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the concept of performance management and theoretical framework applied to evaluate the Performance of individual or group.	Understand
CO2	Comprehend on the performance management process, documentation, types, and ethics pertaining to performance management.	Understand
CO3	Select and apply the best performance appraisal system Based on the scenario.	Evaluate
CO4	Demonstrate capabilities of teamwork, critical thinking, and communication skills related to Performance Management and Appraisal.	Understand
CO5	Adapt the knowledge of acquisition process and Performance evaluation used	Create

UNIT I: INTRODUCTION TO PERFORMANCE MANAGEMENT AND THEORETICAL FRAMEWORK OF PERFORMANCE MANAGEMENT 10 HOURS

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, Organizational Justice Theory and its Application in Performance Management

UNIT II: PROCESS OF PERFORMANCE MANAGEMENT 10 HOURS

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) 10 HOURS

Definitions and Dimensions of PA, Purpose of PA and Arguments against PA, Necessity of Performance Appraisal and its Usage by Organizations, 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 Organizations, 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 10 HOURS

Team Performance, Performance of Learning Organizations and Virtual Teams: Team Performance Management, Performance Management and Learning Organizations, 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**8 HOURS**

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.

TOTAL: 48 HOURS**TEXT BOOKS:**

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.

REFERENCE BOOKS

1. B. D. Singh (2010). *Performance Management System: A Holistic Approach*, 1st Edition, Excel Books.
2. Harvard Business Essentials (2010), *Harvard Business Essentials: Performance Management - Measure and Improve the Effectiveness of Your Employees*, Harvard Business Review Press.
3. Sharma D (2011), *Performance Management and Appraisal System: Text and Cases*, Kalpaz Publications
4. Deb Tapamoy (2008), *Performance Appraisal and Management: Concepts, Antecedents and Implications*, Excel Books.

E-Resources:

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

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
Average	2	2	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPH303E

Competency Mapping

Semester - III
4H - 3C

Instruction Hours/week L:4 T:0 P:0 Marks: Internal: 40

External: 60 Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To understand the process of competency mapping and profiling.
- To comprehend the integration of competency profiling too the 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

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the process of competency mapping and profiling.	Understand
CO2	Comprehend the integration of competency profiling to other HR applications and apply the learning lifelong.	Understand
CO3	Distinguish the various types of competencies i.e. team competency, role competency.	Analyze
CO4	Demonstrate capabilities of teamwork, critical thinking, and communication skills related to competency mapping.	Understand
CO5	Create competency Based HR Systems	Create

UNIT I: COMPETENCY**10 HOURS**

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**10 HOURS**

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**10 HOURS**

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**8 HOURS**

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 SYSTEM**10 HOURS**

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.

TOTAL: 48 HOURS

TEXT BOOK:

1. Seema Sanghi (2016). *The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations*, 3rd Edition, Sage Publications India Private Limited

REFERENCE BOOKS:

1. Ganesh Shermon (2004). *Competency based HRM: A strategic resource for competency mapping, assessment and development centres*, 1st Edition, McGraw Hill.
2. Srinivas R. Kandula (2013). *Competency-based Human Resource Management*, Prentice Hall India Pvt. Ltd.
3. Lyle M. Spencer, Signe M. Spencer (2008). *Competence at Work: Models for Superior Performance*, Wiley India Pvt Ltd
4. Sumati Ray Anindya Basu Roy (2019). *Competency Based Human Resource Management*, 1st Edition, SAGE Publications India Pvt Ltd

E-RESOURCES

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

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2
Average	2	2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPS303A

Enterprise Resource Planning

Semester - III
4H - 3C

Instruction Hours/week L:4 T:0 P:0 Marks: Internal: 40

External: 60 Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To understand the concept of enterprise resource planning (ERP), ERP related technologies, its implementation, module structures of ERP, ERP vendor's 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

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Recognize 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.	Knowledge
CO2	Estimate the need of ERP for an organization, select the best vendor and implement the module that is appropriate for the organization need.	Understand
CO3	Display the behavior and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, analyzing, planning and team work.	Apply
CO4	Explaining the application of different Sales and Distribution tools for business.	Analyze
CO5	Identify the Business benefits of ES	Remember

UNIT I: ERPPRENSHIP**8 HOURS**

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 modeling; 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**10 HOURS**

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**10 HOURS**

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, AGE ACCPAC ERP – A Financial ERP Tool

UNIT IV: ERP: PURCHASE, SALES AND DISTRIBUTION PERSPECTIVE**10 HOURS**

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**10 HOURS**

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 Organization-Wide ERP, Development of New Markets and Channels, Latest ERP Implementation Methodologies, ERP and E- business, Market Snapshot, The SOA Factor.

TOTAL: 48 HOURS**TEXT BOOK:**

1. David Olson (2017). *Managerial Issues of Enterprise Resource Planning Systems*, McGraw hill, New Delhi

REFERENCE BOOKS;

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.

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	1
Average	2	2	-	-	2	-	-	-	-	-	-	-	-	-	-	-	1

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPS303B

Managing Software Projects

Semester - III
4H - 3C

Instruction Hours/week L:4 T:0 P:0 Marks: Internal: 40

External: 60 Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- 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.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Summarizing the concept of software development, software project planning, estimation, scheduling, monitoring, quality assurance and software reengineering and apply learning lifelong.	Understand
CO2	Relating appropriate tools and techniques to evaluate the project cost.	Understand
CO3	Develop the problem-solving techniques to schedule the project.	Create
CO4	Relating the software testing methods and tools to ensure software quality.	Understand
CO5	Display the behavior and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, analyzing, planning and team work.	Apply

UNIT I: SOFTWARE DEVELOPMENT ORGANIZATION, ROLES AND OVERVIEW OF PROJECT MANAGEMENT **10 HOURS**

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 **10 HOURS**

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 **8 HOURS**

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 **10 HOURS**

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 **10 HOURS**

Software Quality Assurance Activities; Software Qualities; Software Quality Standards – ISO Standards for Software Organization, Capability Maturity Model (CMM), Comparison between ISO 9001 & SEI CMM, Other Standards.-Testing Techniques : Software Testing Concepts; Types of Software Testing – Manual Testing, Automated Testing; Black Box Testing; White Box Testing Techniques.- Software Re-Engineering: Software Maintenance Problems; Redevlopment vs. Reengineering; Business Process Reengineering; Software Reengineering

TEXT BOOK:

1. Richard Fairley (2017). *Software Engineering Concepts*, 1st Edition, McGraw Hill Education, New Delhi.

REFERENCE BOOKS

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,

E-SOURCES:

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

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-
Average	2	2	-	-	2	-	-	-	-	-	-	-	-	-	-	-	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPS303C

E- Commerce

Semester - III
4H - 3C

Instruction Hours/week L:4 T:0 P:0 Marks: Internal: 40

External: 60 Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- 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 analyze 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

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Recognize the concept of ecommerce, infrastructure, ecommerce models, risk, e-payment, and e marketing and apply learning lifelong.	Knowledge
CO2	Summarize on the legal aspects related to e-commerce.	Understand
CO3	Display the behavior and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, analyzing, planning and team work.	Apply
CO4	Preparing the wealth of online learning environment and adopt methods for system online implementation.	Apply
CO5	Estimating with the recent trends and developments in technology which covers e-Commerce and knowledge management aspects.	Analyze

UNIT I: E-COMMERCE AND EVOLUTION OF E-COMMERCE **10 HOURS**

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, Ethics in ecommerce.

UNIT II: NETWORK INFRASTRUCTURE, E-COMMERCE INFRASTRUCTURE AND MANAGING THE E-ENTERPRISE **10 HOURS**

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-Honey nets-Honey pots-Managing the e-Enterprise: Introduction, e-Enterprise, Managing the e-Enterprise, E-business Enterprise, Comparison between Conventional Design and E-organization, Organization of Business in an e-Enterprise

UNIT III: E-COMMERCE PROCESS MODELS, RISK AND MANAGEMENT CHALLENGES **10 HOURS**

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 **8 HOURS**

Electronic Payment Systems, Electronic Cash, Smart Cards and Electronic Payment Systems, Credit Card Based Electronic Payment Systems, Risks and Electronic Payment System-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: MARKETING, CUSTOMER ORIENTATION AND FUTURE OF ECOMMERCE **10 HOURS**

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. , Next generation of E-commerce - voice camera, digital shopping assistant, digital twins, social commerce.

TEXT BOOK:

1. Richard Fairley (2017). *Software Engineering Concepts*, 1st Edition, McGraw Hill Education, New Delhi

REFERENCE BOOKS:

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 Traver, (2016). *E-Commerce*, 10th Edition, Pearson education, New Delhi.

WEBSITES

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

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	--
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2
CO5	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-
Average	2	2	-	-	2	-	-	-	-	-	-	-	-	-	-	-	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPS303D

Information Security and Privacy

Semester - III
4H - 3C

Instruction Hours/week L:4 T:0 P:0 Marks: Internal: 40

External: 60 Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- 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

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Classify the vulnerabilities in any computing system and hence be able to design a security solution.	Understand
CO2	Recognize the security issues in the network and resolve it.	Knowledge
CO3	Appraise security mechanisms using rigorous approaches, including theoretical	Evaluate
CO4	Compare and contrast different IEEE standards and electronic mail security	Understand
CO5	Identify and investigate cyber security events related to computer systems and	Knowledge

UNIT I: INFORMATION SYSTEMS**10 HOURS**

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. Cyber Security.

UNIT II: BUILDING BLOCKS OF INFORMATION SECURITY**10 HOURS**

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**10 HOURS**

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

UNIT IV: CRYPTOGRAPHY & ENCRYPTION**10 HOURS**

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**8 HOURS**

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 SO

TOTAL: 48 HOURS**TEXT BOOK:**

1. Andrew B. Serwin (2024). *Information Security and Privacy: A Guide to International Law and Compliance*, Legal Works.

REFERENCE BOOK:

1. Michael E. Whitman and Herbert Mattord (2017). *Principles of Information Security An Introduction to Computer Security*, The NIST Handbook

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	1
Average	2	2	-	-	2	-	-	-	-	-	-	-	-	-	-	-	1

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPS303E

Digital and Social Media Marketing

Semester - III
4H - 3C

Instruction Hours/week L:4 T:0 P:0 Marks: Internal: 40

External: 60 Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- 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

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Appraise the Concept of Digital marketing using social media.	Evaluate
CO2	Relate tools and utilize the tools of digital marketing and social media.	Analyze
CO3	Understand the linkage of digital marketing, social media and analytics	Understand
CO4	Display the behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, analysing, planning and team work.	Apply
CO5	Identify the knowledge in Website designing with Word Press	Knowledge

UNIT I: DIGITAL MARKETING**10 HOURS**

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. Professional Ethics in Digital Marketing.

UNIT II: WEBSITE**10 HOURS**

Website – Meaning, Domain Name - Types of domains. Register a domain name. Webhosting concepts. Types of websites – HTML, CSS and Java Script. Popular CMS. Website designing with Word Press: 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**10 HOURS**

Creating a Face book page - Visual identity of a Face book page - Types of publications - Face book Ads - Creating Face book 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**8 HOURS**

On-Site SEO: Optimize UX & Design, Off-Site SEO: Link-building, SEO Audit and Future of SEO Ad words and Keyword Selection, Create Text Ads, CPC Bidding, Navigate Ad Words, SEM Metrics and Optimization

UNIT V: ONLINE REPUTATION MANAGEMENT, MERGING DIGITAL AND SOCIAL MARKETING AND DATA ANALYTICS.**10 HOURS**

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.

TOTAL: 48 HOURS

TEXT BOOK:

1. Puneet Singh Bhatia (2017), *Fundamentals of Digital Marketing*, Pearson Education, New Delhi

REFERENCE BOOKS:

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

E-RESOURCES

1. <https://www.youtube.com/watch?v=wZZnxXyES80&v=1=en>
2. <https://nptel.ac.in/courses/106106169/>
3. <https://www.youtube.com/watch?v=wfOp0lsCXAY&list=PLifnQOsGyOSRMYNdHku6pNlLYckbBuOGU>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	1
Average	2	2	-	-	2	-	-	-	-	-	-	-	-	-	-	-	1

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPO303A

Supply Chain Management

Semester - III
4H - 3C

Instruction Hours/week L:4 T:0 P:0 Marks: Internal: 40

External: 60 Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To understand and apply the concepts of supply chain management, inventory management, supply contracts, supply chain integration, and global logistics to solve real-time business problems.
- To familiarize with the key drivers of supply chain performance and the analytical tools necessary to solve supply chain problems, promoting continuous learning and business innovation.
- To develop skills to evaluate and manage supply chain performance, considering ethical, cultural, and environmental factors, and contribute to sustainable and strategic decision-making processes.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Summarize the concept of supply chain, inventory management, supply contracts, supply chain integration, and global logistics.	Understand
CO2	Teach the concept of supply chain, inventory management, supply contracts, supply chain integration, and global logistics lifelong.	Apply
CO3	Illustrate behaviour and performance that demonstrate enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, analysing, planning, and teamwork.	Analyze
CO4	Summarize the importance of accurate planning and product data management as a part of Logistics Management.	Understand
CO5	Illustrate the key drivers of Logistics outsourcing.	Analyze

UNIT I: SUPPLY CHAIN**8 HOURS**

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**10 HOURS**

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**10 HOURS**

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**10 HOURS**

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**10 HOURS**

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

TOTAL: 48 HOURS

TEXT BOOKS:

1. Dickens, J. (2019). *Principles and practice of supply chain management*. Willford Press.
2. Russel, R. S., & Taylor, B. W. (2015). *Operations and supply chain management*, 8th Edition, Wiley India.
3. Chopra, S., Meindl, P., & Kalra, D. V. (2018). *Supply chain management* 7th Edition, Pearson Education.
4. Jacobs, F. R., & Chase, R. B. (2017). *Operations and supply chain management* 14th Edition. McGraw Hill.
5. Shah, J. (2016). *Supply chain management: Text and cases* 2nd Edition. Pearson Education.

REFERENCE BOOKS:

1. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2007). *Designing and managing the supply chain: Concepts, strategies, and case studies*, 3rd Edition. McGraw-Hill.
2. Stadtler, H., & Kilger, C. (Eds.). (2008). *Supply chain management and advanced planning: Concepts, models, software, and case studies* 4th Edition, Springer.
3. Hugos, M. (2018). *Essentials of supply chain managemen*, 4th Edition, Wiley.
4. Christopher, M. (2016). *Logistics & supply chain management*, 5th Edition, Pearson Education.
5. Blanchard, D. (2010). *Supply chain management best practices*, 2nd Edition, Wiley.

E-Resources:

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

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	2
Average	2	2	2	2	-	2	-	-	-	-	-	-	-	-	-	-	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPO303B

Operations Strategy

Semester - III
4H - 3C

Instruction Hours/week L:4 T:0 P:0 Marks: Internal: 40

External: 60 Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To Understand and apply the concepts of operations, capacity, purchase, inventory, and their linkages to strategic formulation, implementation, monitoring, and control to solve real-time business problems.
- To familiarize with process technology and improvement strategies, promoting continuous learning and operational excellence.
- To develop skills to analyze and manage operations strategies, considering the challenges of formulation and the dynamics of monitoring and control for sustainable and strategic decision-making processes.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Summarize the concept of operations, capacity, purchase, inventory, and their linkages to strategic formulation, implementation, monitoring, and control.	Understand
CO2	Apply the understanding of operations, capacity, purchase, inventory, and their linkages to strategic formulation, implementation, monitoring, and control lifelong.	Apply
CO3	Ascertain behaviour and performance that demonstrate enhanced competence in process technology and improvement strategies.	Apply
CO4	Summarize the importance of accurate planning and product data management as part of operations management.	Understand
CO5	Summarize the key drivers of operations strategy formulation and the challenges associated with it.	Understand

UNIT I: OPERATION STRATEGY**10 HOURS**

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, PURCHASING AND SUPPLY STRATEGY 8 HOURS

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**10 HOURS**

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, SERVICE DEVELOPMENT AND ORGANIZATION 10 HOURS

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**10 HOURS**

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.

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Slack, N., Lewis, M., & Sharma, M. G. (2018). *Operations strategy* 5th Edition, Pearson Education.
2. Pisano, G., Upton, D., Wheelwright, S., & Hayes, R. (2011). *Operations, strategy and technology: Pursuing the competitive edge*, Wiley India.
3. Heizer, J., Render, B., Munson, C., & Sachan, A. (2017). *Operations management*, 12th Edition, Pearson Education.

- Chase, R. B., Shankar, R., & Jacobs, F. R. (2018). *Operations and supply chain management*, 15th Edition, McGraw Hill.
- Mahadevan, B. (2015). *Operations management: Theory and practice* 3rd Edition, Pearson Education.

REFERENCE BOOKS:

- Hill, T. (2015). *Operations strategy*, Palgrave Macmillan.
- Hayes, R. H., Pisano, G. P., & Upton, D. M. (2004). *Strategic operations: Competing through capabilities*, Free Press.
- Corbett, C. J., & Van Wassenhove, L. N. (1993). *Trade-offs in operations management: Pushing the frontier of applied research*, Kluwer Academic Publishers.

E-RESOURCES:

- <https://nptel.ac.in/courses/112/107/112107238/>
- <https://www.youtube.com/watch?v=gpgQtJ7GW8k>
- <https://www.youtube.com/watch?v=VozCAXEAdoo>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	3
Average	2	2	-	-	2	-	-	-	-	-	-	-	-	-	-	-	3

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPO303C

Total Quality Management

Semester - III
4H - 3C

Instruction Hours/week

L:4 T:0 P:0

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To Understand and apply the fundamental principles, tools, and techniques of quality management to improve organizational performance.
- To Develop diagnostic skills and gain exposure to advanced quality management tools such as Six Sigma and the seven old quality control tools.
- To Cultivate lifelong skills in quality management principles and techniques for continuous improvement and professional growth.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Explain the core concepts of quality management, including QM principles, tools, techniques, and quality systems.	Understand
CO2	Apply quality management tools and techniques to diagnose and enhance organizational performance.	Apply
CO3	Analyze the contributions of quality management pioneers and philosophies to contemporary practices.	Analyze
CO4	Evaluate the effectiveness of different quality management tools in various business scenarios.	Evaluate
CO5	Demonstrate the ability to use advanced quality management tools and techniques such as Six Sigma and the seven old quality control tools for CI.	Apply

UNIT I: TOTAL QUALITY MANAGEMENT**8 HOURS**

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**10 HOURS**

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**10 HOURS**

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 **10 HOURS**

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 **10 HOURS**

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.

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Besterfield, D. H., et al. (2018). *Total quality management* 5th Edition, Pearson Education.
2. Sharma, S. (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.
4. Charantimath. (2011). *Total quality management*, Pearson Education.
5. Mitra, A. (2013). *Fundamentals of quality control and improvement* 3rd Edition, Pearson Education.

REFERENCE BOOKS:

1. Oakland, J. S. (2003). *Total quality management: Text with cases*, Butterworth-Heinemann.
2. Dale, B. G. (2003). *Managing quality*, Blackwell Publishers.
3. Goetsch, D. L., & Davis, S. B. (2014). *Quality management for organizational excellence: Introduction to total quality*, 8th Edition, Pearson Education.
4. Evans, J. R., & Lindsay, W. M. (2014). *Managing for quality and performance excellence*, 10th Edition, Cengage Learning.
5. Foster, S. T. (2018). *Managing quality: Integrating the supply chain*, 6th Edition, Pearson Education.

E-RESOURCES:

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

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	2	1	-	1	-	-	-	-	-	-	-	-	-	-	3	2
CO2	3	3	2	2	2	-	-	-	-	-	-	-	-	-	-	2	3
CO3	2	2	-	2	1	-	-	-	-	-	-	-	-	-	-	2	2
CO4	1	1	2	3	2	-	-	-	-	-	-	-	-	-	-	2	3
CO5	2	3	2	2	3	-	-	-	1	-	-	-	-	-	-	2	3
Average	2.2	2.2	1.4	1.8	1.8	-	-	-	1	-	-	-	-	-	-	2.2	2.6

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPO303D

Procurement Management

Semester - III
4H - 3C

Instruction Hours/week

L:4 T:0 P:0

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To understand the concept of sourcing and its strategic importance in organizational functions.
- To apply tools and techniques for vendor selection and performance evaluation, ensuring quality and timely delivery.
- To gain insights into global sourcing and manage international financial volatility

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Analyze the evolution and strategic importance of purchasing, sourcing, and vendor management in organizations.	Analyze
CO2	Evaluate market analysis, supplier research, and the buying process including IT use and global tenders.	Evaluate
CO3	Develop skills for vendor selection, performance measures, and managing vendor relationships using JIT and TQM.	Create
CO4	Apply cross-functional approaches to sourcing, including inventory control, risk management, and logistics.	Apply
CO5	Assess global trends, issues, and best practices in sourcing, including legal, socio-cultural, and environmental considerations.	Evaluate

UNIT I: PROCUREMENT AS A STRATEGIC ORGANIZATIONAL FUNCTION

10 HOURS

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

8 HOURS

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

10 HOURS

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

10 HOURS

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

10 HOURS

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.

TOTAL: 48 HOURS

TEXT BOOKS:

1. Sollish, F., & Semanik, J. (2018). *Strategic global sourcing best practices*. Wiley India.
2. Handfield, R. B., et al. (2012). *Sourcing and supply chain management* 5th Edition, Cengage Learning.
3. Kohler, W., & Yalcin, E. (2018). *Developments in global sourcing*, MIT Press.
4. Seshadri, S. (2014). *Sourcing strategy: Principles, policy and designs*, Springer.
5. Lysons, K., & Farrington, B. (2016). *Procurement and supply chain management* 9th Edition, Pearson Education.

REFERENCE BOOKS:

1. Christopher, M. (2016). *Logistics & supply chain management*, 5th Edition, Pearson Education.
2. Hugos, M. (2018). *Essentials of Supply Chain Management*, 4th Edition, Wiley.
3. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2007). *Designing and managing the supply chain: Concepts, strategies, and case studies* 3rd Edition, McGraw-Hill.
4. Stadtler, H., & Kilger, C. (Eds.). (2008). *Supply chain management and advanced planning: Concepts, models, software, and case studies* 4th Edition, Springer.
5. Blanchard, D. (2010). *Supply chain management best practices*, 2nd Edition, Wiley.

E-RESOURCES:

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

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	3	2	2	2	1	-	-	-	-	-	-	-	-	-	3	2
CO2	3	3	2	3	2	-	2	-	-	-	-	-	-	-	-	2	3
CO3	3	3	3	2	2	-	2	-	-	-	-	-	-	-	-	3	2
CO4	2	3	2	2	3	-	2	1	-	-	-	-	-	-	-	2	3
CO5	2	3	3	2	3	-	3	-	-	1	-	-	-	-	-	3	3
Average	2.6	3	2.4	2.2	2.4	1	2.3	1	-	1	-	-	-	-	-	2.6	2.6

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPO303E

Services Operations Management

Semester - III
4H - 3C

Instruction Hours/week

L:4 T:0 P:0

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To critically evaluate the concept of operations management in the services sector.
- To analyze and design service operations, including service quality and facility management.
- To apply advanced capacity and demand assessment tools in service operations and effectively manage the service experience.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Critically evaluate the concept of operations management in the services sector.	Evaluate
CO2	Analyze and design principles of services design, service quality, and service facility.	Analyze
CO3	Apply advanced capacity and demand assessment tools in service operations.	Apply
CO4	Assess Front-office Back-office Interface and implement service decoupling strategies.	Evaluate
CO5	Develop strategies for Managing Service Experience, understanding the experience economy, and Measuring Service Quality.	Create

UNIT I: SERVICES**10 HOURS**

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**10 HOURS**

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**8 HOURS**

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**10 HOURS**

Service scopes – 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, center of gravity, retail outlet location, location set covering problem.

UNIT V: MANAGING CAPACITY & DEMAND**10 HOURS**

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

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Johnston, R., Clark, G., & Shulver, M. (2017). *Service operations management: Improving service delivery* 4th Edition, Pearson Education.
2. Fitzsimmons, J. A., Fitzsimmons, M. J., & Bordoloi, S. (2018). *Service management* 8th Edition, McGraw Hill.
3. Metters, R. D. (2012). *Successful service operations management*, Cengage Learning.
4. Johnston, R., & Clark, G. (2007). *Service operations management*, 2nd Edition, Pearson Education.
5. Hollins, B., & Shinkins, S. (2006). *Managing service operations*, Sage Texts.

REFERENCE BOOKS:

1. Fitzsimmons, J. A., Fitzsimmons, M. J., & Bordoloi, S. (2018). *Service management* 8th Edition, McGraw Hill.
2. Metters, R. D. (2012). *Successful service operations management*. Cengage Learning.

3. Christopher, M. (2016). *Logistics & supply chain management*, 5th Edition, Pearson Education.
4. Hugos, M. (2018). *Essentials of supply chain management* 4th Edition, Wiley.
5. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2007). *Designing and managing the supply chain: Concepts, strategies, and case studies*, 3rd Edition, McGraw-Hill.

E-Resources:

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

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	3	2	2	2	-	-	-	-	-	-	-	-	-	-	3	2
CO2	3	3	3	3	3	-	-	-	-	-	-	-	-	-	-	3	3
CO3	2	2	3	3	3	-	-	-	-	-	-	-	-	-	-	2	3
CO4	3	3	2	2	2	-	-	-	-	-	-	-	-	-	-	2	3
CO5	3	3	3	3	3	1	-	-	-	-	-	-	-	-	-	3	3
Average	2.8	2.8	2.6	2.6	2.6	1	-	-	-	-	-	-	-	-	-	2.6	2.8

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPA303A

Human Resource Metrics and Analytics

Semester - III
4H - 3C

Instruction Hours/week

L:4 T:0 P:0

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

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

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Relate the conceptual understanding of the HR metrics and analytics	Analyze
CO2	Understand the importance of HR metrics and analytics in measuring HR's impact and drive business results.	Understand
CO3	Identify the right HR metrics and aligning HR and business goals.	Knowledge
CO4	Develop metrics into analytics for effective management decisions and align to Strategic decision making.	Create
CO5	Displaying behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, analyzing, planning and team work	Apply

UNIT I: HR ANALYTICS**8 HOURS**

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**10 HOURS**

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**10 HOURS**

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**10 HOURS**

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**10 HOURS**

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).

TOTAL: 48 HOURS**TEXT BOOKS:**

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.

REFERENCE BOOKS:

1. Dipak Kumar Bhattacharyya(2017), *HR Analytics: Understanding Theories and Applications*, Sage Texts.
2. Ramesh Soundararajan, Kuldeep Singh (2016), *Winning on HR Analytics: Leveraging Data for Competitive Advantage*, Sage Texts.
3. Jac Fitz-Enz and John R. Mattox II (2014), *Predictive Analytics for Human Resources*, Wiley India.

E- RESOURCE:

1. <https://business.wfu.edu/>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3		-	-	-		2	-	-	2	-		-	-		2	
CO2	-	2	-	-	-	2	-	-	-	-	-	2		2	-	-	-
CO3	2	-	-	-	-		-	2	-	-	2	-	-	-	-	-	-
CO4	-	-	2	-	3		-	-	-	-	2	-	-	-	-	2	-
CO5	-	2		-	-	2	-	-	-	-	-	-	-	-	-	-	-
Average	2.5	2	2	-	3	2	2	2	-	2	2	2	-	2	-	2	-

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPA303B

Marketing Analytics

Semester - III
4H - 3C

Instruction Hours/week L:4 T:0 P:0 Marks: Internal: 40 External: 60 Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To understand the conceptual understanding of the marketing metrics and analytics.
- To know 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 analyze the size of the opportunity for growth and begin to identify the methods to achieve it the value of the different shopper groups.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Summarizing the conceptual understanding of the marketing metrics and analytics	Understand
CO2	Understand the importance of marketing metrics and analytics in measuring marketing's impact and drive business results.	Understand
CO3	Identify the right marketing metrics and aligning HR and business goals.	Remember
CO4	Examining metrics into analytics for effective management decisions and align to Strategic decision making.	Apply
CO5	Experimenting behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, analysing, planning and team work	Evaluate

UNIT I: MARKETING ANALYTICS AND MARKETING METRICS 10 HOURS

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 10 HOURS

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 10 HOURS

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 10 HOURS

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 8 HOURS

Non-Financial Measures - Brand Awareness, Test-drive, Churn, CSAT- Customer Satisfaction, Acceptance Rate / take-off, Customer Life time value estimation financial measures – ROMI, Web Analytics - Search Engine Optimization- Tracking the success of SEO. Cost per click, Transaction Conversion Ratio, Return on Dollar spend (ROA), Bounce rate, Word of Mouth (WOM).

TOTAL: 48 HOURS

TEXT BOOKS:

1. Stephen Sorger (2013). *Marketing Analytics: Strategic Models and Metrics*, 1st 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)

REFERENCE BOOKS:

1. Wayne L. Winston (2014). *Marketing Analytics: Data-Driven Techniques with Microsoft Excel*, 1st Edition, Wiley India.
2. Brea Cesar (2018). *Marketing and Sales Analytics: Proven Techniques and Powerful Applications from Industry Leaders*, 1st Edition, Pearson Education.
3. Rajkumar Venkatesan, Paul Farris, Ronald T. Wilcox(2014). *Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands On Learning*, 1st Edition, Pearson (FT Press Analytics)

E- RESOURCE:

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

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3		-	-	-		2	-	-	2	-		-	-		2	
CO2	-	2	-	-	-	2	-	-	-	-	-	2		2	-	-	-
CO3	2	-	-	-	-		-	2	-	-	2	-	-	-	-	-	-
CO4	-	-	2	-	3		-	-	-	-	2	-	-	-	-	2	-
CO5	-	2		-	-	2	-	-	-	-	-	-	-	-	-	-	-
Average	2.5	2	2	-	3	2	2	2	-	2	2	2	-	2	-	2	-

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPA303C

Big Data Analytics

Semester - III
4H - 3C

Instruction Hours/week

L:4 T:0 P:0

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To know the conceptual understanding of big volume of data and its utilization in decision making.
- To comprehend the industry usage of big data in different functions across sectors.
- To apply the appropriate tools and techniques for analyzing the big data.
- To analyze Big Data and the New School of Marketing, Digital Marketing and Web Analytics.
- To test the Discrete Probability distribution, Continuous Probability distribution and Random sampling from Probability Distribution.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understanding the conceptual understanding of big volume of data and its utilization in decision making.	Understand
CO2	Summarizing on the industry usage of big data in different functions across sectors.	Understand
CO3	Understand and apply the appropriate tools and techniques for analyzing the big data.	Understand
CO4	Examining the behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, analysing, planning and team work	Apply
CO5	Understand Big Data and the New School of Marketing	Understand

UNIT I: BIG DATA ANALYTICS AND BIG DATA TECHNOLOGY 10 HOURS

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, Crowd sourcing Analytics, Inter- and Trans-Firewall Analytics, Mobile Business Intelligence

UNIT II: BIG DATA – INDUSTRY USERS 10 HOURS

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 10 HOURS

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 8HOURS

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 10 HOURS

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.

TOTAL: 48 HOURS**TEXT BOOKS:**

1. EMC Education Services (2015). *Data Science and Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting Data*
2. Seema Acharya, Subhashini Chellappan (2015). *Big Data and Analytics (WIND)*, Wiley India.

REFERENCE BOOKS:

1. Bart Baesens (2014). *Analytics in a Big Data World: The Essential Guide to Data Science and its Applications*, Wiley India.
2. Bernard Marr (2016), *Big Data in Practice : How 45 Successful Companies Used Big Data Analytics to Deliver Extraordinary Results*, Wiley India,
3. Mayank Bhushan (2018), *Big Data and Hadoop- Learn by Example*, BPB Publications.

E- RESOURCE:

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

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-		2	-	-	-	-	-	2	-
CO2	-	-	-	-	-	2	-	-	-	-	-	2	-	2	-	-	-
CO3	-	-	-	-	-	-	-	2	-	-	3	-	-	-	-		-
CO4	-	2	-	-	3	-	-		-	-	2	-	-	-	-	2	-
CO5	-	-	-	-	-	-	-		-	-		-	-	-	-		-
Average	2	2	-	-	3	2	-	2	-	2	2.5	2	-	2	-	2	-

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPA303D

Financial Analytics

Semester - III
4H - 3C

Instruction Hours/week

L:4 T:0 P:0

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To understand 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 maximize return and minimize risk.
- To evaluate the overview of time series analysis and box-Jenkins methodology.
- To test the association rules and supervised learning.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the conceptual understanding of the financial metrics and analytics	Understand
CO2	Choose appropriate tools and techniques for analyzing the finance data and apply the same.	Apply
CO3	Analyze financial data and make decisions to Maximize return and minimize risk.	Analyze
CO4	Examining behavior and performance that demonstrates enhanced competence in decision- making, group leadership, oral and written communication, analyzing, planning and teamwork	Create
CO5	Understand Association and Classification for finance data	Understand

UNIT I: DATA SCIENCE –FINANCE**8 HOURS**

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**10 HOURS**

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**10 HOURS**

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**10 HOURS**

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

UNIT V: FINANCIAL MODELS**10 HOURS**

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

TOTAL: 48 HOURS**TEXT BOOKS:**

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

REFERENCE BOOKS:

1. John C. Hull and Sankarshan Basu (2018), *Options, Future & Other Derivatives*, Pearson Education.
2. Sheldon Natenberg (2014), *Option Volatility and Pricing: Advanced Trading Strategies and Techniques*, 2nd Edition, MC Graw Hill.

E- RESOURCE:

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

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	1
Average	2	2	-	-	2	-	-	-	-	-	-	-	-	-	-	-	1

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPA303E

Data Mining and Data Warehousing

Semester - III
4H - 3C

Instruction Hours/week L:4 T:0 P:0 Marks: Internal: 40

External: 60 Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To understand the concept of Data Warehouse and its significance.
- To Apply the knowledge of hardware and operational design of data warehouses
- To obtain the knowledge of planning the requirements for data warehousing.
- To Analyze the types of the data mining techniques and its application
- To Comprehend on the concept of knowledge discovery process and its application

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the basic principles, concepts and applications of data warehousing and data mining,	Understand
CO2	Comprehend the importance of Processing raw data to make it suitable for various data mining algorithms.	Understand
CO3	Visualize the techniques of clustering, classification, association finding, feature selection and its importance in analysing the real-world data.	Knowledge
CO4	Understand the Conceptual, Logical, and Physical design of Data Warehouses OLAP applications and OLAP deployment	Understand
CO5	Examining behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, analysing, planning and team work.	Apply

UNIT I: DATA WAREHOUSING**10 HOURS**

Meaning and Significance – Differences between operational database systems and data Warehouse 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**10 HOURS**

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**8 HOURS**

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**10 HOURS**

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 Binarization, Data Transformation; Measures of similarity and dissimilarity-Basics.

UNIT V: KNOWLEDGE DISCOVERY PROCESS AND CLUSTERING**10 HOURS**

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.

TOTAL: 48 HOURS**TEXT BOOKS:**

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.

REFERENCE BOOKS:

1. Daniel T. Larose, Chantal D. Larose (2015), *Discovering Knowledge in Data: An Introduction to Data Mining*, 2nd Edition, Wiley, New Delhi.
2. Mehmed Kantardzic (2017), *Data Mining: Concepts, Models, Methods and*

Algorithms, 2nd Edition, Wiley, New Delhi.

- Gordon S. Linoff, Michael J.A. Berry (2012), *Data Mining Techniques: For Marketing, Sales and Customer Relationship Management*, 3rd Edition, Wiley, New Delhi.

E- RESOURCE:

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

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3		-	-	-	-	2	-	-	2	-	-	-	-	-	2	-
CO2	-	2	-	-	-	2	-	-	-	-	-	2	-	2	-	-	-
CO3	2	-	-	-	-		-	2	-	-	3	-	-	-	-	-	2
CO4	-	-	2	-	3		-	-	-	-	2	-	-	-	-	2	
CO5	-	2	-	-		2	-	-	-	2	-	-	-	-	-	-	2
Average	2.5	2	2	-	3	2	2	2	-	2	2.5	2	-	2	-	2	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPE303A

Managing Startups

Semester - III
4H - 3C

Instruction Hours/week

L:4 T:0 P:0

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To inculcate among student's 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.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Summarize the evolution and recent trends of entrepreneurship, and identify factors affecting entrepreneurial growth.	Understand
CO2	Demonstrate creativity and innovation in business ideation and team formation.	Apply
CO3	Analyze the concept and features of venture capital financing, digital marketing, and strategic decision-making.	Analyze
CO4	Develop and pitch viable business plans, including financial and human resource planning.	Create
CO5	Understand intellectual property protection and the legal acts governing business in India.	Understand

UNIT I: THE EVOLUTION OF ENTREPRENEURSHIP AND STARTUPS 10 HOURS

The evolution of the concept of entrepreneurship and Start-ups. Recent Trends in Entrepreneurship, Factors affecting Entrepreneurial Growth. Opportunity Recognition, Types of start-ups, New and Emerging Start-up areas, Start-ups in Indian Scenario. Green Start-ups.

UNIT II: IDEATION AND CREATIVITY 10 HOURS

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 AND MARKETING 10 HOURS

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 AND BUSINESS PLANNING**10 HOURS**

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 AND LEGAL ASPECTS 8 HOURS

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

TOTAL: 48 HOURS**TEXTBOOKS:**

1. Machiraju, H. R. (2008). *Introduction to Project Finance*. Vikas Publishing House.
2. Chandra, P. (2009). *Project Preparation, Appraisal, Budgeting, and Implementation*. Tata McGraw-Hill.
3. Barringer, B. R., & Ireland, R. D. (2012). *Entrepreneurship: Successfully Launching New Ventures*. Pearson Education, India.
4. Drucker, P. F. (2007). *Innovation and Entrepreneurship: Practice and Principles*. Elsevier.
5. Khandwalla, P. N. (2003). *Corporate Creativity*. Tata McGraw-Hill.

REFERENCE BOOKS:

1. Longenecker, J. G., Petty, J. W., Palich, L. E., & Hoy, F. (2011). *Small Business Management: Launching and Growing Entrepreneurial Ventures* 17th Edition, Cengage Learning.
2. Charantimath, P. M. (2005). *Entrepreneurship Development and Small Business*

Enterprises. Pearson Education.

3. McGrath, R. G., & MacMillan, I. C. (2000). *The Entrepreneurial Mindset: Strategies for Continuously Creating Opportunity in an Age of Uncertainty*. Harvard Business Review Press.
4. Ries, E. (2011). *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. Crown Business.
5. Kawasaki, G. (2004). *The Art of the Start: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything*. Portfolio.

E-Resources:

1. https://onlinecourses.nptel.ac.in/noc20_ge08/preview
2. https://onlinecourses.nptel.ac.in/noc20_mg35/preview
3. <https://nptel.ac.in/courses/110107074/>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2
CO3	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	2
CO4	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	2
CO5	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	2
Average	2	2	2	2	2	-	-	-	-	-	-	-	-	-	-	2	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPE303B

Social Entrepreneurship

Semester – III
4H – 3C

Instruction Hours/week

L:4 T:0 P:0

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To understand social entrepreneurship, including scanning opportunities, business models, social innovation, and applying learning lifelong, while analysing real cases to grasp the dynamics involved.
- To design strategies for the successful implementation of social entrepreneurship ideas, including selecting and screening business ideas, and assessing and prioritizing opportunities for social entrepreneurs and social innovation.
- To understand the systematic process to select and screen a business idea, and assess and prioritize opportunities for social entrepreneurs and social innovation.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Summarize social entrepreneurship, scanning opportunities, business models, and social innovation.	Understand
CO2	Analyze real cases of social entrepreneurship and understand the dynamics involved.	Analyze
CO3	Design strategies for the successful implementation of social entrepreneurship ideas.	Create
CO4	Understand the systematic process to select and screen a business idea for social entrepreneurship.	Understand
CO5	Assess and prioritize opportunities for social entrepreneurs and social innovation.	Evaluate

UNIT I: SOCIAL ENTREPRENEURSHIP**10 HOURS**

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**10 HOURS**

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**10 HOURS**

Profit and non-profit Proprietorships – partnership - company -non-Governmental organization - 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- CAPTL/FUNDING/FINANCING**10 HOURS**

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 though 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**8 HOURS**

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

TOTAL: 48 HOURS

TEXT BOOKS:

1. Bornstein, D. (2016). *Social Entrepreneurship: What Everyone Needs To Know®*. Oxford University Press, New Delhi.
2. Reddy, R. K. (2016). *Social Entrepreneurship: Working towards Greater Inclusiveness* 1st Edition, SAGE Publications India Private Limited, New Delhi.
3. Bornstein, D. (2007). *How to Change the World: Social Entrepreneurs and the Power of New Ideas* 2nd Edition, OUP, USA.
4. Brinckerhoff, P. C. (2000). *Social Entrepreneurship: The Art of Mission-Based Venture Development* 1st Edition, John Wiley & Sons.
5. Osberg, S., Huffington, A., & Martin, R. L. (2015). *Getting Beyond Better: How Social Entrepreneurship Works*. Harvard Business School Publishing.

REFERENCE BOOKS:

1. Hemingway, C. A. (2014). *Corporate Social Entrepreneurship: Integrity Within (Business, Value Creation, and Society)*. Cambridge University Press.
2. Haber, J. (2016). *The Business of Good: Social Entrepreneurship and the New Bottom Line*. Entrepreneur Press.
3. Yunus, M. (2011). *Building Social Business*, Perseus Books Group.
4. Iba, T., Shimomukai, E., & Nakamura, S. (2015). *Change Making Patterns: A Pattern Language for Fostering Social Entrepreneurship*, Lulu.com

E-Resources:

1. <https://archive.nptel.ac.in/courses/110/107/110107094/>
2. https://onlinecourses.swayam2.ac.in/cec24_mg08/preview

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	2
Average	2	2	2	2	-	2	-	-	-	-	-	-	-	-	-	-	2

1-Low; 2-Medium; 3-High; '-' No Correlation

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To Explain how financing for entrepreneurship is done.
- To Guide students in project planning and appraisal.
- To Analyze the various sources of finance and concepts of venture capital, and understand the evaluation of leasing proposals.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Explain the concepts of financing for entrepreneurship, project planning, and appraisal.	Understand
CO2	Guide the project planning and appraisal process in entrepreneurial finance.	Apply
CO3	Analyze the various sources of finance, including venture capital and leasing proposals.	Analyze
CO4	Evaluate the concepts of venture capital, hire purchase, and leasing.	Evaluate
CO5	Assess the preparation of financing plans for entrepreneurial ventures.	Evaluate

UNIT I: PROJECT PLANNING AND PROJECT APPRAISAL**10 HOURS**

Concepts of Capital Expenditures - Importance and difficulties - Phases of Capital Budgeting - Levels of Capital Budgeting - Estimation of Project Cash Flows - Expenditures - Time Value of Money - Payback Period - NPV of Inflows - IRR Concepts - Cost of Acquiring Capital - Planning of Portfolio - Risk Analysis - Economic Risk - Industry Risk - Company Risk - Financial Risk.

UNIT II: SOURCES OF FINANCE**10 HOURS**

Various Sources of Finance Available: Long Term Sources - Equity Shares, Preference Shares, and Debentures - Kinds - Private Placements - IPO - SEBI - FDI - Institutional Finance - Banks - IDBI, IFCI, IIBI, ICICI, SIDBI, SFCs in India - Merchant Banks in India - NBFCs in India - Their Way of Financing in India for Small and Medium Businesses.

UNIT III: SHORT TERM SOURCES**8 HOURS**

Short Term Sources: Banks and Financial Institutions that Give Short Term Finance - Bills Discounting - Factoring - Working Capital - Concepts - Importance - Cash Management - Inventory Management - Receivables Management - Sources of Working Capital.

UNIT IV: VENTURE CAPITAL, HIRE PURCHASE, AND LEASING**10 HOURS**

Venture Capital - Meaning - Origin - Importance - Venture Capital in India - Benefits. Hire Purchase - Concept - Evaluation of Hire Purchase Proposals - Leasing - Overview - Tax Aspects - Lease Accounting - Evaluation of Leasing Proposals.

UNIT V: PREPARING THE FINANCING PLAN**10 HOURS**

General Considerations - Construction Financing - Long Term Financing - Withholding Tax Considerations - Estimating the Borrowing Capacity of a Project - Loan Repayment Parameters - Borrowing Capacity - Assuming Full Drawdown Immediately Prior to Project Completion & Periodic Loan Drawdowns - Applications to Hypothetical High-Speed Rail Project.

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Chandra, P. (2008). *Projects: Planning, Analysis, Selection, Implementation, and Review*, 7th Edition, Tata McGraw-Hill.
2. Khan, M. Y. (2011). *Indian Financial Systems*, 7th Edition, Tata McGraw-Hill.
3. Bhole, L. M., & Mahakud, J. (2011). *Financial Institutions and Markets*, 5th Edition, Tata McGraw-Hill.

REFERENCE BOOKS:

1. Gordon, E., & Natarajan, K. (2010). *Financial Markets*, 2nd Edition, Himalaya Publishing House.
2. Bhalla, V. K. (2008). *Investment Management*, 19th Edition, S. Chand Publishing.
3. Finnerty, J. D. (2007). *Project Financing: Asset-Based Financial Engineering*, 2nd Edition, John Wiley & Sons.

E-Resources:

- <https://nptel.ac.in/courses/127105007>
- https://onlinecourses.nptel.ac.in/noc24_ge15/preview
- https://onlinecourses.nptel.ac.in/noc23_mg46/preview

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	2	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-
CO2	2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	3
CO3	-	3	-	-	2	-	-	-	-	-	-	-	-	-	-	-	2
CO4	-	-	2	-	-	-	2	-	-	-	-	-	-	-	-	-	3
CO5	-	-	-	-	-	3	-	2	-	-	-	-	-	-	-	-	2
Average	2.5	2.5	2	-	2	3	2	2	-	-	-	-	-	-	-	2	2.5

1-Low; 2-Medium; 3-High; '-' No Correlation

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To understand innovation and creativity management from the perspective of obtaining a sustainable competitive advantage and integrating innovation into the business strategy.
- To acquire skills in idea generation, target markets, and the “value proposition.”
- To gain confidence in problem-solving with innovation and creativity at the core.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand innovation and creativity management for competitive advantage.	Understand
CO2	Apply skills in idea generation and targeting markets effectively.	Apply
CO3	Analyze problems with innovation and creativity-focused solutions.	Analyze
CO4	Develop personal branding and explore career opportunities confidently.	Create
CO5	Demonstrate leadership abilities in entrepreneurial contexts.	Apply

UNIT I: DYNAMICS OF BUSINESS ENVIRONMENT**8 HOURS**

Dynamics of Business Environment: India and Global - Industry 4.0 - Growth of Knowledge Economy - Ecological changes influencing business - Potential at the Bottom of the Pyramid

UNIT II: INNOVATION AND CREATIVITY**10 HOURS**

Innovation and creativity- meaning, Types of innovations, features, and need. Creativity: need and significance Latest innovations in manufacturing and service sectors. Creativity in Innovation - Creativity - meaning, Creativity Process - Components of creative performance - Types of creativity and Techniques of creative problem solving - Design Thinking: Solution based approach to problem solving

UNIT III: INNOVATION IN ENTREPRENEURSHIP**10 HOURS**

Innovation in Entrepreneurship: Innovation: Meaning and significance of innovation - Types of innovation - Innovation Diffusion theory - Innovation in Organizations - Drivers of Innovation - Bottom up and Top-down Innovation - Horizontal versus vertical innovation

UNIT IV: DIMENSION OF INNOVATIONS**10 HOURS**

Dimension of Innovations: Innovation Eco-system in India and in select few countries - Social Innovation - Grassroots Innovation - Frugal Innovation- Case studies in India and abroad - Global Innovation: Global Innovation Index framework, GII (Case studies of Indian and global organizations)

UNIT V: KNOWLEDGE AND CREATIVE INNOVATION**10 HOURS**

Innovation and Knowledge Tacit and explicit knowledge - Knowledge as a public good National Innovation System. Regional Innovation System. Centre of Innovation, Incubation and Entrepreneurship- An expert Interview, Entrepreneurship: Role of stimulating creativity, Creative teams and managerial responsibilities, Innovation and entrepreneurship: Creativity and Innovations in Start Ups.

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Munshi, P. (2009). *Making Breakthrough Innovations Happen*. Marico Innovation Foundation.
2. Radjou, N., & Prabhu, J. (2015). *Frugal Innovation*. Hachette India.
3. Radjou, N., & Prabhu, J. (2012). *Jugaad Innovation*. Random House India.

REFERENCE BOOK:

1. Luchs, M. G. (2015). *Design Thinking: New Product Development Essentials from the PDMA*, Wiley.

E-RESOURCES:

- https://onlinecourses.nptel.ac.in/noc21_mg63/preview
- <https://nptel.ac.in/courses/110107094>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	-
CO2	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	3	-	-	-	-	-	-	-	-	-	-	-	-
Average	3	3	3	3	3	-	-	-	-	-	-	-	-	-	-	3	-

1-Low; 2-Medium; 3-High; '-' No Correlation

PREREQUISITE:**Not Required****COURSE OBJECTIVES (CO):**

- To understand the concept of family business, managing family business, and formulation of succession planning.
- To comprehend the importance of family culture and its uniqueness in fostering generational entrepreneurship.
- To understand effective governance of the shareholder and firm relationship.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the nature, importance, and uniqueness of family businesses.	Understand
CO2	Analyze the role of family culture in fostering generational entrepreneurship.	Analyze
CO3	Evaluate governance mechanisms in managing the shareholder-firm relationship.	Evaluate
CO4	Assess succession planning strategies and challenges in family businesses.	Evaluate
CO5	Examine the influence of lifecycle stages on family business strategies.	Understand

UNIT I: THEORIES ON FAMILY BUSINESS**8 HOURS**

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**10 HOURS**

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**10 HOURS**

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**10 HOURS**

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**10 HOURS**

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

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Poza, E. J. (2015). *Family Business* 4th Edition, Cengage Learning.
2. Leach, P. (2007). *Family Businesses: The Essentials*. Profile Books.
3. Kuber, G., & Pande, V. (2019). *The Tatas: How a Family Built a Business and a Nation* 1st Edition, Harper Business.
4. Aronoff, C. E., & Ward, J. L. (2011). *Family Business Governance: Maximizing Family and Business Potential*. Palgrave Macmillan.
5. Aronoff, C. E., Astrachan, J. H., & Ward, J. L. (2010). *Developing Family Business Policies: Your Guide to the Future*. Palgrave Macmillan.

REFERENCE BOOKS:

1. Aronoff, C. E., & Astrachan, J. H. (2010). *Developing Family Business Policies: Your Guide to the Future*. Palgrave Macmillan.
2. Munshi, P. (2008). *Making Breakthrough Innovations Happen*. Marico Innovation Foundation.
3. Radjou, N., & Prabhu, J. (2015). *Frugal Innovation*. Hachette India.

E-Resources:

- https://onlinecourses.swayam2.ac.in/imb23_mg62/preview
- <https://archive.nptel.ac.in/courses/110/105/110105083/>
- <https://nptel.ac.in/courses/110101167>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	2	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-
CO2	2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	3
CO3	-	3	-	-	2	-	-	-	-	-	-	-	-	-	-	-	2
CO4	-	-	2	-	-	-	2	-	-	-	-	-	-	-	-	-	3
CO5	-	-	-	-	-	3	-	2	-	-	-	-	-	-	-	-	2
Average	2.5	2.5	2	-	2	3	2	2	-	-	-	-	-	-	-	2	2.5

1-Low; 2-Medium; 3-High; '-' No Correlation

End Semester Exam: 3 Hours**PREREQUISITE:**

- As a postgraduate student know what the companies expect to ensure on-time product and service delivery to customers using supply chain professional,

COURSE OBJECTIVES (CO):

- To understand the performances of each individual driver are monitored.
- To an understanding of the primary differences between logistics and supply chain management
- To understand the individual processes of supply chain management and their interrelationships within individual companies and across the supply chain
- To understanding of the management components of supply chain management

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Learn about the planning of logistics and supply chain management	Apply
CO2	Evaluate performance of logistics	Evaluate
CO3	Organize the implementation of lean logistics	Apply
CO4	Design the mapping for supply chain management	Create
CO5	Evaluate the performance of supply chain management	Evaluate

UNIT I: PRINCIPLES AND STRATEGIES**8 HOURS**

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**10 HOURS**

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**10 HOURS**

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.

UNITIV: SUPPLY CHAIN CONTROL**10 HOURS**

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

UNITV: SPECIAL ASPECTS OF EXPORT LOGISTICS**10 HOURS**

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.

TEXT BOOKS:

1. Bowersox & Closs, (2017). *Logistical Management*, McGraw-Hill Companies.
2. Martin Christopher, (2016). *Logistics & Supply chain management*.
3. Burt, Dobbler, Starling,(2016). *World Class Supply Management*, TMH.

REFERENCE BOOKS

1. Donald J Bowersox, David J Closs, *Logistical Management*, TMH
2. Pierre David, *International Logistics*”, Biztantra.
3. Sunil Chopra, Peter Meindl, *Supply Chain Management*, Pearson Education, India.
4. Mohanty (2018)., *Essentials of Supply Chain Management*, Jaico Publishing House.

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	-	-	-	-	-	-	-	-	2	-	-	-	-	-	2	-
CO2	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-	-
CO3	-	2	-	-	-	-	-	3	-	-	-	-	-	-	-	-	-
CO4	2	-	-	3	-	-	-	-	-	-	2	-	-	-	-	3	-
CO5	-	-	-		2	-	-		2	-		-	-	-	-		-
Average	2.5	2		3	2	-	-	3	2	2	2	-	-	2	-	2.5	-

1-Low; 2-Medium; 3-High; '-' No Correlation

End Semester Exam: 3 Hours**PREREQUISITE:**

- Students who have passion about learning business, trade, management should opt for the Export/Import Management course. Students who love learning about sales and marketing can pursue export and import can opt for this management courses.

COURSE OBJECTIVES (CO):

- To the program gives a foundation to participants who seek a career in international markets.
- To focus on international trade barriers and risk management.
- To understand the export& import management.
- To understand the documentation involved in export and import management.

COURSE OUTCOMES (COS):

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

COs	Course Outcomes	Blooms Level
CO1	Programs will help to understand concept of foreign exchange.	Understand
CO2	Students would be aware of the documentation Procedures for Export Import.	Remember
CO3	Students would have appreciated the role of export/import process in the globalized world market.	Understand
CO4	Students would have a broad over view of the export-import process and its related literature and research streams.	Understand
CO5	Student shall also develop network thinking in regards to export.	Apply

UNIT I: INTRODUCTION TO EXIM**10 HOURS**

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

UNIT II: EXIM DOCUMENTATION**8 HOURS**

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

UNIT III: MODES OF TRANSPORTATION**10 HOURS**

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

UNIT IV: EXPORT PROCEDURES**10 HOURS**

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**10 HOURS**

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

TOTAL: 48 HOURS**TEXT BOOKS**

1. JustinPaul & Rajiv Aserkar (2010). *Export Import Management: Oxford University Press*
2. Rama Gopal C (2007). *Export Import Procedures-Documents And Logistics*, New Age International

REFERENCE BOOK:

3. UshaKiran Rai, (2007). *Export-Import and Logistics Management*, PHI Learning Pvt. Ltd.

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	-	-	-	-	-	-	-	-	2	-	-	-	-	-	2	-
CO2	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-	-
CO3	-	2	-	-	-	-	-	3	-	-	-	-	-	-	-	-	-
CO4	2	-	-	3	-	-	-	-	-	-	2	-	-	-	-	3	-
CO5	-	-	-	-	2	-	-	-	2	-	-	-	-	-	-	-	-
Average	2.5	-	-	3	2	-	-	3	2	2	2	-	-	2	-	2.5	-

1-Low; 2-Medium; 3-High; '-' No Correlation

End Semester Exam: 3 Hours**PREREQUISITE:**

- The students should have knowledge on the operations of domestic logistics service. The involvement in the movement of goods through a single country. Compliance with local requirements and regulations. LTL transport, air, rail, or other models of transportation

COURSE OBJECTIVES (CO):

- To focus on international trade barriers and risk management.
- To understand the Export & import Management.
- To understand the documentation involved in export and import management.
- To familiarizestudentswiththeprocessofinternationalcustomsclearanceoperations.

COURSE OUTCOMES (COS):

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

COs	Course Outcomes	Blooms Level
CO1	Analytical Understanding of Various Modes of Transportations	Understand
CO2	Knowledge of Air Cargo Management	Remember
CO3	Analytical Understanding of Processes at Air Cargo operations	Understand
CO4	Competency for Shipment Planning	Understand
CO5	Knowledge of Air Freight and Shipments	Remember

UNIT I: TRANSPORTATION AND LOGIC**8 HOURS**

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 land medium, long and continental transportation features of logistics Transportation.

UNIT II: RAILWAY AND LOGISTICS CONTOURS**10 HOURS**

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 III: ROADWAYS AND LOGISTICS CONTOURS**10 HOURS**

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 IV: AIR TRANSPORTATION**10 HOURS**

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 V: LOGISTICS SEGMENTATION**10 HOURS**

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. Dynamic Component for Continuous Internal Assessment only: Contemporary Developments to the course during the semester concerned

TOTAL: 48 HOURS**TEXT 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.

REFERENCE BOOKS:

1. MOSWest. (2005). *Transportation and Cargo Security*, Prentice Hall.
2. Ritter, Barrett and Wilson, (2006). *Securing Global Transportation Networks*, McGraw Hill.

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1		-	-	-	-	-	-	-	-		-	-	-	2	2	-	2
CO2	3	-	-	-	-	-	-	-	-	3	-	-	-	-		-	
CO3		-	-	-	-	-	2	-	-	-	-	-	-	-	3	-	
CO4	2	-	-	-	-	2	-	-	-	-	-	2	-	-	-	-	3
CO5		-	3	-	-	-	-	-	2	-	-		-	-	-	-	
Average	2.5	-	3	-	-	2	2	-	2	3	-	2	-	2	2.5	-	2.5

1-Low; 2-Medium; 3-High; '-' No Correlation

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

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

- The post Graduates must know the importance of procurement, warehouse management, logistics, and inventory management for creating an optimized supply chain.

COURSE OBJECTIVES (CO):

- To provide advance understanding about the procurement management and sourcing
- To help the students understand the processes in effective procurements & sourcing.
- To provide 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

COURSE OUTCOMES (COS):

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

Cos	Course Outcomes	Blooms Level
CO1	Understanding the importance and components of Procurements for SCM.	Understand
CO2	Application of Processes of Procurements for Effective SCM and Logistics	Create
CO3	Recognize the principles of warehouse or store's location and layout whilst applying proper stock flow, rotation and recording.	Remember
CO4	Appreciate the role of procurement plays in an organization	Understand
CO5	The student would be able to understand the various functions of Warehouse and also about its various types and their advantages.	Understand

UNIT 1: PROCUREMENT**8 HOURS**

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**10 HOURS**

Framework of Procurement Management: 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**10 HOURS**

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**10 HOURS**

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: TYPES OF WAREHOUSES**10 HOURS**

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.

TOTAL: 48 HOURS

TEXT BOOKS :

1. Parasram, (2010). *In Co terms Exports Coartind and Pricing with Practical Guide to in Co-Terms*, 1st Edition, Jain Book, 6th Edition.
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.

REFERENCE BOOK :

1. Muller, M. (2011). *Essentials of Inventory Management*, 2nd Edition, American Management Association.

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	-	-	-	-	-	-	-	-	-	-	-	-	-	2	2	-	2
CO2	3	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-	-
CO3		-	-	-	-	-	2	-	-	-	-	-	-	-	3	-	-
CO4	2	-	-	-	-	2	-	-	-	-	-	2	-	-	-	-	3
CO5	-	-	3	-	-		-	-	2	-	-		-	-	-	-	-
Average	2.5	-	3	-	-	2	2	-	2	3	-	2	-	2	2.5	-	2.5

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPL303E

Port and Airport Management for Logistics

Semester – III
4H - 3C

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

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

- The students must be familiar with the operating procedures, norms, and performance analysis of logistics at ports and airports

COURSE OBJECTIVES (CO):

- To learn port structure, functions and operations.
- To understand the airport management for logistics.
- To analyse the course how ports are organized, managed, planned, and how ports interface with the logistics chain.

COURSE OUTCOMES (COS):

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

COs	Course Outcomes	Blooms Level
CO1	Students gain the knowledge of Port and Airport Management For Logistics.	Remember
CO2	Identify the interface of ports with logistics and the position of ports in the supply chain.	Apply
CO3	Analyze port performance and relevant quality management systems.	Analyze
CO4	Analyze port charges and port competition related issues.	Analyze
CO5	Integrate port planning and development policies.	Evaluate

UNIT I: PORT STRUCTURE AND FUNCTIONS**10 HOURS**

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**10 HOURS**

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**8 HOURS**

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**10 HOURS**

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 imports. 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**10 HOURS**

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.

TOTAL :48 HOURS

TEXT 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.

REFERENCE BOOKS

1. MariaG.Burns. (2014). *Port Management and Operations*, CRS Press, U.K.
2. AlanE.Branch (2008). *Elements of Shipping*, Chapman and Hall, Fair play Publications, U.K.
3. De Monie (1989). *Measuring and Evaluating Port Performance and Productivity*, Unctad, New York.

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	2
CO2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-
CO3	-	2		-	-	-	3	-	-	-	-	-	-	-		-	-
CO4	2	-	3	-		-	-	-	-	-	-	2	-	-	-	-	3
CO5	-	-	-	-	2	-	-	-	2	-	-	-	-	-	-	-	
Average	2	2	3	-	2	-	3	-	2	2	-	2	-	-	2	-	2.5

1-Low; 2-Medium; 3-High; '-' No Correlation

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- 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 lifelong knowledge of tourism principles, policies, and practices to analyse current trends in both domestic and global tourism.

COURSE OUTCOMES (COS):

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

COs	Course Outcomes	Blooms Level
CO1	Comprehend on the potential of tourism industry in India	Apply
CO2	Understand the various elements of Tourism Management	Apply
CO3	Familiarize with the Tourism policies in the national and international context	Understand
CO4	Executing the knowledge of tourism principles, policies and practices lifelong	Apply
CO5	Show enhanced competence in decision-making, leadership, communication, critical thinking, analysis, planning, and teamwork.	Apply

UNIT I: TOURISM; AN OVERVIEW**10 HOURS**

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**10 HOURS**

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**10 HOURS**

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**8 HOURS**

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**10 HOURS**

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.

TOTAL: 48 HOURS**TEXT BOOKS:**

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

REFERENCE BOOKS:

1. Charles R. Goeldner and J. R. Brent Ritchie, (2018). *Tourism Principles, Practices, Philosophies*, 12th Edition, Wiley.
2. John Fletcher, Alan Fyall, David Gilbert, Stephen Wanhill, (2018). *Tourism: Principles and Practice*, 6th Edition, Pearson.

3. Suzanne Cook, (2016). Tourism: The Business of Travel, 5th Edition, Pearson.

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	1	-	-	-	-	-	2	-	2	-
CO2	2	-	-	-	-	-	2	-	-	-	-	-	-	-	-	2	-
CO3	-		2	-	-	-	2	-	-	-	-	-	-	-	-	-	2
CO4	2	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-	-
CO5	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Average	2	-	2	-	-	-	2	1	2	-	-	-	-	2	-	2	2

1-Low; 2-Medium; 3-High; '-' No Correlation

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To understand the vast tourist resources of India and conceptualize diverse tour itineraries based on various 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

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Identify and classify diverse tourism products offered by India	Understand
CO2	Design innovative tourism packages showcasing India's cultural, natural, and heritage attractions	Apply
CO3	Evaluate the economic, social, and environmental impacts of tourism products in India.	Evaluate
CO4	Apply the knowledge of tourism resources, importance of tourist destination lifelong	Apply
CO5	Demonstrate effective communication skills in presenting and promoting tourism products.	Evaluate

UNIT I: TOURISM PRODUCTS**10 HOURS**

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

UNIT II: NATURAL RESOURCES**10 HOURS**

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**8 HOURS**

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

UNIT IV: MANMADE RESOURCES**10 HOURS**

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**10 HOURS**

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

TOTAL: 48 HOURS**TEXT BOOKS:**

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.

REFERENCE BOOKS:

1. V. B. Mathur, (2006). *Tourism Products of India*, 1st Edition, Kanishka Publishers.
2. S. S. Yadav, (2017). *Tourism Products of India*, 1st Edition, ABD Publishers.
3. H.K. Sharma, (2016). *Tourism Products of India*, 1st Edition, Dominant Publishers and Distributors.

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-	1
CO2	2	2	-	-	-	-	2	1	-	-	-	-	-	-	-	3	-
CO3	2	-	-	-	-	-	-	-	-	-	-	2	-	-	2	-	3
CO4	2	-	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-
CO5	2	-	-	2	-	-	-	-	-	-	-	-	-	-	-	2	-
Average	2	2	-	2	-	-	2	1	-	-	-	2	-	-	2	2.5	2

1-Low; 2-Medium; 3-High; '-' No Correlation

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

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not required

COURSE OBJECTIVES (CO):

- To Understand the dynamics of recreation products and their significance for tourism industry.
- To Familiarize with both the theoretical and practical issues of recreation management, and comprehend current 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.

COURSE OUTCOMES (COS):

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

COs	Course Outcomes	Blooms Level
CO1	Evaluate and implement strategies for sustainable recreation practices.	Evaluate
CO2	Comprehend with the theoretical and practical issues of recreation management	Apply
CO3	Understand the marketing trends in recreation	Understand
CO4	Apply the understanding of recreation products, recreation management and marketing recreation lifelong	Apply
CO5	Show advanced competence in decision-making, group leadership, communication, critical thinking, analysis, planning, and teamwork through your actions.	Create

UNIT I: RECREATION**10 HOURS**

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**10 HOURS**

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**10 HOURS**

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**8 HOURS**

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

UNIT V: TRENDS IN THE RECREATION INDUSTRY**10 HOURS**

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.

TOTAL: 48 HOURS**TEXT BOOKS:**

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.

REFERENCE BOOKS:

1. C. Michael Hall & Stephen J. Page, (2004). *The Geography of Tourism and Recreation Environment, Place and Space*, 4th Edition, Routledge.
2. William C. Gartner & David W. Lime, (2000). *Trends in Outdoor, Recreation, Leisure and Tourism*, 1st Edition, CABI.
3. Henderson, Karla A., (2015). *Leisure Services Management*, 2nd Edition, Sagamore Publishing.

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-
CO2	2	2	-	-	-	-	2	-	-	-	-	-	-	-	-	3	-
CO3	2	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2
CO4	2	-	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-
CO5	2	-	-	2	2	-	2	-	2	-	-	-	2	-	-	-	-
Average	2	2	-	2	2	-	2	-	2	-	-	-	2	-	-	2.5	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPT303D

Travel Agency and Tour Operations

Semester - III

4H - 3C

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

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To know the current trends and practices in the tourism and travel trade sector
- To study the business functions of travel agencies and tour operations, including tour packaging and pricing.
- To understand the roles of travel trade associations and the wholesale and retail travel agency business.

COURSE OUTCOMES (COS):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the current trends and practices in the tourism and travel trade sector.	Apply
CO2	Examine the influence of travel trade associations on policy-making and industry regulations.	Apply
CO3	Create compelling travel itineraries that cater to diverse customer preferences and interests.	Create
CO4	Analyze the factors influencing tour package design and pricing decisions	Analyze
CO5	Demonstrate knowledge of the collaborative efforts between travel trade associations and government bodies.	Evaluate

UNIT I: TRAVEL TRADE**10 HOURS**

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**8 HOURS**

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**10 HOURS**

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

UNIT IV: TOUR PACKAGING & PRICING**10 HOURS**

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**10 HOURS**

Objectives - Roles and functions of UFTAA, PATA, ASTA, TAAI, IATO, ATAOL, ADTOI, IAAI, FIYTO, TAFI.

TOTAL: 48 HOURS**TEXT BOOKS:**

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., (2017). *Travel Agency Management: An Introductory Text*, Anmol Publications Pvt. Ltd.
4. Negi, J., (2008). *Travel Agency Operations: Concepts and Principles*, Kanishka Publishers.

REFERENCE BOOKS:

1. Sunetra Roday, Archana Biwal, Vandana Joshi, (2009), *Tourism Operations and Management*, Oxford University Press.
2. Page, Stephen J., (2011). *Tourism Management: Managing for Change*, 6th Edition, Butterworth-Heinemann.

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	-	-	2	-	-	-	-	-	-	2	-
CO3	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2
CO4	-	2	-	-	-	-	2	-	2	-	1	-	2	-	-	-	2
CO5	2	-	-	-	-	-	-	-	-	-	1	-	-	-	-	2	-
Average	2	2	-	-	-	-	2	-	2	-	1	-	2	-	-	2	2

1-Low; 2-Medium; 3-High; '-' No Correlation

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To comprehend the theories and practices of ecotourism.
- To be familiar with the model of ecotourism projects; and significance of ecotourism.
- To understand the role of the regulatory bodies and society to preserve ecotourism.
- To gain knowledge in sustainable ecotourism and resource management, including understanding the role of the International Ecotourism Society.

COURSE OUTCOMES (COs):**At the end of this course, students will be able to**

COs	Course Outcomes	Blooms Level
CO1	Comprehend the theories and practices of ecotourism.	Apply
CO2	Familiar with the model of ecotourism projects; and significance of ecotourism.	Apply
CO3	Identify issues and challenges of conservation of ecotourism.	Understand
CO4	Understand the role of the regulatory bodies and society to preserve ecotourism.	Apply
CO5	Acquire knowledge in Ecotourism Development Agencies.	Apply

UNIT I: FUNDAMENTALS OF ECOLOGY**8 HOURS**

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**10 HOURS**

Evolution, Principles, Trends and Functions of Ecotourism - Mass Tourism Vs Ecotourism - Typology of Eco-tourists - Ecotourism Activities & Impacts -Western Views of Ecotourism - Qubec Declaration 2002 - Kyoto Protocol 1997 - Oslo Declaration 2007.

UNIT III: ECOTOURISM DEVELOPMENT**10 HOURS**

Sustainable Ecotourism - Resource Management - Socioeconomic Development - Ecotourism Policies, Planning and Implementation - Eco-friendly Facilities and Amenities - Carrying Capacity - Alternative Tourism -Responsible ecotourism Ecotourism Programming.

UNIT IV: CONSERVATION OF ECOTOURISM**10 HOURS**

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, Sunder ban Ecotourism Project, Kaziranga National Park, Run of Kutch, Nandadevi Biosphere Reserve, Corbett National Park, Gulf of Mannar, Kruger National Park, South Africa.

UNIT V: ECOTOURISM DEVELOPMENT AGENCIES**10 HOURS**

Role of the International Ecotourism Society - the UNWTO, UNDP, WWF - Department of Forest and Environment - Government of India, ATREE, equations.

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Fennel, D. A, (2104). *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 Eco restoration and Sustainable Development*, 1st Edition, New Central Book Agency.

REFERENCE BOOKS:

1. B. S. Badan H. Bhatt, (2 0 0 6). *Ecotourism*, Common wealth Publishers.
2. Ramesh Chawla, (2006). *Ecotourism and Development*, Sumit Enterprises.
3. Martha Honey, (2008). *Ecotourism and Sustainable Development: Who Owns Paradise?* 2nd Edition, Island Press.

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	1	-	-	-	-	-	2	-	2	-
CO2	2	-	-	-	-	-	2	-	-	-	-	-	-	-	-	2	-
CO3	-	-	2	-	-	-	2	-	-	-	-	-	-	-	-	-	2
CO4	2	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-	-
CO5	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Average	2	-	2	-	-	-	2	1	2	-	-	-	-	2	-	2	2

1-Low; 2-Medium; 3-High; '-' No Correlation

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To impart the basic knowledge about the Introduction to infrastructure.
- To understand the concept of Privatization of infrastructure.
- To understand the Valuation of Economic and demand risks.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the need and importance of infrastructure in India and identify key sectors in infrastructure.	Understand
CO2	Analyze the challenges and benefits of privatization in various infrastructure sectors.	Analyze
CO3	Evaluate the different types of risks involved in infrastructure projects and legal and contractual issues.	Evaluate
CO4	Apply risk management frameworks and sustainable practices in infrastructure project planning and execution.	Apply
CO5	Illustrate innovative design and maintenance techniques for infrastructure facilities and their impact.	Analyze

UNIT I: INTRODUCTION**10 HOURS**

Introduction to infrastructure - Need and importance of infrastructure in India - Overview of power sector - Overview of water supply and sanitation sector-Overview of road, rail, air and port transportation sectors-Overview of telecommunication sector-Overview of rural and urban infrastructure-Introduction to special economic zones-Organizations and players in infrastructure field -Overview of infrastructure project finance.

UNIT II: INFRASTRUCTURE PRIVATIZATION**8 HOURS**

Privatization of infrastructure in India - Benefits of privatization-Problems with privatization Challenges in privatization of water supply projects- Challenges in privatization of power sector projects – Challenges in privatization of road transportation projects.

UNIT III: RISKS IN INFRASTRUCTURE PROJECTS**10 HOURS**

Economic and demand risks, political risks, socio-economic risks and cultural risks in infrastructure projects -Legal and contractual issues in infrastructure projects- Challenges in construction of infrastructure projects.

UNIT IV: RISK MANAGEMENT FRAMEWORK**10 HOURS**

Planning to mitigate risk-Designing sustainable contracts-Introduction to fair process and negotiation-Negotiation with multiple stakeholders - Sustainable development- Information technology and systems for successful management.

UNIT V: DESIGN & MAINTENANCE OF INFRASTRUCTURE**10 HOURS**

Innovative design and maintenance of infrastructure facilities- Modeling and life cycle analysis techniques-Capacity building and improving Government's role in implementation Integrated framework for successful planning and management.

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Raina, V. K. (2005). *Construction management practice – The inside story*. Tata McGraw Hill Publishing Limited.
2. Feigenbaum, L. (2002). *Construction scheduling with Primavera Project Planner*. Prentice Hall.
3. Hudson, W. R., Haas, R., & Uddin, W. (2013). *Infrastructure management: Integrating design, construction, maintenance, rehabilitation, and renovation*. McGraw Hill Publisher.
4. Chandra, P. (2006). *Projects – Planning, analysis, selection, implementation, review*. Tata McGraw Hill Publishing Company Ltd.
5. Joy, P. K. (1992). *Total project management - The Indian context*, Macmillan India Ltd.

REFERENCE BOOKS:

1. The High Powered Expert Committee, (2011). *Report on Indian urban infrastructure and services*.
2. India Infrastructure Research, (2011). *Urban water development in India*.
3. CPHEEO (2012). *Manual on sewerage and sewage treatment*, Ministry of Urban Affairs

and Employment, Govt. of India. New Delhi

E-RESOURCES:

- <https://archive.nptel.ac.in/courses/105/106/105106188/>
- <https://nptel.ac.in/courses/105106149>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	2
Average	2	2	2	2	-	2	-	-	-	-	-	-	-	-	-	-	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPI303B

Contracts and Arbitration

Semester - III

4H - 3C

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

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To impart the basic knowledge about the contracts in construction industry.
- To understand the concept of laws related to construction industry.
- To understand the arbitration of engineering contracts.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the fundamentals of engineering contracts, including definitions, types, and clauses.	Understand
CO2	Summarize the laws related to the construction industry, including labor and industrial laws.	Understand
CO3	Illustrate the process and procedures of arbitration in engineering contracts.	Analyze
CO4	Explain the concepts and statutory background of negotiation, mediation, and conciliation in the construction industry.	Understand
CO5	Evaluate the alternate dispute resolution mechanisms and their application in the Indian judicial system.	Evaluate

UNIT I: INTRODUCTION TO CONTRACTS IN CONSTRUCTION INDUSTRY

10 HOURS

Brief details of engineering contracts -Definition, types and essentials of contracts and clauses for contracts - Preparation of tender documents and contract documents – Issues related to tendering process- Awarding contract, e-tendering process - Time of performance- Provisions of contract law - Breach of contract - Performance of contracts - Discharge of a contract- Indian contract Act 1872 - Extracts and variations in engineering contracts – Risk management in contracts.

UNIT II: LAWS RELATED TO CONSTRUCTION INDUSTRY

8 HOURS

Labor and industrial laws - Payment of wages act, contract labor - Workmen's compensation act - Insurance, industrial dispute act- Role of RERA

UNIT III: ARBITRATION OF ENGINEERING CONTRACTS

10 HOURS

Background of Arbitration in India - Indian Arbitration Act 1937 - UNCITRAL model law. Forms of arbitration - Arbitration agreement - Commencement of arbitral proceedings -Constitution of arbitral tribunal - Institutional procedure of arbitration - Impartiality and independence of arbitrator's jurisdiction of arbitral tribunal - Interim measures – Enforcement of awards.

UNIT IV: NEGOTIATION, MEDIATION AND CONCILIATION

10 HOURS

Concepts and purpose - Statutory back ground ADR and mediation rules - Duty of mediator and disclose facts - Power of court in mediation.

UNIT V: ALTERNATE DISPUTE RESOLUTION

10 HOURS

Structure of Indian Judicial - The arbitration and reconciliation ordinance 1996 – Dispute resolution mechanism under the Indian judicial system - Litigation in Indian courts – Case studies.

TOTAL: 48 HOURS

TEXT BOOKS:

1. American Arbitration Association, (2007). *Construction industry arbitration rules and mediation procedures*.
2. Collex, K, (1982), *Managing construction contracts*, Reston Publishing Company.
3. Eastern Book Company, (2008). *Arbitration and Conciliation Act 1996*.
4. International Federation of Consulting Engineers (FIDIC) documents, (2009). Geneva.
5. Gajaria, G. T. (1985). *Laws relating to building and engineer's contracts*, M.M. Tripathi Pvt Ltd.
6. Horgon, M. O., & Roulston, F. R. (1988). *Project control of engineering contracts*, E and FN Spon.

REFERENCE BOOKS:

1. Krishna Sharma, M., Oinam, M., & Kaushik, A. (2009). *Development and practice of arbitration in India - Has it evolved as an effective legal institution*. CDDR, Stanford.
2. Park, W. B. (1978). *Construction bidding for projects*. John Wiley.

3. Namavati, R. (2013). *Professional practice*. Anuphai Publications, Lakhani Book Depot.
4. Vasavada, B. J. (1996). *Engineering contracts and arbitration*.

E-Resources:

- <https://nptel.ac.in/courses/129106006>
- <https://nptel.ac.in/courses/110105159>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2
CO2	-	3	2	-	-	-	-	-	-	-	-	-	-	-	-	-	3
CO3	-	-	3	-	2	-	-	-	-	-	-	-	-	-	-	-	3
CO4	-	-	-	3	-	2	-	-	-	-	-	-	-	-	-	-	2
CO5	-	-	-	-	-	-	3	-	-	-	-	-	-	-	-	3	3
Average	3	2.5	2.5	3	2	2	3	-	-	-	-	-	-	-	-	3	3

1-Low; 2-Medium; 3-High; '-' No Correlation

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To understand the basic concepts of project and process management, including key functions and organizational structures.
- To develop skills in project time management, resource management, and resource optimization through various tools and techniques.
- To explore emerging trends in project management, including agile methodologies and the use of modern project management tools.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Explain the basic concepts of project and process management.	Understand
CO2	Develop effective project plans using principles of project time management.	Apply
CO3	Evaluate different categories of resource management and apply resource optimization techniques.	Evaluate
CO4	Analyze project costs and optimize resource allocation using advanced techniques.	Analyze
CO5	Discuss and apply emerging trends in project management, including AGILE methodologies.	Apply

UNIT I: PROJECT AND IT'S PROCESS**10 HOURS**

Define project and process -Boundaries of project - Objectives and functions of project management -Characteristics and types of projects -Organization structure / styles -Roles of project management group - Project management office and its role - Project knowledge area - Project integration- Process group interaction -project flow - Project life cycle Influencing factors. - Case study.

UNIT II: PROJECT TIME MANAGEMENT**10 HOURS**

Project scope management - Work break down structure - Activity/Task – Events - Case study - Project planning tools - Rolling wave planning - Gantt charts, Milestone chart, Program progress chart- Creating milestone plan - Project network- Fulkerson's rules - A-OA and A-O-N networks - Analyze project time- Critical path method (deterministic approach) - Activity oriented network analysis- 80-20 rule- Case study - Type of time estimates & square network diagram - Project updating and monitoring- Case study - Estimate time- Program Evaluation & Review Technique (Probabilistic approach)- Event oriented network analysis Optimistic, pessimistic and most likely time - Degree of variability in average time - Probabilistic estimate - % utilization of resources.

UNIT III: RESOURCE MANAGEMENT**8 HOURS**

Types of Resource- Time, Men, Material, Machinery, Money, Space - Balancing of resource - Resource smoothing technique- Time constraint - Resource leveling technique- Resource constraint- Case study.

UNIT IV: RESOURCE OPTIMIZATION**10 HOURS**

Types of cost – Direct, indirect and total cost - Variation of cost with time - Schedule compression techniques- Crashing, fast tracking & Re-estimation- Crash time and crash cost - Optimize project cost for time and resource - CPM cost model - Life cycle assessment - Impacts and economical assessment - Life cycle cost- Maintenance and operation -Life cycle forecasting – Concept and applications.

UNIT V: EMERGING TRENDS IN PROJECT MANAGEMENT**10 HOURS**

AGILE Project management and Project Management using latest tools- Case study.

TOTAL: 48 HOURS**TEXTBOOKS:**

1. Wiest, J. D., & Levy, F. K. (1994). *A management guide to PERT/CPM*. Prentice Hall of India Publishers Ltd.
2. Punmia, B. C., & Khandelwal, K. K. (1989). *Project planning and control with PERT/CPM*. Laxmi Publications.
3. Srinath, L. S. (2008). *PERT & CPM- Principles and applications*. Affiliated East West Press Pvt., Ltd.
4. Sengupta, B., & Guha, H. (1995). *Construction management and planning*. Tata McGraw Hill.
5. SangaReddi, S., & Meiyappan, P. L. (1990). *Construction management*. Kumaran Publications.

REFERENCE BOOKS:

1. A guide to the project management body of knowledge (PMBOK Guide) ,4th Edition. (2008). *An American National Standard*, ANSI/PMI 990001-2008.
2. AIRMIC, ALARM, & IRM. (2002). *A risk management standard*. AIRMIC Publishers.
3. Dixon, G. (2011). *Service learning and integrated collaborative project management*. Project Management Journal, 42-58. DOI:10.1002/pmi.

E-Resources:

1. <https://nptel.ac.in/courses/110105167>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	2	1	-	1	-	-	-	-	-	-	-	-	-	-	3	2
CO2	3	3	2	2	2	-	-	-	-	-	-	-	-	-	-	2	3
CO3	2	2	-	2	1	-	-	-	-	-	-	-	-	-	-	2	2
CO4	1	1	2	3	2	-	-	-	-	-	-	-	-	-	-	2	3
CO5	2	3	2	2	3	-	-	-	-	-	-	-	-	-	-	2	3
Average	2.2	2.2	1.7	2.25	1.8	-	-	-	-	-	-	-	-	-	-	2.2	2.6

1-Low; 2-Medium; 3-High; '-' No Correlation

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To impart the basic knowledge about human resources management.
- To understand the concept of labour legislation.
- To understand the valuation of various categories of safety management.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Explain the fundamental principles of Human Resources Management.	Understand
CO2	Analyze the implications of Labor Legislation in the construction industry.	Analyze
CO3	Evaluate different approaches to Safety Management in construction.	Evaluate
CO4	Apply principles of Safety Implementation in construction practices.	Apply
CO5	Discuss the importance and application of Quality Management in Construction.	Analyze

UNIT I: HUMAN RESOURCES MANAGEMENT**10 HOURS**

Introduction - Concept- Growth - Role and function - Manpower planning for construction companies - Line and staff function - Recruitment, selection, placement, induction and training; over staffing; Time office and establishment functions; wage and salary administration - Discipline - Separation process.

UNIT II: LABOR LEGISLATION**10 HOURS**

Labor laws- Labor law relating to construction industry- Interstate migration- Industrial relations- Collective bargaining- Worker's participation in management - Grievance handling - Discipline - Role of law enforcing agencies and judiciary -Women in construction industry.

UNIT III: SAFETY MANAGEMENT**8 HOURS**

Importance of safety- Causes of accidents -Responsibility for safety - Role of various parties in safety management -Safety benefits- Approaches to improve safety in construction for different works - Measuring safety.

UNIT IV: SAFETY IMPLEMENTATION**10 HOURS**

Application of ergonomics to the construction industry - Prevention of fires at construction site- Safety audit.

UNIT V: QUALITY MANAGEMENT IN CONSTRUCTION**10 HOURS**

Importance of quality - Elements of quality - Quality characteristics- Quality by design - Quality conformance -Contractor quality control - Identification and traceability - Continuous chain management - Brief concept and application - Importance of specifications- Incentives and penalties in specifications - Workmanship as a mark of quality - Final inspection - Quality assurance techniques - Inspection, testing, sampling - Documentation - Organization for quality control, Cost of quality - Introduction to TQM, Six sigma concept- ISO 14000 in quality management.

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Arya, A. (2011). *Human Resources Management – Human Dimensions in Management*. Organizational Development Programme Division – New Delhi, March 24-26, 2011.
2. Arya, A. (n.d.). *Essence of Labour Laws*. Retrieved from <http://www.odiindia.in/about-the-books.pdf>
3. Arya, A. (1998). *Discipline & Disciplinary Procedure*. Organisation Development Institute.
4. Arya, A. (1999). *Management Case Studies – An Analytical and Developmental Tool*. Organisation Development Institute, New Delhi.
5. Coulter, C., & Coulter, J. J. (1989). *The Complete Standard Handbook of Construction Management*. Prentice Hall.
6. Dwivedi, R. S. (1987). *Human Relations and Organizational Behaviour*. BH.

REFERENCE BOOKS:

1. Grant, E. L., & Leavenworth, R. S. (1984). *Statistical Quality Control*. McGraw Hill.
2. O'Brien, J. J. (1989). *Construction Inspection Handbook – Quality Assurance and Quality Control*. Van Nostrand.
3. Farrilaro, J. J. (1987). *Handbook of Human Resources Administration*. McGraw Hill (International Edition).
4. Juran, F. M., & Gryna, F. M. (1982). *Quality Planning and Analysis*. Tata McGraw Hill.
5. Malik, P. L. (2010). *Handbook of Labour & Industrial Law*. Eastern Book Company.
6. Manoria, C. B. (1992). *Personnel Management*. Himalaya Publishing House.

E-Resources:

- <https://nptel.ac.in/courses/110105069>
- <https://nptel.ac.in/courses/110101010>
- <https://nptel.ac.in/courses/110103506>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	2	1	-	1	-	-	-	-	-	-	-	-	-	-	3	2
CO2	3	3	2	2	2	-	-	-	-	-	-	-	-	-	-	2	3
CO3	2	2	-	2	1	-	-	-	-	-	-	-	-	-	-	2	2
CO4	1	1	2	3	2	-	-	-	-	-	-	-	-	-	-	2	3
CO5	2	3	2	2	3	-	-	-	-	-	-	-	-	-	-	2	3
Average	2.2	2.2	1.7	2.3	1.8	-	-	-	-	-	-	-	-	-	-	2.2	2.6

1-Low; 2-Medium; 3-High; '-' No Correlation

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To understand the basic principles of economics and financial management in the context of construction projects.
- To analyze market structures and their implications for the construction industry.
- To evaluate alternative investments using financial analysis techniques relevant to construction projects.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Explain the concept of Time Value of Money and its application in construction project financing.	Understand
CO2	Analyze different market structures and their impact on construction economics.	Apply
CO3	Evaluate alternative investments using financial analysis tools like Present Worth, Rate of Return, and Benefit/Cost Analysis.	Analyze
CO4	Discuss the principles and practices of funds management in construction projects.	Understand
CO5	Apply costing techniques in construction accounting and management.	Analyze

UNIT I: - BASIC PRINCIPLES**10 HOURS**

Time Value of Money - Cash flow diagram - Nominal and effective Interest - Continuous interest - Nominal and effective interest- continuous interest. Single Payment Compound Amount Factor (P/F, F/P) – Uniform series of Payments (F/A, A/F, F/P, A/P)– Problem time zero (PTZ)- equation time zero (ETZ). Constant increment to periodic payments – Arithmetic Gradient (G), Geometric Gradient (C))

UNIT II: - MARKET STRUCTURE AND CONSTRUCTION ECONOMICS**8 HOURS**

Types of Market Structure in the Construction Industry – Markets and the competitive environment Perfect competition -. Monopolistic competition - Oligopoly - Monopoly – Characteristics and economic Profit – Construction Economics – BOOT, BOT, BOO Methods - Depreciation – Inflation Taxes

UNIT III: - EVALUATING ALTERNATIVE INVESTMENTS**10 HOURS**

Present worth analysis, Annual worth analysis, Future worth analysis, Rate of Return Analysis (ROR) and Incremental Rate of Return (IROR) Analysis, Benefit/Cost Analysis, Break Even Analysis - Replacement Analysis- Equipment Replacement Analysis.

UNIT IV: - FUNDS MANAGEMENT**10 HOURS**

Project Finance - Sources - Working capital management- Inventory Management- Mortgage Financing-- Interim construction financing - Security and risk aspects

UNIT V: - ECONOMICS OF COSTING**10 HOURS**

Construction accounting-Chart of accounts- Meaning and definition of costing - Types of costing - Methods of calculation (Marginal costing, cost sheet, budget preparation) – Equipment Cost Replacement Analysis - Role of costing technique in real estate and infrastructure management.

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Pandey, I. M. (2012). *Financial management* 12th Edition. Vikas Publishing House Pvt. Ltd.
2. Prasanna Chandra. (2012). *Financial management* 9th Edition. Tata McGraw Hill.
3. Samuelson, P. A., Nordhaus, W. D., Chaudhuri, S., & Sen, A. (2010). *Economics* 19th Edition. Tata McGraw Hill.
4. Blank, L. T., & Tarquin, A. J. (1988). *Engineering economy* 4th Edition. McGraw Hill.
5. Patel, B. M. (2000). *Project management: Strategic financial planning, evaluation and control*. Vikas Publishing House Pvt. Ltd.
6. Shrivastava, U. K. (2000). *Construction planning and management* 2nd Edition. Galgotia Publications Pvt. Ltd.

REFERENCE BOOKS:

1. Blank, L. T. (1988). *Engineering economy* 4th Edition. McGraw Hill.
2. Harris, F., & McCaffer, R. (2013). *Modern construction economics: Theory and application*. Routledge.
3. Chan, A. P. C., & Yeung, J. F. Y. (2005). *Construction project financial management*. Spon Press.
4. Smith, D. (2008). *Economics of construction*. Palgrave Macmillan.

E-Resources:

- <https://nptel.ac.in/courses/105103023>
- <https://nptel.ac.in/courses/110107144>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	3	-	-	-	-	-	-	-	-	-	-	-	3
Average	3	3	3	3	3	-	-	-	-	-	-	-	-	-	-	-	3

1- Low; 2-Medium; 3-High; '-' No Correlation

Instruction Hours/week: L:3 T:0 P:0 Marks: Internal:40 External:60 Total:100

End Semester Exam:3Hours

PREREQUISITE:

Not required

Course Objectives (CO):

- To train learners to crack competitive exams
- To enhance their ability to speak in English and face an interview.
- To make the student apply, prepare and clear the competitive exams.
- To prepare the student to concentrate, stay positive and confident.
- To take even failure at ease and continue the target of clearing competitive exams.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Execute the grammatical elements in competitive exams	Apply
CO2	Identify the various skills to build a strong outer relationship	Understand
CO3	Analyse logical reasoning questions	Analyse
CO4	Execute the process of sharing the general knowledge with use of proper communication	Apply
CO5	Translate the correct structure of sentence from one language to other	Understand

UNIT I: Grammar **8 HOURS**

Number-Subject, Verb and Agreement-Articles-Sequences of Tenses-Common Errors

UNIT II: Word Power **7 HOURS**

Idioms and Phrases-One word substitution-Synonyms-Antonyms-Words often confused

UNIT III: Paragraph **7 HOURS**

Expansion of an idea

UNIT IV: Writing **7 HOURS**

Essay- Letters-Memos-Agenda-Resume writing

UNIT V: Speaking **7 HOURS**

Public Speaking-Group Discussion-Interview-Spoken English

TOTAL:36 HOURS**TEXT BOOK**

1. Saraswathi,V. and Maya K. Mudbhatkal (2014). *English for Competitive Examinations*, Emerald: Chennai.

E-RESOURCES:

1. <https://www.ef.com/wwen/english-resources/english-idioms/>
2. <https://www.talkenglish.com/speaking/listbasics.aspx>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	-	-	3	-	-	3	-	-	-	-	-	-	-	-	-	-	-
CO2	-	-	-	-	-	-	-	3	-	-	-	-	-	-	-	-	-
CO3	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	3	3	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Average		2.5	3	3	3	3	-	3	-	-	-	-	-	-	-	-	

1-Low; 2-Medium; 3-High; '-' No Correlation

Instruction Hours / Week: L:3 T:0 P:0**Marks: Internal:40 External:60 Total:100
End Semester Exam: 3Hours****PREREQUISITE:**

- Basic understanding of financial management principles.

COURSE OBJECTIVES (CO):

- To familiarize students with the concept of Investment Planning and its methods.
- To examine the scope and methods of Personal Tax Planning.
- To analyze Insurance Planning and its relevance.

COURSE OUTCOMES (COs):**At the end of this course, Students will be able to**

COs	Course Outcomes	Blooms Level
CO1	Familiarize with regard to the concept of Investment Planning and its methods	Understand
CO2	Examine the scope and ways of Personal Tax Planning;	Analyze
CO3	Analyze Insurance Planning and its relevance	Analyze
CO4	Develop an insight in to retirement planning and its relevance.	Create
CO5	Construct an optimal portfolio in real life situations	Create

UNIT I: INTRODUCTION TO FINANCIAL PLANNING**7 HOURS**

Financial goals, Time value of money, steps in financial planning, personal finance/loans, education loan, car loan & home loan schemes. Introduction to savings, benefits of savings, management of spending & financial discipline, Net banking and UPI, digital wallets, security and precautions against Ponzi schemes and online frauds such as phishing, credit card cloning, skimming.

UNIT II: INVESTMENT PLANNING**7 HOURS**

Process and objectives of investment, Concept and measurement of return & risk for various assets class, Measurement of portfolio risk and return, Diversification & Portfolio formation. Gold Bond; Real estate; Investment in Greenfield and brownfield Projects; Investment in fixed income instruments- financial derivatives& Commodity market in India. Mutual fund schemes including SIP; International investment avenues.

UNIT III: PERSONAL TAX PLANNING**7 HOURS**

Tax Structure in India for personal taxation, Scope of Personal tax planning, Exemptions and deductions available to individuals under different heads of income and gross total income, Special provision u/s 115BAC vis-à-vis General provisions of the Income-tax Act, 1961. Tax avoidance versus tax evasion.

UNIT IV: INSURANCE PLANNING**7 HOURS**

Need for Protection planning. Risk of mortality, health, disability and property. Importance of Insurance: life and non-life insurance schemes. Deductions available under the Income-tax Act for premium paid for different policies.

UNIT V: RETIREMENT BENEFITS PLANNING**8 HOURS**

Retirement Planning Goals, Process of retirement planning, Pension plans available in India, Reverse mortgage, New Pension Scheme. Exemption available under the Income-tax Act, 1961 for retirement benefits.

TOTAL: 36 HOURS**TEXT BOOKS:**

1. Indian Institute of Banking & Finance. (2017). *Introduction to Financial Planning*, Taxmann Publication., New Delhi.
2. Pandit, A. (2014). *The Only Financial Planning Book that You Will Ever Need*, Network Publications Ltd., Mumbai.

REFERENCE BOOKS:

1. Sinha, M. (2008). *Financial Planning: A Ready Reckoner*, McGraw Hill Education, New York.
2. Halan, M. (2018). *Let's Talk Money: You've Worked Hard for It, Now Make It Work for You*, Harper Collins Publishers, New York.
3. Tripathi, V. (2017). *Fundamentals of Investment*, Taxmann Publication, New Delhi.

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	-	-	-	3	-	-	-	-	-	3	-	-	-	3	3	3
CO2	3	-	-	-	3	-	-	-	-	-	3	-	-	-	3	-	-
CO3	3	-	-	-	3	-	-	-	2	-	3	-	-	-	3	3	3
CO4	3	-	-	-	3	-	-	-	2	-	3	-	-	-	3	3	3
CO5	3	-	1	-		-	-	-	2	-	3	-	-	-	3	-	-
Average	3	-	1	-	3	-	-	-	2	-	3	-	-	-	3	3	3

1-Low; 2-Medium; 3-High; '-' No Correlation

		Semester III
25MBAPOE301	Organizational Behaviour	3H-2C
Instruction Hours/week: L:3 T:0 P:0		Marks: Internal:40 External:60 Total:100
End Semester Exam: 3 Hours		

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- 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 evaluate 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, group and team work to managing the conflict between members of the organization

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Connect organizational behavior issues in the context of the organizational behavior theories and concepts.	Understand
CO2	Assess the behavior of the individuals and groups in organization and manage the stress.	Apply
CO3	Categorize team, power, politics and conflict arising between the members.	Analyze
CO4	Explain how organizational change and culture affect the working relationship within organizations.	Evaluate
CO5	Plan and exhibit the communications skills to convey the thoughts and ideas of case analysis to the individuals and group.	Analyze

UNIT I: ORGANIZATION BEHAVIOR INTRODUCTION**7 HOURS**

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 AND PERSONALITY**7 HOURS**

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.

UNIT III: PERCEPTION**7 HOURS**

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**7 HOURS**

Foundation of Group Behavior - Concept of Group - 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 AND STRESS MANAGEMENT**8 HOURS**

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.

TOTAL: 36 HOURS**TEXT BOOKS:**

1. Fred Luthans. (2017). *Organizational Behavior: An Evidence - Based Approach*, 12th Edition, McGraw Hill Education, New Delhi.
2. Steven Mcshane and Mary Ann Von Glinow (2017), *Organizational Behavior*, 6th Edition, McGraw Hill Education, New Delhi
3. 3. Robbins,S. P, and Judge,T.A.(2016). *Organizational Behaviour*, 16th Edition, Prentice Hall of India, New Delhi

REFERENCE BOOKS:

1. 1.Laurie J. Mullins (2016). *Management and Organisational behaviour*, 10th Edition, Pearson Education, New Delhi
2. 2.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/>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	-
CO3	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	-	-	-	3	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	3	-	-	-	-	-	-	-	-	-	-	-	2	-
Average	-	-	2	3	2	-	3	-	-	-	-	-	-	-	-	2.5	-

1-Low; 2-Medium; 3-High; '-' No Correlation

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To enable the understanding of RPA and the types of variables.
- To create expertism in handling the User Events and various types of Exceptions and strategies.
- To demonstrate the Deployment of the Robot and to maintain the connection.

COURSE OUTCOMES (COs):

Upon completion of this course, the student will be able to:

COs	Course Outcomes	Blooms Level
CO1	Explain the RPA and the ability to differentiate it from other types of automation.	Understand
CO2	Analyze the different types of variables, Control Flow and data manipulation techniques.	Analyze
CO3	Summarize Image, Text and Data Tables Automation.	Understand
CO4	Evaluate the User Events and its types of Exceptions and strategies.	Evaluate
CO5	Illustrate the deployment of the robot and to maintain the connection.	Apply

UNIT I: INTRODUCTION TO ROBOTIC PROCESS AUTOMATION**8 HOURS**

Scope and techniques of automation, Robotic process automation - What can RPA do? Benefits of RPA, Components of RPA, RPA platforms, The future of automation.

RPA Basics: History of Automation - What is RPA - RPA vs Automation - Processes & Flowcharts - Programming Constructs in RPA - What Processes can be Automated - Types of Bots - Workloads which can be automated - RPA Advanced Concepts - Standardization of processes - RPA Development methodologies - Difference from SDLC - Robotic control flow architecture - RPA business case - RPA Team - Process Design Document/Solution Design Document – Industries best suited for RPA - Risks & Challenges with RPA - RPA and emerging ecosystem.

UNIT II: RPA TOOL INTRODUCTION AND BASICS**7 HOURS**

Introduction -The User Interface - Variables - Managing Variables - Naming Best Practices - The Variables Panel - Generic Value Variables - Text Variables True or False Variables - Number Variables - Array Variables - Date and Time Variables Data Table Variables - Managing Arguments - Naming Best Practices - The Arguments Panel - Using Arguments - About Imported Namespaces - Importing New Namespaces- Control Flow - Control Flow Introduction - If Else Statements - Loops - Advanced Control Flow - Sequences - Flowcharts - About Control Flow - Control Flow Activities - The Assign Activity - The Delay Activity - The Do While Activity - The If Activity - The Switch Activity - The While Activity - The For Each Activity - The Break Activity - Data Manipulation- Data Manipulation Introduction - Scalar variables, collections and Tables -Text Manipulation - Data Manipulation - Gathering and Assembling Data

UNIT III: ADVANCED AUTOMATION CONCEPTS & TECHNIQUES**7 HOURS**

Recording Introduction - Basic and Desktop Recording - Web Recording - Input/output Methods - Screen Scraping - Data Scraping - Scraping advanced techniques - Selectors - Defining and Assessing Selectors - Customization - Debugging - Dynamic Selectors - Partial Selectors - RPA Challenge - Image, Text & Advanced Citrix Automation - Introduction to Image & Text Automation - Image based automation - Keyboard based automation - Information Retrieval - Advanced Citrix Automation challenges - Best Practices - Using tab for Images - Starting Apps - Excel Data Tables & PDF - Data Tables in RPA - Excel and Data Table basics - Data Manipulation in excel – Extracting Data from PDF - Extracting a single piece of data - Anchors - Using anchors in PDF.

UNIT IV: HANDLING USER EVENTS & ASSISTANT BOTS, EXCEPTION HANDLING**7 HOURS**

What are assistant bots? - Monitoring system event triggers - Hotkey trigger - Mouse trigger - System trigger - Monitoring image and element triggers - An example of monitoring email - Example of monitoring a copying event and blocking it - Launching an assistant bot on a keyboard event.

Exception Handling -Debugging and Exception Handling - Debugging Tools - Strategies for solving issues - Catching errors.

UNIT V: - DEPLOYING AND MAINTAINING THE BOT**7 HOURS**

Publishing using publish utility - Creation of Server - Using Server to control the bots - Creating a provision Robot from the Server - Connecting a Robot to Server - Deploy the Robot to Server - Publishing and managing updates - Managing packages - Uploading packages - Deleting packages.

TOTAL: 36 HOURS**TEXT BOOKS:**

1. Alok Mani Tripathi. (2018). *Learning Robotic Process Automation*, Packt Publishing.
2. Frank Casale , Rebecca Dilla, Heidi Jaynes , Lauren Livingston.(2015). *Introduction to Robotic Process Automation:a Primer*, Institute of Robotic Process Automation,1st Edition.
3. Richard Murdoch. (2018). *Robotic Process Automation: Guide to Building Software Robots*,

REFERENCE BOOKS:

1. Srikanth Merinda. (2018). *Robotic Process Automation Tools, Process Automation and their benefits: Understanding RPA and Intelligent Automation*, Consulting Opportunity Holdings LLC, 1st Edition.
2. Lim Mei Ying. (2018). *Robotic Process Automation with Blue Prism Quick Start Guide: Create software robots and automate business processes*, Packt Publishing, 1st Edition.

E-RESOURCES:

1. <https://www.uipath.com/rpa/robotic-process-automation>
2. <https://www.academy.uipath.com>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	-	-	-		2	-	-	2	-	-	-	-	-	-	-	-
CO2	-	-	-	-	-	3	-	-	3	-	-	-	-	-	-	-	-
CO3	-	-	-	3	-	-	2	-	3	-	-	-	-	-	-	-	-
CO4	2	2	-	-	-	-	2	1	2	-	-	-	-	-	-	-	-
CO5	-	2	1	2	-	-	-	-	-	-	-	-	-	-	-	-	-
Average	2.5	2	1	2.5	-	2.5	2	1	2.5	-	-	-	-	-	-	-	-

1-Low; 2-Medium; 3-High; '-' No Correlation

PREREQUISITE:

- Basics of Cyber Security.

COURSE OBJECTIVES (CO):

- To understand about computer forensics and investigations.
- To know about digital evidence, e-mail investigation, and Mobile device forensics.
- To analyse and validate forensics data.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Explain various investigation procedures and summarize duplication of digital evidence.	Evaluate
CO2	Apply the knowledge of digital evidences.	Apply
CO3	Design and develop various forensics tools and analyse the network forensics.	Analyze
CO4	Determine the systematic study of high-tech forensics	Evaluate
CO5	Analyze and validate digital evidence data	Analyze

UNIT I: COMPUTER FORENSICS AND INVESTIGATIONS**7 HOURS**

Computer forensics and investigations as a profession – Preparing for computer investigations – Taking a systematic approach–Procedures for corporate high-tech investigations–Data recovery work stations and software– Conducting an investigation.

UNIT II: DATA ACQUISITION**7 HOURS**

Data acquisition – Storage formats for digital evidence – Validating data acquisitions – Processing crime and incident scenes–Identifying digital evidence–Collecting evidence in private sector incident scenes – Preparing for search-seizing digital evidence at the scene-storing digital evidence –Reviewing a case.

UNIT III: COMPUTER FORENSICS TOOLS**7 HOURS**

Current computer forensics tools–Software tools–Hardware tools–The Macintosh file structure and boot process – Computer forensics analysis and validation – Addressing data –Hiding techniques.

UNIT IV: NETWORK FORENSICS**7 HOURS**

Virtual machines – Network forensics – Developing standard procedures – Live acquisitions – email investigations – Investigating e-mail crimes and violations – Understanding e-mail servers – Cell phone and mobile device forensics.

UNIT V: MOBILE DEVICE FORENSICS**8 HOURS**

Understanding mobile device forensics – Acquisition procedures –Report writing for high-tech investigations – Importance of reports – Guidelines for writing reports –Expert testimony in high-tech investigations.

TOTAL: 36 HOURS**TEXT BOOKS:**

1. Bill Nelson, Amelia Phillips and Christopher Steuart,(2018). *Computer Forensics and Investigations*, Cengage Learning, 5th Edition.
2. Eoghan Casey. (2017). *Handbook of Digital Forensics and Investigation*, 1st Edition, Academic Press.
3. John R Vacca, (2016). *Computer Forensics*, 2nd Edition, Cengage Learning.

REFERENCE BOOKS:

1. John R. Vacca, (2005), *Computer Forensics: Computer Crime Scene Investigation*, 2nd Edition Cengage Learning.
2. Marjie T Britz, (2008), *Computer Forensics and Cyber Crime: An Introduction*, 2nd Edition, Pearson Education.
3. Mari E-Helen Maras, (2014). *Computer Forensics: Cybercriminals, Laws, and Evidence*, 2nd Edition Jones & Bartlett Learning.

E-RESOURCES:

1. www.cps.brockport.edu/~shen/cps301/figures/figure1.pdf
2. www.forensicsguru.com/devicedataextractionsimcell.php
3. www.nptel.ac.in/courses/106101060
4. www.samsclass.info/121/ppt/ch11.ppt
5. www.garykessler.net/library/role_of_computer_forensics.html
6. www.ukessays.com/essays/information-technology/computer-forensics-and-crime-investigations-information-technology-essay.php

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	-	-	-		2	-	-	2	-	-	-	-	-	-	-	-
CO2	-	-	-	-	-	3	-	-	3	-	-	-	-	-	-	-	-
CO3	-	-	-	3	-	-	2	-	3	-	-	-	-	-	-	-	-
CO4	2	2	-	-	-	-	2	1	2	-	-	-	-	-	-	-	-
CO5	-	2	1	2	-	-	-	-	-	-	-	-	-	-	-	-	-
Average	2.5	2	1	2.5	-	2.5	2	1	2.5	-	-	-	-	-	-	-	-

1-Low; 2-Medium; 3-High; '-' No Correlation

Instruction Hours/week: L:3 T:0 P:0
Total:100

Marks: Internal:40 External:60

End Semester Exam: 3 Hours

PREREQUISITE:

- Algebra, Probability and Statistics, Digital Communication, Programming Skills.

COURSE OBJECTIVES (CO):

- To understand the communication channels and the importance of error correction.
- To explore the linear codes, self-orthogonal codes, and self-dual codes.
- To learn about the cyclic codes, their properties, and decoding methods.

COURSE OUTCOMES (COs):

Upon completion of this course, the student will be able to:

COs	Course Outcomes	Blooms Level
CO1	Understand the fundamental concepts of error detection, correction, and decoding in communication channels.	Understand
CO2	Apply the concepts of generator matrix and parity check matrix in encoding and decoding linear codes.	Apply
CO3	Analyze different types of codes, including Binary and Q-Ary Hamming codes, Golay codes, and MDS codes, for their error-correcting capabilities.	Analyze
CO4	Understand the definitions and properties of cyclic codes.	Understand
CO5	Apply BCH codes and Reed Solomon codes to various coding problems.	Apply

UNIT I: ERROR DETECTION, CORRECTION AND DECODING 7 HOURS

Communication channels – Maximum likelihood decoding – Hamming distance – Nearest neighbourhood minimum distance decoding – Distance of a code.

UNIT II: LINEAR CODES 7 HOURS

Linear codes – Self orthogonal codes – Self dual codes – Bases for linear codes – Generator matrix and parity check matrix – Encoding with a linear code – Decoding of linear codes – Syndrome decoding.

UNIT III: BOUNDS IN CODING THEORY 8 HOURS

The main coding theory problem – lower bounds - Sphere covering bound – Gilbert Varshamov bound – Binary Hamming codes – q-ary Hamming codes – Golay codes – Singleton bound and MDS codes – Plotkin bound.

UNIT IV: CYCLIC CODES 7 HOURS

Definitions – Generator polynomials – Generator matrix and parity check matrix – Decoding of Cyclic codes.

UNIT V: SPECIAL CYCLIC CODES 7 HOURS

BCH codes – Parameters of BCH codes – Decoding of BCH codes – Reed Solomon codes.

TOTAL: 36 HOURS

TEXT BOOKS:

1. Hill, H. (1986). *A first course in Coding theory*, OUP.
2. San Ling and Chaping Xing, (2004). *Coding Theory: A first course*, Cambridge University Press.

REFERENCE BOOKS:

1. Berlekamp, E.R. (1968). *Algebraic Coding Theory*, Mc Graw – Hill.
2. Lin, S. and Costello, D. J. (1983). *Error control Coding: Fundamentals and Applications*, Prentice – Hall, Inc., New Jersey.
3. Vera Pless, (1982). *Introduction to the Theory of Error Correcting Codes*, Wiley, New York.

E-RESOURCES:

1. <https://nptel.ac.in/courses/108104092>
2. <https://nptel.ac.in/courses/117106031>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	1	-	-	-	-	1	-	-	-	-	-	-	-	-	-	1
CO2	3	2	1	-	-	-	-	-	-	-	-	-	-	-	-	-	1
CO3	2	1	-	-	-	-	1	-	-	-	-	-	-	-	-	-	1
CO4	2	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
CO5	3	2	1	-	-	-	1	-	-	-	-	-	-	-	-	-	1
Average	2.4	1.4	1	-	-	-	1	-	-	-	-	-	-	-	-	-	1

1-Low; 2-Medium; 3-High; '-' No Correlation

Instruction Hours/week: L: 3 T: 0 P: 0

Marks: Internal: 40 External: 60 Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To create awareness about types and handling of domestic appliances
- To acquire knowledge about principle of operation, working and application of various domestic appliances.
- To gain the skills in assembly, repair, installation, testing and maintenance of domestic appliances.
- To acquire skills in entrepreneurship

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Repair maintenance of the basic electrical and electronics appliances	Apply
CO2	Identification to protective devices	Understand
CO3	Repair and maintenance of the split Vacuum Cleaner and washing machine	Analysis
CO4	Repair and maintenance of the electric fan & hair drier	Apply
CO5	Acquire knowledge about tools, equipment and Instruments	Understand

UNIT I: INSTRUMENTS AND TESTING**8 HOURS**

Introduction – voltage tester screwdriver – continuity test – insulation test – measurement of power for dc & ac circuits.

Electrical Cooking Appliances introduction – types – construction – electric toaster – types – automatic and non-automatic.

Electric Iron Box types – non-automatic – automatic – construction and working – comparison – trouble shooting – Steam iron box.

UNIT II: WATER HEATERS & COFFEE MAKERS**7 HOURS**

Water heater – function – types – electric kettle – immersion water heater – construction and working – storage water heaters – non pressure type – pressure type – construction and working – repairs & remedies – coffee maker – types – construction and working of percolator type.

UNIT III: ELECTRIC MIXER & EGG BEATERS**7 HOURS**

Electric mixer – function and its construction – general operating instruction – caution – cleaning – repairs and remedies – egg beaters – hand operated crank type – electric type and its construction.

UNIT IV: VACUUM CLEANER AND WASHING MACHINE**7 HOURS**

Vacuum cleaner – function – principle – main components – features – types - working – accessories - filters – repairing. washing machine – function – types – semi and fully automatic – top and front loading – washing technique – working cycle – construction and working of washing machine – comparison of top and front-loading machines – problems and remedies.

UNIT V: ELECTRIC FAN & HAIR DRIER**7 HOURS**

Fan – function – terminology – construction and working of ceiling & table fans –exhaust fan – general fault and remedy. hair drier – function – types – construction and working – safety features – repairs & remedies.

TOTAL: 36 HOURS**TEXT BOOKS:**

1. *Electrical Practical, Directorate General of employment & training (DGET),(2018)*. Arihant Publisher.
2. *Handbook of Repair and Maintenance of Domestic Electronics Appliances handbook* By Shashi Bhushan Sinha, BPB Publications.

REFERENCE BOOKS:

1. Dixon and Graham, *Electrical Appliance Manual–Hardcover*, ISBN 13: 9781859608005.
2. Graham and Dixon, (1995). *Electrical Appliances: The Complete Guide to the Maintenance and Repair of Domestic Electrical Appliances* (Haynes for Home DIY S.).
3. Shashi Bhushan Sinha, *Handbook of Repair and Maintenance of Domestic Electronics Appliances*.

E-RESOURCES:

1. <https://alison.com/courses?query=Electrical%20Appliance%20and%20Servicings#>.
2. <https://www.scribd.com/document/269725441/Electrical-Appliances-PDF>.

3. <https://www.unitec.ac.nz/career-and-study-options/electrical-and-electronics-engineering/electrical-appliance-serviceperson-eas>.

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	-	-	3	-	-	-	-	-	1	-	2	-	2	-	-	2	-
CO2	-	-	3	-	1	-	-	-	1	-	-	-	-	-	-	-	-
CO3	3	-	-	-	-	1	2	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	-	-		2	-	-	-	-	-	2	-	-	-	2
CO5	3	-	3	-	-	-	-	-	-	-	2	-	-	-	-	-	-
Average	3	-	3	-	1	1	2	-	1	-	2	-	2	-	-	2	2

1-Low; 2-Medium; 3-High; '-' No Correlation

24CHPOE301

Industrial Chemistry

Semester-III
3H-2C

Instruction Hours/week L: 3 T: 0 P: 0 Marks: Internal: 40 External: 60 Total: 100
External Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To gain the comprehensive process of cane sugar and paint production.
- To understand the physical and chemical properties, characteristics, and the manufacturing processes of glass and cement.
- To acquire the knowledge of rubber fabrication.

COURSE OUTCOMES (CO's):

Upon completion of this course, the student will be able to:

COs	Course Outcomes	Blooms Level
CO1	Illustrate comprehensive process of cane sugar production.	Understand
CO2	Apply the knowledge of paint classification, constituents and diverse applications.	Apply
CO3	Examine the physical and chemical properties of glass.	Analyze
CO4	Analyze the manufacturing processes of cement, including the wet and dry processes,	Analyze
CO5	Explain the rubber fabrication, including refining processes, fabrication methods, and vulcanization techniques.	Evaluate

UNIT I: SUGAR**8 HOURS**

Introduction, Manufacture of Cane Sugar - Extraction of juice, Purification of Juice, Defecation, Sulphitation, Carbonation, Concentration or Evaporation. Crystallization - Separation of crystals, drying, refining, recovery of sugar from Molasses, Bagasse. Manufacture of sucrose from beet root. Estimation of sugar, double sulphitation process, double carbonation.

UNIT II: PAINTS**8 HOURS**

Classification, constituents, setting of paints, requirements of a good paint. Emulsion, Latex, Luminescent, Fire retardant and Heat resistant paints. Methods of applying paints. Special applications and failures of paint. Varnishes - Introduction – Raw materials – Manufacture of varnishes.

UNIT III: GLASS**8 HOURS**

Introduction, Physical/Chemical properties, Characteristics of glass. Raw materials, methods of manufacture - formation of batch material, melting, shaping, annealing and finishing of glass.

UNIT IV: CEMENT**6 HOURS**

Introduction, raw materials, manufacture – Wet process, Dry process, reactions in kiln, setting of cement, properties and uses of cement. Plaster of Paris, Gypsum, Lime.

UNIT V: RUBBER**6 HOURS**

Introduction, Importance, types and properties of rubber. Refining of crude rubber, drawbacks of raw rubber. Rubber fabrication, vulcanization techniques.

TOTAL: 36 HOURS**TEXT BOOKS:**

1. Sharma, B.K. (2014). *Industrial Chemistry*, 14th Edition, Meerut: Goel Publishing House.
2. Vermani, O.P and Narula, A.K. (2016). *Industrial Chemistry*, Galgotia Publications Pvt Ltd., Delhi

REFERENCE BOOK:

1. Jain, P.C. and Monika Jain. (2016). *Engineering Chemistry*, 16th Edition, New Delhi: Dhanpat Rai Publishing Co. (Pvt) Ltd.

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	-	-	2	-	-	-	-	2	-	1	-	-	2	-	2	-
CO2	3	-	-	2	-	-	-	-	2	-	1	-	-	-	-	2	-
CO3	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	-
CO4	-	-	-	2	-	-	-	-	2	-	1	-	-	1	-	3	-
CO5	2	-	-	2	-	-	-	-	2	-	1	-	-	1	-	2	-
Average	2.5	-	-	2	-	-	-	-	2	-	1	-	-	1.3	-	2.4	-

1-Low, 2-Medium, 3-High, '-' - No Correlation

PREREQUISITE:

Not required

COURSE OBJECTIVES (CO):

- To study the use of microorganisms in the manufacture of food or industrial products on the basis of employment.
- To gain knowledge on design of bioreactors, factors affecting growth and production, heat transfer and oxygen transfer
- To understand the rationale in medium formulation; design for microbial fermentation, and sterilization of medium and air.

COURSE OUTCOMES (COs):

Upon completion of this course students will be able to

COs	Course Outcomes	Blooms Level
CO1	Acquire knowledge in the production of industrial product, and gain knowledge in fermentation components and types	Understand
CO2	Isolate, preserve the microbes for fermentation upstream processes	Apply
CO3	Apply techniques for microbial production of various enzymes	Apply
CO4	Experiment with production of organic acids and beverages	Apply
CO5	Practice the techniques for the production of amino acids, vitamins and single cell proteins	Apply

UNIT I: BASICS OF FERMENTATION PROCESSES**7 HOURS**

Definition, scope, history, and chronological development of the fermentation industry. Component parts of the fermentation process. Component parts of fermentation process. Microbial growth kinetics, batch and continuous, direct, dual or multiple fermentations; scale up of fermentation, comparison of batch and continuous culture as investigative tools, examples of the use of fed batch culture.

UNIT II: ISOLATION AND PRESERVATION**7 HOURS**

Isolation, preservation, and strain improvement of industrially important microorganisms. Use of recombination system (Parasexual cycle, protoplast fusion techniques), application of recombinant strains, and the development of new fermentation products.

UNIT III: SCREENING AND INOCULUM DEVELOPMENT**7 HOURS**

Screening (primary and secondary screening); detection and assay of fermentation products (Physico-chemical assay, biological assays). Inoculum development, criteria for transfer of inoculum, development of inoculum: Bacteria, Fungi and Yeast.

UNIT IV: MICROBIAL PRODUCTION**7 HOURS**

Fermentation type reactions (Alcoholic, bacterial, mixed acid, propionic acid, butanediol and acetone-butanol). Microbial production of enzymes (amylases, Proteases, cellulases) primary screening for producers, large scale production. Immobilization methods.

UNIT V: ALCOHOLS AND BEVERAGES**8 HOURS**

Fermentative production of industrial alcohol, production of beverages. Production of organic acids: citric acid, amino acids: glutamic acid, production of vitamins. fungal enzymes and Single cell protein.

TOTAL: 36 HOURS**TEXT BOOKS:**

1. Sridhar, S. (2010). *Industrial Microbiology*, Dominant Publishers, New Delhi.
2. Tanuja. S and Purohit, S.S. (2008). *Fermentation Technology*, Agrobios Publication, Jodhpur, India.
3. Harider, S.I. and Ashok, A. (2009). *Biotechnology, A Comprehensive Training Guide for the Biotechnology Industry*, CRC Press, New York.

REFERENCE BOOKS:

1. Casida, L.E. (2007). *Industrial microbiology*, New age international (P) Ltd., New Delhi.
2. Clark, D.P and Pazdernik, N.J. (2009). *Biotechnology applying the genetic revolution*, Elsevier Academic Press, UK.
3. Glazer, A and Nikaido. (1995). *Microbial biotechnology fundamentals of applied microbiology*, W. H. Freeman and company, USA.
4. Glick, B.R and Pasternak, J.J. (2003). *Molecular Biotechnology Principles and Applications of Recombinant DNA*, 3rd Edition, ASM Press, USA.

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3
CO2	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3
CO3	2	-	-	-	-	-	-	3	-	-	-	-	-	-	-	-	3
CO4	-	-	-	2	-	2	-	3	-	-	2	-	-	-	-	-	3
CO5	-	-	-	2	-	2	-	3	-	-	2	-	-	-	2	-	3
Average	2.7	-	-	2	-	2	-	3	-	-	2	-	-	-	2	-	3

1-Low; 2-Medium; 3-High; '-' No Correlation

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

- Student should know about basics of food, its nutrients and their relationship to health

COURSE OBJECTIVES (CO)

The main objectives of the course are

- To understand the fundamentals of food, nutrients and their relationship to health
- To respect to deriving maximum benefit from available food resources
- To understand of the consequences of vitamin and mineral deficiency/excess of vitamin
- To learn about the nutrition in adult age
- To develop knowledge on nutrition deficiency diseases and their consequences
- To know about food adulteration and prevention of food adulteration

COURSE OUTCOMES (COs)

On completion of the course, students are able to

COs	Course Outcomes	Blooms Level
CO1	Name the fundamentals of nutrition and their relationship to health	Remember
CO2	Learn to derive maximum benefits from available food resources	Understand
CO3	Identify the consequences of vitamin and mineral deficiency/excess of vitamin	Apply
CO4	Analyze the importance of nutrition in adult age	Analyze
CO5	Assess about nutrition deficiency diseases and their consequences	Evaluate

UNIT I: BASIC CONCEPTS IN FOOD AND NUTRITION**5 HOURS**

Understanding relationship between food, nutrition and health, Functions of food-Physiological, psychological and social. Dietary guidelines for Indians and food pyramid

UNIT II: NUTRIENTS**5 HOURS**

Functions, dietary sources and clinical manifestations of deficiency/ excess of the following nutrients: Carbohydrates, lipids and proteins, Fat soluble vitamins-A, D, E and K, Water soluble vitamins – thiamin, riboflavin, niacin, pyridoxine, folate, vitamin B12 and vitamin C, Minerals – calcium, iron and iodine

UNIT III: NUTRITION DURING THE ADULT YEARS**10 HOURS**

Physiological changes, RDA, nutritional guidelines, nutritional concerns and healthy food choices - Adult, Pregnant woman, Lactating mother, Elderly. Nutrition during childhood -Growth and development, nutritional guidelines, nutritional concerns and healthy food choices -Infants, Preschool children, School children, Adolescents. Nutritional needs of nursing mothers and infants, determinants of birth weight and consequences of low birth weight, Breast feeding, Assessment and management of moderate and severe malnutrition among children, Child health and morbidity, neonatal, infant and child mortality

UNIT IV: INTRODUCTION TO NUTRITIONAL DEFICIENCY DISEASES 6 HOURS

Causes, symptoms, treatment, prevention of the following: Protein Energy Malnutrition (PEM), Vitamin A Deficiency (VAD), Iron Deficiency Anemia (IDA), Iodine Deficiency Disorders (IDD), Zinc Deficiency, Fluorosis Nutritional needs during pregnancy, common disorders of pregnancy (Anemia, HIV infection, Pregnancy induced hypertension), relationship between maternal diet and birth. Maternal health and nutritional status, maternal mortality and issues relating to maternal health.

UNIT V: DIETETICS**10 HOURS**

Dietary and stress management. Dietary recommendations of WHO. Diet for diabetes mellitus- Nutrition recommendations for patient with diabetes, Meal planning, Diet for Cardiovascular Diseases -Dietary management and general guidelines for coronary heart disease, Diet for cancers at various sites in the human body, diet therapy, managing eating problems during treatment. Hormonal imbalance - Poly cystic ovarian syndrome, causes of hormonal imbalance. Diet management.

TOTAL: 36 HOURS**TEXT BOOKS:**

1. Srilakshmi.B. (2015) Food Science. New Age International (P) Ltd. Publishers. 6nd Edition., New Delhi
2. Swaminathan.M. (2008). Essential of Food and Nutrition Vol II The Bangalore Printing and Publishing Co. Ltd., Bangalore.

REFERENCE BOOKS:

1. Garrow,J.S., and James, W.P.T.,(2000). *Human Nutrition & Dietetics*, Longman Group, UK.
2. Gordon M, Wardlaw and Paul M. (2012). *Perspectives in Nutrition: U.S.A.* McGraw Hill Publishers. 9rd Edition. New Delhi

3. Sharma, R (2004). *Diet Management*, 3rd Edition, Reed Elsevier India Private Limited, Chennai.
4. Srilakshmi.B. (2014). *Nutrition Science*, 4th Edition, New Age International (P) Ltd. Publishers. New Delhi.

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	-	-	-	-	-	-	2	2	-	2	2	2	-	2	2	-
CO2	3	-	-	-	-	-	-	2	2	-	2	2	2	-	2	2	-
CO3	3	-	-	-	-	-	-	2	2	-	2	2	2	-	2	2	-
CO4	3	-	-	-	-	-	-	2	2	-	2	2	2	-	2	2	-
CO5	3	-	-	-	-	-	-	2	2	-	2	2	2	-	2	2	-
Average	3	-	-	-	-	-	-	2	2	-	2	2	2	-	2	2	-

1-Low; 2-Medium; 3-High; '-' No Correlation

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

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Principles of Management, Research methodology

COURSE OBJECTIVES (CO):

- To identify an issue to be analyzed 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 (COS):

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

COs	Course Outcomes	Blooms Level
CO1	Identify an issue to be analyzed and to be solved in a business setup Or real time scenario using primary or secondary data collection.	Remember
CO2	Understand the application of Research process in all functional areas.	Understand
CO3	Analyse the data and critically evaluate the result and formulate the Suggestion for the problem identified.	Analyse
CO4	Apply the theoretical and practical learning of doing research into Lifelong practice.	Apply
CO5	Develop Communication in oral and written form and prepare report	Apply

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
16. Production
17. Marketing
18. HR
19. Finance
20. Another services department

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

1. Key learning from the internship
2. Suggestions
3. Conclusion
4. Bibliography
5. Annexures

Guidelines:

The report should have a minimum of 30 pages. Times New Roman

Heading-13pts Text – 12 Pts

One inch page borders all sides line spacing.

CO, PO, PSO MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	-	-	-	2	-	-	-	-	-	1	-
CO3	-	2	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-
CO4	-	2	1	-	-	-	-	-	-	-	-	-	2	-	-	-	1
CO5	-	-	-	2	-	-	-	-	-	-	2	-	-	-	-	1	-
Average	-	2	1	2	-	-	2	-	-	2	2	-	2	-	-	1	1

1-Low; 2-Medium; 3-High; '-' No Correlation

End Semester Exam: 3 Hours**PREREQUISITE:**

Not Required

COURSE OBJECTIVES (CO):

- 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

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Demonstrate a critical understanding of strategic management Theories and apply lifelong.	Apply
CO2	Apply quantitative and qualitative tools to evaluate and control	Apply
CO3	Formulate appropriate strategies for companies.	Create
CO4	Demonstrate capabilities of problem-solving, critical thinking, Team work and communication skills	Apply
CO5	Assess effectively strategic evaluation and control techniques	Evaluate

UNIT I: STRATEGIC MANAGEMENT**8 HOURS**

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 10 HOURS

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

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

UNIT III: STRATEGY FORMULATION**10 HOURS**

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

Business Investment Strategies: Introduction, Business Plan and Business Venture, Business Investment Strategies

UNIT IV: STRATEGIC ALLIANCES**10 HOURS**

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**10 HOURS**

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.

TOTAL: 48 HOURS

TEXT BOOKS:

1. Azhar Kazmi, Adela Kazmi (2015). *Strategic management*, 4th Edition, Mc Graw Hill, New Delhi
2. Charles W.L. Hill, Gareth R. Jones, (2012). *Strategic Management: An Integrated Approach*, 9th Edition, Cengage, New Delhi.

REFERENCE BOOKS:

1. Fred R. David, Forest R. David, Purva Kansal (2018). *Strategic Management Concepts: A Competitive Advantage Approach*, 16th Edition, Pearson Education, New Delhi.
2. John Pearce, Richard Robinson, Amita Mital (2017). *Strategic Management: Formulation, Implementation and Control*, 12th Edition, McGraw Hill , New Delhi,
3. Barney/Hesterly (2015). *Strategic Management and Competitive Adv: Concepts and Cases*, 5th Edition, Pearson Education, New Delhi.
4. Roman Pichler (2012). *Agile Product Management with Scrum: Creating Products That Customers Love*, Pearson Education, New Delhi.
5. 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>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	2	-
CO3	2	-	-	3	3	-	-	-	-	3	-	-	-	-	-	-	-
CO4	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2
CO5	2	2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	-
Average	2	2.5	-	3	3	-	2	-	2	3	-	2	-	-	-	2	2

1-Low; 2-Medium; 3-High; '-' No Correlation

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- 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

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the concept of derivative, derivative types as a hedging tool and application of derivative in India	Understand
CO2	Apply the understanding of derivative, derivative types as a hedging tool lifelong.	Apply
CO3	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.	Apply
CO4	Explain about concepts of Bonds, Derivatives, Futures and Options management pertaining to investments	Under stand
CO5	Gain knowledge in Clearing, settlement and risk management in commodity trading	Under stand

UNIT I: DERIVATIVES**8 HOURS**

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**8 HOURS**

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**10 HOURS**

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**10 HOURS**

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**12 HOURS**

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.

TOTAL: 48 HOURS

TEXTBOOK:

1. Kumar S.S, (2017). *Financial Derivatives*, 2nd Edition, PHI Learning PVT Ltd.

REFERENCE BOOKS:

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

E- RESOURCES:

1. <https://archive.nptel.ac.in/courses/110/107/110107128/>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	3	-	2	-	-	-	-	-	2	-	-	-	-	-	-	2	-
CO3	2	-	-	3	3	-	-	-	-	3	3	-	-	-	-	-	-
CO4	3	3	2	-	-	2	-	-	-	-	-	-	-	-	-	-	2
CO5	2	2	3	-	-	-	2	-	-	-	-	2	-	-	-	-	-
Average	2.6	2.5	1.7	3	3	2	2	-	2	3	3	2	-	-	-	2	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPF402B

International Finance

Semester – IV

4H - 3C

Instruction

L:4 T:0 P:0

Marks: Internal: 40

External: 60

Total: 100

Hours/week

End Semester Exam: 3 Hours

PREREQUISITE:

- Basics of Accounting, Management Accounting

COURSE OBJECTIVES (CO):

- 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 (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the exchange rate movements, hedging using currency derivatives, and analyse the impact on international trade and investments	Understand
CO2	Comprehend on the basics of international financial markets, international financial options and foreign direct investments and its application in lifelong practice.	Apply
CO3	Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, analysing, planning and team work	Apply
CO4	Develop knowledge on international financial institutions	Understand
CO5	Acquire knowledge on foreign trade.	Understand

UNIT I: INTERNATIONAL FINANCIAL ENVIRONMENT**9 HOURS**

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**9 HOURS**

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**10 HOURS**

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 - International Financial Instruments

UNIT IV: INTERNATIONAL CAPITAL STRUCTURE AND INTERNATIONAL CAPITAL BUDGETING**10 HOURS**

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**10 HOURS**

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.

TOTAL: 48 HOURS

TEXTBOOK:

1. P. K. Jain and V. K. Bhalla, (2018). *International Financial Management*, 6th Edition, S. Chand Publishing, New Delhi.
2. Ravi K. Jain, (2020). *International Finance: Theory and Policy*, 1st Edition, Wiley India, New Delhi.
3. Jeff Madura, (2022). *International Financial Management*, 14th Edition, Cengage Learning, Boston.

REFERENCE BOOK:

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, Mc Graw 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). Himalaya Publishing House.

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	3	-
CO2	2	-	2	-	-	-	-	-	-	-	-	2	-	-	-	2	3
CO3	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	2	2	2	-	2	-	-	2	-	-	-	-	-	-	-	2
CO5	-	-	3	2	-	-	2	-	-	-	-	-	-	-	-	-	-
Average	2	2	2.5	2	-	2	2	-	2	3	3	2	-	-	-	2.5	2.5

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPF402C

Financial Reporting-II

Semester – IV
4H - 3C

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

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Basics of Accounting, Management Accounting

COURSE OBJECTIVES (CO):

- To understand overview of investment company industry
- To apply the funding strategies applicable to investment companies
- To analyse and interpret the financial statements operations.
- To evaluate the results of tools applied in investment companies
- To create the capital accounts and methods of computing income of investment companies.
- To create the quality report of financial statements.

COURSE OUTCOMES (COs):

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

Cos	Course Outcomes	Blooms Level
CO1	Understand Overview of Investment Company Industry.	Remember
CO2	Apply the funding strategies applicable to Investment companies.	Apply
CO3	Analyse and interpret the financial statements Operations.	Evaluate
CO4	Create the Capital Accounts and methods of computing Income of Investment Companies.	Evaluate
CO5	Explain the tools and techniques for analyzing the financial statement	Understand

UNIT I: OVERVIEW OF INVESTMENT COMPANY INDUSTRY 8 HOURS

Introduction: Meaning, Definition and Classification. Types of Investment Company - Fair Value ASC 820 - Organization Providing Services to Investment: The Investment Adviser - The Distributor - The Custodian - The Transfer Agent - The Administrator. Regulations - Financial Reporting to shareholders - Accounting Rules and Policies - Effective Date of Transaction.

UNIT II: INVESTMENT COMPANIES AND FUND 10 HOURS

Investment companies and Fund – Overview: Fund Administration - Hedge Fund – Defining the Hedge Fund - Types of Hedge Fund - Private Equity Funds - Venture capital fund. Domestic and offshore Hedge fund – Hedge fund strategy – Size of the Hedge fund market – Reasons for Rapid Growth of Hedge fund industry – Market benefits of Hedge fund industry – Hedge fund in Different Jurisdictions: Units states of America.

UNIT III: INVESTMENT ACCOUNTS AND FINANCIAL INSTRUMENTS 10 HOURS

Investment Objectives and Policies - Operations and Controls. Accounting: Net Assets value per share - Basis of recording securities transactions - Valuing Investments - Valuation Techniques: The Present Value Techniques - The fair value Hierarchy. Money Market Funds - Accounting for foreign investments.

Financial Instruments: Money Market Instruments - Repurchase Agreement -U.S Government Securities: Treasury Bills - Notes and Bonds. Securities: Mortgages-Backed Securities - High Yield Securities.

UNIT IV: CAPITAL ACCOUNTS 10 HOURS

Introduction - Operations and Controls - Accounting for Capital Structure Transactions and Distributions - Auditing Procedures -Complex Capital Structure: Operational and Accounting Issue - Financial Statement Preparation - Audit Consideration - Methods of Allocating Income, Fund- Level Expenses and Realized and Unrealized Gains/Losses - Methods of Computing Income Distributions per shares. Taxes: Introduction - Taxation of Regulated Investment Companies.

UNIT V: FINANCIAL STATEMENT OF INVESTMENT COMPANIES 10 HOURS

Financial Statement Introduction - Comparative Financial Statement- Schedule of Investments - Statement of Operations - Financial reporting - Common fund- Categories: Legal Structure and Investment types. Income statement- Integrated reporting – equity transactions- Income measurement. Fund GAV and NAV, IRR - Capital subscription, distribution, commitments - Distribution of waterfall and Management fees - Financial statements for funds / investment companies - SAL, SOP, SOC, SCF, SOI, FiHi.

TOTAL: 48 HOURS

TEXT BOOKS:

1. Sanjay Dhamija, (2020). *Financial Reporting and Analysis*, Sultan Chand & Sons Educational Publishers New Delhi, First Edition.
2. Deepa Agarwal, (2018). *The Law & Practice of Financial Reporting and Auditor's Responsibilities under Companies Act, 2013*, 1st Edition, Bloomsbury Professional India, New Delhi.

REFERENCE BOOKS:

1. Deepa Agarwal, (2017). *Financial Reporting and Auditors Responsibility*, 2nd Edition, Bloomsbury Professional India, New Delhi.
2. M.S Narasimhan, (2016). *Financial Statement Analysis*, 1st Edition, Cengage Learning India Private Limited, New Delhi.
3. Lawrence Revsine, Daniel Collins, Bruce Johnson, Fred Mittelstaedt, Leonard Soffer, (2015). *Financial Reporting and Analysis*, 6th Edition, McGraw-Hill Education, New Delhi.
4. Subramanyam, K. R. and John, J.W., (2014). *Financial Statement Analysis*, 10th Edition, Tata McGraw Hill, New Delhi.
5. Stephen H Penman, (2013). *Financial Statement Analysis and Security Valuation*, 4th Edition, Tata McGraw Hill, New Delhi.
6. Charles H. Gibson, (2014). *Financial Statement Analysis*, 13th Edition, Cengage Learning India Private Limited, New Delhi.

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	1		-	-	-	-	-	-	-	3	-	-	-	-	-	2
CO2		-	2	-	-	-	-	-	2	-	-	-	-	-	-	2	-
CO3	2	-	-		2	-	-	-	-	-	-	2	-	-	-	-	-
CO4				2	-	2	-	-	-	3	-	-	2	-	-	2	2
CO5	2			-	-	-	2	-	-	-	-	-	-	-	-	-	-
Average	2.3	1	2	2	2	2	2	-	2	3	3	2	2	-	-	2	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPM402A

Product and Brands

Semester – IV
4H - 3C

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

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not required

COURSE OBJECTIVES (CO):

- To compare the students with the various dimensions of product management such as brand positioning and its preference.
- To estimate the development of familiarity and competence with the strategies
- To understand the tactics involved in building, leveraging and defending strong brands in different sectors.
- To construct the students with the various dimensions of product management such as brand positioning and its preference.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand what a product is, the various levels which Make it up, and different types of products	Understand
CO2	Explain the concept of Branding of a product, concepts Related to branding, its types,	Apply
CO3	Apply the learnt knowledge on packaging, labeling, brand rejuvenation, success strategies that are inculcated in this course	Apply
CO4	Assess alternative business models of Brands	Evaluate
CO5	Understand how products can be classified, and the Nature of the product line and product mix	Understand

UNIT I: INTRODUCTION**10 HOURS**

Products -Concepts - New Product Development – Strategies - Launching Strategies, Portfolio Management - BCG, GE, Porter's Model, Competitor's Analysis, Customer Analysis, Market potential, Product Demand pattern and Trend Analysis.

UNIT II: CONCEPT OF BRANDS**10 HOURS**

The Concept of Brands - The Economic Importance of Brands - The Social and Political Aspects of Brands - Difference between Marketing and Branding - Changing Rules of Marketing and Branding in India - Digital Dimension, Consumer Activism, Leveraging Technology

UNIT III: BRAND POSITIONING**10 HOURS**

Introduction to Brand Positioning: The 4Ps – An Inherently Futuristic Model - 4Ps in the IT Age - Brand Positioning - Fundamentals of Brand Positioning - First Movers - Mistakes in Brand Positioning – Introspection - Gaining Brand Preference.

UNIT IV: BRAND MODEL**10 HOURS**

The Brand Relevance Model: The First Mover Advantage - Managing a New Category - The Different Levels of Innovation - Understanding Brand Relevance – Categorization - Creating New Categories or Subcategories — Four Tasks - How Categorization Affects Information Processing and Attitudes

UNIT V: PACKAGING AND LABELING**8 HOURS**

Packaging–Labeling- Brand Rejuvenation- Brand Success strategies- Brand Resilience -Brand Equity- Brand Valuation-Building global brands- Branding failures.

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Lehmann. And Winner. (2004). *Product Management*. New Delhi: Tata McGraw Hill.
2. Venugopal. K. (2010). *Product and brand management*. New Delhi: Himalaya Publishing House.
3. Kartikeya Kompella, (2006). *Building Brands: A guide to increasing the financial value of brands*. Viva Books Private Limited.

REFERENCE BOOKS:

1. Subroto Sengupta. (2005). *Brand Positioning*. New Delhi: Tata Mc Graw Hill Education Private Limited.
2. David Aaker. (2011). *Brand Relevance – Making Competitors Irrelevant*. Jossey Bass.
3. Hamel, G., and Prahalad, C.K. (1994). *Competing for the Future*. Boston: Harvard Business School Press.

E-Resources:

1. <https://nptel.ac.in/courses/110/105/110105074/>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2		-	-	-	-	3	-	2	-	-	-	-	-	3	-	2
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	-	2		-	-	-	3	-	-	2		3	-	-	3	-
CO4	2	-	-	2	-	-	3	-	2	-	-	2	-	-	3	-	2
CO5	-	-	3	-	-	-	-	3	-	-	3	-	2	-	-	3	-
Average	2	2	2.5	2	-	-	3	3	2	-	3	2	2.5	-	3	3	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPM402B

Sales and Distribution Management

Semester – IV
4H - 3C

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

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not required

COURSE OBJECTIVES (CO):

- To design the basic principles of selling and distribution management.
- To construct and forecast sales and sales budget.
- To formulate strategies to manage the sales force team.
- To compose the different distribution channels.
- To generate the abroad understanding on sales management and its implications.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the basic Principles of selling and distribution Management.	Apply
CO2	Design and forecast sales and sales budget.	Apply
CO3	Formulate strategies to manage the sales force team.	Understand
CO4	Understand the different distribution channels.	Apply
CO5	Demonstrate capabilities of teamwork, critical thinking, and Communication skills related to selling and distribution management.	Apply

UNIT I: SALESMANAGEMENT**10 HOURS**

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**10 HOURS**

Designing sales territories and sales quotas and sales organization structures, sales forecasting and developing sales budgets.

UNIT III: SALES FORCE MANAGEMENT**10 HOURS**

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

UNIT IV: CHANNEL MANAGEMENT**10 HOURS**

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**8 HOURS**

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

TOTAL: 48 HOURS**TEXT BOOKS:**

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,

REFERENCE BOOKS:

1. Tapan K. Panda, Sunil Sahadev, M, (2011), *Sales and distribution Management*, 2nd Edition, Oxford University Press
2. Pingali Venugopal, (2008). *Sales and Distribution Management: An Indian Contest*, Pearson Education.

E-RESOURCES:

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

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2		-	-	-	-	3	-	2	-	-	-	-	-	3	-	2
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	-	2		-	-	-	3	-	-	2		3	-	-	3	-
CO4	2	-	-	2	-	-	3	-	2	-	-	2	-	-	3	-	2
CO5	-	-	3	-	-	-	-	3	-	-	3	-	2	-	-	3	-
Average	2	2	2.5	2	-	-	3	3	2	-	3	2	2.5	-	3	3	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPM402C

International Marketing

Semester – IV

4H - 3C

Instruction Hours/week L:4 T:0 P:0 Marks: Internal: 40 External: 60 Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not required

COURSE OBJECTIVES (CO):

- To analyse the concept of international marketing environment and conclude the international market entry modes
- To determine the 4ps of marketing in international perspective.
- To formulate marketing strategies appropriate for international marketing of products and services.
- To estimate the international marketing management and market segmentation

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the concept of international marketing environment and the international market entry modes and apply lifelong	Understand
CO2	Comprehend the 4Ps of marketing in international perspective.	Apply
CO3	Formulate marketing strategies appropriate for international Marketing of products and services.	Understand
CO4	Exhibit behavior and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, analyzing, planning and teamwork.	Apply
CO5	Understand about the various discipline's contribution in understanding buyer behavior in a holistic manner familiar with the advances in international marketing	Understand

UNIT I: INTRODUCTION TO INTERNATIONAL MARKETING 9 HOURS

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 10 HOURS

International Marketing Environment: Introduction, Political Environment, Political systems, legal and Regulatory Environment, Sociocultural 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 10 HOURS

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 9 HOURS

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 10 HOURS

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.

TOTAL: 48 HOURS

TEXT BOOKS:

1. Philip R. Cateora, Mary C .Gilly, JohnL. Graham (2017), *International Marketing*, McGraw Hill
2. Srinivasan R. (2016). *International Marketing* ,4th Edition, PHIL earning Private Limited.

REFERENCE BOOKS:

1. Warren J.Keegan.(2017), *Global Marketing Management*, 8th Edition, Pearson Education.
2. Rakesh Mohan Joshi (2014). *International Marketing*, 2nd Edition, Oxford University Press
3. J.Keegan Warren, C.Green Mark, (2018), *Global Marketing*, 9th Edition, Pearson Education.

E-resources:

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

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2		-	-	-	-	-	-	-	-	-	-	-	-	-	-	2
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	-	2	-	3	-	-	-	-	-	-	-	-	-	-	-	-
CO4	2	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	2
CO5		-	3	-	2	-	-	-	-	-	-	-	-	-	-	-	-
Average	2	2	2.5	2	2.5	-	-	-	-	-	-	-	-	-	-	-	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPH402A Industrial Relations and Labour Welfare Semester – IV
4H - 3C

Instruction Hours/week L:4 T:0 P:0 Marks: Internal: 40 External: 60 Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not required

COURSE OBJECTIVES (CO):

- 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 know about the industrial conflict and handling the disputes.
- To know about the different types of labour.
- To understand procedure for taking disciplinary action, Indian law on punishment

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Comprehend on industrial relations, industrial conflicts, Employee discipline, collective bargaining and industrial safety.	Understand
CO2	Apply the legal aspects of industrial relations, industrial conflicts, employee discipline, collective bargaining and industrial safety lifelong.	Apply
CO3	Demonstrate capabilities of analyzing problems, teamwork And communication skills.	Understand
CO4	Demonstrate knowledge of Statutory welfare measures– Welfare Funds–Education and training schemes	Understand
CO5	Compose the Education and training schemes	Create

UNIT I: INDUSTRIAL RELATIONS**10 HOURS**

Industrial Relations: Concept, Scope, Approaches, Industrial Relations System. Worker's 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**10 HOURS**

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**9 HOURS**

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**9 HOURS**

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

UNIT V: LABOUR WELFARE**10 HOURS**

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

TOTAL: 48 HOURS**TEXT BOOK:**

1. Srivastava, S. C. (2019). *Industrial Relations and Labour Laws*, 7th Edition, Vikas Publishing House.

REFERENCE BOOKS:

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

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	-	2	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	-	-	-	-	-	-	3	-	-	-	-
CO3	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	2	2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2
Average	2	2	-	2	-	-	2	-	-	-	-	-	3	-	-	-	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPH402B Strategic Human Resource Welfare Management**Semester – IV
4H - 3C****Instruction Hours/week L:4 T:0 P:0****Marks: Internal: 40****External: 60****Total: 100****End Semester Exam: 3 Hours****PREREQUISITE:**

Not required

COURSE OBJECTIVES (CO):

- 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 organization's 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

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the transformation in the role of HR functions from being a support function to strategic function and apply lifelong.	Understand
CO2	Explain the relationship between the management of people and pursuit of an organization's strategic goals and objectives.	Evaluate
CO3	Asses the behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, problem- solving, planning and teamwork.	Evaluate
CO4	To apply the appropriate employee relations measures and Strategic HRM Concept	Apply
CO5	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	Understand

UNIT I: THE CONCEPTUAL FRAME WORK OF STRATEGIC HRM 10 HOURS

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 10 HOURS

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 10 HOURS

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 9 HOURS

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 9 HOURS

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

TOTAL: 48 HOURS

TEXT BOOKS:

1. Greer, (2002). *Strategic Human Resource Management: A General Managerial Approach*, 2nd Edition, Pearson Education, New Delhi.
2. Rajib Lochan Dhar (2010). *Strategic Human Resource Management*, Excel Books.

REFECEE BOOKS:

1. Michael Armstrong, (2011). *Armstrong's Hand book of Strategic Human Resource Management*, 5th Edition, Kogan Page.
2. Jeffrey A Mello, (2012). *Strategic Management of Human Resources*, 3rd Edition, Cengage Learning, New Delhi.
3. Randall S Schuler and Susan E Jackson, (2008). *Strategic Human Resource Management*, 2nd Edition, Wiley India.
4. Michael Armstrong, (2006). *Strategic Human Resource Management: A Guide to Action*, 3rd Edition, Kogan Page

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	-	-	-	-	3	-	-	-	-	-	2
CO3	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Average	2	2	-	2	-	-	-	-	-	-	3	-	-	-	-	-	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPH402C International Human Resource Management**Semester – IV
4H - 3C****Instruction Hours/week L:4 T:0 P:0****Marks: Internal: 40****External: 60****Total: 100****End Semester Exam: 3 Hours****PREREQUISITE:**

Not required

COURSE OBJECTIVES (CO):

- To understand the concept of international human resource management, staffing, training and industrial relation pertaining to international workforce 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

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the concept of International Human resource management, staffing, training and industrial relation pertaining to international workforce management and apply the learning lifelong.	Understand
CO2	Formulate recruitment, training policies pertaining to International human resource management.	Create
CO3	Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, analysing, planning and teamwork	Understand
CO4	Asses the dynamic relationship between strategy, people, technology, and the processes that drive organizations.	Evaluate
CO5	Gain knowledge in Emerging Trends and Perspectives in	Understand

UNIT I: INTERNATIONAL HUMAN RESOURCE MANAGEMENT 10 HOURS

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 9 HOURS

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 9 HOURS

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 10 HOURS

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 10 HOURS

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.

TOTAL: 48 HOURS

TEXT BOOKS:

1. Srinivas R. Kandula (2018). *International Human Resource Management*, 1st Edition, SAGE Texts.
2. Anne-Wil Harzing, Ashly Pinnington, (2017). *International Human Resource Management*, 4th Edition, SAGE Texts.

REFERENCE BOOKS:

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.

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-	-	-
CO4	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	2	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-	-
Average	2	2	-	2	-	-	-	-	2	-	-	-	2	-	-	-	-

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPS402A

System Analysis and Design

Semester – IV
4H - 3C

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

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not required

COURSE OBJECTIVES (CO):

- 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 analysing the software required.
- To provides practical knowledge on security aspects of system.

COURSE OUTCOMES (COs):

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

Cos	Course Outcomes	Blooms Level
CO1	Understand the principles, methods and techniques of systems development	Understand
CO2	Recognize the problems relating to systems development.	Knowledge
CO3	Understand and apply the various stages of a phased systems analysis method	Understand
CO4	Identify the tools for designing and analyzing the software required.	Knowledge
CO5	Display behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, analysing, planning and team work.	Apply

UNIT I: SYSTEM**10 HOURS**

System - Definition - Types of Systems, Delineating Systems, Products, and Tools, Precedent 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**10 HOURS**

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**10 HOURS**

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**10 HOURS**

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**8 HOURS**

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.

TOTAL: 48 HOURS

TEXT BOOK:

1. Hoffer et.al (2011). *Modern Systems Analysis and Design*, 6th Edition, Pearson Education

REFERENCE BOOKS:

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.

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	2	-	-	-	-	-	-	-	-	-	-	3	-	-	-	-
CO4	-	2	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	1
Average	2	2	-	-	2	-	-	-	-	-	-	-	3	-	-	-	1

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPS402B

Knowledge Management

Semester – IV
4H - 3C

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

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not required

COURSE OBJECTIVES (CO):

- 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

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Recognize the concepts of Knowledge Management	Knowledge
CO2	Understand and apply the tools used for capturing tacit knowledge and learning from the captured knowledge lifelong.	Understand
CO3	Display behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, analysing, planning and team work.	Apply
CO4	Understand Business strategies related to Knowledge Management	Understand
CO5	Identify knowledge in Transformation of an enterprise through Knowledge Management	Knowledge

UNIT I: TECHNOLOGIES TO MANAGE KNOWLEDGE**10 HOURS**

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**8 HOURS**

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**10 HOURS**

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, Black boarding .

UNIT IV: KNOWLEDGE CREATION AND CODIFICATION**10 HOURS**

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**10 HOURS**

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)

TOTAL: 48 HOURS

TEXT BOOK:

1. Award Elias M (2011). *Knowledge Management*, 2nd Edition, Prentice Hall India Learning Private Limited

REFERENCE BOOKS:

1. Hislop (2013). *Knowledge Management in Organizations*, Oxford University Press
2. Shelda Debowski (2007). *Knowledge Management*, Wiley India.
3. B. Kar (2018). *Knowledge Management - New Horizons*, 1st Edition, Viva Books Private Limited
4. Ulla De Stricker (2014). *Knowledge Management Practice in Organizations (Advances in Knowledge Acquisition, Transfer, and Management)*, Idea Group, U.S.

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	1
Average	2	2	-	-	2	-	-	-	-	-	-	-	-	-	-	-	1

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPS402C

Decision Support Systems

Semester – IV
4H - 3C

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

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not required

COURSE OBJECTIVES (CO):

- To the fundamental concept of a decision support system (DSS) and its effects on manage know about the process of managerial decision making and components of modelling.
- 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

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Explain concept of a decision support system and its effect on industry 4.0.	Knowledge
CO2	Identify decision factors, models and analysis decision support system to support a smart production system.	Knowledge
CO3	Relate techniques of DSS and validate DSS techniques to solve a complex industrial problem.	Understand
CO4	Understand the term of an interactive system providing information tool and interface	Understand
CO5	Appraise the framework of DSS and design a knowledge based system for a decision making.	Evaluate

UNIT I: INTRODUCTION**8 HOURS**

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

UNIT II: MODEL MANAGEMENT**10 HOURS**

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**10 HOURS**

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**10 HOURS**

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**10 HOURS**

Development Process – Software and Hardware; Data Acquisition – Model Acquisition – Dialog development – Integration – Testing and Validation – Training and Implementation.

TOTAL: 48 HOURS**TEXT BOOK:**

1. Janakiraman, V.S. and Sarukesi, (2009). *Decision Support Systems*, 2nd Edition, PHI Learning,

REFERENCE BOOKS:

1. KAS, G.M., (2009). *Decision Support Systems in the 21st century*, 2nd Edition, PHI Learning, .
2. Sauter, V., (2011). *Decision Support Systems for Business Intelligence*, 2nd Edition, John Wiley & Sons.

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2
CO3	-	2	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-
CO4	-	2	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Average	2	2	-	-	2	-	2	-	-	-	3	-	-	-	-	-	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPO402A

Materials Management

Semester – IV
4H - 3C

Instruction Hours/week L:4 T:0 P:0 Marks: Internal: 40 External: 60 Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not required

COURSE OBJECTIVES (CO):

- To demonstrate competency in effective utilization of materials in manufacturing and service organizations.
- To demonstrate competency in the practical application of materials management principles in industrial inventory systems.
- To understand the principles of effective materials management

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand and apply the effective utilization of materials in manufacturing and service organizations.	Apply
CO2	Analyze the practical application of materials management principles in industrial inventory systems.	Analyze
CO3	Evaluate the principles of effective materials management.	Evaluate
CO4	Understand and apply the importance of good purchasing systems, organization of purchasing functions, purchase policy, and procedures.	Apply
CO5	Analyze and evaluate effective cost reduction and control techniques in materials management.	Evaluate

UNIT I: MATERIALS MANAGEMENT**8 HOURS**

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**10 HOURS**

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**10 HOURS**

Inventory v/s stores, types of inventories, 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**10 HOURS**

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**10 HOURS**

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.

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Chapman, S. N., Arnold, J. R. T., Gatewood, M., Clive, L. M., & Ramsay, J. (2017). *Introduction to materials management*, Pearson Education.
2. Chitale, A. K., & Gupta, R. C. (2014). *Materials management: A supply chain perspective*, Prentice Hall India Learning Private Limited.
3. Gopalkrishnan, P., & Abid Haleem. (2015). *Handbook of materials management*, 2nd Edition, Prentice Hall India Learning Private Limited.
4. Patidar, J. (2011). *Purchasing and materials management*, S. Chand.
5. Arnold, J. R. T., Chapman, S. N., & Clive, L. M. (2009). *Introduction to materials management*, 6th Edition, Pearson Education India.

REFERENCE BOOKS:

1. Dobler, D. W., & Burt, D. N. (1996). *Purchasing and supply management*, 6th Edition, McGraw Hill.
2. Vollmann, T. E., Berry, W. L., & Whybark, D. C. (2004). *Manufacturing planning and control systems*, 5th Edition, McGraw Hill.
3. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. (2015). *Purchasing and supply chain management*, 6th Edition, Cengage Learning.
4. Heizer, J., & Render, B. (2013). *Operations management*, 11th Edition, Pearson.
5. Lysons, K., & Farrington, B. (2012). *Purchasing and supply chain management*, 8th Edition, Pearson Education.

E-Resources:

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

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	2	1	1	2	3	1	-	-	-	-	-	-	-	-	-	-
CO2	2	3	2	1	1	2	1	-	-	-	-	-	-	-	-	-	-
CO3	1	2	3	2	1	1	1	-	-	-	-	-	-	-	-	-	-
CO4	2	1	1	3	2	1	1	-	-	-	-	-	-	-	-	-	-
CO5	1	2	1	1	3	2	1	-	-	-	-	-	-	-	-	-	-
Average	3	3	3	3	2	3	2	-	-	-	-	-	-	-	-	-	-

3-Strong, 2-Medium, 1-Low, '-' - No Correlation

25MBAPO402B

World Class Manufacturing

Semester – IV
4H - 3C

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

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not required

COURSE OBJECTIVES (CO):

- To understand the importance of world-class manufacturing, including the evolution of manufacturing and advances in the field.
- To learn various manufacturing strategies and how to formulate and implement these strategies to enhance industrial enterprise competitiveness.
- To develop skills to apply appropriate techniques for analysing and evaluating a company's opportunities to improve competitiveness in local, regional, and global contexts.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Summarize the importance of world-class manufacturing and the evolution of manufacturing.	Understand
CO2	Explain the concept and importance of manufacturing strategy for competitiveness.	Understand
CO3	Apply various manufacturing strategies in real-world scenarios.	Apply
CO4	Analyze advances and recent developments in manufacturing organizations.	Analyze
CO5	Evaluate a company's opportunities for enhancing competitiveness in different contexts.	Evaluate

UNIT I: HISTORICAL PERSPECTIVE**8 HOURS**

Historical Perspective World-class Excellent organizations – Models for manufacturing excellence: Schonberger, Halls, Gunn and Maskell models, Business Excellence.

UNIT II: BENCHMARKING AND BEST PRACTICES**10 HOURS**

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: CUSTOMER-FOCUSED PRINCIPLES**10 HOURS**

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**10 HOURS**

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- Teams Manship- Motivation and reward in the age of continuous improvement.

UNIT V: WCM PERFORMANCE CHARACTERISTICS**10 HOURS**

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.

TOTAL: 48 HOURS**TEXT BOOKS:**

- Chase, R. B., Aquilano, N. J., & Jacobs, F. R. (2000). *Operations Management for Competitive Advantage*. McGraw-Hill Irwin.
- Moore, R. (2002). *Making Common Sense Common Practice: Models for Manufacturing Excellence*. Elsevier Multiworth.
- Narayanan, V. K. (2001). *Managing Technology and Innovation for Competitive Advantage*. Pearson Education Inc.
- Korgaonkar, M. G. (2007). *Just In Time Manufacturing*. MacMillan Publishers India Ltd.
- Sahay, B. S., Saxena, K. B. C., & Kumar, A. (2005). *World Class Manufacturing*. MacMillan Publishers.

REFERENCE BOOKS:

- Todd, J. (1995). *World-class Manufacturing*. McGraw Hill.
- Nicholas, J. M. (2012). *Competitive Manufacturing Management*. Tata McGraw Hill Education Pvt. Ltd.
- Sahay, B. S., Saxena, K. B. C., & Kumar, A. (2005). *World-class Manufacturing- A Strategic Perspective*. Macmillan India Limited.

E-Resources:

- <https://archive.nptel.ac.in/courses/110/107/110107116/>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	2
Average	2	2	2	2	-	2	-	-	-	-	-	-	-	-	-	-	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPO402C

**Technology Management and Intellectual
Property Rights****Semester – IV
4H - 3C****Instruction hours/week****L:4 T:0 P:0****Marks: Internal: 40****External: 60****Total: 100****End Semester Exam: 3 Hours****PREREQUISITE:**

Not required

COURSE OBJECTIVES (CO):

- To understand the concepts of technology management, including technology adoption, diffusion, absorption, development, and transfer, and apply this knowledge lifelong.
- To comprehend and apply the understanding of intellectual property rights.
- To analyze enterprise resource planning from an entrepreneurial perspective.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Summarize the concept of technology management, technology adoption, diffusion, absorption, development, and transfer.	Understand
CO2	Apply the knowledge of intellectual property rights in real-time business scenarios.	Apply
CO3	Analyze Enterprise Resource Planning from an entrepreneurial perspective.	Analyze
CO4	Summarize the purpose and function of trademarks and acquisition of trademark rights.	Understand
CO5	Illustrate the importance of intellectual property rights and their impact on business.	Analyze

UNIT 1: TECHNOLOGY MANAGEMENT AND TECHNOLOGY STRATEGY

10 HOURS

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 10 HOURS

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

8 HOURS

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

UNIT IV: INTELLECTUAL PROPERTY AND PATENTS

10 HOURS

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 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

10 HOURS

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

TOTAL: 48 HOURS

TEXT BOOKS:

1. Khalil, T., & Shankar, R. (2017). *Management of technology: The key to competitiveness and wealth creation*, 2nd Edition. McGraw Hill.
2. Dubey, S. S. (2017). *Technology and innovation management*. PHI Learning Private Limited.
3. Singh, S. N. (2018). *Technology management: Influencing factors and their significance* 1st Edition. Notion Press.
4. Kumar, A. H., & 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*, Cengage Learning.

REFERENCE BOOKS:

1. Blanchard, D. (2010). *Supply chain management best practices*, 2nd Edition, Wiley.
2. Christopher, M. (2016). *Logistics & supply chain management*, 5th Edition, Pearson Education.
3. Hugos, M. (2018). *Essentials of supply chain management*, 4th Edition. Wiley.
4. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2007). *Designing and managing the supply chain: Concepts, strategies, and case studies*, 3rd Edition, McGraw-Hill.
5. Stadtler, H., & Kilger, C. (Eds.). (2008). *Supply chain management and advanced planning: Concepts, models, software, and case studies*, 4th Edition. Springer.

E-Resources:

1. <https://nptel.ac.in/courses/110/105/110105139/>
2. <https://nptel.ac.in/courses/109/106/109106137/>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	-	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	-	3	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	-	3	-	-	-	-	-	-	-	-	-	-	2
Average	3	2	3	3	3	3	-	-	-	-	-	-	-	-	-	-	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPA402A

Machine Language

Semester – IV
4H - 3C

Instruction hours/week

L:4 T:0 P:0

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not required

COURSE OBJECTIVES (CO):

- 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

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the basics of machine language	Understand
CO2	Apply the predictive analytics modeling	Apply
CO3	Evaluate the best decisions applying the basic probabilistic, supervised learning, unsupervised learning and deep learning	Evaluate
CO4	Create and use appropriate models of data analysis to answer business-related questions.	Create
CO5	Understand and communicate data findings effectively to any audience, orally, visually and in written formats.	Understand

UNIT I: INTRODUCTION**10 HOURS**

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**8 HOURS**

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**10 HOURS**

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**12 HOURS**

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**8 HOURS**

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.

TOTAL: 48 HOURS**TEXT BOOKS:**

1. John Paul Mueller, Luca Massaron (2016), *Machine Learning (in Python and R) For Dummies*, 1st Edition, Wiley India.
2. Saikat Dutt, Subramanian Chandramouli, Amit Kumar Das (2018). *Machine Learning*, 1st Edition, Pearson Education, New Delhi.

REFERENCE BOOKS:

1. Tom M. Mitchell (2017). *Machine Learning*, 1st Edition, McGraw Hill, New Delhi.
2. Suresh Samudrala (2019). *Machine Intelligence: Demystifying Machine Learning, Neural Networks and Deep Learning*, 1st Edition, Notion Press
3. Alpaydin Ethem (2015). *Introduction to Machine Learning*, 3rd Edition, PHI Learning Pvt. Lt

E- RESOURCE:

1. <https://nptel.ac.in/courses/110105095/>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	-	-		2	-	-	-	2	-	-	2	-	2	-	-	2
CO2	-	-	-	2	-	-	-	-		-	-	-	-	2	-	-	-
CO3	-	-	2	-	-	-	2	-	2	-	-	-	-	-	-	2	-
CO4	-	2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	2
CO5	2	-	-	-	-	-	2	-	-	-	-		2	-	-	-	2
Average	2.5	2	2	2	2	-	2	-	2	-	-	2	2	2	-	2	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPA402B

**Data Visualization for Managers
Using R and Tableau**
**Semester – IV
4H - 3C**

Instruction Hours/week

L:4 T:0 P:0

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours**PREREQUISITE:**

Not required

COURSE OBJECTIVES (CO):

- To understand the basics of data visualization
- To analyse the concepts, tools and technique so data visualization.
- To develop a structured approach to apply judgment, and generate insight from data for enhanced decision making.
- To create maps in rand, 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 (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the basics of data visualization	Understand
CO2	Design visualizations that represent the relationships contained in complex data sets and adapt them to highlight the ideas you want to communicate.	Apply
CO3	Create and use appropriate models of data analysis to answer business-related questions.	Create
CO4	Understand data findings effectively to any audience, orally, visually and in written formats.	Understand
CO5	Develop to use colors, shapes, and other tools to big Deep into data	Create

UNIT I: DATA VISUALIZATION**8 HOURS**

Introduction –Importance of visualization in analytics, exploratory and explanatory visualization, data types 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**8 HOURS**

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**10 HOURS**

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 App Additional Shiny Features.

UNIT IV: TABLEAU-DATA VISUALIZATION**10 HOURS**

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**12 HOURS**

Design principles, Categorical, time series, and statistical data graphics, Geospil displays Storytelling Multivariate displays, -What are them a in 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

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Cole Nussbaumer Knaflic (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.

REFERENCE BOOKS:

1. Joshua Milligan (2015). *Learning Tableau*, Packt Publishing Limited
2. Radhika Datar, Harish Garg (2019). *Hands-On Exploratory Data*
3. Yu-Wei Chiu (David Chiu) (2016). *R for Data Science Cookbook*, Packt Publishing Limited
4. Kaelen Medeiros (2018). *R Programming Fundamentals: Deal with data using various modeling techniques*, Packt Publishing Limited

E- RESOURCE:

1. <https://nptel.ac.in/courses/111104100/>
2. <https://www.youtube.com/watch?v=gWZtNdMko1k&list=PLWPirh4EWFpGXTBu8ldLZGJCUEtMBpJFK>
3. <https://www.youtube.com/watch?v=SFpzzr21Pavg&list=PL34t5iLfZddskPZVTm03hed8K93RsyP>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-		2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	2		-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-		2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Average	3	2	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPA402C

Supply Chain Analytics

Semester – IV

4H - 3C

Instruction hours/week

L:4 T:0 P:0

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not required

COURSE OBJECTIVES (CO):

- 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

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understanding the need for supply chain Analytics in the modern era.	Understand
CO2	Analyze the competitive advantage using Supply chain analytics.	Analyze
CO3	Application of supply chain analytics in various Analytical platforms.	Create
CO4	Examining behavior and performance that demonstrates enhanced competence in decision- making, group leadership, oral and written communication, analyzing, planning and team work	Apply
CO5	Understand the different way so payment and Payment services available.	Understand

UNIT I: INTRODUCTION**10 HOURS**

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 II: OVERVIEW OF SUPPLY CHAIN MODELS AND MODELLING SYSTEMS**10 HOURS**

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

UNIT III: APPLICATION OF SUPPLY CHAIN MODELS – I**10 HOURS**

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**10 HOURS**

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**8 HOURS**

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

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Muthu Mathiraja net. Al (2016). *Analytics in Operations/Supply Chain Management*. K International Publishing House Private Ltd.
2. Gerardus Blokdyk (2018). *Supply Chain Execution Predictive Analytics*. 2nd Edition, 5-star cooks

REFERENCE BOOKS:

1. Gerardus Blokdyk (2017). *Supply Chain Analytics Complete Self-Assessment Guide*, Create space Independent Pub
2. Nada R. Sanders(2014). *Big Data Driven Supply Chain Management: A Framework for Implementing Analytics and Turning Information Into Intelligence*, Pearson FT Press

E- RESOURCE:

1. <https://nptel.ac.in/courses/111104100/>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-		2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	2		-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-		2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Average	3	2	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPE402A

Corporate Culture and Intrapreneurship

Semester – IV

4H - 3C

Instruction hours/week

L:4 T:0 P:0

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To understand the historical relevance and concepts of corporate entrepreneurship.
- To evaluate the reasons why traditionally-organized companies find this culture so challenging. Identify the elements of a corporate culture that either inhibit or support the process of Intrapreneurship.
- To analyze how intrapreneurial activities relate to a company's ability to drive innovation throughout the organization.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Explain the historical context and core concepts of corporate entrepreneurship.	Understand
CO2	Assess the impact of corporate culture on Intrapreneurship and innovation within organizations.	Analyze
CO3	Analyze the relationship between intrapreneurial activities and organizational innovation.	Analyze
CO4	Compare and evaluate the attributes of leading organizations in Intrapreneurship.	Evaluate
CO5	Understand the role of leadership, corporate culture, and organizational dynamics in fostering Intrapreneurship.	Understand

UNIT I: INTRAPRENEUR**10 HOURS**

Intrapreneurship - Setting the stage - Entrepreneurship vs. Intrapreneurship, Forms, Levels and Degrees of Corporate Entrepreneurship - Corporate Culture and the Impact on Intrapreneurship - Corporate entrepreneurs: are they different? - Championing Intrapreneurship in Corporate Environments - Leadership, Strategy & Intrapreneurship - Organizational Approaches to Intrapreneurship

UNIT II: ENTREPRENEURIAL CULTURE**8 HOURS**

Introduction to Entrepreneurial Culture Concept of Organizational Culture. Relationship between corporate culture and entrepreneurial behaviour. Levels of culture. Categories of culture: Macro-cultures, subcultures and Micro-culture. Components of culture that are common in Entrepreneurial driven organizations

UNIT III: FUNCTIONS OF ENTREPRENEURIAL CULTURE**10 HOURS**

Building an entrepreneurial culture Entrepreneurial culture and set of attitudes. Functions of organization culture - Behavioural control, encourages stability, Provides source of identity. Determinants of organizational culture that influence creativity and innovation

UNIT IV: EXECUTION OF ENTREPRENEURIAL CULTURE**10 HOURS**

Executing Entrepreneurial Culture through leadership role Influence of founder/ leader in culture. The impact of culture on organizational performance/ relationship between strategy and culture. Leadership and the dynamics of how culture begin, evolve and change. New Approaches of Leadership in Multicultural world. Mechanisms used by leaders to embed and transmit culture organizational socialization

UNIT V: SUSTAINABILITY IN ENTREPRENEURSHIP**10 HOURS**

Building sustaining organizations through teams Introduction to Teams / effective groups. Types of teams. Team dynamics evaluating team effectiveness. How to develop high performance work teams winning teams. Self-managed team Module V How Entrepreneurial culture emerges in new teams / groups? Stages of group evolution- Group formation, Group building, Group work & functional familiarity and Group maturity. Linking culture, structure.

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Alzira Salama (2011). *Creating and Re-creating Corporate Entrepreneurial Culture*, Ashgate Publishing Limited
2. Ashis Gupta (2009). *Indian Entrepreneurial Culture: Its Many Paradoxes*, New Age International Pvt Ltd Publisher
3. Edgar Schein (2004). *Organizational Culture and Leadership*, McGraw-Hill Professional.

REFERENCE BOOKS:

1. Mendenhall, M.E., Osland, J.S., Bird, A., Oddou, G.R., Maznevski, M.L. (2013). *Global Leadership: Research, Practice and Development*, 2nd Edition, New York: Routledge

2. Robert Hisrich & Claudine Kearney (2011). *Corporate Entrepreneurship: How to Create a Thriving Entrepreneurial Spirit Throughout Your Company*
3. Schermerhorn, J.R. Jr.; Hunt, J.G. & Osborn, R.N. (2008). *Managing Organizational Behaviour*, 9th Edition, John Wiley & Sons
4. Yukl G (2009). *Leadership in Organizations*, Pearson Prentice Hall, Inc

E-Resources:

1. https://onlinecourses.nptel.ac.in/noc20_mg51/preview
2. <https://archive.nptel.ac.in/courses/110/105/110105081/>
3. <https://www.classcentral.com/course/opensap-intrapreneurship-employee-driven-innovation-19640>

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	2	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-
CO2	2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	3
CO3	-	3	-	-	2	-	-	-	-	-	-	-	-	-	-	-	2
CO4	-	-	2	-	-	-	2	-	-	-	-	-	-	-	-	-	3
CO5	-	-	-	-	-	3	-	2	-	-	-	-	-	-	-	-	2
Average	2.5	2.5	2	-	2	3	2	2	-	-	-	-	-	-	-	2	2.5

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPE402B

Rural Entrepreneurship

Semester – IV
4H - 3C

Instruction Hours/week	L:4 T:0 P:0	Marks: Internal: 40	External: 60	Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To understand the dynamics and challenges of rural entrepreneurship, including factors influencing business success in rural settings.
- To apply strategic frameworks to develop sustainable business plans tailored for rural environments, integrating local resources and community needs.
- To analyze government policies and support systems that facilitate micro and small enterprise development in rural areas.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Explain the dynamics and challenges specific to rural entrepreneurship.	Understand
CO2	Develop strategic business plans for rural entrepreneurship considering local resources and community needs.	Apply
CO3	Evaluate government policies and support systems impacting micro and small enterprises in rural areas.	Analyze
CO4	Demonstrate the ability to identify opportunities and mitigate challenges in rural entrepreneurial ventures.	Evaluate
CO5	Integrate sustainability principles into rural business strategies for long-term viability.	Create

UNIT I: INTRODUCTION OF RURAL ENTREPRENEURSHIP**8 HOURS**

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

UNIT II: INSTITUTIONAL ECO SYSTEMS FOR PROMOTION OF RURAL ENTREPRENEURSHIP**10 HOURS**

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**10 HOURS**

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**10 HOURS**

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**10 HOURS**

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)

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Singh, B. M., & Namboodiri, K. V. N. (2007). *Unleashing Rural Entrepreneurship*. ICFAI University Press.
2. Saharia, R. R. (2015). *Management Dimensions of Rural Entrepreneurship*. LAP Lambert Academic Publishing.
3. Issa, M., & Venkatakrishnan, V. (2013). *Rural Entrepreneurship*. LAP Lambert Academic Publishing.

REFERENCE BOOKS:

1. Ahirrao, J. (2013). *Entrepreneurship & Rural Women in India*. New Century Publications.
2. Banerjee, G. D., & Banerji, S. (2012). *Rural Entrepreneurship Development Programme in India*. Abhijeet Publications.
3. Soundarapandian, M. (2010). *Rural Entrepreneurship: Growth And Potentials*. Kanishka Publishers Distributors.

E-Resources:

1. https://onlinecourses.nptel.ac.in/noc20_mg35/preview
2. https://onlinecourses.nptel.ac.in/noc21_mg63/preview
3. https://onlinecourses.swayam2.ac.in/ini24_hs07/preview

CO, PO, PSO Mapping

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	2
Average	2	2	2	-	2	-	-	-	-	-	-	-	-	-	-	-	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPE402C

**Indian Models of Economy, Business
and Management****Semester – IV
4H - 3C****Instruction hours/week****L:4 T:0 P:0****Marks: Internal: 40****External: 60****Total: 100****End Semester Exam: 3 Hours****PREREQUISITE:**

Not Required

COURSE OBJECTIVES (CO):

- To understand the evolution of the Indian economy and its various models across historical periods.
- To analyse the differences between western and Indian economic models, evaluating their features, challenges, and suitability in different economic conditions.
- To comprehend the concepts of sustainability, innovation, patents, and intellectual property rights (IPR) in the context of entrepreneurship.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Explain the evolution of the Indian economy and its economic models throughout history.	Understand
CO2	Compare and contrast Western and Indian economic models, analyzing their strengths, weaknesses, and applicability.	Apply
CO3	Demonstrate understanding of sustainability practices and their integration into entrepreneurial ventures.	Analyze
CO4	Evaluate the impact of patents and IPR on innovation and entrepreneurship.	Evaluate
CO5	Demonstrate leadership skills in group settings, and effectively communicate, analyze, plan, and work in teams.	Create

UNIT I: INDIAN ECONOMY OVER THE YEARS**8 HOURS**

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**10 HOURS**

Western Economy over the years: Overview. Feudalism, Mercantilism, Capitalism, Colonial economies, Industrialization, Communism, Globalization, 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**10 HOURS**

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**10 HOURS**

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

UNIT V: MANAGEMENT OF INNOVATION**10 HOURS**

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.

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Kanagasabapathi P. (2006). *Indian Model of Economy, Business and Management*.
2. Kai-Ingo Voigt, Oana Buliga, Kathrin Michl. (2016). *Business Model Pioneers: How Innovators Successfully Implement New Business Models*. 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.

REFERENCE BOOKS:

1. George Soros. (2005). *Open Society*. Viva Books, New Delhi.
2. Angus Madison. (2003). *The World Economy – A Millennial Perspective*. Overseas Press Limited, New Delhi.
3. Agarwala P. N. (2001). *A Comprehensive History of Business in India – From 3000 BC to 2000 AD*. Tata McGraw Hill.

E-Resources:

- https://onlinecourses.nptel.ac.in/noc22_hs69/preview
- https://onlinecourses.nptel.ac.in/noc20_mg67/preview
- https://onlinecourses.nptel.ac.in/noc21_mg35/preview

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	2	2	2	-	-	-	-	-	-	-	-	-	-	-	3	-
CO2	2	3	2	-	2	-	-	-	-	-	-	-	-	-	-	-	3
CO3	-	-	-	3	-	2	-	-	-	-	-	-	-	-	-	-	2
CO4	-	-	2	-	-	-	3	-	-	-	-	-	-	-	-	-	3
CO5	-	-	-	-	-	3	-	2	-	-	-	-	-	-	-	-	2
Average	2.5	2.5	2	2.5	2	2.5	1.5	1	-	-	-	-	-	-	-	3	2.6

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPL402A

Supply Chain Softwares

Semester – IV
4H - 3C

Instruction ours/week

L:4 T:0 P:0

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

- A student must have knowledge on Supply chain management software referred to a program, platform or set of tools that help streamline and manage the end-to-end supply chain processes of an ERP systems

COURSE OBJECTIVES (CO):

- 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.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the fundamentals of ERP systems	Understand
CO2	Gain knowledge about the functional ERP modules	Apply
CO3	Select the right ERP systems based on the Organizational requirements	Understand
CO4	Identify the ERP implementation strategies	Apply
CO5	Communicate the case analysis effectively in oral and written forms	Create

UNIT I: OVERVIEW OF ENTERPRISE SYSTEMS**8 HOURS**

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: ERP MODULES**10 HOURS**

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: ERP SYSTEM**10 HOURS**

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**10 HOURS**

Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation.

UNIT V: EXTENDED ERP SYSTEMS**10 HOURS**

Extended ERP systems and ERP bolt –on -CRM, SCM, Business analytics etc., Future trends in ERP systems-web enabled, Wireless technologies.

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Alexis Leon (2008). *Enterprise Resource Planning*, 2nd Edition, Tata McGraw-Hill,
2. Jagan Nathan Vaman (2008). *ERP in Practice*, Tata McGraw-Hill,

REFERENCE BOOKS:

1. Mahadeo Jaiswal and Ganesh Vanapalli, (2006). *ERP Macmillan India*, Tata McGraw-Hill,
2. Summer, (2008). *ERP*, Tata McGraw-Hill,

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	-	-	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-
CO2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	2	-	-	-	3	-	-	-	-	-	-	3	-	-	-	-	2
CO4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	2	-	-	-	-	-	-	3	-	-	-	-	2	-	-
Average	2	-	2	-	3	-	2	-	-	3	-	3	-	-	2	-	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPL402B

Global Supply Chain Management

Semester – IV
4H - 3C

Instruction Hours/week

L:4 T:0 P:0

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

- A student should have knowledge on the scope of supply chain management is broad, covering many aspects such as manufacturing, warehousing, packaging, transportation and delivery, IT, and logistics.

COURSE OBJECTIVES (CO):

- 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

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Identify the global supply chain strategy	Apply
CO2	Realize the impact on supply chain by the various market globalization drivers	Apply
CO3	Gain knowledge about legal considerations in global supply chain activities	Understand
CO4	Design a global logistics strategy	Create
CO5	Understand the strategies form an aging inventory	Understand

UNIT I: GLOBAL SUPPLY CHAIN STRATEGY**8 HOURS**

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: DRIVERS FOR SUPPLY CHAINS**10 HOURS**

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: GLOBAL SUPPLY CHAIN INFRASTRUCTURE**10 HOURS**

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**8 HOURS**

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**12 HOURS**

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.

TOTAL: 48 HOURS**TEXT BOOK:**

1. C.S. Venkata Ratnam. (2007). *Globalisation and Labour Management Relations: Response Books.*

REFERENCE BOOK:

1. Viswanathan & S Kameshwaran. (2013). *Eco system aware Global Supply chain Management*

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-		-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	-	-			3			2	-		-	-	-	-	2	2
CO4	3	3	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-
CO5	-	-	-	-	-	-	-	-	-	-		-	-	-	2	-	-
Average	2.5	3	-	2	-	3	-	-	2	-	2	-	-	-	2	2	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPL402C

Applied GIS and Spatial Data Analytics

Semester – IV
4H - 3C

Instruction hours/week

L:4 T:0 P:0

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

- A Student should have the knowledge on Geographic Information System. (GIS) is a computer system that analyzes and displays geographically referenced information

COURSE OBJECTIVES (CO):

- 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

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the components of GIS	Understand
CO2	Know how to acquire data from data sources	Remember
CO3	Identify the different spatial data models	Apply
CO4	Analyze the GIS data by using various tools	Analyze
CO5	Apply the GIS for business solutions	Apply

UNIT I: INTRODUCTION TO GIS**8 HOURS**

GIS -Definition- Principles- Concepts-Components of GIS, Functions of GIS, Uses of GIS; Important GIS Vendors –ESRI –Arc GIS, MAPINFO, GEOMEDIA – Open-source GIS- QGIS

UNIT II: DATA SOURCES**10 HOURS**

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**10 HOURS**

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**10 HOURS**

GIS data analysis – Query (onscreen query, attribute query, spatial query) Classification, reclassifies, 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**10 HOURS**

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

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Burroughs P. A. (1986). *Principles of Geographic information Systems for L and Resource Assessment*, Oxford University Press, New York
2. Aronoff S. (1989). *Geographic Information Systems: A Management Perspective*, DDL Publication Ottawa.

REFERENCE BOOKS:

1. Chang, &K.-T. (2008). *Introduction to geographic information systems*, Boston: McGraw-Hill.
2. Davis, B.E. (2001). *GIS: A visual approach. A lay*, NY, Delmar Thomson Learning.
3. Fraser Taylor D.R. (1991). *Geographic information Systems*, Pergamon Press, Oxford,
4. Maquire D.J.M.F. Good child and D.W. Rhind, (1991). *Geographic information Systems: Principles and Application*. Taylor & Francis, Washington,
5. Mark S Monmonier, (1982). *Computer-assisted Cartography*, Prentice-Hall, Englewood Cliff, New Jersey,

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	-	-	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-
CO2	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	2	2
CO4	-	2	-	3	-	-	-	-	-	-	2	-	-	-	-	-	-
CO5	2	2	-	-	-	-	-	-	-	3	-	-	-	-	2	-	-
Average	2	2	-	3	-	-	2	-	2	3	2	-	-	-	2	2	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPT402A

Event Management

Semester - IV
4H - 3C

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

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

- Market Management, Consumer Behaviour

COURSE OBJECTIVES (CO):

- To familiarize with the essentials of event management;
- 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 understand the significance of travel industry fairs and the nature of demand in conference markets.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand with the essentials of Event Management	Apply
CO2	Understand the potential of MICE and Event Tourism	Apply
CO3	Plan and execute the plan for an Event within time schedule and cost	Understand
CO4	Identify strategies for event marketing, customer care, and marketing tools to effectively develop and communicate event management practices.	Apply
CO5	Judging of travel industry fairs and its significance	Apply

UNIT I: INTRODUCTION TO EVENTS**8 HOURS**

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**10 HOURS**

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**10 HOURS**

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**10 HOURS**

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**10 HOURS**

Benefits of Fairs - ITB, WTM, BTF, TTW, FITUR, KTM, IITM, CII-Events, PATA Travel Mart - Event Advertising and Public Relations and Event Risk Management

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Glenn Bowdin, Johnny Allen, et al., (2010). *Events Management*, 3rd Edition, A Butterworth-Heinemann.
2. Charles Bladen et al, (2012). *Events Management: An Introduction*, 1st Edition, Routledge.

REFERENCE BOOKS:

1. Anton Shone & Bryn Parry, (2019). *Successful Event Management*, 5th Edition, Cengage Learning.
2. David C. Watt, (1998). *Event Management in Leisure and Tourism*, Longman.
3. Dr. Anukrati Sharma and Dr. Shruti Arora, (2018). *Event Management and Marketing: Theory, Practical Approaches and Planning*, 1st Edition, Bharti Publications.

CO, PO, PSO Mapping

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO 11	PO 12	PO 13	PO 14	PO 15	PS O1	PS O2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	2	-	2	-	3	-	2	-	-	3	-
CO3	2		2	-	-	-	-	-		-	-	-	-	-	-	-	2
CO4	-	2	-	-	-	-	2	-	2	-	-	-	2	-	-	-	2
CO5	-	-	-	-	-	-	-	-	2	-	3	-	-	-	-	3	-
Average	2	2	2	-	-	-	2	-	2	-	3	-	2	-	-	3	2

1-Low; 2-Medium; 3-High; '-' No Correlation

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- 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 understand the growth and development of medical tourism in India.
- To know the Certification and Accreditation in health and medical tourism

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the growing importance of medical tourism in contemporary world.	Apply
CO2	Comprehend and analyze the push pull factors for medical tourists to select the appropriate medical tourism destination	Apply
CO3	Aware of the legal aspects related to the medical tourism	Understand
CO4	Examine the growth and development of medical tourism in India	Evaluate
CO5	Understand Legal Aspects of Medical Tourism	Apply

UNIT I: INTRODUCTION TO HEALTH TOURISM **10 HOURS**

Origin and development over ages - health as a motivator to travel, - Ancient centers 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 **10 HOURS**

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 **10 HOURS**

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 **10 HOURS**

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 **8 HOURS**

Centers/Destinations, Current and futuristic trends, Potentials, Issues and Challenges, Trousing the challenges, Government Support.

TOTAL: 48 HOURS

TEXT BOOKS:

1. Jonathan Edelheit, (2010). *Renee-Marie Stephano, Medical Tourism: An International Healthcare Guide For Insurers, Employers and Governments*, Global Health Insurance Publications.
2. D. Botterill, G. Pennings, T. Mainil, (2013). *Medical Tourism and Transnational Health Care*, Palgrave Macmillan.

REFERENCE BOOKS:

1. Frederick J. DeMicco, (2017). *Medical Tourism and Wellness: Hospitality Bridging Healthcare (H2H)*, 1st Edition, Apple Academic Press.
2. Hank Kearney, (2011). *Medical Tourism and Emerging Markets (The Global Explosion in Emerging Markets Healthcare)*, PHM International, Inc.

CO, PO, PSO Mapping

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO 11	PO 12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-	1
CO2	2	2	-	-	2	-	2	1	-	-	-	-	-	-	-	2	-
CO3	-	-	-	-	-	-	-	-	-	-	-	2	-	-	2	-	3
CO4	2	-	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-
CO5	2	2	-	2	-	-	-	-	-	-	-	-	-	-	-	2	-
Average	2	2	-	2	2	-	2	1	-	-	-	2	-	-	2	2	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPT402C

Destination Marketing

Semester - IV
4H - 3C

Instruction Hours/week

L:4 T:0 P:0

Marks: Internal: 40 External: 60

Total: 100

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- 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.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Examine and discuss the key concepts and principles Of marketing as applied to destinations and the tourism experience	Apply
CO2	Demonstrate an evaluative understanding of current issues associated with destination marketing	Apply
CO3	Access, and examine the effectiveness of marketing strategies applied to tourism.	Understand
CO4	Demonstrate skills in oral and written communication Related to tourism	Apply
CO5	Demonstrate skills such as critical and analytical thinking in accordance with professional contexts	Apply

UNIT I: TOURISM ATTRACTION**8 HOURS**

Tourism Attraction: Definition, Characteristics, Typology, Criteria for Tourist Attractiveness, development and design of tourist attractions, Life Cycle.

UNIT II: TOURISM PLANNING**10 HOURS**

Tourism Definition Planning, Environmental Analysis, Resource Analysis, Regional Environmental Analysis, Market Analysis, Competitor Analysis, Regional Environmental Scanning.

UNIT III: STRATEGY FORMULATION**10 HOURS**

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: DESTINATION MARKETING MIX**10 HOURS**

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: TOURISM DISTRIBUTION STRATEGY**10 HOURS**

The Tourism Distribution Strategy – Choice of distribution channel, developing a Destination Promotional strategy, Evaluation and Control.

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Ernie Health & Geoffrey Wall, (2006). *Marketing Tourism Destinations*, John Wiley & Sons. Inc.
2. Holloway, J. C., & Robinson, C. (2006). *Marketing for tourism*, 5th Edition, Prentice Hall.
3. Kotler, P., & Bowen, J. T. (2017). *Marketing for hospitality and tourism*, 7th Edition, Pearson Education.

REFERENCE BOOKS:

1. Morrison, A. M., & O'Reilly, N. (2013). *Marketing destinations and venues for conferences, conventions, and business events*, 2nd Edition, Routledge.
2. Shoval, N. (Ed.). (2011). *Tourism destination evolution*, 2nd Edition, Channel View Publications.
3. Buhalis, D., & Costa, C. (2006). *Tourism management dynamics: Trends, management, and tools*, 1st Edition. Butterworth-Heinemann.
4. Pike, S., & Page, S. J. (2014). *Destination marketing organizations and destination management organizations*, 1st Edition, Routledge.

CO, PO, PSO Mapping

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO 11	PO 12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-	1
CO2	2	2	-	-	-	-	2	1	-	-	-	-	-	-	-	3	-
CO3	2	-	-	-	-	-	-	-	-	-	-	2	-	-	2	-	3
CO4	2	-	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-
CO5	2	-	-	2	-	-	-	-	-	-	-	-	-	-	-	2	-
Average	2	2	-	2	-	-	2	1	-	-	-	2	-	-	2	2.5	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPI402A**Urban Environmental Management****Semester – IV****4H - 3C****Instruction Hours/week L:4 T:0 P:0****Marks: Internal: 40 External: 60 Total: 100****End Semester Exam: 3 Hours****PREREQUISITE:**

Not Required

COURSE OBJECTIVES (CO):

- To understand the basic knowledge about urban environmental issues and master plans.
- To evaluate and manage urban wastewater and solid waste management effectively.
- To analyze case studies from developed nations to implement successful urban management strategies in the local context.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand and summarize the key urban environmental issues and their impact.	Understand
CO2	Analyse and explain the concept and importance of urban master plans.	Analyse
CO3	Evaluate the processes involved in urban wastewater management.	Evaluate
CO4	Understand and apply the techniques of municipal solid waste management.	Apply
CO5	Study and illustrate successful urban management models from developed nations.	Understand

UNIT I: URBAN ENVIRONMENTAL ISSUES**8 HOURS**

Urbanization, population growth scenario, migration, pollution of surface water resources (rivers, tanks, channels), groundwater exploitation, wastewater characteristics, pollution problems, solid waste, air pollution, CPCB norms.

UNIT II: URBAN MASTER PLANS**12 HOURS**

Planning and organizational aspects, urban waste resources management, water in urban ecosystem, urban water resources planning and organization aspects, storm water management practices, types of storage, magnitude of storage, storage capacity of urban components, percolation ponds, temple tanks, rainwater harvesting, urban water supply, demand estimation, population forecasting, source identification, water conveyance, storage reservoirs, fixing storage capacity, distribution network types, analysis, computer applications, conservation techniques, integrated urban water planning, smart city project planning, green building, LEED certification, green audit.

UNIT III: URBAN WASTEWATER MANAGEMENT**10 HOURS**

Sewage generation, storm drainage estimation, industry contribution, wastewater collection system (separate and combined system), hydraulic design of sewer and storm drain, wastewater treatment, disposal methods, concept of decentralization, 3R concepts.

UNIT IV: MUNICIPAL SOLID WASTE MANAGEMENT**10 HOURS**

Sources of solid waste, characteristics, rate of generation, segregation at source, collection of solid waste, methods of collection, route analysis, transfer and transfer stations, processing and disposal of solid waste.

UNIT V: CASE STUDIES**8 HOURS**

Environmental economics, social and physiological aspects of pollution, successful urban management models, urban management case studies from developed nations, software.

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Tchobanoglous, G., Theisen, H., & Vigil, S. A. (1993). *Integrated solid waste management*. McGraw Hill Publishers.
2. McGhee, J. (1991). *Water supply and sewerage*. McGraw Hill Publishers.
3. Wani Elista, M. P., & Yousef. (1993). *Storm water management and operations*. John Wiley and Sons.
4. Grigg, N. S. (1986). *Urban water infrastructure planning – Management and operations*. John Wiley and Sons.

REFERENCE BOOKS:

1. Peavy, H. S., Rowe, D. R., & Tchobanoglous, G. (1985). *Environmental engineering*. McGraw Hill.

2. Vesilind, P. A., Worrell, W., & Reinhart, D. (2002). *Solid waste engineering*. Cengage Learning.
3. Viessman, W., & Hammer, M. J. (1998). *Water supply and pollution control*. Addison Wesley.
4. Metcalf & Eddy. (2002). *Wastewater engineering: Treatment and reuse*. McGraw Hill.
5. Sincero, A. P., & Sincero, G. A. (1999). *Environmental engineering: A design approach*. Prentice Hall of India.

E-Resources:

- <https://archive.nptel.ac.in/content/storage2/courses/120108004/module1/lecture1.pdf>
- <https://archive.nptel.ac.in/courses/120/108/120108004/>
- <https://nptel.ac.in/courses/105105160>

CO, PO, PSO Mapping

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO 11	PO 12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2
CO3	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	2
CO4	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	2
CO5	-	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	2
Average	2	2	2	2	-	2	-	-	-	-	-	-	-	-	-	2	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPI402B Real Estate Marketing and Management**Semester - IV
4H - 3C****Instruction Hours/week L:4 T:0 P:0 Marks: Internal: 40 External: 60 Total: 100****End Semester Exam: 3 Hours****PREREQUISITE:**

Not Required

COURSE OBJECTIVES (CO):

- To provide the participants with a good knowledge on real estate marketing and management.
- To impart the basic knowledge about the procedure and laws relating to transfer of completed project.
- To understand the concept of development planning & approval process

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the fundamental concepts and techniques involved in real estate development	Understand
CO2	Analyse the procedures and laws relating to the transfer of completed projects	Analyse
CO3	Evaluate the development planning and approval process	Evaluate
CO4	Apply knowledge of construction and project management in real estate projects	Apply
CO5	Understand the marketing and handing over process of completed real estate projects	Understand

UNIT I: CONCEPT**8 HOURS**

Fundamental concepts and techniques involved in real estate development process - Role of various organizations – CREDAI –BAI etc

UNIT II: EVENTS AND PRE-PROJECT STUDIES**10 HOURS**

Modeling sequential events in real estate development process - Site Evaluation-Land procurement – Development Team assembly - Market study

UNIT III: DEVELOPMENT PLANNING & APPROVAL PROCESS**10 HOURS**

Identifying technical inputs required, planning objectives, front end clearances from various authorities, timing of the project and scheduling.

UNIT IV: CONSTRUCTION AND PROJECT MANAGEMENT**10 HOURS**

Identifying the elements of infrastructure and their source mobilization, disaggregating the project components, mobilizing the human and fiscal resources procuring and storing materials.

UNIT V: PROJECT MARKETING & HANDING OVER**10 HOURS**

Over of the completed project- Communication tools required for presenting the project - In house sales promotion -Franchisee system -Joint venture and sharing issues - Procedure and laws Relating to transfer of completed project.

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Cortesi, G. R. (2001). *Mastering real estate principles*. Dearborn Trade Publishing, New York, USA.
2. Galaty, F. W. (2002). *Modern real estate practice*. Dearborn Trade Publishing, New York, USA.
3. Davis, T. (2007). *Real estate developer's handbook*. Atlantic Pub Company, Ocala, USA.
4. Miles, M. E. (2000). *Real estate development - Principles & process* (3rd ed.). Urban Land Institute, ULI, Washington DC.

REFERENCE BOOKS:

1. Peiser, R. B. (2003). *Real estate development handbook*. Urban Land Institute.
2. Brueggeman, W., & Fisher, J. (2010). *Real estate finance and investments*. McGraw-Hill.
3. Berges, S. (2005). *The complete guide to real estate finance for investment properties*. Wiley.
4. Clapp, J. M., & Messner, S. D. (1988). *Real estate market analysis: Methods and case studies*. Praeger.

E-Resources:

- <https://nptel.ac.in/courses/124107001>

CO, PO, PSO Mapping

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO 11	PO 12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	3	3	-	-	-	-	1	-	-	-	3	3	3	3	-	-
CO2	3	3	3	-	-	-	-	1	-	-	-	3	3	3	3	-	-
CO3	3	3	3	-	-	-	-	1	-	-	-	2	3	3	3	-	-
CO4	3	3	3	-	-	-	-	1	-	-	-	2	3	3	3	-	-
CO5	3	3	3	-	-	-	-	1	-	-	-	1	3	3	3	-	-
Average	3	3	3	-	-	-	-	1	-	-	-	2.2	3	3	3	-	-

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAPI402C**Valuation of Real Estate and
Infrastructure Assets****Semester - IV
4H - 3C****Instruction Hours/week L:4 T:0 P:0 Marks: Internal: 40 External: 60 Total: 100****End Semester Exam: 3 Hours****PREREQUISITE:**

Not Required

COURSE OBJECTIVES (CO):

- To understand the basic knowledge about real estate valuation.
- To understand the concept of approaches to real estate valuation.
- To understand the valuation of various categories of real estate.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Summarize the basic concepts and scope of Real Estate Valuation.	Understand
CO2	Illustrate the different approaches to Real Estate Valuation.	Apply
CO3	Analyze the valuation of various categories of real estate including residential, commercial, and industrial.	Analyze
CO4	Understand the methodology and key parameters involved in Infrastructure Asset Valuation.	Understand
CO5	Evaluate the valuation techniques for various infrastructure sectors like power, IT, and telecom.	Analyze

UNIT I: REAL ESTATE VALUATION**10 HOURS**

Scope and objectives – Concepts of valuation – Types of value – Value vs Price vs Cost – Different methods of valuation - SWOT analysis

UNIT II: APPROACHES TO REAL ESTATE VALUATION**8 HOURS**

Sales comparison approach – Cost approach – Income approach – SWOT analysis

UNIT III: VALUATION OF VARIOUS CATEGORIES OF REAL ESTATE **10 HOURS**

Residential real estate valuation - Commercial real estate valuation - Industrial real estate valuation – Retail real estate valuation-Mixed-use real estate valuation

UNIT IV: INFRASTRUCTURE ASSET VALUATION**10 HOURS**

Objective and approaches – Different categories of infrastructure assets – Valuation methodology – Key operational and financial parameters-Valuation framework and models.

UNIT V: SECTORAL INFRASTRUCTURE VALUATION**10 HOURS**

Power sector – IT sector – Telecom sector – Aviation – Education Sector-Other service sectors – Plant and Machinery – Case studies.

TOTAL: 48 HOURS**TEXT BOOKS:**

1. Blanc-Brude, F., & Hasan, M. (2015). *Infrastructure valuation*. EDHEC Risk Institute.
2. Blanc-Brude, F., & Hasan, M. (2015). *Infrastructure asset management*. EDHEC Risk Institute.
3. Garvin, M. J. (2017). *Valuation techniques for infrastructure investment decisions*. Department of Civil Engineering and Engineering Mechanics, Columbia University.

REFERENCE BOOKS:

1. The Balance. (2019). *Different types of real estate investments you can make*.
2. RBSA. (2018). *Valuation of infrastructure assets & specialized assets*.
3. Blanc-Brude, F. (2015). *Application of real options in infrastructure projects*. EDHEC Risk Institute.
4. Cheah, C. Y. J. (2016). *Real options in infrastructure projects*. CFA.

E-Resources:

- <https://archive.nptel.ac.in/content/storage2/courses/122102006/mod1/1.1.html>
- <https://archive.nptel.ac.in/courses/105/106/105106188/>

CO, PO, PSO Mapping

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO 11	PO 12	PO13	PO14	PO15	PSO1	PSO2
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-
Average	2	2	2	2	2	-	-	-	-	-	-	-	-	-	-	-	-

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAP411

Indian Ethos, Values and Business Ethics

Semester - IV

2H - 1C

Instruction Hours/week

L:2 T:0 P:0

Marks:

Internal:50

Total: 50

End Semester Exam: 3 Hours

PREREQUISITE:

Not Required

COURSE OBJECTIVES (CO):

- To understand Indian ethos and values.
- To make students understand social responsibility and appreciate the concepts of business ethics in leadership
- To analyze and resolve ethical dilemma
- To develop knowledge and understanding about the theoretical perspectives.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand Indian ethos and values	Understand
CO2	Assess the concepts of business ethics in leadership	Evaluate
CO3	Analyze and resolve ethical dilemma	Analyse
CO4	Estimate behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, analysing, planning and team work.	Understand
CO5	Assess and Manage Ethical Dilemma	Analyse

UNIT I: ELEMENTS OF INDIAN ETHOS**4 HOURS**

Union rather than dominion status of human beings—renunciation of self—laws of karma: Law of creation, law of humility, law of growth, law of responsibility, law of connection – Brain stalling, the Indian ethos for management. Importance of Karma to managers—Nishkama Karma—Corporate Karma. Corporate Karma leadership (connecting company and cause, integrating, philanthropy into work environment)

UNIT II: MANAGEMENT IDEAS FORM VEDAS**4 HOURS**

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 stake holders, Trans-cultural Human values, Secular Vs spiritual values, value system in work culture.

UNIT III: STRESS MANAGEMENT**6 HOURS**

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**4 HOURS**

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**6 HOURS**

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.

TOTAL: 24 HOURS**TEXT BOOK:**

1. Biswanath Ghosh (2009). *Ethics in Management and Indian Ethos*, 2nd Edition, Vikas Publishing Housing Pvt. Ltd, New Delhi.

REFERENCE BOOKS:

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*, Harper Collins Publishers PTY Limited

4. Swami Anu Bhavanand and Arya Kumar (2000), Ethics in management, insights from Ancient Indian wisdom, Ane Book, Chennai, 2000.
5. S.K.Chakraborty(1998), ValuesandEthicsforOrganizations:TheoryandPractices, OUP India

E-Resources

1. <https://www.youtube.com/watch?v=dTs8meMCiJg>
2. <https://www.youtube.com/watch?v=5HHzMJdHhf8>
3. <https://www.youtube.com/watch?v=O2MjV1TfoAk>
4. <https://www.youtube.com/watch?v=7j66AyiRhSI>

CO, PO, PSO Mapping

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO 11	PO 12	PO13	PO14	PO15	PSO1	PSO2
CO1	3	-	-	-	-	-	-	-	-	-	2	-	-	3	-	2	-
CO2	-	2	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	-	-	-	-	-	-	-	-	-	-	-	-	3	-	-	2
CO4	-	-	-	-	2	-	-	-	2	-	-	-	-	-	-	-	-
CO5	2	2	-	-	-	-	-	-	2	-	2	-	-	-	-	-	-
Average	2.5	2	2	-	2	-	-	-	2	-	2	-	-	3	-	2	2

1-Low; 2-Medium; 3-High; '-' No Correlation

25MBAP491**Capstone Project****Semester - IV
20H - 9C****Instruction Hours/week L:0 T:0 P: 20 Marks: Internal:80 External: 120 Total:200****End Semester Exam: 3 Hours****PREREQUISITE:**

Not Required

COURSE OBJECTIVES (CO):

- To understand the concept of organizational study
- To identify an issue to be analyzed 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.

COURSE OUTCOMES (COs):

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

COs	Course Outcomes	Blooms Level
CO1	Understand the concept of organizational study	Understand
CO2	Understand the application of Research process in the area of Accounting /Finance /Marketing /HR/ International business etc.	Remember
CO3	Identify an issue to be analyzed and to be solved in a business setup Or real time scenario using primary or secondary data collection.	Analyse
CO4	Analyse the data and critically evaluate the result and formulate the Suggestion for the problem identified.	Evaluate
CO5	Apply the theoretical and practical learning of doing research into Lifelong practice.	Apply

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 mid reviews (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
- Finding 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-13pts Text – 12 Pts

One inch page border all sides

1.5 line spacing

CO, PO, PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14	PO15	PSO1	PSO2
CO1	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	-	-	-	2	-	-	-	-	-	1	-
CO3	-	2	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-
CO4	-	2	1	-	-	-	-	-	-	-	-	-	2	-	-	-	1
CO5	-	-	-	2	-	-	-	-	-	-	2	-	-	-	-	1	-
Average	-	2	1	2	-	-	2	-	-	2	2	-	2	-	-	1	1

1-Low; 2-Medium; 3-High; '-' No Correlation