Department of Management Studies
Manonmaniam Sundaranar University
Tirunelveli – 627 012

Master of **B**usiness **A**dministration –
Choice **B**ased **C**redit **S**ystem – **U**niversity **D**epartment
(MBA - CBCS - UD)

Program Regulations and Syllabus

July 2024

VISION OF THE UNIVERSITY

To provide quality education to reach the un-reached

MISSION OF THE UNIVERSITY

- To conduct research, teaching and outreach programs to improve conditions of human living.
- To create an academic environment that honours women and men of all races, caste, creed, cultures, and an atmosphere that values intellectual curiosity, pursuit of knowledge, academic freedom and integrity.
- To offer a wide variety of off-campus educational and training programs, including the use of information technology, to individuals and groups.
- To develop partnership with industries and government so as to improve the quality of the workplace and to serve as catalyst for economic and cultural development.
- To provide quality / inclusive education, especially for the rural and un-reached segments of economically downtrodden students including women, socially oppressed and differently abled.

VISION OF THE DEPARTMENT

To be recognized as the best management education institution in the world through participatory and skill-based learning

MISSION OF THE DEPARTMENT

In pursuit of Excellence

- By providing quality education, especially for the rural and the unreached
- Through innovation in teaching, research, and extension activities
- By promoting human values for social harmony

NAME OF THE PROGRAM

MASTER OF BUSINESS ADMINISTRATION (MBA)

PREAMBLE

Department of Management Studies, Manonmaniam Sundaranar University offers MBA program in Choice Based Credit System. The program is designed in to four semesters based on the requirements of the prospective students, primarily from rural places of the southernmost districts of Tamilnadu taking into consideration, the regulations of UGC and AICTE in this regard. Students are given opportunity to select their courses in the specializations of Entrepreneurship, Finance, Human Resource, Marketing, Production and Logistics, and Systems. The program offers scope for learning many concepts and skills to enable the students to become a successful and ethical citizen as an entrepreneur or a manager.

PROGRAM REGULATIONS AND SYLLABUS - FOR THOSE WHO JOIN FROM 2024 – 25 ONWARDS

1. **Program:** Master of Business Administration (**MBA**)
2. **Duration**: Two years Full Time (each year having Two Semesters)
3. **Medium of Instruction and Examinations**: English only.
4. **Eligibility for Admission**:

A candidate shall be eligible for admission to Master of Business Administration (**MBA**) course if he/she has obtained Bachelor's degree at least through 10 + 2 + 3 stream, recognized by our University with a minimum of fifty percent (50%) marks in Major and Allied Courses. For SC / ST candidates a Pass is enough through the same stream of education as mentioned above.

and

Should have taken up the Tamilnadu Common Entrance Test conducted by the Government of Tamilnadu, attended the Personal Interview and participated in the Group Discussion conducted by our university or any other norms prescribed by our university in this regard from time to time.

5. **Program structure**

The course work in an academic year shall be divided into various activities as given below:

Year	Semester	Period	Activity
I	I	16th July - 15th Nov	Classes and Continuous Internal Assessment
		16th Nov – 30th Nov	End Semester Examinations
	II	1st Dec – 15th April	Classes and Continuous Internal Assessment
		16th April – 30th April	End Semester Examinations
II	III	2nd May – 15th July	Summer Internship / Summer Project
		16th July - 15th Nov	Classes and Continuous Internal Assessment
		16th Nov – 30th Nov	End Semester Examinations
	IV	01st Dec – 15th Jan	Main Project
		16th Jan – 15th April	Classes and Continuous Internal Assessment
		16thApril – 30th April	End Semester Examinations

6. During an academic year, a student shall be allowed to enroll for one program of study only and shall not appear for any other Post Graduate Examination of this or any other University.
7. The semester-wise course outline, credits assigned to each course, total marks allocated to each course, internal, and end semester examination marks components are listed below. The course content is given in the detailed syllabus.

Sl. No.	Sem.	Course Name	C	IM	EM	TM	P M
1	First	Management Principles and Business Ethics	4	25	75	100	50 % in External and 50 %
2	First	Organizational Behavior	4	25	75	100	
3	First	Microeconomics	4	25	75	100	
4	First	Quantitative Techniques*	4	25	75	100	

5	First	Research Methodology	4	25	75	100	
6	First	Principles of Business Finance and Accounting*** - *e PG Pathshala***	4	25	75	100	
7	First	Executive Communication - I (**Practical**)	2	**50**	**50**	100	
8	Second	Marketing Management	4	25	75	100	
9	Second	Financial Management*	4	25	75	100	
10	Second	Human Resource Management	4	25	75	100	
11	Second	Operations and Logistics Management*	4	25	75	100	
12	Second	Macroeconomics	4	25	75	100	
13	Second	Entrepreneurship	4	25	75	100	
14	Second	Executive Communication - II (**Practical**)	2	**50**	**50**	100	
15	Second	***MOOC – I***	3	25	75	100	
	Second	**Value Added Course –** Organizational Skill Development	This course will not reflect in the Marksheet				
16	Third	Operations Research*	4	25	75	100	
17	Third	Legal Aspects of Business and Sustainability	4	25	75	100	
18	Third	Executive Communication - III (**Practical**)	2	**50**	**50**	100	
19	Third	**Elective I**	3	25	75	100	
20	Third	**Elective II**	3	25	75	100	
21	Third	**Elective III**	3	25	75	100	
22	Third	**Summer Internship / Summer Project**	4	**50**	**50**	100	
23	Third	***MOOC – II***	3	25	75	100	
	Third	**Value Added Course –** Technology Management	This course will not reflect in the Marksheet				
24	Fourth	Strategic Management	4	25	75	100	
25	Fourth	Business Analytics	4	25	75	100	
26	Fourth	Global Business Environment ***- e PG Pathshala***	4	25	75	100	
27	Fourth	**Elective IV**	3	25	75	100	
28	Fourth	**Elective V**	3	25	75	100	
29	Fourth	**Elective VI**	3	25	75	100	
30	Fourth	**Main Project**	4	**50**	**50**	100	
		TOTAL	106	875	2125	3000	

*Quantitative Courses (C–Credits; IM–Internal Marks; EM–External Marks; TM–Total Marks; & PM–Passing Minimum)

(i) Every student has to select **THREE** electives each from the list given for the Third and the Fourth semesters.

(ii) Elective will be offered if and only if at least **25 per cent** of the class opt for that elective.

(iii) If there is less number of students opting for a particular elective course, the department reserves the right to offer that course under 'Self Study' mode, on approval in a faculty meeting. The department shall assign a course facilitator to do the continuous internal assessment and the evaluation for the end semester examination, subject to a maximum of one course per semester by a student.

8. The List of Electives offered in the III and IV Semesters

CC	III Semester	CC	IV Semester
A. ENTREPRENEURSHIP			
E1	Small Business Management	E6	Family Business Management
E2	New Venture Creation	E7	Innovation and Intellectual Property Protection
E3	Marketing for Entrepreneurs	E8	Rural Entrepreneurship
		E9	Entrepreneurial Finance

		E10	Entrepreneurship Support System
B. FINANCE			
F 1	Financial Institutions, Markets and Services	F 6	Digital Finance
F 2	Security Analysis and Portfolio Management	F 7	Behavioral Finance
F 3	Working Capital Management	F 8	Project Finance
		F 9	Strategic Financial Management
		F 10	Commodities and Financial Derivatives
C. HUMAN RESOURCE			
H1	Knowledge Management	H 6	Cross Cultural and Diversity Management
H2	Training and Development	H 7	Compensation and Reward Management
H3	Organizational Change and Development	H 8	Managerial Counselling and Negotiation Skills
		H 9	Strategic Human Resource Management
		H 10	Contemporary Employment Relations
D. MARKETING			
M 1	Social Media Marketing	M 7	Rural Marketing
M 2	Marketing Research	M 8	Strategic Marketing
M 3	Product and Brand Management	M 9	Green Marketing
		M10	Retail Management
		M11	Services Marketing
		M12	Marketing Metrics
E. PRODUCTION MANAGEMENT			
P 1	Production Planning and Control	P 5	Retail Store and Mall Operations Management
P 2	Materials and Maintenance Management	P 6	Computer Integrated Manufacturing
P 3	Facilities Location and Product Design	P 7	Value Engineering
		P 8	Project Management
F. LOGISTICS MANAGEMENT			
L1	Fundamentals of Shipping Business	L5	Customs Laws and Procedure
L2	Export and Import Management	L6	Multimodal Transportation
L3	Supply Chain Management	L7	Warehouse Management
		L8	Port Management
G. SYSTEM			
S 1	System Analysis and Design	S 5	E-Business
S 2	Database and Information Management System	S 6	IT Enabled Services
S 3	Internet and Intranet Technology Management	S 7	Decision Support System
		S 8	Technology Management

CC – Course Code

9. Depending on the circumstances prevailing in the market, the University reserves the right to change any course and to increase or decrease the number of optional courses.

10. The Department of Management Studies will offer **two** Massive Open Online Courses for the Students in the Second and Third Semesters. The Courses to be offered will be decided by the Department, based on the list of courses offered by NPTEL in the respective semesters. These courses will have both Internal Assessment (25) and External Assessment (75) components and they are assigned **three** credits each.

The examinations (both Continuous Internal Assessment and End Semester) will be conducted online by NPTEL and as per the norms of the University, relating to MOOCs as decided as when required.

11. The Department will offer Two Value Added Courses for the students in the Second and Third Semesters. These courses are offered as the courses over and above the minimum requirements for the award of the degree. (Extra Credit Courses). The department will coordinate to conduct the CIA Tests by the Course Facilitator and End Semester Examination by the Controller of Examinations and offer a Certificate of Merit, upon successful completion of the courses.

12. Summer Internship / Summer Project

MANAGEMENT PRINCIPLES AND BUSINESS ETHICS

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COURSE OBJECTIVES

The objective of this course is to make the students understand the basic theories, principles and functions of management with regard to the business entity and also to create knowledge on the ethical practices of doing a business.

COURSE OUTCOMES

The course enables the students to

CO1. Understand the fundamentals about the different principles and its functions of management to practice in the organization.

CO2. Comprehend the different factors influencing the management style across the organizations present worldwide.

CO3. Remember the successful management practices followed by the organizations and to understand the knowhow of the strategies.

CO4. Explain the real time cases related to management practices.

CO5. Understand the ethical practices of successful organizations.

CO6. Apply the learned management principles and formulate strategies

COURSE CONTENT

UNITI

Nature and functions of Management – Administration vs Management - Skills and levels of managers – Characteristics of a Manager - Different approaches to management – systems approach – Management Environment – Internationalization of management

UNIT II

Planning – Nature – Importance – Types – Steps in planning process – MBO – Strategic planning process – TOWS matrix – Business portfolio matrix – Decision making process – Models of decision making - Formal / Informal organization – Organizational structure – organizing process – Departmentalization – Authority delegation – Decentralization – Coordination – Line / Staff relations – Staffing procedure – Training and development – Performance appraisal

UNIT III

Direction and Communication – Processes and Barriers – Leadership – Characteristics of a leader – Approaches to leadership – Motivation concepts – Theories of motivation – Committee – Team – Group decision making - System and process of controlling – Control techniques – Organizational change and Development – Strategies for efficient OC and OD – Productivity – Operations management - Use of IT in management functions

UNIT IV

Ethics and values in Management – Professional values – Definition of Ethics – Evolution of Ethics - Ethical theories – Global perspective – Cooperative ethics - Ethical development and challenges

UNIT V

Corporate social responsibility (CSR) – Business for social responsibility (BSR) – Barriers to CSR – Corporate governance – Clarity of goals – work committed culture – Blind management – Mind management – common sense in management – TQM – consumer protection and safety – Environmental protection

At least, one case study and discussions pertaining to the subject in all units

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	M	H	L	L	H	M	H		√				
CO2	H	M	M	M	H	L		M	√	√				
CO3	M	H	M	M	H	H	H	H	√	√		√		
CO4	M	H	H	M	L	H	H	H			√	√	√	
CO5	L	L	M	M	L	M	H	H	√	√		√	√	
CO6	M	M	L	L	H	H				√	√	√	√	√

REFERENCES

1. Harold Koontz, Heinz Weihrich, Essentials of Management – An International Perspective, TATA McGraw Hill
2. Hellriegel and Slocum, Management: A competency based approach, Thomson Learning
3. A B Rao, Business ethics and Professional values, Excel Books
4. Marianne M. Jennings, Cases in Business ethics, Cengage Learning
5. R C Sekhar, Ethical choices in Business, Sage Publications

ORGANIZATIONAL BEHAVIOUR

L T P C
4 0 0 4

COURSE OBJECTIVES

The course is aimed at understanding the human interactions in an organization and to equip the students with the theoretical and practical tools to effectively manage individuals and groups within the organization

COURSE OUTCOMES

At the end of the course the student should be able to

CO1. Analyse the behaviour of individuals and groups in organizations

CO2. Handle the conflicts and effectively build teams

CO3. Understand the culture and the climate of organizations

CO4. Communicate well, understanding the barriers of communication

CO5. Explain group dynamics and demonstrate skills required for working in groups.

CO6. Discuss the implementation of organizational change.

COURSE CONTENT

UNITI

The concept of Organizational Behaviour - Importance of OB to the field of Management – Hawthorne Studies - Approaches to Organizational Theory – Organizational Behaviour Models - Opportunities and Challenges for OB – Disciplines that contribute to OB

UNIT II

Learning – Theories, Principles and Process – Perception – Importance - Perception Model - Factors influencing Perception – Personality – Determinants and Theories – Attitudes and Values – Motivation – Nature, Techniques and Theories

UNIT III

Group Dynamics – Group Formation – Group Norms – Group Decision making – Group Cohesiveness – Team Building – Leadership – Styles and Theories – Power and Politics – Conflict Management – Types and Sources – Conflict Resolution

UNIT IV

Organizational Culture – Organizational Climate - Organizational Change: Approaches and Resistance to change– Organizational Development - OrganizationalStructure - Communication: Meaning, Types, Process and Barriers

UNIT V

Power – Sources of Power – Leadership – Theories and Styles – Quality of Work Life - Work life balance – Stress Management – Importance and techniques – Emotional Intelligence

Case Studies related to concepts and application of Organizational Behaviour

MAPPING OF COs to PSOs

Course	PS	PS	PS	PS	PS	PS	PS	PS	Cognitive Level

Outcomes									**K1**	**K2**	**K3**	**K4**	**K5**	**K6**
CO1	L	M	M	L	H	L	M	H	√	√				
CO2	L	M	H	M	M	M	H	L		√	√	√		√
CO3	M	M	H	M	L	M	M	H	√	√	√		√	
CO4	M	H	M	M	H	L	M	M		√	√	√		√
CO5	H	M	M	H	M	M	H	M				√	√	
CO6	L	M	M	H	M	M	M	H	√				√	√

REFERENCES

1. Stephen Robbins, Timothy A. Judge, Organizational Behaviour, PHI Pvt. Ltd.
2. Nelson, Quick, Khandewal, Organizational Behaviour, Cengage Learning
3. Williams, Tripathy, MGMT-Principles of Management, Cengage Learning.
4. L.M.Prasad, Principles and Practice of Management, Sultan and Chand.
5. Udai Pareek and Sushama Khanna, Organization Behavior, Oxford Publishing

MICROECONOMICS

L T P C
4 0 0 4

COURSE OBJECTIVES

1. To make the students to describe various economic ideas and apply them in the corporate to take decisions.
2. To make the students to compare various market conditions and resource utilization.

COURSE OUTCOMES

The students will be able to:

CO 1 - Examine in detail the basic economic concepts in managerial decision making.

CO 2 - Describe the consumer behavior and how the market behaves because of the consumers.

CO 3 – Solve the business dilemmas using Capital Budgeting decisions.

CO 4 – Compare and Contrast the various aspects of the Market Conditions.

CO 5 – Evaluate different methods to analyze the various strategies used in business.

CO 6 – Integrate the consumer behavior and the market conditions to take firm level decisions.

UNIT I

Introduction to Managerial Economics, Approach to Managerial Decision making through Economics, Concept of firm

UNIT II

Basic Concepts in Economics, Demand and Supply analyses

UNIT III

Production Analysis, Cost concepts and Analysis, Capital Budgeting decisions

UNIT IV

Pricing methods and decisions, Pricing in various market structures – Monopoly, Perfect Competition

UNIT V

Pricing methods and decisions, Pricing in various market structures - Monopolistic Competition and Oligopoly Competition

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6

CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M		√	√	√		
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	H	M	M	M	M	M	H	H					√	√

REFERENCES

1. Managerial Economics, P L Mehta, Sultan Chand and Sons
2. Economics, Paul A Sameulson, McGraw Hill
3. Managerial Economics, Peterson & Lewis, PHI
4. Managerial Economics, Atmanand, Excel Books
5. Managerial Economics, Yogesh Maheshwari, PHI

QUANTITATIVE TECHNIQUES

L T P C
4 0 0 4

COURSE OBJECTIVES

This course aims at

1. Providing an introduction on the mathematical tools used in managerial decision making
2. Making the students understand procedure of different mathematical tools
3. Training the students in using various techniques for solving problems

COURSE OUTCOMES

The course enables the students to

CO1. Recognize the need for mathematical concepts in business decision making

CO2. Formulate the practical situation in to a quantitative problem

CO3. Understand the application of different methods and choose an opt one

CO4. Explain the results derived through mathematical tools

CO5. Infer and evaluate the results of different from mathematical methods

CO6. Prepare a system for utilizing various techniques based on the need

COURSE CONTENT

UNIT I

Set theory – Coalitions - Venn Diagrams – relations - Domain – Co-domain. Functions – Linear and nonlinear – Maxima and minima. Business Applications of Matrix.

UNIT II

Statistics - Meaning, scope, characteristics and Limitations. Statistical enquiry - Census and sample survey. Data - Primary and secondary. Data collection - Scale – Types & Characteristics (Nominal to Ratio scale) –classification - tabulation (Univariate& Bi-variate). Frequency Distribution – Graphical representation (Bar Charts – Pie Diagram – Line graphs).

UNIT III

Probability – addition and multiplication – Baye’s theorem. Probability distribution – Theoretical probability distributions – Binomial, Poison and normal - Characteristics. Measures of Central tendency- Arithmetic mean, median, mode, harmonic mean and Geometric Mean-Weighted Arithmetic Mean.

UNIT IV

Measures of dispersion – Range – Moments - Standard deviation - Co-efficient of variation- Skewness and Kurtosis. Correlation and Regression - Rank correlation. Introduction to Hypothesis Formation and Testing.

UNIT V

Arithmetic and Geometric Progression. Index number – Types of index numbers. Time series - Trend(Secular, cyclical, seasonal and random) – use of time series in business and forecasting.

MAPPING OF COs to PSOs

Course	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level

Outcomes									**K1**	**K2**	**K3**	**K4**	**K5**	**K6**
CO1		H	L	H	L	L	M	L	√	√				
CO2	L	M	L	H	L	M	H	L		√	√	√		√
CO3	L	H	M	H	L	M	H	L		√	√	√	√	
CO4		L	H	H	L	L	M	L		√	√	√		
CO5	M		M	H		M	L	L				√	√	
CO6	H	H	H	H	H	H	H	H					√	√

REFERENCES

1. Statistics for Management, Levin, R. L & Rubin, D. S, Pearson.
2. Statistical Methods, Gupta S. P, S. Chand Publishing.
3. Statistics for Business and Economics, Hooda R. P, Vikas Publishing.
4. Business Mathematics, Trivedi, K and Trivedi, C, Pearson.
5. Business Mathematics and Statistics, Elhance, D. N, and Elhance, R, Taxmann Books.

RESEARCH METHODOLOGY

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4	0	0	4

COURSE OBJECTIVE

The course attempts to expose the research techniques to be adopted in the pursuit of research in management topic. The content is designed to deliberate to a researcher from identifying the purpose of a research, conception of the problem, development of the hypothesis, type of survey to be adopted. Finally the course deliberates on the method to process the data and present them in a report format.

COURSE OUTCOMES

CO1. Conduct an intensive literature review and formulate the business problem.

CO2. Select the appropriate research design.

CO3. Design the data collection methods for collecting data.

CO4. Apply suitable statistical tools for data analysis.

CO5. Recommend suitable suggestions based on the research finding to improve the business performance.

CO6. Preparing the research report.

UNIT I

Research-meaning-purpose - types. Research design- Factors affecting research design -Pure, applied, historical, analytical, descriptive and Experimental- Significance of research in social sciences- Process of research- meaning- Scientific method- Induction and deduction.

UNIT II

Research Problem- identification- Selection– formulation Review of literature. Hypothesis- meaning – Sources - Types - Formulation- Testing- errors Survey- Census method-sampling method (advantages and disadvantages).

UNIT III

Sampling-principles-design-Selection of a sample–Sample Size determination- Essentials of a good sampling. Methods of sampling-probability and non-probability. Sources of data-primary–secondary. Modes of data collection -analytical method - case study–observation-survey-Interview. Tools of data collection–pre-testing (reliability, Validity and their importance)–administration (Interview Schedule, Questionnaire, Observation Chart/Sheet and Scaling techniques).

UNIT IV

Processing the data-editing-coding-tabulation-diagrams-statistical tools for analysis and hypothesis testing. Interpretation-Guidelines for making valid interpretation.

UNIT V

Report–Importance-types– format- pagination- using quotations-presenting foot notes– abbreviations-Presentation of tables and figures- referencing-documentation - Use and format of appendices-Indexing.

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	H	M	M	M	M	M	M		√	√	√	√	√
CO2	M	M	M	M	M	M	M	M	√	√	√		√	√
CO3	H	H	M	L	M	M	M	M		√	√	√	√	√
CO4	H	H	L	L	H	H	M	M	√	√	√	√	√	
CO5	H	H	H	H	H	M	H	M	√	√	√	√	√	√
CO6	M	H	H	M	M	M	H	M	√	√	√	√	√	√

REFERENCES

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, Tata Mc Graw Hill, New Delhi
2. O. R. Krishnaswami and M. Ranganatham, Methodology of Research in social Sciences, Himalaya Publishing House, Mumbai
3. C.R. Kothari and Gourav Garg, Research Methodology– Methods and Techniques, New Age International Publishers, New Delhi
4. Uma Sekaran and Roger Bougie, Research Methods for Business, Wiley India, New Delhi
5. Panneerselvam. R, Research Methodology, PHI Learning

PRINCIPLES OF BUSINESS FINANCE AND ACCOUNTING

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COURSE OBJECTIVES

This course aims at

1. Students know the accounting framework to prepare final accounts of trading concerns.
2. Analyze and interpret the accounting information of financial statements for decision-making.
3. Making the students to understand the cost sheet and budget preparation process for planning and control purposes includes computer accounting.

COURSE OUTCOMES

The course enables the students to
CO1. Understand the accounting concepts and conventions in preparation of final accounts.

CO2. Analyze and interpret the financial statements using ratio analysis for trading concerns.

CO3. Prepare funds flow statement and identify the changes in working capital.

CO4. Prepare the cost sheet and its special work orders to obtain an accurate product cost.

CO5. Understand the concepts of budget and budgeting preparation to predict cash flows.

CO6. Understand the concept of marginal costing to take decisions using costing techniques.

COURSE CONTENT

UNITI

Principles, Accounting Concepts, Methods of recording the Journal, the ledger, balancing the Ledger, trial balance and preparation of Trial Balance. Final accounts – preparation of trading, profit and loss account and balance sheet of sole trader concern with normal closing entries. Financial Management – meaning – Objectives – Scope.

UNIT II

Ratio Analysis – Meaning – classification of ratios – Profitability ratios – Turnover ratios – Financial Ratios – Advantages – Limitations – Practical problems. Fund Flow Analysis – Meaning of the term fund, fund flow, working capital, statements of changes in working capital – preparation of fund flow statement, practical problems.

UNIT III

Cost Accounting – Meaning of Costing, Cost Accounting – Scope – Importance – Cost Classification – preparation of Cost Sheet, Budget and Budgetary Control – Meaning, Budget, Budgetary Control – Advantages – Limitations – Preparation of budgets – viz., production, budget, sales budget, purchase budget, flexible budget, cash budget.

UNIT IV

Marginal Costing – Nature – Scope – Importance – Break-even chart – PN ratio – Marginal costing and Management decisions – viz. Make or Buy, shut down or continue, expand or contract, sales-mix decisions, product replacement decisions, change vs status quo, capital expenditure decisions – practical problems. Standard Costing and variance analysis – nature, scope, uses, Computation and analysis of variances with reference to material – Cost and labour cost.

UNITV

Introduction to Computer Accounting – Coding – Master Files – transaction files – documents used for data collection – processing of different files – outputs obtained.

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	H	M		H		H	M	√	√	√	√		√
CO2	H	H	H	H	H		H	L		√	√	√		
CO3	M	H	M	M	M		M		√		√			√
CO4	H	M	H	M	M	L	M				√	√		√
CO5	M	M	H	H	M	M	M	L		√	√	√		√
CO6	M	H	H	H		L			√	√				

REFERENCES

1. Jain, S.P and Narang, KL – Advanced Accounting, Kalyani Publishers, New Delhi.
2. Iyengar, S.P- Advanced Accounting, Sultan Chand and Sons, New Delhi.
3. Maheshwari, S.N and Gupta, C.B - Financial Management, Sultan Chand and Sons, New Delhi.
4. Maheshwari, S.N and Gupta, C.B – Management Accounting, Sultan Chand and Sons, New Delhi.
5. Gupta, RL and Radhaswamy, M – Advanced Accounting, Sultan Chand and Sons, New Delhi.

EXECUTIVE COMMUNICATION – I

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COURSE OBJECTIVES

The course is designed to be operated as a practical performing course focused in enhancing the soft skills among the incumbent students and enable him to develop into an industry ready professional. The modules are designed in such to fulfill the mentioned need with the following objectives.

1. To develop the skills of communication used in the business parlance and express in fearlessly in public.
2. To sensitize on the current business happenings through regular reading and presentation in advance level on the current business news
3. To enable him to understand map his Strength and weakness and act on it to leverage the strength
4. To set his professional goals according to his capability, interest and opportunity those are available in his contemporary times.
5. To identify and network with industry through industry mentors and sensitize him on his chosen industry.
6. To understand the nuances of working in team group presentation and other related activity are assigned on a continuous basis.

COURSE OUTCOME

CO1. The student would be able to develop the skills of communication and understand the nuances of its usage in business.
CO2. The student would be able to map his strength, interest and set a viable professional goal for his future career.
CO3. The candidate would be able to think in his foot and express himself appropriately in any forum of business.
CO4. The incumbent would be in a position to sensitize himself on his chosen industry by undertaking the communication assignment on continuous basis.
CO5. The student would be able to network with industry by identifying industry mentors and constantly interact with them.

Module 1

Business News Awareness Presentation for 5 Mins. for 60 students.
Source: Business Magazines/Dailies

Module 2

Understanding self - Strength and Weakness Identification

Module 3

Team Activity – Quiz on Business concepts/personalities/brands/captions/slogans – Round 1

Module 4

Business News Awareness Presentation with 2 news clips of same theme presentation for 5 Mins. for 60 students.
Source: Business Magazines/Dailies.

Module 5

Understanding self through reflection on continuous basis on the Strength and Weakness.

Module 6

Team Activity – Quiz on Business concepts/personalities/brands/captions/slogans – Round 2

Module 7

Business News Awareness Presentation with 5 news clips of same theme presentation for 5 Mins. for 60 students.
Source: Business Magazines/Dailies not more than 30 days old

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	M	L	M	M	H	H	M		√				
CO2	H	H	M	H	M	M	H	L				√		
CO3	H	H	H	H	H	M	M	H				√		
CO4	H	H	M	H	H	H	H	H			√			
CO5	H	M	L	M	L	L	H	L			√			

REFERENCES

1. Essentials of Business Communication by K Sundar, A. Kumara Raj, published by Vijay Nicole Imprinting (P) Ltd.
2. Communication Skills For Professionals And Students by Dr. Amitabh Kishor Dwivedi Published by Notion Press
3. Get Set Goals : Making Your Dreams Real by Winning Series Published by Embassy Books
4. Business Dailies – Hindu Business line, Financial Express, Business Standard
5. Business Magazine – Business Today, Business Week

MARKETING MANAGEMENT

L	T	P	C
4	0	0	4

COURSE OBJECTIVES

The objective of this course is to make the students understand the concepts, theories and strategies of marketing function of an organisation with regard to profit and non-profit businesses and also to create knowledge on the current trends in marketing practices along with the ethical practices of marketing the benefits.

COURSE OUTCOMES

The course enables the students to

CO1. Understand and explore the basics of the marketing and its presence in the current business scenario.

CO2. Analyse the different marketing concepts and formulate strategies.

CO3. Understand and apply the concepts on par with the real time situations.

CO4. Understanding the real time marketing situation and applying the concepts

CO5. Understanding the buyer behavior and its implication on marketing practices

CO6. Understanding the ethics and its necessity in modern marketing practices and its trends

COURSE CONTENT

UNIT I

Marketing – Basic concepts – Evolution – Marketing management process - Marketing environment - Internal and External factors – Integrated marketing management – Marketing vs Selling – Global Marketing –Issues and Challenges.

UNIT II

Analysing consumer needs – Identifying and selecting markets – segmentation – targeting – positioning - Marketing strategy formulations - Competitor analysis - Strategic Marketing Mix components

UNIT III

Product planning and development - Product life cycle - New product Development and Management – Product line decisions – Product differentiation - Branding - Channel Management – Managing dealer network – Retailing - Promotional mix and its decisions - Pricing Objectives - Policies and methods

UNIT IV

Understanding industrial and individual buyer behavior - Influencing factors - Buyer Behaviour Models - Online buyer behavior - Building and measuring customer satisfaction - Customer relationships management - Customer acquisition – Retaining - Defection

UNIT V

Marketing Information System - Research Process - Concepts and applications – viral marketing – Green marketing – Trends in Retail - Customer driven organizations - Cause related marketing - Ethics in marketing - Online marketing trends

At least, one case study and discussions pertaining to the subject in all units

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	M	M			L	H	H	√	√				√
CO2	H		M	H	H	L	L	H		√	√	√	√	
CO3	M	M	L	H	M	L	M	H		√	√	√		√
CO4	H	H	L	L	L	M	H	H		√	√	√		√
CO5	M	M	L	L	H	H	M	H		√	√	√	√	
CO6		M	M	L	H		M	H	√	√			√	√

REFERENCES

1. Philip Kotler and Armstrong, Principles of marketing, Prentice Hall India
2. Ramasamy &Namakumari, Marketing Management, McGraw Hill Education.
3. Adrian Palmer, Introduction to Marketing, Oxford university press
4. Arunkumar and N Meenakshi, Marketing Management, Vikas Publishing House Pvt. Ltd.
5. Micheal R.Czinkota& Masaaki Kotabe, Marketing Management, Thomson Learning.

FINANCIAL MANAGEMENT

L	T	P	C
4	0	0	4

COURSE OBJECTIVES

1. To make the students to evaluate the financial decision making process using various tools.
2. To make the students to comprehend the integration of various decisions, namely, Financing, Investing and Dividend with respect to the Finance function.
3. To make the students to help all other functional areas of management in order to achieve wealth maximization.

COURSE OUTCOMES

The students will be able to:

CO 1 - Examine in detail the basic financial concepts in managerial decision making.

CO 2 - Discuss the various Investment decisions taken by a firm.

CO 3 - Relate the various decisions like Financing, Investing and dividend decisions.

CO 4 –Analyze the Time Value of Money in all the financial decisions taken by a firm.

CO 5 – Evaluate different methods to analyze the costs involved in business.

CO 6 – Prepare oneself to become a Finance Professional by having the fright foundation.

UNIT I

Nature and Scope of Financial Management, Financial Decisions, Use of Financial Statements in Financial Decision making process, Profit Maximization vs Wealth Maximization, Risk and Return analysis. Indian Financial System – An overview

UNIT II

Investment Decisions: Long term Investment Decisions – Capital Rationing, Capital Budgeting Decisions, Capital Budgeting with risk analysis

UNIT III

Short Term Investment Decisions: Working Capital Management – Gross and Net working capital, Working Capital Policies, Various approaches, factors affecting Working Capital, Management of Cash, Inventory and Receivables

UNIT IV

Financing Decisions: Various sources of Finance – Both Long term and Short term, Capital Structure, Various approaches to Capital Structure, Leverage, Types of leverage and their impact on the profit of the company, Cost of Capital, Cost of all components of cost and Weighted Average cost of Capital

UNIT V

Dividend Decisions: Dividend Policies, Dividend theories, Walter’s Model, Gordon’s Model, MM Approach to Dividend, Relevance of Dividends in the Indian Corporate with specific reference to Indian Capital Market.

An Introduction to various Financial Services as an off shoot of Financial Management

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6

CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M		√	√	√		
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	H	M	M	M	M	M	H	H					√	√

REFERENCES

1. Financial Management,Prasanna Chandra, Tata McGraw Hill
2. Financial Management, I M Pandey, Vikas Publishing House
3. Financial Management, S N Maheswari, Sultan Chand
4. Fundamentals of Financial Management, James C. Van Horne, Prentice Hall
5. Financial Management, M Y Khan and P K Jain, Tata McGraw Hill

HUMAN RESOURCE MANAGEMENT

L T P C
4 0 0 4

COURSE OBJECTIVES

To help the students develop an understanding of the management of human resources and develop abilities and skills required to manage them.

COURSE OUTCOMES

At the end of the course the student should be able to

CO1 - Develop Integrated perspective on role of HRM in modern business
CO2 - Plan HR and implement techniques of job design
CO3 - Recruit, train and appraise the performance of employees
CO4 - Motivate and Maintain the Human Resource
CO5 – Explain the concept of Human Resource management
CO6 – Discuss the Recruitment process

COURSE CONTENT

UNIT I

Introduction and Evolution of HRM – Challenges faced by HRM – Human Resource Functions – HR structure and strategy - HRM for Corporate Excellence – Role of Government and Personnel Environment including that of MNC’s

UNIT II

Human Resource Planning – Origin and Evolution – Role of HRP Professionals – HRP at National and Corporate Levels – Problem Areas – Impact of Technology on HRP – Human Resource Information System HRIS – Capabilities and functions – Steps in implementing HRIS – Benefits and Limitations of HRIS – Recruitment – Sources – Selection – Stages in Selection Process

UNIT III

Socialization Types – Orientation – Training and Development – Concept of HRD – Performance Appraisal System – Types of Employee Appraisal Systems – Potential Appraisal and Succession Planning – Career Planning and Development – Assessment Centres

UNIT IV

Motivational Theories – Participative Management – Types and Degree of Participation – Quality Circle – Implementation plan – Structure, Organization, Functions, Nature and benefits of Participative Management – Empowerment – Job Evaluation – Employee Morale – Flexible working practices – Stress Management

UNIT V

Labour Relations - Trade Union – Collective Bargaining – Managing conflicts - Employee Grievances and their Redressal – Administration of Welfare, amenities & fringe benefits -Reward System – Compensation Management – Knowledge Management

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6

CO1	M	M	L	L	H	L	M	M	√	√				
CO2	L	M	M	H	M	M	M	L		√	√	√		√
CO3	H	M	M	H	M	M	H	L	√	√	√	√	√	
CO4	M	M	L	L	M	M	H	M		√	√	√		
CO5	H	M	M	M	H	M	L	M	√			√	√	
CO6	L	M	M	H	M	M	H	M			√		√	√

REFERENCES

1. George W. chlander, Scott A. Snell, Principles of Human Resource Management, Cengage Learning.
2. VenkataRatnam C.S. &Srivatsava B.K., ―Personnel Management and Human Resources‖, Tata Mc- GrawHill.
3. Beardwell, Ian & Holden, Len, ―Human Resource Management: A Contemporary Prospective‖, New Delhi: McMillan
4. Stredwick John, ―An introduction to Human Resource Management‖, Elsevier, Burlington, MA
5. SubbaRao, P, Human Resource Management and Industrial Relations, Himalaya Publications.

OPERATIONS AND LOGISTICS MANAGEMENT

L T P C
4 0 0 4

COURSE OBJECTIVES

This course aims at

1. Providing an introduction to the field of production, operations, and logistics
2. Making the learners understand the tools used for decision making in varied situations
3. Developing the skills to take decisions using problem solving and analytical methods

COURSE OUTCOMES

The course enables the students to

CO1. Identify key decision areas in production, operations and distribution system (PODS)

CO2. Understand the need, measurement techniques, and correction measures for quality

CO3. Apply appropriate tools, techniques, and methods for improving effectiveness

CO4. Plan PODS in terms of location, layout, capacity, inventory, and mode of delivery

CO5. Recommend modifications on policies, procedures, and facilities as and when required

CO6. Formulate models and strategies for effective PODS

COURSE CONTENT

UNIT I

Production and Operations Management – Definition – Scope – Importance. Systems View. Forecasting – Methods – Prerequisites and Pitfalls – Measures of error and correction. Capacity Planning. Plant Location – Selection techniques (new and expansion). CIM.

UNIT II

Layout – Types – Advantages – Techniques – Applicability. Cellular Layout. Stores Location. PPC – Aggregate Production / Operations planning, Planning strategies. Master Production Schedule – EBQ – Joint Cycle – Multiple Products. Just-in-time and lean systems.

UNIT III

Materials Management – MRP – Budgeting - Inventory System – P & Q Systems – ROL – ROP - Maximum and Minimum level (Under certainty) - EOQ (with and without discounts) – Safety Stock. Classification of Materials. Material Handling. Maintenance Management.

UNIT IV

Statistical Quality control - Acceptance Sampling - Operating Characteristic (OC) curve – QC Charts. TQM. Quality certifications. Zero defect programme. Quality Circles. Process flow charts. Work Study – Procedures – Applicability. Value Engineering. Industrial Safety.

UNIT V

Overview of Logistics – logistics operator – Responsibilities – Challenges and Opportunities. SCM – Value Chain – Supplier Pyramid – Vendor Development – drivers. SCM strategy – push / Pull strategy -

Bullwhip effect. Freight forwarding logistics – tracking of consignments – IT systems for multi-modal freight management – Warehouse management.

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	M	M	M	M	L	H	L	√	√				
CO2	L	M	H	L	H	M	H	H	√	√		√	√	√
CO3	H	H	H	H	H	H	H	H		√	√	√	√	√
CO4	H	H	M	H	H	H	H	M		√	√	√		
CO5	H	H	H	H	H	H	H	H				√	√	
CO6	H	H	H	H	H	H	H	H				√	√	√

REFERENCES

1. Modern Production and Operations Management, Buffa, E. S., Wiley India Edition.
2. Production and Operations Management, Chary, S. N., Mc Graw Hill
3. Production and Operations Management, Panneerselvam, R., PHI Learning
4. Business Logistics Supply Chain Management and Logware, Ronald, H. B., Prentice Hall
5. Logistics Management, Nandi, S. K. and Ganapathi, S. L., Oxford University Press

MACROECONOMICS

L T P C
4 0 0 4

COURSE OBJECTIVES

3. To make the students to understand the basic concepts of macroeconomics.
4. To make the students to prepare themselves for the macro-economic environment in which they are going to do a business activity.

COURSE OUTCOMES

The students will be able to:

CO 1 - Examine in detail the basic macroeconomic concepts in managerial decision making.

CO 2 - Describe the concepts of aggregates in all levels of a business activity.

CO 3 – Solve the business dilemmas according to the Monetary and Fiscal Policies.

CO 4 – Compare and contrast the various aspects of the Money and Banking.

CO 5 – Examine the various national economies and know how to calculate Foreign Exchange rates.

CO 6 – Integrate the changes in the environment with available resources to take firm level decisions.

UNIT I

Circular Flow of Income, Basic Concepts of Macroeconomics, National Income and related Aggregates, Measurement of National Income

UNIT II

Basic Concepts in Money and Banking, Commercial Banks and the Central Bank, Monetary Policy

UNIT III

Aggregate Demand and related concepts, Income Determination and Multiplier, Excess demand and Deficient Demand, Employment and Unemployment

UNIT IV

Fiscal Policy, Government Budget and the Economy

UNIT V

Foreign Exchange Rate, Balance of Payments

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	**Cognitive Level**					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M		√	√	√		
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	H	M	M	M	M	M	H	H					√	√

REFERENCES

1. Managerial Economics, P L Mehta, Sultan Chand and Sons
2. Economics, Paul A Samuelson, McGraw Hill
3. Macroeconomics, Gregory Mankiw, Macmillan Worth Publishers
4. Macroeconomics, Rudiger Dornbusch, Stanley Fischer and Richard Startz, Tata McGraw Hill
5. Macroeconomics – Theory and Policy, Dwivedi, D.N, Tata McGraw Hill

COURSE CODE	ENTREPRENEURSHIP	L	T	P	C
		4	0	0	4

COURSE OBJECTIVES:

1. To understand the concept of entrepreneurship
2. To identify an opportunity so as to prepare them for venturing a business.
3. To expose the financing avenues for new ventures.

COURSE OUTCOME

1. Would be able to identify a problem relevant for a venture and understand the process of Ideation for a product
2. The candidate would be able to understand and prepare of a Minimum viable product
3. Would be able to prepare a Business Plan
4. Would be sensitized about various support and funding organization that are available in the starting a venture
5. The students will have a knowledge on the formalities to start and run the institution

UNIT – I	**Basics for Entrepreneurship Mindset**	

Introduction to Entrepreneurship – Types – Traits and Qualities - Entrepreneurial Opportunity & Identification methods – Ethics for entrepreneurs.

UNIT – II	**Innovation and Entrepreneurship**	

Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking – IPR– Licensing – Patent Rights

UNIT – III	**Ideation and Preparation of Business Plan**	

Problem Identification – Creative Problem Solving- Development of Minimum Viable Product – Market testing and research – Preparation of Business Plan- Business Model Canvas

UNIT – IV	**Funding for New Venture**	

Financing the New Venture- Venture Capital – Angel Investment- Crowd Financing - Capital structure and working capital Management, Role of Banks – Institutional Finance to Small Industries – Incentives – Institutional Arrangement

UNIT - V	**Venture Formation and Sustenance**	
Schemes and Plans for entrepreneurs – Support Organization – Funding Support - Formation of a legal organization – Management of the new Venture.		
	Total Lecture Hours	**60 Hours**

Course Outcomes	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	**PSO6**	**PSO7**	**PSO8**	**Cognitive Level**					
									K1	K2	K3	K4	K5	K6
CO1	H	M		M	M	H				√				
CO2	H	H	M	H	M	M	H				√			
CO3	H	H	H	H	H	M	M	H			√			
CO4	H	H	M	H	H	H	H	H						√
CO5	H	M		M	L		H			√				
C06	H	H	H	M	H	L	H	M		√				

Text Books

1. Raj Shankar, Entrepreneurship-Theory and Practice
2. Desai, Vasant Small-Scale Industries and Entrepreneurship. Himalaya Publishing House
3. Entrepreneurship Development and Management by M.L. Sharma published by Khanna Publishers
4. Fundamentals of Entrepreneurship by Dr. G.K. Varshney published by Sahitya Bhawan

Reference Books

1. Robert D Hisrich and Michael P.Peters, Entrepreneurship, Tata McGraw Hill
2. Roy, Entrepreneurship, Oxford University Press
3. Madhurima Lall & Shikha Sahai, Entrepreneurship, Excel Books

EXECUTIVE COMMUNICATION – II

L T P C
00 42

COURSE OBJECTIVES

The course is designed to be operated as a practical performing course focused in enhancing the soft skills among the incumbent students and enable him to develop into an industry ready professional. The modules are designed in such to fulfill the mentioned need with the following objectives.

1. To develop the skills of communication used in the business parlance and express in fearlessly in public.
2. To sensitize on the current business happenings through regular reading and presentation in advance level on the current business news
3. To enable him to understand map his Strength and weakness and act on it to leverage the strength
4. To set his professional goals according to his capability, interest and opportunity those are available in his contemporary times.
5. To identify and network with industry through industry mentors and sensitize him on his chosen industry.
6. To understand the nuances of working in team group presentation and other related activity are assigned on a continuous basis.

COURSE OUTCOMES

CO1. The student would be able to develop the skills of communication and understand the nuances of its usage in business.
CO2. The student would be able to map his strength, interest and set a viable professional goal for his future career.
CO3. The candidate would be able to think in his foot and express himself appropriately in any forum of business.
CO4. The incumbent would be in a position to sensitize himself on his chosen industry by undertaking the communication assignment on continuous basis.
CO5. The student would be able to network with industry by identifying industry mentors and constantly interact with them.

Module 1

Business News Analysis Presentation with 5 news clips of same theme presentation for 5 Mins. for 60 students and submission of hand written document.
Source: Business Magazines/Dailies not more than 30 days old

Module 2

Understanding self : Identifying right industry suitable to the skill and interest

Module 3

Goal Setting: Setting right Goal suitable linking the personality and job

Module 4

Industry Connect: Identifying Industry Mentor by each student (4 Nos.) in their respective chosen industry and establishing rapport with them

Module 5

Team Activity – Management Games/Situation handling with feedback from the participants – Round 1

Module 6

Business News Analysis Presentation with 5 news clips of same theme presentation for 5 Mins. for 60 students and submission of hand written document. The news presented should be comprehended by identified by listener selected by lot.

Source: Business Magazines/Dailies not more than 30 days old

Module 7

Team Activity – Management Games/Situation handling with feedback from the participants – Round 2

Stories At Work by Chakraborty Indranil published by Penguin Portfolio

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	M	L	M	M	H	H	M		√				
CO2	H	H	M	H	M	M	H	L				√		
CO3	H	H	H	H	H	M	M	H				√		
CO4	H	H	M	H	H	H	H	H			√			
CO5	H	M	L	M	L	L	H	L			√			

REFERENCES

1. Essentials of Business Communication by K Sundar, A. Kumara Raj, published by Vijay Nicole Imprinting (P) Ltd.
2. Communication Skills For Professionals And Students by Dr. Amitabh Kishor Dwivedi Published by Notion Press
3. Get Set Goals : Making Your Dreams Real by Winning Series Published by Embassy Books
4. Business Dailies – Hindu Business line, Financial Express, Business Standard
5. Business Magazine – Business Today, Business Week

OPERATIONS RESEARCH

L	T	P	C
4	0	0	4

COURSE OBJECTIVES

This course aims at

4. Introducing the concept and need of Optimization
5. Making the learners understand the methods to solve problems
6. Creating the skills of formulating situations in to solvable problems and solve them

COURSE OUTCOMES

The course enables the students to

CO1. Locate the situations that requires optimization

CO2. Associate the dependent variable with independent variables

CO3. Construct the situation in to mathematical problem

CO4. Select appropriate tools, techniques, and methods for finding the optimum solution

CO5. Evaluate the results and convert the result in to practically implementable form

CO6. Devise a system for continuous monitoring and optimising situations

COURSE CONTENT

UNIT I

Mathematical models- deterministic and probabilistic. OR and optimization models. Linear programming – formulation – graphical solution – simplex – Big M – dual of linear programming problem.

UNIT II

Transportation model – Initial basic feasible solutions – degeneracy – Optimum solution (only for non – degeneracy) – Transhipment model. Assignment model. Traveling Sales man.

UNIT III

Network model – Networking – CPM & PERT – Crashing – Time estimates. Waiting line models – M/M/1 for infinite population. Sequencing. Assembly Line Balancing. Scheduling.

UNIT IV

Game theory - Pure and mixed strategy - Dominance. Dynamic Programming. Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models – Spares availability.

UNIT V

Simulation – Types of simulation. Decision theory – Pay-off tables – Decision criteria. Decision trees. Sensitivity analysis. Integer Programming.

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	M	L	L	M	L	H	L	√	√				
CO2	M	M	L	M	H	M	H	L	√	√	√			
CO3	M	H	M	H	H	H	H	M		√	√	√	√	
CO4	H	H	H	H	H	H	H	M		√	√	√	√	
CO5	H	H	H	H	H	H	H	H				√	√	
CO6	H	H	H	H	H	H	H	H				√	√	√

REFERENCES

1. Operations Research – An introduction, Hamdy A. Taha, Pearson Global Edition,
2. Operations Research, Kanti Swarup, Gupta and Man Mohan, Sultan Chand & Sons
3. Operations Research, Paneerselvam, PHI Eastern Economy Edition
4. Quantitative Techniques in Management, Vohra N.D.,McGraw Hill Education India
5. Operations Research, Anand Sharma, Himalaya Publishing House

LEGAL ASPECTS OF BUSINESS AND SUSTAINABILITY

L T P C
4 0 0 4

COURSE OBJECTIVES

COURSEOUTCOMES

CO1:Understanding basic laws affecting the operations of business enterprises

CO2: Application of various Laws in business practice.

CO3:To create awareness of the legal framework within which the business function.

CO4: To create awareness inrespect of rules and regulations affecting various managerial functions

CO5: Acquire problem solving technique with legal procedure.

CO6:Identify fundamental legal principal behind contractual Agreements

COURSE CONTENT

UNIT-I

IndianContractAct–1872–Introduction,Essentialsofacontract,Agreementandcontract,Kinds of Agreements, Kinds of contracts, Proposal, Acceptance, Capacity to contract, Free consent ,Performance of contract ,Discharge of contract, and Breach of contract, SpecialContracts:LawofIndemnity&guarantee,LawofBailment&pledge,LawofAgency.

UNIT - II

Negotiable Instruments Act–1881–Instruments ,Parties to negotiable instrument, Discharge of parties from liabilities, Dishonor of Cheque, Sales of Goods Act – 1930 – Contract of sales conditions & warranties, Performance of Contract, Unpaid Seller, and Breach of Contract..

UNIT - III

ConsumerProtectionAct,1986 – Introduction,Consumer&consumerdisputes,Consumerprotectioncouncil,andconsumerdisputesredressagencies, CompaniesAct–1956orOtherActprevailingatthattime– Company,Typesofcompanies,Memorandum & Articles of Association, Prospectus, meetings, appointments & removal of directors, membership of company, and issue of capitals, IntellectualPropertyRights:Patent,TrademarksandCopyrightEnvironmentProtection Act– 1986, InformationTechnologyAct2000

UNIT - IV

An introduction to sustainability management - International and policies on sustainable development - Theoretical pillars in sustainability management studies - Corporate sustainability and responsibility - Corporate sustainability perimeter - Corporate sustainability institutional framework - Integration of sustainability into strategic planning and regular business practices, Green Management between theory and practice - Sustainable Consumption and Green Marketing strategies - Environmental regulation and strategic postures Green Management approaches and tools - Eco-design and product development - Environmental Management Systems and Audit techniques according to EMAS and ISO 14001

UNIT – V

Fundamentals of measuring and reporting on corporate sustainability - Product certification and labels: ISO type I (Eco label) and Type III (EPD) environmental claims - Communication & environmental footprint - Performance indicators and reporting - Codes of Conduct, disclosures and regulation - GRI and ESG sustainability results – Lagging indicators- Performance framework ADRI method – Leading indicators - Investors, customers, government & media - Disclosing sustainability information – report and website - Transparency and Accountability - One Report movement

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	M	M			L	H	H	√	√				√
CO2	H		M	H	H	L	L	H		√	√	√	√	
CO3	M	M	L	H	M	L	M	H		√	√	√		√
CO4	H	H	L	L	L	M	H	H		√	√	√		√
CO5	M	M	L	L	H	H	M	H		√	√	√	√	
CO6		M	M	L	H		M	H	√	√			√	√

References

- RavinderKumar,LegalAspectsofBusiness,CengageLearning,LatestEdition
- K.R.Bulchandani,BusinessLawsformanagement,LatestEdition,HimalayaPublishingHouse,Bombay
- N.D.Kapoor,MercantileLaw–LatestEditionSultanChand&Company,NewDelhi
- Stefan Schaltegger, An Introduction to Environmental Management, 1st Edition, Greenleaf Publisher, 2009
- Mark Anthony Camilleri, Corporate Sustainability, Social Responsibility and Environmental Management, 1st Edition, Springer publications, 2017
- Kamlesh Pritwani, Sustainability of Business in context of Environmental Management, 2nd Edition, CRC press, 2019

BUSINESS ANALYTICS

L T P C
4 0 0 4

COURSE OBJECTIVES

This course aims at

1. Providing an introduction to data and on the field of business analytics
2. Creating awareness on various tools used to analyze the data
3. Developing the skills to derive inference to the results of the analyzed data

COURSE OUTCOMES

The course enables the students to

CO1. Recognize the need and Importance of data and database management system

CO2. Understand data structure and their malleability to different tools for analysis

CO3. Compute results using various analytical tools

CO4. Plan appropriate analytical tools with respect to the data structure and requirement

CO5. Summarize the results derived from different software

CO6. Create a system of analysis for providing information to the decision makers

COURSE CONTENT

UNIT I

Introduction - Data model – DBMS – RDBMS. Security Mechanisms - Authorization, Encryption, Concurrency control. Data Warehousing – Definition, concepts, Characteristics, Data marts, Operational data stores, Enterprise data warehouse, metadata.

UNIT II

Managing Worksheets – Modifying Rows, Columns and Cells – Data Validation– Auto Fill and Custom Lists - Conditional Formatting - Tables – Function in a Table – Pivot Table

UNIT III

Using Formulae – Referencing Formulas – Ranges and Dates – Cell Names – Named Ranges – Formulas with Cell Names – Date Formulas. Lookups – VLOOKUP – VLOOKUP Exact Match – HLOOKUP – HLOOKUP Exact Match. Protecting Spread sheets –Linking External Resources –Sparkline, Inline Charts, data Charts - Recent Trends in MS Excel

UNIT IV

Business forecasting and econometrics. HR analytics - Marketing analytics - Retail analytics - Supply chain risk analytics - Social media marketing

UNIT V

Financial risk analytics - Operations and supply chain analytics –Recent developments

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	H	M	L	L	L	M	L	√	√				
CO2	H	M	M	H	M	M	H	L		√	√			
CO3	L	M	M	H	M	M	H	L			√			
CO4	H	M	M	M	M	M	H	L	√	√		√	√	
CO5	L	L	L	H	M	M	L	L				√	√	
CO6	H	H	H	H	H	H	H	H					√	√

REFERENCES

1. Database Management System, Panneerselvam, R., PHI Learning
2. Advanced Analysis with Excel, Nigam, M., BPB publications
3. HR Analytics, Bhattacharyya, D. K., Sage Publications
4. Marketing Analytics, Winston, W. L., Wiley & Sons
5. Quantitative Financial Analytics, William, E. E., and Dobelman, J. A., World Scientific

6. Business Analytics, Paczkowski, W. R., Springer International Publishing
7. Charu C. Aggarwal, "Social Network Data Analytics", Springer
8. Supply Chain Analytics, Vijayaraghavan, T. A. S., Wiley & Sons
9. Introduction to Econometrics, Madnani, G. M. K., Oxford & IBH Publishing
10. Predictive Analytics for Business Forecasting & Planning, Wilson, J. E., Graceway Publishing

ELECTIVE COURSES

<table>
<tr><td>COURSE CODE</td><td rowspan="2">Small Business Management</td><td>L</td><td>T</td><td>P</td><td>C</td></tr>
<tr><td></td><td>3</td><td>0</td><td>0</td><td>3</td></tr>
<tr><td colspan="6">COURSE OBJECTIVES:</td></tr>
<tr><td colspan="6">4. To understand the role of consumer behavior in marketing
5. To understand the factors determining the preferences across different products
6. To experiment the behavioural factors considered for new products
7. To facilitate the students on the applying the consumer behavioural concepts in real time</td></tr>
<tr><td colspan="6">COURSE OUTCOME</td></tr>
<tr><td colspan="6">6. Assess the surrounding environment pertaining to economic development related aspects
7. Would be able to understand the nuances that are relevant of a small venture and the governmental policies impacting them.
8. Understand the problems faced by small business and would be capable of devising the solution to manage them.
9. The candidate would be able to understand and prepare strategies and plans pertaining to different functional areas.
10. Would be able to understand the opportunities locally and globally.
11. Would be able to understand the operational nuances of few select businesses.</td></tr>
<tr><td>MODULE:1</td><td></td><td colspan="4"></td></tr>
<tr><td colspan="6">Definition – Features – Role of Small Business in Economic Development – Reasons for Establishing Small Business – Quality of Small Businessmen – Advantages and Disadvantages of Small Business – Reasons for Failures of Small Business – Characteristics of Successful Small Businessmen – Different Stages of Small business – Steps in Setting up a Small Business – Crisis Management in Business – Relationships between Small and Large Units – Small Sector in India – A note on Family Business.</td></tr>
<tr><td>MODULE:2</td><td></td><td colspan="4"></td></tr>
<tr><td colspan="6">Dynamics of Small Business Concepts and Definitions of Small Enterprises – Role of Small Enterprises – Government Policy and Development of Small Enterprises – Growth and Performance Small Enterprises – Problems of Small Enterprises – Sickness of Small Enterprises: Causes, Symptoms and Cures – Prospects of Small Enterprises in free Economy.</td></tr>
<tr><td>MODULE:3</td><td></td><td colspan="4"></td></tr>
<tr><td colspan="6">Institutions Supporting Small Business Central, State and Other Institutional Support for Small Enterprises – Technological Upgradation and Institutional facility for Small Enterprises – Incentives and Subsidies for Small Enterprises.</td></tr>
</table>

MODULE:4		
Management of Small Business Production Management – Financial Management – Marketing Management – Strategic Management – Personal Management – and Office Management in Small Business Enterprises.		
MODULE:5		
Global Opportunities for Small Business Small Enterprises in International Business – Export Documents and Procedures for Small Enterprises – E-commerce and Small Enterprises – Exposure and Observation Visit: Poultry, Sericulture, Courier, Cell Phone Sales and Service, Dairy, Mushroom Cultivation, Ornamental Pottery, Dying Unit, Power loom and Handloom, Blood Bank, Rice Mill and Food and Fruit Processing Unit – Role of Women SHGs in Micro Enterprises.		
	Total Lecture Hours	**45 Hours**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	M		M	M	H				√				
CO2	H	H	M	H	M	M	H				√			
CO3	H	H	H	H	H	M	M	H			√			
CO4	H	H	M	H	H	H	H	H						√
CO5	H	M		M	L		H			√				
C06	H	H	H	M	H	L	H	M		√				

Text Books

5. Desai, Vasant Small-Scale Industries and Entrepreneurship. Himalaya Publishing House
6. M. B. Shukla - Entrepreneurship and Small Business Management
7. Thomas W. Zimmerer, Norman M. Scarborough-Essentials of Entrepreneurship and Small Business Management
8. Raj Shankar, Entrepreneurship-Theory and Practice
9. Entrepreneurship Development and Management by M.L. Sharma published by Khanna Publishers
10. Fundamentals of Entrepreneurship by Dr. G.K. Varshney published by Sahitya Bhawan

Reference Books

4. Robert D Hisrich and Michael P.Peters, Entrepreneurship, Tata McGraw Hill
5. Roy, Entrepreneurship, Oxford University Press
6. Madhurima Lall & Shikha Sahai, Entrepreneurship, Excel Books

COURSE CODE	NEW VENTURE CREATION	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

8. To understand the nexus between entrepreneurship and personality.
9. To understand the environment and identify opportunities for a new venture.
10. To evaluate the new business opportunity and understand its feasibility.
11. To understand the scopes of finances and create an appropriate business plan.
12. To understand the role of team and optimum model for the operation of new venture
13. To understand the legal requirements for the commissioning of the new business.

COURSE OUTCOME

12. Would be able to understand and assess the basic facets related to entrepreneurship

13. Would be capable of scanning the surrounding environment and identify the potential opportunity.
14. Would know the feasibility requirement and able to undertake the feasibility study
15. Able to understand the financial requirement, the sources and the perspectives of an investor
16. Able to raise the finance that is required for the proposed business,
17. Would be able to understand the legal formalities and protect the intellectual property pertaining to the new venture.

MODULE:1

Concept of entrepreneurship, entrepreneur‘s role, task and personality, theoretical perspective of entrepreneurship, entrepreneurial intention, entrepreneurial orientation, type of entrepreneurship, Understanding the entrepreneurial perspective in individuals, developing creativity and understanding innovation, Importance of entrepreneurship.

MODULE:2

Environmental Scanning and Analysis, understanding a gap, identifying an idea and an opportunity. The opportunity creating, shaping, recognizing and seizing. Screening venture opportunities, gathering information and analysing. Evaluating venture opportunities and develop start-up strategy. Feasibility analysis and risk-taking ability.

MODULE:3

An overview of start-up finance and sources of finance. Industry and Competitor Analysis, Understanding the business model and financial projections—how to forecast expenses and revenue. Gathering the resources, developing entrepreneurial marketing and operational plan. Role of government institutions.

MODULE:4

The importance of team, forming and building team. Examining sample business plans and writing business plan. Understanding the investor‘s perspective and presenting the business plan. Valuation of business plan.

MODULE:5

Legal issue and other formalities. Legal forms of new venture. The Importance of Intellectual Property. Future scopes of the new venture. Ethical aspects and sustainability of Entrepreneurship.

Total Lecture Hours	**45 Hours**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	M		M	M	H				√				
CO2	H	H	M	H	M	M	H				√			
CO3	H	H	H	H	H	M	M	H			√			
CO4	H	H	M	H	H	H	H	H						√
CO5	H	M		M	L		H			√				
C06	H	H	H	M	H	L	H	M		√				

Text Books

1. Entrepreneurship New Venture Creation - Holt H. David Published by PrenticeHall (2005)Desai, Vasant Small-Scale Industries and Entrepreneurship. Himalaya Publishing House
2. New Ventures Management: Entrepreneur Road Map - Kuratko F. Donald and Hornsby S. Jeffery Published by Pearson Education (2009).
3. New Business Ventures and the Entrepreneur -Stevenson, H.H., Grousebeck, H.I., Roberts, M.J. and Bhide, A. Published by McGraw-Hill, (2000).

4. Thomas W. Zimmerer, Norman M. Scarborough-Essentials of Entrepreneurship and Small Business Management 5. Raj Shankar, Entrepreneurship-Theory and Practice 6. Entrepreneurship Development and Management by M.L. Sharma published by Khanna Publishers 7. Fundamentals of Entrepreneurship by Dr. G.K. Varshney published by Sahitya Bhawan
Reference Books
1. Robert D Hisrich and Michael P.Peters, Entrepreneurship, Tata McGraw Hill 2. Roy, Entrepreneurship, Oxford University Press 3. Madhurima Lall & Shikha Sahai, Entrepreneurship, Excel Books

COURSE CODE	SOCIAL ENTREPRENEURSHIP	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

1. To understand the need and the opportunity for social entrepreneurship.
2. To understand the social problems and generate the ideas for solving such problems.
3. To understand the requirements that are required for making a social entrepreneurial project feasible.
4. To understand and develop an appropriate business plan.
5. To sensitize on the select successful social entrepreneurship cases within and outside the country.

COURSE OUTCOME

1. Would be able to understand and assess the basic facets related to social entrepreneurship
2. Would be capable of scanning the surrounding environment and identify the potential social entrepreneurial opportunity.
3. Would know the feasibility requirement and able to undertake the feasibility study for the social projects.
4. Able to understand the challenges of a social project and develop an appropriate business plan.
5. Would be able to understand the legal formalities in commissioning the social enterprises.

MODULE:1

Definition - Introduction of Social Entrepreneurship and Social entrepreneurs, Social Enterprises, Necessity of a Social Change Project. Opportunity for Social Enterprises in India and World. Skill set and Thinking system of a social entrepreneurs.

MODULE:2

Business Plan for the development of social enterprises-Identification of social problem, Identification of opportunity for social enterprises. Idea generation for solving the problem–Value proposition of the project - Business Viability of the project.

MODULE:3

Technology requirement for Social Entrepreneurship project, Assessment of Ventures, Market viability and strategies, Funding for Social enterprises-Funding sources for social enterprises.

MODULE:4

Development of an effective Business Model, Social impact assessment on the innovation-Challenges in starting and running social enterprises. Creation of a social enterprise, Legal forms of Social enterprises-For profit-Not for profit enterprises.

MODULE:5

Case Studies of Innovative social ventures in India and World. Case of Aravind Eye Hospital, Case of Arunachalam Muruganandham. Case on Grameen Bank, Bangladesh, Jibu: A water solution. Other case studies.

Total Lecture Hours	**45 Hours**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	M		M	M	H				√				
CO2	H	H	M	H	M	M	H				√			
CO3	H	H	H	H	H	M	M	H			√			
CO4	H	H	M	H	H	H	H	H						√

CO5	H	M		M	L		H			√				
C06	H	H	H	M	H	L	H	M		√				

Text Books

1. Social Entrepreneurship - C. Paramasivan published by New Century Publications (2106) 2.
2. Fundamentals Entrepreneurship- Anil Sardana published by Cyber Tech Publications; First edition (2018)
3. Building Social Business by Muhammad Yunus 5. Infinite Vision : How Aravind Became The
4. World's Greatest Business Case For Compassion by Suchitra Shenoy and Pavithra K. Mehta
5. Entrepreneurship New Venture Creation - Holt H. David Published by PrenticeHall (2005)Desai, Vasant Small-Scale Industries and Entrepreneurship. Himalaya Publishing House
6. Raj Shankar, Entrepreneurship-Theory and Practice
7. Entrepreneurship Development and Management by M.L. Sharma published by Khanna Publishers
8. Fundamentals of Entrepreneurship by Dr. G.K. Varshney published by Sahitya Bhawan

Reference Books

1. Robert D Hisrich and Michael P.Peters, Entrepreneurship, Tata McGraw Hill
2. Roy, Entrepreneurship, Oxford University Press
3. Madhurima Lall & Shikha Sahai, Entrepreneurship, Excel Books

COURSE CODE	MARKETING FOR ENTREPRENEURS	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

1. To understand the basics of marketing and strategy for entrepreneurs.
2. To understand the customer expectation and the related nuances of marketing so as to market the product planed by the entrepreneur.
3. To understand the competitive scopes and the options of pricing the product chosen by the entrepreneur.

4. To understand the channels of distribution and to design an optimum channel with appropriate strategy.
5. To understand the nuances of branding and promotion of the product proposed by the entrepreneur.
6. To understand the components of a marketing plan for the identified product.

COURSE OUTCOME

1. Would be able to understand and assess the basic facets of marketing and strategy making.
2. Would be capable of understanding the customer expectation and the market nuances for successfully marketing the product.
3. The candidate would be capable of figuring out the competition in the market and fix the prices for his/her product appropriately.
4. The student would be able to develop a distribution channel for his business individually.
5. The student would be able to develop branding and promotion strategy pertaining.
6. Capable of developing an overall marketing plan for the identified products.

MODULE:1

Basics of Marketing, Importance of Marketing for Entrepreneurs, Introduction to the marketing strategy for Entrepreneurs. Assessment of current market situation, Marketing Gap Identification and Analysis. Societal Marketing Concept for Entrepreneurs, Marketing Research for Entrepreneurs.

MODULE:2

Understanding Customer expectation, Customer value proposition identification, New Product Design and Development, Competitive Advantage creation, Segmentation of market, Target market identification and Positioning.

MODULE:3

Competitive price analysis, Pricing of the product- Pricing objectives and strategies for the market, Distribution channel design and management, Franchising, E-Commerce.

MODULE:4

Brand Management - Branding strategy, Brand Development, Brand Building Advertisement – Objectives, strategies, Advertisement Management and media planning and Promotional – Objectives, strategies and Promotional mix.

MODULE:5

Marketing organization - Design and Management, Developing a Marketing Plan. Effectiveness study of the marketing program. Marketing Budget, Emerging trends in the market and future requirement analysis.

Total Lecture Hours | **45 Hours**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	M		M	M	H				√				
CO2	H	H	M	H	M	M	H				√			
CO3	H	H	H	H	H	M	M	H			√			
CO4	H	H	M	H	H	H	H	H						√
CO5	H	M		M	L		H			√				
C06	H	H	H	M	H	L	H	M		√				

Text Books

1. Marketing Management by Philip Kotler
2. Principles of Marketing: A Global Perspective by Philip Kotler
3. Blue Ocean Strategy by Renée Mauborgne and W. Chan Kim
4. Raj Shankar, Entrepreneurship-Theory and Practice

5. Entrepreneurship Development and Management by M.L. Sharma published by Khanna Publishers 6. Fundamentals of Entrepreneurship by Dr. G.K. Varshney published by Sahitya Bhawan
Reference Books
1. Robert D Hisrich and Michael P.Peters, Entrepreneurship, Tata McGraw Hill 2. Roy, Entrepreneurship, Oxford University Press 3. Madhurima Lall & Shikha Sahai, Entrepreneurship, Excel Books

FINANCIAL INSTITUTIONS, MARKETS AND SERVICES

L	T	P	C
3	0	0	3

COURSE OBJECTIVES

1. To make the students to understand the dynamics of the Indian Financial System and make them ready to work in it.
2. To make the students to compare various Financial Institutions, Markets and Services which are available for an investor.

COURSE OUTCOMES

The students will be able to:

CO 1 - Examine in detail the basic concepts in Financial System.

CO 2 - Describe the structure and functions of the financial markets, institutions and services

CO 3 – Solve the business dilemmas by choosing the best financial instrument.

CO 4 – Compare and Contrast the various aspects of various Financial Markets and services.

CO 5 – Evaluate different methods to analyze the various strategies used in business.

CO 6 – Integrate the market conditions and the opportunities to take firm level decisions.

UNIT I

Introduction to Indian Financial System, Structure and Functions, Regulatory Framework, Reforms in Indian Financial System

UNIT II

Financial Institutions - Commercial Banks: Structure and their functions, Non-Banking Finance Companies, Developmental Financial Institutions: NHB, SIDBI,EXIM Bank, NABARD, Cooperative Banks - Urban and Rural.

UNIT III

Financial Markets - Equity Markets: Primary Market, Types of Shares, IPOs, Secondary Market, BSE, NSE, SEBI.

Financial Markets - Debt Markets: Various Debt Instruments and Government Debt Market and its instruments, Corporate Debt Market and its intruments, Privately Placed Debt Instruments,

UNIT IV

Money Market Instruments - Call and Notice Money, Treasury Bills, Commercial Bills, Certificate of Deposits, Commercial Papers, Interbank Participatory Certificates, Market Repo and Repo with RBI, Collateralized Borrowing and Lending Obligations.

Foreign Exchange Market and its participants

UNIT V

Introduction to Financial Services, Merchant Banking Services, Mutual Funds, Insurance Services, Leasing and Hire Purchase Services, Credit Rating, Book Building and Bought Out Deals, Securitization, Depository Services, Factoring Services, Venture Capital Financing, Credit Cards.

MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√	
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	H	M	M	M	M	M	H	H					√	√

REFERENCES

1. Bhole, L.M. Financial Institutions and Markets**,** TMH Publication.
2. Saha, S.S. Indian Financial System and Markets, TMH Publication.
3. Siddaiah, T, Financial Services, Pearson Education
4. Vij, M. and Dhawan, S. Merchant Banking and FinancialServices**,** TMH Publication.
5. Khan M Y, Indian Financial System, TMH Publication.

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

L	T	P	C
3	0	0	3

COURSE OBJECTIVES

1. To make the students to describe the Indian Securities Market, functions of SEBI and the various Investment theories.
2. To make the students to identify the best investment avenue by measuring the risk - return trade off. compare various market conditions and resource utilization.

COURSE OUTCOMES

The students will be able to:

CO 1 - Examine in detail the basic concepts in management of Investment.
CO 2 - Describe the investor behavior and how the market behaves because of the investors.
CO 3 – Choose the best investment avenue using Portfolio Management theories.
CO 4 – Compare and Contrast the various investment avenues.
CO 5 – Evaluate different methods to analyze the risk return trade off using Technical Analysis.
CO 6 – Integrate the Investor behavior and the market conditions to take investment decisions.

UNIT I

Investment versus Speculation – Characteristics and Objectives of Investment –Investment Avenues – Risk and Return - New Issue Market - Secondary Market – Stock Market Indices -Indices Calculations - Listing of Securities BSE and NSE – Securities and Exchange Board of India.

UNIT II

Fundamental Analysis - Economic Analysis - Forecasting Techniques - Industry Analysis-Industry Classification - Industry life cycle - Company Analysis - Measuring Earnings -Forecasting Earnings – Applied Valuation Techniques.

UNIT III

Technical Analysis - Charting Methods - Market Indicators – Trend - Trend Reversals –Patterns - Moving Average- Exponential Moving Average – Oscillators – MACD - RSI.

UNIT IV

Efficient Market Theory - Efficient Market Hypothesis – Weak Form - Semi Strong Efficient - Strongly Efficient Hypothesis - Implications of Risk Return Analysis, Arbitrating Theory – Two Factor Model Only- Derivative Trading - Buyback of shares.

UNIT V

Capital Asset Pricing Model – Portfolio Theory - Asset Pricing Theories - Risk Return Expectations - Investment Goals and Constraints - Asset Allocation - Portfolio Strategy-Portfolio Revision - Portfolio Insurance - Performance Analysis - Equity Portfolio Management- Bond Portfolio Management - Individual Portfolio Management – Warrants and Convertible Debentures - Portfolio Management Services.

MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√	
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	H	M	M	M	M	M	H	H					√	√

REFERENCES

1. Donald E. Fischer and Ronald J. Jordan, —Security Analysis and Portfolio Management, Pearson Prentice Hall, Eighth Edition, 2011.
2. S. Kevin, —Security Analysis & Portfolio Management, Prentice - Hall of India Pvt. Ltd, New Delhi, 2012.
3. Prasanna Chandra, —Investment Analysis and Portfolio Management, McGraw-Hill Education (India) Private Limited, Chennai, Fifth Edition, 2017.
4. V.K.Bhalla, —Investment Management, S.Chand& Company Ltd, New Delhi, Fourteenth Edition, 2008.
5. Reilly & Brown, —Investment Analysis & Portfolio Management, South Western-Cengage Learning, Tenth Edition, 2016.

WORKING CAPITAL MANAGEMENT

L	T	P	C
3	0	0	3

COURSE OBJECTIVES

1. To make the students to describe the various concepts of Asset Liability Management and apply them in the corporate to take liquidity-oriented decisions.
2. To make the students to forecast the working capital needs of a firm make appropriate resource utilization decisions.

COURSE OUTCOMES

The students will be able to:

CO 1 - Examine in detail the basic concepts in working capital management.
CO 2 - Describe the various types and aspects of Working Capital Management.
CO 3 – Solve the business dilemmas using Working Capital decisions.
CO 4 – Compare and Contrast the various aspects of the Working Capital.
CO 5 – Evaluate different methods to analyze the Working Capital requirement of a firm.
CO 6 – Integrate the liquidity position and financial market conditions.

UNIT I

Working Capital Management: Nature, Need, Types of Working Capital, Components of Working Capital Management, determination of Working Capital, Forecasting Working Capital Requirements.

UNIT II

Management of Cash and Marketable Securities: Motives for Holding Cash, Factors Determining Cash Needs, Issues in Management of Cash, Types of Marketable Securities, Cash Management Models.

UNIT III

Management of Receivables: Nature of Receivables, Cost of Maintaining Receivables, Factors Affecting Size of Receivables, Policies for Managing Accounts Receivables, Determination of Credit Policy and Credit Standards. Credit Evaluation of Customers.

UNIT IV

Management of Inventories; Meaning, Types, Classification, Techniques and Tools, Costs associated with Inventory.

UNIT V

Measurement and Determinants of Liquidity, Management of Current Liabilities. Sources of Working Capital, Pattern of Working Capital Management in India with special reference to Government Policies.

MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√	
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	H	M	M	M	M	M	H	H					√	√

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2. P. Periasamy, Working Capital Management, Vijay Nichole Publications
3. HrishikeshBhattacharya, Working Capital Management Strategies and Techniques, Prentice Hall of India, 2001.
4. Joshi R.N, Cash Management, New Age International Publishers, 1999.
5. Chitnis, K.M., Working Capital Management of Large Industrial Units, Dastane Ramachandra and company, Pune

MERGERS AND ACQUISITIONS

L	T	P	C
3	0	0	3

COURSE OBJECTIVES

1. To understand the role of mergers and acquisitions in the business and to develop knowledge on various financial methodology of valuation.

2. To know the significance M&A in time value of money, decision making and to develop an ability to make certain important decisions relating to M&A, Restructuring and takeover.

COURSE OUTCOMES

The students will be able to:

CO 1 - Examine in detail the basic concepts in mergers and acquisitions.

CO 2 - Describe the various strategies involved in making a corporate marriage successful.

CO 3 – Solve the dilemmas of whether to continue or close the business.

CO 4 – Compare and Contrast the various aspects of the Corporate Structure.

CO 5 – Evaluate different methods to analyze the various strategies used in mergers.

CO 6 – Integrate the investors' wealth maximization with company's profitability and decide.

UNIT I

Mergers, Acquisitions and Restructuring - An Overview: Forms of Corporate Restructuring - Corporate Control - Organization Behavior - Extensions and Conclusions. Strategy, Diversification and Mergers, Types and Characteristics of a Merger: Economic Rationale for Major Types of Mergers - Role of Industry Life Cycle.

UNIT II

The Financial Methodology of Valuation: Valuation Principles, Basis for Firm Valuation: Dividend Growth Valuation Model - Valuation Models - Calculation of Cost of Capital -Sensitivity Analysis. Agency Problems and Managerialism.

UNIT III

Self-Off and Divestitures, Spin Off - Self off Gains, Explanation and Rationale -Divestiture Motives - Voluntary Liquidations and Takeover, Unsuccessful Takeover -Timing of Merger Activity - Mergers and the Macro-economy, Aggregate Conglomerate Activity, Deal Structuring: Tax Planning Options - Payment and Leverage Methods -Restructuring: Joint Ventures, International M & As.

UNIT IV

Corporate Control: Share Repurchase and Exchanges, Regulation of Securities and Trading and Takeovers-Evaluation of Arbitrage and Insider Trading, The Recent Developments and their implications.

UNIT V

Managerial Strategies: Review of Theories and Case Studies of M& A Activity, Models of Takeover Process, Value Chain Analysis-Cross Subsidization of Products -Implications for Corporate Strategy, Life Cycle Costing, Target Costing.

MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√	
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	H	M	M	M	M	M	H	H					√	√

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1. Rabi Narayan Kar & Minakshi, Mergers Acquisitions & Corporate Restructuring -Strategies & Practices, Taxman Publications, Kindle 3rd Edition.
2. J. Fred Westron, KwongShung& Susan E Hoag, PHI Mergers Restructuring and Corporate Control
3. Robert G Eccles &Dwights B. Crane, HBS Doing Deals - Investment Banks at work
4. Edwin L. Miller & Lewis N. Segall, Mergers and Acquisitions: A Step-by-Step Legal and Practical Guide + Website, Wiley Publications, 2nd Edition.
5. Sushil Kumar Mehta &Zuhaib Ahmad Dugga, Corporate Financial Performance ofMergers and Acquisitions in India, LAP Lambert Academic Publishing.

INTERNATIONAL FINANCIAL MANAGEMENT

L	T	P	C
3	0	0	3

COURSE OBJECTIVES

1. To make the students to describe the importance of multinational trade and the financial aspects related to the same.
2. To make the students to compare various documents used in International trade and the foreign exchange market and its developments.

COURSE OUTCOMES

The students will be able to:
CO 1 - Examine in detail the basic concepts in international trade.
CO 2 - Describe the documents and INCO terms used in international trade.
CO 3 – Solve the business dilemmas by using the appropriate shipping documents.
CO 4 – Compare and Contrast the various aspects of the International Market Conditions.
CO 5 – Evaluate the functions of different Institutions in the International Scenario.
CO 6 – Integrate the Financial Management and International Finance concepts.

UNIT I

An overview of International Finance – Importance, Uniqueness, Rewards and Risks, Balance of trade, Balance of Payments, Theories of Foreign Exchange mechanism, Brettonwood System, Various exchange rates, Exchange control regulations in India, Foreign Exchange Dealers Association of India (FEDAI), Foreign Exchange Management Act (FEMA), Reserve Bank of India (RBI), LERMS

UNIT II

Letter of credits, INCO Terms, Methods of payments used in Foreign Trade, Shipping documents in foreign trade: Various types of invoices, marine insurance policy, Bill of lading, Certificate of Origin, Analysis Certificate, Packing list, Weight list and such other relevant documents

UNIT III

International Parity Conditions – Fundamental Principles, Purchasing Power Parity, Managing Foreign Exchange Risk and Exposure – Accounting, Real Operating exposures, Risks speculation, Market efficiency

UNIT IV

An overview of Derivatives: Forwards, Options and Futures – Types of options and futures, Factors influencing, links between futures market organization, Commodity Exchanges Emerging Scenario, and Scope in India.

UNIT V

International Investment and Financing - Euro currencies and Instruments, Cash Management, Transaction Costs, Transfer Pricing, Capital Markets, FDI International Country Risks Equity and Long-term debt financing. International Financial Institutions

MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√	
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	H	M	M	M	M	M	H	H					√	√

REFERENCES

1. *C. Jeevanandam,* —Foreign Exchange and Risk Management
2. *Alan C Shapiro,* —Wiley International Finance
3. *Maurice Levi,* —International Finance, McGraw Hill
4. *Eun and Resnick,* —International Finance, McGraw Hill
5. *Hull,* —Futures, Options and Derivatives, McGraw Hill

Knowledge Management

L	T	P	C
3	0	0	3

Course Objectives:

The course is aimed at equipping the students with competencies to manage themselves in organizations with a scientific outlook towards knowledge management

Expected Course Outcome:

At the end of the course the student should be able to

CO1 – know the knowledge management with different strategic dimensions

CO2 –analyse the knowledge management system process and implementation model and KM architecture

CO3 – Explain the various models of Knowledge Management

CO4 –Understand to align the KM in organizations

CO5 – Implement the various tools and techniques in KM

CO6 – know the various Measurement systems for KM

COURSE CONTENT

Unit : 1 Introduction to Knowledge Management

Introduction: Overview of Knowledge Management (KM): Data, Information and Knowledge – History of KM – Importance of KM – Knowledge Worker – Forms of Knowledge – Key drivers of KM – Information Management vs Knowledge Management – Industrial Economy vs Knowledge Economy

Unit : 2 Knowledge Management Life Cycle

KM Cycle – Zack Knowledge Management Model – Bukowitz& Williams Model – McElroy Model – WIIG Model – Integrated Cycle – von Krogh and Roos Model - Nonaka's and Takeuchi model of KM – Choo Sense-Making KM Model – Boisot I-Space Model and its 6 phases – Complex Adaptive System Models

Unit : 3 Aligning KM in Organizations

HRM Practices and KM – Learning, Cognitive skills and KM – Creativity, Innovation and KM – Organizational Culture, Change and KM – Leadership and KM – ICT's and KM

Unit : 4 Tools and Techniques in KM

KM Mechanisms and Technologies – Knowledge Portals and KM Tools – Communities and Collaborations – Intelligent Techniques in Building KMS, Data Mining in KM – Scope, Cost Efficiency and Reliability of Technologies to support knowledge work

Unit : 5 Measurement Systems for KM

Introduction – Knowledge Audit – Divestiture – IP Protection – KM Certifications – Practices of KM in Modern Global Organizations – Ethics in KM – Political and Strategic Issues in KM – Future of KM

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	L	M	M	L	L	M	√		√	√	√	
CO2	L	M	H	M	H	M	L	L		√	√	√		
CO3	M	L	L	M	H	L	H	L	√		√		√	√
CO4	H	M	L	M	H	L	M	M	√	√		√	√	√
CO5	L	M	H	L	M	M	L	L		√	√	√	√	
CO6	M	L	L	H	H	M	L	M	√	√		√		√

Reference Books

1. Edwards. J.S, (2015), The Essentials of Knowledge Management, Palgrave Macmillan, UK
2. North. K, G. Kumta, (2014), Knowledge Management: Value creation through organizational learning, Springer
3. Donald Hislop, (2013), Knowledge Management in Organizations, 3rd edition, Oxford University Press
4. Jennex M.E, (2007), Knowledge Management: Concepts, Methodologies, Tools and Applications, 6th revised edition, Idea Group.
5. Elias M Awad, Hassan M Ghaziri, Knowledge Management, PHI
6. Fernandez A C, Knowledge Management, Pearson Education.
7. Anu Singh Lather, Anil K Saini and Sanjay Dhingra Ed., Knowledge Management, Macmillan.
8. Warier, Sudhir, Knowledge Management, Vikas Pub. House
9. KimizDalkir, Knowledge Management in Theory and Practice, PHIPublications

Performance Management

L	T	P	C
3	0	0	3

Course Objectives:

The course is aimed at providing students practical skills in performance management and appraisal concepts and practices which are relevant to the development, implementation and maintenance of effective policies, procedures and practices in the management of performance.

Expected Course Outcome:

At the end of the course the student should be able to

CO1 – Explain the purpose of a Performance Management System

CO2 –Identify the different types of reward systems and performance appraisals

CO3 – Analyse the performance through various measuring tools

CO4 –Understand the implementation of various Performance Appraisal Methods

CO5 – Outline the process of designing and implementing a performance management system

CO6 – Developing and implementing performance consultation

COURSE CONTENT

Unit : 1 Introduction to Performance Management

Introduction: Overview of Performance – Performance Management – Background, Foundations, conceptual framework and critiques of Performance Management – Need and importance of Performance Management in an organization

Unit : 2 Performance Management System

Model and Process of Performance Management – Performance Management Cycle – Role Definition – Personal Development Plan – Performance Agreement – Performance Review – Balance Scorecard approach to PMS – Benchmarking process – Industry best practice

Unit : 3 Performance Appraisal System

Meaning, Features and Objectives of Performance appraisal – Factors affecting Performance Appraisal – Benefits of Performance Appraisal – Problems with Performance Appraisal – Essentials of a Good Appraisal System – Evaluation of a Performance Appraisal System

Unit : 4 Appraisal Methods

Ranking – Forced Distribution – Paired Comparison – Check List – Critical Incident – Graphic Rating Scale – BARS – MBO – Human Resource Accounting – 360 degree feedback – Concept of Potential Appraisal – Requirements – Performance Appraisal and Potential Appraisal

Unit : 5 Application and Development of Performance Management

Managing Organizational Performance – Managing Team Performance – Performance Management and Learning – Performance Management and Rewards – Competency Mapping and Assessment Techniques – Developing Performance Management – Evaluating Performance Management – Performance Development Strategy – Challenges of Managing Performance

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	L	L	M	H	L	L	M	H	√	√		√		√
CO2	H	L	L	M	M	H	L	L	√	√	√		√	
CO3	M	H	H	L	L	L	H	M	√		√	√	√	
CO4	L	M	M	H	L	M	H	H		√	√	√		√
CO5	H	L	M	H	L	L	M	M	√		√		√	
CO6	L	M	H	M	M	H	L	L		√	√	√		√

Reference Books

1. Armstrong Michael, Armsrong’s (2009), Handbook of Performance Management, 4th edition, Kogan Page.
2. Michael Armstrong, Performance Management – Key Strategies and Practical Guide, Kogan Page.
3. Harvard Business Essentials: Perfomance Management (2006), Harvard Business School Press
4. Bacal Robert (1999), Performance Management, McGraw-Hill
5. Seema Sanghi, The Handbook of Competency Mapping, Response Books
6. Prem Chadha, Performance Management, Macmillan India Ltd, New Delhi, 2007
7. Srinivas R. Khandula, Performance Management: Strategies, Interventions and Drivers, Prentice Hall of India
8. Herman Aguinis, Performance Management, Pearson Education, 2008

Training and Development

Course Objectives:

1. To implement learning theories and apply them in training delivery

2. To demonstrate use of various training methods in conducting training programs
3. To identify training needs, design and develop appropriate training programs and implement them
4. To evaluate training programs and the return on investment made in training

Expected Course Outcome:
After completion of this course, the student will be able to

- CO1 - Understand basic concepts associated with learning process, learning theories, training and development
- CO2 - Understand training needs, identification of training needs, training processes, training methods and evaluation of training
- CO3 - Emerging trends in training and development
- CO4 - Relevance and usefulness of training expertise in the organizational work environment
- CO5 – summarize the concepts of E-learning
- CO6 -learn how design a training module and execute it

COURSE CONTENT

Unit:1 Introduction 10 Hours
Nature and Scope of Training – Training Challenges and Trends – Role of Training in Organization – Training Need Analysis (TNA) – Six Component Model - Process and Approaches – Conducting the Needs Assessment – Classification of Needs – Basic approach to TNI

Unit :2 Learning 10 Hours
Concept and Principles of Learning – E-Learning/Online Learning – Programmed Learning - Distance Learning - Conditions for Learning – The Learning Cycle – The Learning Curve - Adult Learning –Theories of Adult Learning - Human Learning and Memory

Unit :3 Training Design 10 Hours
Principles of Training Design – Motivational Dynamics – Design Process – Models of Training Design – Effective Trainer's Competencies – Facilitation of Training with focus on Trainee - Management of Training Environment – Keller's Arcs Model -

Unit :4 Training Methods 10 Hours
Training Methods - The Lecture – Assessments – In-basket exercises – Case study method – Role playing – Discussion method – The Debate – Fish bowl Exercise – Management games - Simulation – Action Maze – T-group method – Problem-based Learning – Project-based Learning – Ice Breaker – Training with magic – Determining Training Methods

Unit :5 Training Implementations and Evaluations 10 Hours
Training Aids – Rational for evaluation – Resistance to training evaluations – Types of evaluations – Kirkpatrick Model – CIRO Model – Cost-Benefit Analysis – ROI of Training – Multimedia Training – Organizational Training

MAPPING OF COs to PSOs

Organizational Change and Development

Course Objectives:
1) To know the process of implementing change
2) To learn about the Technological change
3) To asses development after change

Expected Course Outcome:
At the end of the course the student should be able to

CO1 - To understand and manage organizational change

CO2 - To discuss the success and failure of systems development

CO3 - To understand clear vision about organizational change sustainable

CO4 –To determine conflict resolution

CO5 – To correlate evolutionary &revolutionary change
CO6 – To develop organizational performance

Unit:1 Organizational Change **10hours**
Concept, Definitions, need and importance of change in organization – Managing change – Concept of analyzing the environment – Perspectives of change – Implications of change – Forces for and resistance to change – Methods of overcoming resistance to change

Unit :2 Methods of Change **10hours**
Types of organizational Change – Levels of change – Models of Change Management – Kurt Levin (Unfreeze, Move and Re-freeze) – Burke and Litwin's model of Drivers of change, J.P.Kotter's eight stages – Tackling challenges at different periods of change – Personal change vs Leading change – proactive and Reactive Changes - Organizational performance change – Effective ways of managing change – Individual behavior change

Unit :3Management of Change **10hours**
Diagnosing the organization – Determining the desired future state – Implementatoin action – Evaluating the action – Institutional Action Research – Evolutionary and Revolutionary change in organization – Continuous vs discontinuous changes – Developments of Evolutionary change and Revolutionary change

Unit :4 Organizational Development **10hours**
Concept, Objectives and Importance of OD – Evolution of OD – Managing the OD process, Change Agents – Types – Characteristics of successful change agents – Levels of Change Leadership Skills – Advantages & Disadvantages of Change Agents

Unit :5OD Interventions **10hours**
Process Consultation - Interpersonal and Group Process Consultation - Organization Process Consultation - Conflict Resolution – Team Building – Indian Experience of OD in public and private enterprises

MAPPING OF COs to PSOs

Course Outcomes	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	L	M	M	H	H	L	M	H	√	√	√			
CO2	L	H	L	H	M	L	H	H	√	√	√	√		√
CO3	L	M	M	L	H	L	H	L		√	√	√	√	
CO4	H	L	M	H	L	M	M	H		√	√	√		√
CO5	M	M	M	L	H	L	M	H				√	√	
CO6	L	M	L	L	M	L	M	M		√			√	√

References

1. Bhatia S K, Management of Change and Organisation Development, Deep and Deep publishers
2. Amitab Mehta, Organisation Development Principles, Process and Performance
3. Global India Business Publications, New Delhi.Kavita Singh, Organizational
4 . Change and Development, Excel Books
5 . Anjali Ghanekar Essentials of Organizational Development, Everest Publishing House
6. Cummings and Worely, Organization Development and Change, Cengage learning

Human Resource Information System

L	T	P	C
3	0	0	4

Course Objectives:

The course is aimed at knowing about the Human Resource Information System, implementing HRIS in HRM practices and to learn the implementation and usage of HRIS Software packages.

Expected Course Outcome:

At the end of the course the student should be able to

CO1 – Explain what an Information System is, its functions and applications
CO2 - Understand the HRIS Data Management
CO3 – Identify the various modules of HRIS
CO4 – Evaluate the results of the training
CO5 – Discuss the various ethical and legal considerations for HRIS
CO6 – Understand the usage of various HRIS-Software Packages

COURSE CONTENT

Unit : 1 Introduction to HRIS

HRIS – Introduction – Objective and Importance – Data and Information for HR Manager – Information System – Components – Types of IS-HRIS – Function, Usage and Application - Benefits of a fully integrated Human Resource Information System

Unit : 2 HRIS Data Management

Data Management for HRIS – Data Formats – Principles of data creation, storage and retrieval – Design of HRIS – Relevance of Decision-Making Concepts for Information System Design – HRM Needs Analysis – Concept and Mechanism

Unit : 3 HR management –HRIS modules

HRIS modules and sub modules and points of integration - Modules on HR Planning, Recruitment, Selection, Placement - Module on Performance Appraisal System - Training & Development Module - Module on Pay & other Related Dimensions - HRIS module on medical information, time and attendance, safety management.

Unit : 4 HRIS Implementation and Evaluation

Implementation of HRIS performance monitoring plan - Evaluating the transfer of training -Evaluating the results of the training – HRIS Evaluation Strategy model - Policies and procedures for HRIS - Ethical and legal considerations for HRIS.

Unit : 5 HRIS – Software packages

Software supporting Human Resource Information System- Enterprise Resource planning - SAP and Oracle Financials and Ramco Marshall. Case studies on HRIS tools in organizations.

MAPPING OF Cos to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	L	M	H	H	L	L	M	M		√		√	√	
CO2	H	M	M	H	H	M	M	L	√	√		√	√	√
CO3	L	L	M	M	L	L	H	H	√		√	√		√
CO4	M	M	L	M	M	H	L	L		√	√		√	
CO5	H	M	L	L	M	M	H	H	√		√		√	
CO6	M	H	M	L	M	H	L	L		√	√	√		√

Reference Books

1. Michael J Kavanagh and Dr. Mohan Thite (2017), Human Resource Information Systems: Basics, Applications, and Future Directions.Sage Publications
2. Kelvin Molly (2014), Human Resource Information System. GRIN Publishing, London.
3. Satish K. Bagdi, (2012) Practical Human Resource Information Systems, PHI Learning Private Limited, New Delhi.
4. Ferran and Carlos (2008), Enterprise Resource Planning for Global Economies: Managerial Issues and Challenges. United States of America, Yurchak Printing Inc. L
5. Christian Krämer, Sven Ringling, Song Yang (2006), Mastering HR Management with SAP.Galileo Press.
6. Wayane F Cascio, Ranjeet Nambudiri,, Managing Human Resources, Tata McGraw Hill
7. Alfred J. Walker, Hand book of Human Resource Management Information System

MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO 1	H	L	M	L	M	-	-	-	√	√				
CO 2	M	H	H	M	H	L	L	-		√	√	√		√
CO 3	L	M	H	L	M	H	L	M		√	√	√	√	
CO 4	H	H	H	L	L	L	M	M			√	√	√	
CO 5	M	M	M	H	H	H	L	L				√	√	
CO 6	M	M	M	L	M	H	M	M					√	√

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2. M S Raju, Consumer Behaviour, Vikas Publishing House Pvt Ltd.
3. David L Loudoan, Albert J Della Bitta, Consumer Behaviour, McGraw-Hill
4. Leon G Schiffman, Leslie Lazar Kanuk, Consumer Behaviour, Pearson Education

COURSE CODE	SOCIAL MEDIA MARKETING	L	T	P	C
M1		3	0	0	3

COURSE OBJECTIVES

1. To make the students to create knowledge on different trends in social media and its advantages
2. To make the students to compare and assess the different marketing strategies based on social media with real time case studies

COURSE OUTCOMES

CO1 Understand in detail the basics of Social Media Marketing
CO2 Knowledge about the types and platforms and its functions with respect to social media marketing
CO3 Solve the business cases taking the vital real time examples CO4 Compare the various aspects of different featured Apps
CO5 Evaluate different methods to formulate the strategies used in business.

COURSE CONTENT

UNIT-I (6 Hours)

Introduction to the class – Social Media – Fifth P of marketing – Managing Information – Social Media Sites

UNIT – II (10 Hours)

Social media marketing – strategic process – campaigns – Social consumers – Social media marketing segments – Digital consumers – Diffusion of innovation in a wired world

UNIT-III (10 Hours)

Content Management - Touchpoint analysis – Scheduling - Creating content - Managing content programs

UNIT-IV (8 Hours)

Digital community – social community – Social publishing - Blogs – Influencers – Podcasting – Facebook – Twitter – Google+ - SEO – Youtube – Linkedin – Pinterest – Collaborative marketing – Crowd sourcing

UNIT-V (11 Hours)

Social analytics - Measuring – Monitoring - Monetising – ROI – Metrics – Ethics and Social Responsibility – Legal aspects of social media

At least, one case study and discussions pertaining to the subject in all units

MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√	
CO5	M	M	M	H	H	H	L	L				√	√	

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2. *Dave Evans,* Social Media Marketing- The Next Generation of Business Engagement, 1^{st} Edition, Wiley India., 2016
3. *Shiv Singh,* Social Media Marketing, For Dummies, 2015
4. *Puneet Singh Bhatia,* Fundamentals of Digital Marketing, 1^{st} Edition, Pearson Education, 2017
5. *Gary Clyne,* Social Media Marketing, 1^{st} Edition, Published on Amzon.com., 2019

COURSE CODE	INTEGRATED MARKETING COMMUNICATION	L	T	P	C
M2		3	0	0	3

COURSE OBJECTIVES

1. To understand the different concepts, strategies and theories of marketing communication that an organization can pursue.
2. To know the latest trends that exists in terms of promotional strategies practiced by the companies.
3. To understand and apply the latest strategies adopted by the company through case discussions.
3. To formulate the marketing strategies on the basis of the different promotional concepts.

COURSE OUTCOMES

CO1 Understand the basics of marketing communication concepts.
CO2 Know the different types of promotional mix that can be adapted by the organization. CO3 Different influential factors in terms of selection of the promotional tools.
CO4 Knowledge of the existing marketing promotions and its usage.
CO5 Practical understanding through survey to know the real operations of the promotional schemes.
CO6 Formulate marketing strategies based upon the understanding of the marketing communication solutions through real time situations.

COURSE CONTENT

UNIT-I (8 Hours)

Marketing definition – Traditional VS Modern practices – Marketing communication – Traditional VS Modern practice – Integrated Marketing approach – Integrated Marketing communication – Elements of Integrated Marketing Communication

UNIT-II (12 Hours)

Promotion Mix Tools - Factors influencing promotion mix - Promotional mix strategies - Advertising - Meaning – Objectives – Importance - Classification of advertisement - Economic and social Effects of Advertising - Organization of Advertising Department - Advertising Agency Management -Campaign Planning - Advertising Budget

UNIT-III (10 Hours)

Sales promotion Objectives – Tools – Planning - Implementation and Control - Evaluation of Sales Promotion - Personal selling – Sales force Design – structure and compensation - Negotiation – Models – Strategy – Tactics - Customer Relationship Management

UNIT-IV (8 Hours)

Direct marketing – Internet sales – catalog – Direct response methods – shopping channels – Telemarketing – Event Management - Public relations – public relations Vs advertisement – Objectives – Tools - Media and Message - Publicity vehicles - Evaluation of Public Relations

UNIT-V (7 Hours)

IMC design – IMC audience contact tools – IMC plan – Media Management – Ethics and social responsibility in campaigns – Evaluating marketing communication programs

At least, one case study and discussions pertaining to the subject in all units

MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√	
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	M	M	M	L	M	H	M	M					√	√

REFERENCES

1. *John.J.Burnett,* Promotion Management, 3^{rd} Edition, A.I.T.B.S., 2009
2. *Duncon,* Integrated Marketing Communications, 3^{rd} Edition, TMH., 2014
3. *Kenneth Blown & Donald Bach,* Integrated Marketing Communications, 2^{nd} Edition, PHI., 2016
4. *Vernon Fryburger,* Advertising – Theory & Practice, 4^{th} Edition, A.I.T.B.S., 2009
5. *George E. Belch & Michael E. Belch,* Advertising and Promotion: An Integrated Marketing Communications Perspective, 5^{th} Edition, TMH., 2012

COURSE CODE	MARKETING RESEARCH	L	T	P	C
M3		3	0	0	3

COURSE OBJECTIVES

1. To understand the different concepts, strategies and theories of marketing research that an organization can practice.
2. To know the applications of the marketing research based on the types of business.
3. To develop more knowledge in current research methodologies.
4. To learn the practical through real time survey upon cases.

COURSE OUTCOMES

CO1 Understand marketing research concepts.
CO2 Know the different types of data and sampling procedures to practice. CO3 Understand and apply different analytical techniques and methods.
CO4 Knowledge of the current research methodology procedures. CO5 Know how of data analysis and interpretation of results.
CO6 Applying research concepts by undergoing project works.

COURSE CONTENT

UNIT-I (6 Hours)

Introduction to marketing research – Management Vs marketing research – Marketing research process – Scope and applications

UNIT-II (8 Hours)

Scientific method and Research Design– Types of research – Methods of collecting data-Secondary data-Primary Data-Measurement and Scaling- Attitude Scales

UNIT-III (12 Hours)

Sampling design- Application of sampling to marketing problems-use of observation–questionnaire method – methods of communication – questionnaire construction procedure – Attitude measurement – Field work procedure - Data Processing-Tabulation of Data

UNIT-IV (9 Hours)

Data analysis – Test of significance – Chi square – cross tabulation – Correlation – Regression – Cluster analysis – Factor analysis – Conjoint analysis-Research Report

UNIT-V (10 Hours)

Application of MR- Rural Marketing Research-identifying market segments - New Product Development and Test Marketing - Advertisement Research - Sales Analysis and Forecasting Research

At least, one case study and discussions pertaining to the subject in all units

MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√	
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	M	M	M	L	M	H	M	M					√	√

REFERENCES

1. *Rajendra Nargundkar*, Marketing Research, 4th Edition, Tata Mc-Graw Hill Education.,2014
2. *Harper W Boyd, Ralph Westfall, Stanley F Stasch,* Marketing Research, 4th Edition, A.I.T.B.S., 2009
3. *GC Beri*, Marketing Research, 4th Edition, Tata Mc-Graw Hill Education., 2011
4. *Avinash Kapoor, Chinmaya Kulshresta,* Marketing Research, 2nd Edition, Excel Books., 2010
5. Naresh K Malhotra, Sathyabushan Dash, Marketing Research – An Applied Orientation, 7th Edition, Pearson Education., 2019

COURSE CODE	CONSUMER BEHVIOUR	L	T	P	C
M4		3	0	0	3

COURSE OBJECTIVES

1. To understand the concepts of consumer behavior.
2. To understand and apply the factors which influence the purchasing decision, usage decision and the post purchase decision of the consumers.

COURSE OUTCOMES

CO1 Understand the basics of consumer behaviour.
CO2 Understand and assess the different types of consumers and their decision-making skills to prefer and purchase products.
CO3 Different factors like motivation, perception of a customer which influences the purchase decisions.
CO4 Knowledge of the organizational consumers and their preferences. CO5 Practical survey to know the awareness and preferences of consumers.
CO6 Formulate different behavioral decision strategies based upon the real time problems.

COURSE CONTENT

UNIT I **(9 hours)**

Consumer behaviour - Introduction – Understanding Consumers – Factors influencing - Buyers Decision making process-Market segmentation – Identifying market segments

UNIT II **(9 hours)**

Environmental Influences - Culture-Sub culture- Social Class-Social Group- Family- Personal influence and Diffusion of Innovation

UNIT III **(9 hours)**

Consumer motivation – personality – perception –Learning- Attitudes and its change

UNIT IV **(9 hours)**

Decision making process – Problem Recognition-Search and Evaluation-Purchasing Process- Post- purchase Behaviour

UNIT V **(9 hours)**

Organizational buyer Behaviour Modeling and Researching Consumer Behaviour-Consumerism

MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√	
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	M	M	M	L	M	H	M	M					√	√

REFERENCES

1. Satish K Batra, H H Kazmi, Consumer Behaviour, Excel Books
2. M S Raju, Consumer Behaviour, Vikas Publishing House Pvt Ltd.
3. David L Loudoan, Albert J Della Bitta, Consumer Behaviour, McGraw-Hill
4. Leon G Schiffman, Leslie Lazar Kanuk, Consumer Behaviour, Pearson Education

COURSE CODE	PRODUCT AND BRAND MANAGEMENT	L	T	P	C
M5		3	0	0	3

COURSE OBJECTIVES

1. To understand the different concepts, strategies and theories related to products and branding.
2. To know the real time applications of the product and its evolution and brand management.
3. To develop more knowledge in current trends through real cases.

COURSE OUTCOMES

CO1 Understand the concepts of product and brand management. CO2 Know the various stages of product development and its success.
CO3 Understand and apply different concepts of product design and branding techniques.
CO4 Knowledge of the current product and branding trends.
CO5 Knowledge of brand development and goodwill of the brands.
CO6 Applying the course concepts through case discussions.

COURSE CONTENT

UNIT – I (6 Hours)

Product Development - Product focused organization - Market focused organization - Factors influencing design of the product - changes affecting product management.

UNIT – II (11 Hours)

Setting objectives & alternatives - Product strategy over the life-cycle - Customer analysis - Competitor analysis - Design of manufacture - New product development - Forecasting target market potential – Sales forecasting - Methods of estimating market and sales potential - planning for international market.

UNIT – III (10 Hours)

Commodities Vs Brands - The role of brands - The brand equity concept - Brand Equity Models – Brand Asset Valuation - Aaker Model – BRANDZ - Brand Resonance - Building Brand Equity - Brand Identity - Brand image

UNIT – IV (9 Hours)

Brand Leveraging - Brand Performance - Establishing brand equity management system - measuring sources of brand equity and consumer mindset - Co-branding - celebrity endorsement - Brand knowledge - Brand portfolios - market segmentation - Steps of brand building - Identifying and establishing brand positioning - Defining and establishing brand values.

UNIT – V (9 Hours)

Brand hierarchy - Branding strategy - Brand extension and brand transfer - Managing brand over time - Measuring Brand Equity - Brand Value chain - Brand Audits - Brand Tracking - Brand Valuation

-Managing Brand Equity - Brand Reinforcement - Brand Revitalization – Brand Crisis

At least, one case study and discussions pertaining to the subject in all units

MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO 1	H	L	M	L	M	-	-	-	√	√				
CO 2	M	H	H	M	H	L	L	-		√	√	√		√
CO 3	L	M	H	L	M	H	L	M		√	√	√	√	
CO 4	H	H	H	L	L	L	M	M			√	√	√	
CO 5	M	M	M	H	H	H	L	L				√	√	
CO 6	M	M	M	L	M	H	M	M					√	√

REFERENCES

1. *Donal R. Lehmann, Russel S. Winer*, Product management, 4th Edition, PHI., 2011
2. *Michael Brooke and William Ronald*, New Product Development, 3rd Edition, Jaico Books., 2010
3. *Keller*, Strategic Brand Management, 4th Edition, Pearson Education., 2015
4. *Debashish Patil*, Branding Concepts & Process, 3rd Edition, MacMillan., 2014
5. *U C Mathur*, Product and Brand Management, 2nd Edition, Excel Books., 2009

COURSE CODE	SALES AND DISTRIBUTION MANAGEMENT	L	T	P	C
M6		3	0	0	3

COURSE OBJECTIVES

1. To explore and understand the different techniques of selling and distribution of products.
2. To know the real time applications of sales and distribution strategies.
3. To develop more knowledge towards applying the strategies of sales and distribution by understanding the real cases.

COURSE OUTCOMES

CO1 Understand the concepts of sales and distribution management.
CO2 Know the various techniques of sales and distribution of benefits.
CO3 Understand and apply different sales and distribution strategies.
CO4 Knowledge of the current trends.
CO5 Refresh the knowledge through real case discussions.
CO6 Formulate sales techniques and distribution strategies based on the product types.

COURSE CONTENT

Unit-I (8 Hours)

Sales Management-Introduction to Sales Management-Evolution-Types-Selling Skills and Strategies-Selling Process

Unit-II (8 Hours)

Managing Sales Information-Sales Forecasting-Sales Budgeting-Territory Management-SalesOrganization-Management of Sales-Sales Quota

Unit-III (10 Hours)

Recruitment and Selection of the Sales Force- Training the sales force-Sales Force motivation-Sales force Compensation-Evaluation of Sales Performance

Unit-IV (10 Hours)

Distribution Management- Introduction-Distribution Channel-Designing Customer oriented Distribution

Unit-V (9 Hours)

Channel Selection-Retailing-Wholesaling-Motivation of Distribution Channel-Channel Information System

At least, one case study and discussions pertaining to the subject in all units

MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO 1	H	L	M	L	M	-	-	-	√	√				
CO 2	M	H	H	M	H	L	L	-		√	√	√		√
CO 3	L	M	H	L	M	H	L	M		√	√	√	√	
CO 4	H	H	H	L	L	L	M	M			√	√	√	
CO 5	M	M	M	H	H	H	L	L				√	√	
CO 6	M	M	M	L	M	H	M	M					√	√

REFERENCES

1. Tapan K Panda, Sunil Shadev, Sales and Distribution Management, 2nd Edition, Oxford UniversityPress., 2012
2. *S L Gupta*, Sales and Distribution Management, 2nd Edition
3. *Richard R Still, Edward Cuff, Govoni, Sandeep Puri, 6th Edition, Pearson Education, 2016*
4. *Krishna K Havaldar, Vasant M Cayale, Sales and Distribution Management – Text and Cases, 3rd Edition,McGraw Hill, 2017*
5. *David Jobber, Goeffry Lancaster*, Selling and Sales Management, 10th Edition, Pearson, 2018

PRODUCTION PLANNING AND CONTROL

L T P C
30 03

COURSE OBJECTIVES

This course aims at

1. Introducing the concept of estimating quantum of production
2. Making the skills to know the important aspects and their impact on quantity and quality
3. Enable the learners to plan the production system

COURSE OUTCOMES

The course enables the students to

CO1. Recognise different form of production system and their need

CO2. Understand the production process and the requirements

CO3. Calculate the required materials and plan for their maintenance

CO4. Plan the schedule for production

CO5. Evaluate the quality of the input, process, and output of the production system

CO6. Formulate monitoring and improvement system for production

COURSE CONTENT

UNIT I

Production systems - Types - characteristics - Objective – functions. Preplanning - Forecasting - Market Analysis - Capacity planning.

UNIT II

Production Planning - Equipment policy and replacement - Material Resource Planning (Selection of material, Machines & manpower) – Routing - Scheduling – Dispatching. Types of charts and forms used -Computer Aided Process Planning.

UNIT III

Production and Inventory Control: Progress control through records and charts - Types of inventories, ABC analysis Inventory Classification - Economic lot (batch) size - Trends in purchasing and store keeping.

UNIT IV

Production standardization - Use of Preferred numbers in standardization. Value engineering – Scope - Evaluation (function, cost and worth) - Application - case studies.

UNIT V

CPM&PERT. Concurrent engineering. Re-engineering. MRP and ER - MRP-II - Enterprise resource planning(ERP) - case studies.

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	H	M	L	H	M	M	L	√	√	√			
CO2	M	M	M	H	M	M	M	L	√	√				
CO3	M	H	H	H	H	H	H	M			√	√		
CO4	H	H	H	H	H	H	H	M		√	√			
CO5	H	H	H	H	H	H	H	H			√	√	√	
CO6	H	H	H	H	H	H	H	H					√	√

REFERENCES

1. Elements of Production Planning & Control, Samuel Eilon, The Macmillan Company
2. Production Planning & Control, Jain, C.K., and Agarwal, L.N. Khanna Publishers
3. Modern Production / Operations Management, Elwood S Buffa and Rakesh K Sarin, Wiley India Edition
4. Production Systems, Planning, Analysis, and Control, James L. Riggs, Wiley
5. The Fundamentals of Production Planning and Control, Stephen N. Chapman, Pearson Education

MATERIALS AND MAINTENANCE MANAGEMENT

L T P C
30 03

COURSE OBJECTIVES

This course aims at

1. Introducing the need for classifying and maintaining of materials
2. Making the learners understand the quality maintenance and rationing of materials
3. Create the skills in the learners to plan for the system for quality material supply

COURSE OUTCOMES

The course enables the students to

CO1. Recognise the relationship of availability of material and production system

CO2. Understand the importance of classification for material

CO3. Develop a system for procurement and vendor management

CO4. Plan the maintenance system for materials

CO5. Decide on a proper storage and maintenance of materials

CO6. Design revaluating the system for improvement

COURSE CONTENT

UNIT I

Materials Management – Functions – Organization - Integrated approach – Scope - Primary and secondary objectives - Relation with other functional areas of organization - approaches. Materials identification – Classifying of materials - Codification of materials - Standardization - Value Analysis. Inventory Control Techniques, Stock levels.

UNIT II

Management of stores – location –types – methods of storing – Functions of store keeper– Procedures – Bin Card – Kardex System - forms and policies in stores transactions – stores accounting – stores organization – safety and security - Insurance. Material handling equipment – Principles - factors affecting. Management of surplus obsolete and scrap materials – methods of disposal – regulations and procedures.

UNIT III

Purchasing – Importance and Objectives - Sources of supply - procedure – Vendor selection - Evaluation - norms of vendor rating - selection and development – purchasing procedures and methods – legal aspects.

UNIT IV

Maintenance - Objectives – functions - Types – Strategies –Five Zero Concept. Failure Data Analysis - MTBF - MTTF, Useful Life, Availability of Repairable Systems - Maintainability Prediction - Design for Maintainability. Maintenance Planning - Overhaul and Repair - Replacement Decisions

UNIT V

Maintenance Systems - Fixed Time Maintenance - Condition Based Maintenance - Opportunity Maintenance - Design Out Maintenance - RCM, TPM, MMIS, Expert Systems, Concept of Tero technology - Reengineering Maintenance Process

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	M	M	L	M	M	M	L	√	√	√			
CO2	M	M	H	H	H	H	M	L	√	√		√		
CO3	M	M	M	H	H	M	H	M		√	√	√		
CO4	M	H	H	H	H	H	H	M		√	√	√		
CO5	M	H	H	H	H	M	H	L			√	√	√	√
CO6	H	H	H	H	H	H	H	H				√	√	√

REFERENCES

1. Maintenance Engineering & Management, R.C.Mishra&K.Pathak, Prentice – Hall India Eastern Economy Edition
2. Maintenance and Spare Parts Management, P. Gopalakrishnan, andA. K. Banerji, Prentice – Hall India
3. Materials Management, Procedures, Text and Cases, A. K. Datta, Prentice – Hall India Eastern Economy Edition
4. Purchasing And Materials Management, Michiel R Leenders and Harold Fearon, McGraw-Hill Education
5. Purchasing And Inventory Control, K S Menon and Sarika Kulkarni, Shroff Publishers

TOTAL QUALITY MANAGEMENT

L T P C
30 03

COURSE OBJECTIVES

This course aims at

1. Introducing the concept of total quality
2. Making the learners understand the quality management techniques
3. Create the skills in the learners to plan the system for quality management

COURSE OUTCOMES

The course enables the students to

CO1. Recognise the importance of the quality in the product

CO2. Understand the methods and techniques to be used for achieving quality

CO3. Plan the quality policy for each stage of the production

CO4. Develop a system for monitoring the quality at various stages of production

CO5. Predict the quality improvement against the standards

CO6. Design a model for the quality management

COURSE CONTENT

UNIT I

Total quality management – Definition – Concepts - Basic elements. Total quality - Value and differential advantage. Customer Focus – customer perception of quality - Customer satisfaction – Customer Perception of Quality - Customer Complaints - Service Quality - customer retention. Dimensions of product and service quality. Barriers to TQM Implementation.

UNIT II

Strategic thinking and planning – Total quality policy and development guidelines – Total quality approaches – Quality costs – Functional linkage of quality with reliability and Maintainability – Failure Analysis - Failure mode effect analysis (FMEA) – requirements – reliability - failure rate – stages – design - process and documentation - Optimum Maintenance Decisions. TQM culture. Usability of Information technology.

UNIT III

TQM principles - Deming Philosophy. Employee Involvement – Motivation – Empowerment – Teams - Recognition and Reward - Performance Appraisal – Benefits. Continuous Process Improvement – Juran Trilogy - PDSA Cycle - 5S – Kaizen. Vendor development – Partnering, sourcing, Supplier Selection - Supplier Rating, Relationship Development – evaluation. Six sigma. New seven Management tools. POKA YOKE

UNIT IV

Benchmarking – Reasons - Process. Quality Function Deployment (QFD) – QFD Process – Benefits. Taguchi Quality Loss Function. Total Productive Maintenance (TPM) – Concept - Improvement Needs. Statistical process control - Meaning – Significance – Construction of control charts. Business process re-engineering (BPR) – principles – applications - process - benefits and limitations.

UNIT V

Total Quality Models – responsibilities – Commitment to quality – supportive and effective leader – Humanistic aspects of TQM. Quality improvement Teams. Quality certification. Quality System – Elements – Implementation – Documentation - Quality Auditing.

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	H	H	H	H	H	M	L	√	√				
CO2	M	M	M	H	H	H	H	L	√	√				
CO3	M	H	H	H	H	H	H	M		√	√	√	√	
CO4	M	H	H	H	H	H	H	M			√	√	√	√
CO5	M	M	H	H	H	H	H	M			√	√	√	
CO6	H	H	H	H	H	H	H	H			√	√	√	√

REFERENCES

1. Total Quality Management, Dale H.Besterfield, Carol Besterfield-Michna, Glen H. Besterfield,Mary Besterfield-Sacre, Pearson Education
2. Total Quality Management, Text and Cases, K. Shridhara Bhat, Himalaya Publishing House
3. The Management and Control of Quality, James R.Evans& William M.Lindsay, South-Western
4. Statistical Quality control, Eugene Grant and Richard Leavenworth, McGraw-Hill Education
5. Applied Statistical Quality Control And Improvement by K. Krishnaiah , PHI Learning

FACILITIES LOCATION AND PROCESS DESIGN

L T P C
30 03

COURSE OBJECTIVES

This course aims at

1. Introducing the various variables affecting the location
2. Making the learners know the designing of the process
3. Create the skills in the learners to design a process in the selected location

COURSE OUTCOMES

The course enables the students to

CO1. Recognise the variables affecting the location decision

CO2. Associate the design with the process required

CO3. Examine the applicability of different machines and tools and the loyout

CO4. Calculate the cost for the process of production

CO5. Develop strategy for the production process

CO6. Formulate a model for analyse the quality to find the scope for improvement

COURSE CONTENT

UNIT I

Plant Location – Nature, Theories of Plant Location (Weber's Theory of Industrial Location, SargantFlorence' s Theory of Location), Factors Influencing Location (Qualitative Factors, Quantitative Factors),Simple Plant Location Problems, Network Location Problems. Facilities Requirements - Need for Layout –Types of Layout (Fixed Position Layout, Process Layout, Cell Layout, Product Layout), Model Classification, Mode of selection - Concept - Advantages and Disadvantages

UNIT II

Organization - Procedure - Tools and Techniques. Flow Charts and Analysis - Layout Designing. Material Handling Equipments - Material Handling Principles.

UNIT III

Process Management and Strategy - Process View of Organizations - Performance measures - Product Attribute - Process Competencies - Process Design - Planning Control. Matching products and Processes, Operations Frontier and Trade Offs

UNIT IV

Process Flow - Process Flow - Key Measures - Flow Time - Flow Rate. Process Flow Chart. Managing Flow Variability. Process Integration, Lean Operations, Process Synchronization and Improvement

UNIT V

Materials Management – Costs Involved with Inventory - Economic Order Quantity - ABC Analysis. Quality Management - Acceptance Sampling - Control Charts - Quality Circle - Zero Defects Program - ISO Standards.

MAPPING OF COs to PSOs

Course	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level

Outcomes									K1	K2	K3	K4	K5	K6
CO1	M	H	H	H	H	H	M	L	√	√	√			
CO2	M	H	H	L	H	H	H	L	√	√	√			
CO3	H	H	H	H	H	H	H	M		√	√	√	√	
CO4	M	H	H	H	H	H	H	M			√	√		
CO5	M	H	H	H	H	H	H	M			√	√	√	√
CO6	H	H	H	H	H	H	H	H				√	√	√

REFERENCES

1. Facility Layout and Location - an Analytical Approach, Richard LFrancis. Leon F.McGinnis Jr., John A. White, Prentice Hall
2. Managing Business Process Flows: Principles of Operations Management, RavíAnupindi, SunilChopra, Sudhakar Deshmukh,Jan Van Mieghem, and Eitan Zemel
3. Production and Operations Management: Concepts, Models, and Behaviour, Adam, EEverett&Ronald J Ebert
4. Manufacturing Organization and Management, Harold TAmrine, Prentice-Hall
5. Facility and Process Design with layout 3P – A Proven Approach to Creating Innovative Layout Solutions Fast, Brain D. Summerfield,

FUNDAMENTALS OF SHIPPING BUSINESS

OBJECTIVE:

The course aims at

Students know the basic knowledge on the concepts of shipping business& the trade routes and types of ships used for transportation as well as understand the marine insurance functioning and the concept of commercial private and public companies liabilities.

Course Outcomes:

The course enables the students to

CO1: Examine in details about fundamental concepts of shipping business

CO2: Describe the different types of trade vessels, carriers and tankers, containerships etc.
CO3: Prepare liner and tramps in major trade routes with types of ships used for transportation.
CO4: Understand the ship operations management and charter preparation in shipping business
CO5:Analyze and evaluate Hague or Hamburg rules using marine insurance and BIMCO
CO6: Prepare the private and public limited commercial companies liabilities under shipping business.

UNIT I (9 hours)

Introduction to geographical conditions and regions -Continents, Oceans, Currents, &Tides, Weather & Climate, Canals & Waterways, -Location of major countries andports -The global market -The need for shipping

UNIT II (9 hours)

The role of liners and tramps, Different types of trade -Dry bulk trades, oil and other liquid trades (clean products, chemicals, gas) -Bulk Carriers, Tankers, Containerships, Ro-Ro and General Purpose vessels – Introduction to dry cargo chartering – Tanker Chartering – Ship sale and purchase – Ship operations and management -Principals – ship owners, charterers, shippers and NVOCs – Intermediaries

UNIT III (9 hours)

Understand the major trade routes and the types of ships used for transportation of the five primary raw materials namely coal, ores, grains, fertilizers and oil also general cargo(manufactured goods) with names and locations of the principal ports involved. Understand the location and seasons of major natural phenomena affecting sea transportation particularly storms and ice. Be aware of the rationale behind Load line Zones and how knowledge of these can affect voyage planning and estimating

UNIT IV (9 hours)

Functions of Bill of Lading -The -Hague/Hague-Visby/Hamburg Rules -The role of international conventions -The role of marine insurance and P & I Associations -The function of classification societies -The Baltic Exchange‖ and the Baltic and International Maritime Council (BIMCO), Lloyds Register and the Corporation of Lloydsetc.

UNIT V (9 hours)

Concept of Limited Liability as applied to commercial companies -differences between private and public companies; conglomerates and multi-nationals -how companies are organized internally -Concept of vertical and horizontal integration -advantages and disadvantages of being a sole trader or partnership rather than incorporation as a limited company.

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	H	H	H	M	H	H	M	√	√				
CO2	H	H	M	H	H	H	M	M	√		√			
CO3	M	H	H	H	M	M	M	L		√	√			
CO4	L	H	H	H	M	M	L	L	√			√		
CO5	M	H	H	H	M	H	L	L				√	√	
CO6	M	H	H	H	M	M	L	L				√		√

Reference Books:

LoannisTheotokas, Management of Shipping Companies, Routledge Maritime Masters, 2018.
RadhakumundMookerji, Shipping India, Legare Street Press, 2021.
Hariharan, K.V, Shipping Business in India, Sterling Book House, 2013.
Shuo Ma, Economics of Maritime Business, Routledge Maritime Masters, 2020.
The Handbook of Maritime Economics and Business, Routledge Maritime Masters, 2010.

MARITIME ECONOMICS

OBJECTIVE:

This course provides to understand the cost analyses of shipping industry with various economic factors influencing.

Course Outcomes:

1. Students should understand basic knowledge about shipping industry demand and supply based on cost analysis
2. To learn about shipping affecting factors of productivity measure through elasticity of supply
3. To analyze & evaluate the determination of equilibrium pricing in various segments
4. To analyses the structure of competitive markets in shipping operations
5. To know the impact factors from political, environmental and pricing behavior
6. To evaluate the determining economic factors impacts on shipping business

UNIT I (9 hours)

Structure of Shipping industry – Factors affecting demand & supply of shipping –Shipping cycles – Cost analysis in shipping – Fixed costs, variable costs – Concept of opportunity cost. The demand for shipping – derived demand, elasticity of demand –Demand measurement – Effect of Substitution – Freight Rate mechanisms.

UNIT II (9 hours)

Factors influencing the supply of shipping – tonnage, number and flag -Productivity and supply trends surplus tonnage, active fleet, short run supply. Measuring elasticity of supply.

UNIT III (9 hours)

Pricing of shipping services – Determination of equilibrium pricing in various segments –Concept of freight futures and options.

UNIT IV (9 hours)

Competitive Markets -Tramps / Tankers / Liners -The dry cargo sector and its market characteristics. Cost structure of tramp ships. Breakeven analysis for minimum freight rates - equilibrium freight rate. Seaborne trade in crude and products. The structure of the tanker market. Tanker Vs dry cargo markets. Political and environmental factors –recent changes in the tanker fleet. Liner services - Characteristics and demand. Pricing behaviour. Profit maximisation and optimal utilisation.

UNIT V (9 hours)

Shipping and International Trade - pattern of world trade and the demand for shipping. Trade and economic development -trade flows; absolute and comparative advantage. Exchange Rates and Balance of Payments -How exchange rates are determined – free floating and regulated markets. The components of a balance of payments with particular reference to shipping. The relationship between exchange rates and the factors affecting their fluctuations and a country‘s balance of payments.

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	H	H	H	M	M	H	M	√	√				
CO2	M	H	H	H	M	M	M	L		√	√			
CO3	M	M	H	H	M	L	M	L			√	√		
CO4	H	L	H	H	M	L	L	L			√	√		
CO5	M	M	M	M	L	M	L	L		√	√			
CO6	H	M	H	H	M	M	L	L		√		√	√	

REFERENCE:

1. Martin Stopford, ―Maritime Economics‖
2. Costas Th. Grammenos, ―The Handbook of Maritime Economics and Business‖
3. J. McConville, ―Economics of Maritime Transport, Theory and Practice‖
4. Chrzanowski. I, ―An Introduction to Shipping Economics‖
5. Evans. J.J. & Marlow. P.B., ―Quantitative methods in Maritime Economics‖
6. PL Mehta, Managerial Economics‖
7. Metaxas.B.N, ―The Economics of Tramp Shipping

Export and Import Management

This course outlines students can able to understand easily about export and import procedure and insurance policy on pre & post shipment financing methods.

Course Outcomes:

1. Students should understand the basic concept of export preparation methods and registration formalities
2. Students should remember the shipment documentations framework and type of contracts
3. Students should analyze the pre-post shipment finance methods and negotiations with bank
4. Students can evaluate the quality control methods under clearance of cargo in pre-shipment inspection.
5. Students should assess the customs clearance of EXIM cargo and its types of risk
6. Students should also understand insurance policy of export contract

Unit I: Introduction to Indian Exports& Registration

Basics of Exports – Classification of Exports – Preparation for Exports – Methods of Exporting – Export Marketing Organizations – Functions – Registration Formalities. IEC Number - Procedure of obtaining IEC Number - RCMC (Registration Cum Membership Certificate) Export Credit Guarantee Council (ECGC) - Application for import and export of restricted items.

Unit II: Documentation Framework and Contracts

Aligned Documentation System: Commercial Documents - Auxiliary Commercial Documents - Regulatory Documents - Documents related to goods –Documents related to Shipment - Documents related to Payments - Documents related to Inspection - Documents related to Excisable Goods - Types of Contracts –Export Contracts.

Unit III: Payments and Finance

Factors - Methods of receiving Payment - Instruments of Payments-Letter of Credit- Pre-shipment Finance - Post-shipment Finance - Post-shipment Credit in Foreign Currency - Negotiation of documents with bank - CENVAT - Duty Draw back

Unit IV: Quality Control and Clearance of Cargo

Objective of Quality Control - Methods - Procedure for Pre-shipment Inspection –Role of Clearing and Forwarding Agents – Role of Inspection Agents-Clearance of Cargo -Central Excise Clearance Procedure - Central Excise Clearance Option - Shipment of Export Cargo.

Unit V: Customs Clearance, Risk and Insurance Policy

Customs Clearance of Export Cargo - Customs Clearance of Import Cargo - Risk: Types - Types of cover issued by ECGC - Cargo Insurance. Processing of an export order - Major laws governing export contract.

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	L	H	H	M	L	L		√	√				
CO2	M	L	H	H		M			√	√				
CO3	M		H	H		L	M				√	√		
CO4	L	M	H	H				L			√		√	
CO5	M		H	H	M		L				√	√		
CO6	M		H	H				L	√	√				

Text Books

1. RAMA, GOPAL C. (2008) Export Import Procedures Documentation and Logistics. New Age International Publishers: New Delhi.

2. KHUSHPAT, S. J. (2013) Export Import Procedures and Documentation. Himalaya Publishing House: New Delhi.

Reference Books

1. JOHNSON, THOMAS. E. (1994) Export Import Procedures and Documentation. Amacom.

2. PAWAN, KUMAR (2001) Export of India’s Major Products Problems and Prospects. New Century Publications: New Delhi.

3. KAPOOR, D. C. (2002) Export Management. Vikas Publications: New Delhi.54

4. CHERUNILAM, F. (2004) International Trade and Export Management. Himalaya Publications: New Delhi.

Supply Chain Management

Objective:

The course aims at providing inputs on different concepts in delivering the goods and services to the end consumer.

This course is intended to provide an understanding of the components and processes of supply chain and logistics management as well as the performance drivers of supply chain. It is also intended to help the students to learn about logistics, transportation, warehousing and outsourcing decisions.

Outcomes: The Students understand the concepts so as to take correct decision on the supply chain in the organization.

1. Understand the basic framework of supply chain management and in the new era.
2. Remember the supply chain forecast demand decisions with legal aspects
3. Knowledge about distribution, warehousing and its roles in strategic planning with supply chain.
4. Analyze the competency using materials management methodologies
5. Evaluate organization infra-networks and select transportation modes.
6. Assess the strategic role of global logistics in the current scenario.

Unit-I(9 hours)

Supply Chain Management (SCM) – Definition – Concept – Components – Features – Types – benefits. Global Supply Chain Integration – Digital Business Transformation – Strategic Issues in SCM –Current Scenario – Supply Chain Synchronization. Forecasting – demand and purchase planning – make or but decisions – legal aspects.

Unit –II(9 hours)

Warehousing – Location Selection (Expansion and New). Storekeeping – Strategies – Operations – Decisions – Space Management – Scheduling. Pricing, Intermediaries and Alliances – 3 PL and 4 PL service providers, Material handling – Principles – equipment.

Unit-III (9 hours)

Logistics – definition – Objectives – Importance – Scope – Functions – Need for Planning logistics – Logistics and production – significance –Logistics and marketing – significance. Value Added logistics Services, Role of logistics in SCM. Packaging – Principles, Functions – Types - Concepts – Materials and Cost – Consumer & Industrial Packaging – Infrastructure – Customs Issue – Service utilization Models. Logistics Costs – Concept – Identification of Costs – Accounting Methods, Logistics Audit.

Unit-IV(9 hours)

Transporting System – Evolution – Infrastructure & Networks – Freight Management – Route Planning – Containerization – Inter-model Operators and Transport Economies. Transportation Model – Trans shipment Model – Traveling Sales Man – Simple Problems.

Unit-V(9 hours)

Logistics Information System – Needs – Characteristics – Design. E-Logistics – Structure and Operation. Logistics Resource Management. Reverse Logistics – Scope – Design- Competitive Tool. Global Logistics – Operational and Strategic Issues, Strategic Logistics Planning.

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	M	H	M	M	L			√	√	√			
CO2		M	H	H	M	M		L	√	√				
CO3		H	H	H	M	M	L		√	√	√	√		
CO4	M	M	H	H	M	M						√	√	
CO5	M	M	H	H	M	L		L		√	√		√	
CO6	M		H	H	L	L						√		√

References:

David Sindhi – Levi et.el. Designing & Managing the supply chain
Monezka, Trent and Handfield Purchasing and Supply Chain Management
Monezka et.al. Purchasing and Supply Chain Management
Dobler and Burt Purchasing & Supply Management
Altekar Rahul V Supply Chain Management – Concept and Cases
Stock & Lambert Strategic Logistics Management
Raghuram&Rangraj Logistics & Supply Chain Management: Cases & Concepts
Bowersox, Closs& Cooper Supply Chain Logistics Management
Doughlas Long. International Logistics: Global Supply Chain Management

SYSTEMS ANALYSIS AND DESIGN

COURSE OBJECTIVE:

The main objective of this course is to provide knowledge of different concepts of system analysis and design so that students will be able to develop information systems using different methodologies, tools, techniques, and approaches.

COURSE OUTCOMES:

On successful completion of the course, the students will be able to attain CO:

CO1 : Able to remember the concepts of system analysis and design.

CO2 : Understand feasibility studies and development strategies.

CO3 : Construct process and data models.

CO4 : Produce a system design satisfying requirements and constraints.

CO5 : Understand systems implementation processes.

CO6 : Become a system analyst.

UNIT I **9**

System – Concept – Characteristics. Systems Development – Fundamentals - Players in the Systems Game – Analysis. Information System Building Block. Creativity Vs Diversity. Project – initiation - Management.

UNIT II **9**

Systems Analysis - Gathering information – Discovery. Feasibility Analysis – Economic – technical – operational. Schedule Analysis - Cost Benefit Analysis - Risk Analysis - System Proposal.

UNIT III **9**

Data Modeling - Process Modeling - Logic Modeling - Conceptual Modeling - Distributed data Modeling. Alternative Design Strategy.

UNIT IV **9**

Systems Design - Application - Forms – Reports - Interfaces – Dialog. Database Design. Output design – Input design – Prototyping. User Interface design. Designing Distributed Systems.

UNIT V **9**

Implementation - Object Approach - Systems construction – Implementation. Maintenance. Systems - Operations – Support. Object Oriented Analysis and Design. Rapid Application Development.

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	H	H	H	M	H	M	H	√	√				
CO2	M	H	H	M	M	H	H	M	√	√				√
CO3	M	H	H	M	M	H	H	M		√				√
CO4	M	H	H	H	H	H	H	H			√	√	√	√
CO5	M	H	H	M	H	H	M	H	√	√	√			
CO6	H	H	H	H	H	H	H	M			√		√	

REFERENCES:

1. Alan Dennis, Systems Analysis and Design, 6th Edition, John Wiley & Sons.
2. Edward Yourdon and Larry L. Constantine, *Structured Design: Fundamentals of a Discipline of Computer Program and System Design,* Prentice-Hall.
3. Hofter, et al, Modern Systems Analysis and Design.
4. I.T. Hawryszkiewycz, Introduction to Systems Analysis and Design, 3rd Edition, Prentice-Hall (Australia).
5. Jeffrey L. Whitten, Lonnie D Bentley and Kevin C Dittman, Systems Analysis and Design Methods, 4th Edition, McGraw-Hill.
6. John W. Satzinger, Robert B. Jackson, Stephen D. Burd, Systems Analysis and Design in a Changing World, 6th Edition, Joe Sabatino.

DATABASE AND INFORMATION MANAGEMENT SYSTEM

COURSE OBJECTIVE:

This course explains the formats of different databases and the methods to derive information from the data.

COURSE OUTCOMES:

On successful completion of the course, the students will be able to attain CO:

CO 1 : Ability to recall the basic concepts and terms related to database and information management system.

CO2 : Understand and create conceptual database models utilizing entity-relationship modeling.

CO3 : Understand and apply the concept related with data model.

CO4 : Analyze the query processing and query cost.

CO5 : Evaluate how database applications are applied to different functional areas.

CO6 : Develop solutions using database concepts for real time requirements.

UNIT I **9**

Database systems – definition – purpose - Concepts - data abstraction - instances and schemes - data independence - introduction to DDL, DML - Function - database manager - database administrator - database users - overall system structure. Data Models – Hierarchical – Network - Relational.

UNIT II **9**

Database Development Process - Modeling - Design. Entity relationship model – entities - entity sets – Attributes - relationships - relationship sets - mapping constraints - primary keys - E-R diagrams - reduction of E-R diagrams to tables – generalization - aggregation. Functional Dependencies. Normalization - Types - Features.

UNIT III **9**

Relational model – structure - relational algebra - relational calculus - commercial query languages – SQL. QUEL- Query by example. Relational database design - pitfalls in design - functional dependency - normal forms 1NF- 2 NF- 3NF- BCNF - multi value dependency - 4NF.

UNIT IV **9**

Query Processing: Steps - Query cost. Data Administration - Client / Server and Distributed Databases Data administration functions- Data administration tools – Repositories. CASE Tools. Crash recovery - failure classification - Storage and File structure: Secondary storage devices - shadow paging- Concurrency control - serializability- locking - validation techniques - multiple granularity.

UNIT V **9**

Database Applications: Financial Systems- Marketing System- foreign Trade- Inventory Information systems.

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	H	H	H	M	H	H	H	√	√				
CO2	H	H	H	H	H	H	H	H	√	√	√			
CO3	H	H	H	H	M	H	H	H		√	√			
CO4	H	H	H	H	M	H	H	H	√	√	√			
CO5	H	H	H	H	H	H	H	H			√	√		
CO6	H	H	H	H	M	H	H	M						√

REFERENCES:

1. Elmasri Ramez, Navathe Shamkant, Fundamentals of Database Systems, 7th Edition, Pearson Education.
2. Henry F. Korth, Abraham Silberschatz Database System Concepts, McGraw-Hill Companies.
3. Jeffrey A. Hoffer, Mary B. Prescott and Fred R. McFadden, Modern Database Management, 8th Edition, Pearson College Div.
4. Jeffrey D. Ullman, Principles of Database Systems, Galgotia Publications Pvt Ltd.
5. Raghu Ramakrishnan and Johannes Gehrke, Database Management Systems, 3rd Edition, McGraw Hill Education.
6. SQL: The Ultimate Beginners Guide by Steve Tale.

INTERNET AND INTRANET TECHNOLOGY MANAGEMENT

COURSE OBJECTIVE:

This course introduces the technology that helps to manage the data and its flow.

COURSE OUTCOMES:

On successful completion of the course, the students will be able to attain CO:

CO 1 : Ability to recall the basic concepts related to internet and internet.

CO2 : Understand the fundamentals of network technologies.

CO3 : Apply the popular programming languages for web development.

CO4 : Analyze the cyber security needs of an organization.

CO5 : Design E-Commerce websites.

CO6 : Create the effective web applications for business functionalities using latest web development platforms.

UNIT I **9**

Electronic Communication – Introduction - PCs. Networks – Types – Levels – Application. Concept of front end and back end.

UNIT II **9**

Internet – Introduction - World Wide Web – Architecture – Technologies. Protocols – HTTP, SMTP, POP3, MIME, and IMAP. Internet & MIS, Intranet verses Traditional Group-ware. Introduction to Client – Server Architecture.

UNIT III **9**

Access - working - OSI – Models - Dial Connection - Proxy Server Connection - Internet Address. Web servers - Various Web servers - Web browsers – URL - Types of Websites. Email Technology. Internet Programming (Only applications and usages) JAVA, ASP, CGI, PERL,VB Script, ActiveX, SGML, HTML, XML, MS Front Page.

UNIT IV **9**

Communication Capabilities - Multimedia - Audio and Video Speech Synthesis and Recognition. Legal Issues. ISP, Information Espionage, Information Highway Hackers, Ways to Protect Information from Espionage.

UNIT V **9**

Application of Internet in Business, Usage of Internet Facility , Emerging Trends. Capabilities of Internet - Electronic Commerce –E- Marketing – Online Payments and Security. Medical Transcription.

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	H	H	M	M	H	H	H	√	√				
CO2	M	H	H	M	M	H	H	H		√	√			
CO3	M	H	H	M	H	H	H	H					√	√
CO4	H	H	H	M	M	H	H	H		√	√			
CO5	H	H	H	H	H	H	H	H		√	√	√		√
CO6	M	H	H	M	M	H	H	H		√	√	√		√

REFERENCES:

1. George Metes, John Gundry, Paul Bradish Agile Networking: Competing through the Internet and Intranets, Prentice Hall.
2. Jessica Keyes, Internet Management (Best Practices) First Edition, CRC Press.
3. Peter G. W. Keen, Walid Mougayar and Tracy Torregrossa, The business Internet and Intranets: A Manager's Guide to Key Terms and Concepts, Harvard Business School Pr.
4. Roxanne E. Burkey, Charles V. BreakField Designing a Total Data Solution: Technology, Implementation and Deployment, First Edition, Auerbach Publications.
5. Sanjiv Purba, New Directions in Internet Management (Best Practices), First Edition, Auerbach Publishers Inc.
6. Subhasish Dasgupta, Managing Internet and Intranet Technologies in Organizations: Challenges and Opportunities, IGI Publishing.

STRATEGIC IT CONSULTING

COURSE OBJECTIVE:

This course is designed to introduce the field of IT consultancy and the techniques used for the consultancy.

COURSE OUTCOMES:

On successful completion of the course, the students will be able to attain CO:

CO 1 : Ability to recall the basic concepts and terms related to IT consultancy.

CO2 : Critically analyzing business situations and problems and understanding the role that information technology can play a role in solving the issues.

CO3 : Identification of suitable and accurate sources of information and data gathering.

CO4 : Analyze the effective client relationship management.

CO5 : Evaluate the role and influence of ethics in professional consulting.

CO6 : Students can become a good IT consultant.

UNIT I **9**

Overview and Principles of IT Consultancy, The Structure and Drivers of the IT/IS Industry, The Role of the Consultant, Competencies of Consultants, Consultancy Models: Expert, Doctor/Patient, Collaborative/Process, Considerations for The External Consultant, Internal Consultant and Sole Practitioner, Managing Change.

UNIT II **9**

Conducting an IT Consultancy Assignment – Life Cycle, The Life Cycle of a Consultancy Assignment, Gaining Entry, Contracting and Assignment Initiation, Identification of Problems and Business Needs, Diagnosis and Solution Definition, Solution Appraisal and Evaluation, Implementation and Taking Action, Closure and Review.

UNIT III **9**

Conducting an IT Consultancy Assignment – Tools and Techniques, Consulting Services Portfolio, Qualification of Opportunities Using MANDACT, Terms of Reference, Root Cause Analysis and Creative Problem Solving, Investigation Techniques and Data Collection, Generating Options, Implementation and Taking Action, Disengaging and Expansion, Withdrawal From the Assignment, Evaluation, Follow Up and Business Development.

UNIT IV **9**

Managing Relationships, Management of Client Relationships, Building Rapport, Handling Client Meetings, Client Behaviors and Objectives, Assessment of Readiness for Change, Proposals and Bids, Contracts and IPR, Influencing and Negotiation, Working In Teams, Team Management and Delegation, Management of Expectations, Conflict Management, Motivation and Continuous Professional Development of the Consultant, Selling of Consultancy Services, Issues in the Use of Consultants.

UNIT V **9**

Managing Consultancy Assignments, Scoping of Assignments and Projects, Project Planning and Project Management Principles, Progress Monitoring, Completion and Handover, Communications and Reviews, Quality Management Systems, Risk Management, Change Control, Legislation, Ethics and Professional Standards, Financial Management, The Economics of Consulting, Transferring Experience to the Client, Benefits Management.

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	H	M	M	M	H	H	M	√	√				
CO2	M	H	H	H	M	H	H	M		√		√		
CO3	M	H	H	M	H	H	H	M		√	√			
CO4	M	H	H	H	H	H	H	M			√			√
CO5	M	H	H	H	H	H	H	H					√	
CO6	H	H	H	H	M	H	H	H						√

REFERENCES:

1. Bennet P. Lientz and Kathryn Rea, Breakthrough Technology Project Management (E-Business Solutions), Academic Press Inc.
2. Calvert Markham, Practical Management Consultancy, 3rdEdition,The Institute of Chartered Accountants.
3. Jr. Brooks, Frederick,The Mythical Man Month: Essays on Software Engineering, 2nd Edition, Addison-Wesley Educational Publishers Inc.
4. Peter Checkland and Sue Holwell, Information, Systems and Information Systems: Making Sense of the Field, 1st Edition, Wiley.

IV SEMESTER

COURSE CODE	FAMILY BUSINESS MANAGEMENT	L	T	P	C
E6		3	0	0	3

COURSE OBJECTIVES

1. To understand the basics of family business.
2. T0 understand the unique situations and issues faced by the family business.
3. To understand the governance issues and behavioral issues of family business.
4. To identify the suitable business models for effectively managing the family business.
5. To understand the nuances related to the succession of family business.
6. To understand the changing role and status of family business.

COURSE OUTCOMES

CO1 Would be able to understand and assess the basic faces of family business.

CO2 Would be capable of understanding the situations and issues faced by the family business.

CO3 The candidate would be capable of understanding the governing and behavioral issues of a family business.

CO4 The student would be able to develop an appropriate business model for family business.

CO5 The student would be able to understand the succession related issues and would be able to devise appropriate succession strategy.

CO6 The learner would be able to understand the change in role of family business.

UNIT:1

Introduction to family business-Overview of the family business around the world. Effective governance and the family business, Issue of ownership and conflict in family. Capital structure of closely held business and family business. Issues and challenges in family business and closely held family business.

UNIT:2

Understanding the relationships between family and business, management and ownership. Governance issues in family owned business, behavioural issues in closely held and family owned business & managed business. Conflict management and transition in family business.

UNIT:3

Growth strategy for family owned business. Different models in family business. Developing sustainable family business organization structure, ownership, team of advisors, board of directors and corporate governance.

UNIT:4

Family succession, issues of succession in a family firm, preparing for succession planning. Legal norms of succession-succession acts, important provisions. Cases on successful and unsuccessful succession of family business.

UNIT:5

Involving non-family members, power struggles and issues of succession in a family firm, Valuation of the closely held firm, the changing role of family in the family business. The future of family held business.

	Total Lecture Hours	**45 Hours**

Course	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	**PSO6**	**PSO7**	**PSO8**	**Cognitive Level**

Outcomes									K1	K2	K3	K4	K5	K6
CO1	H	M		M	M	H				√				
CO2	H	H	M	H	M	M	H				√			
CO3	H	H	H	H	H	M	M	H			√			
CO4	H	H	M	H	H	H	H	H						√
CO5	H	M		M	L		H			√				
C06	H	H	H	M	H	L	H	M		√				

REFERENCES

1. Family Business in India - Dutta Sudipt published by Response books (1999)
2. Generation to Generation: Life Cycles of the Family Business by Kelin E. Gersick, John A. Davis , et al.
3. Raj Shankar, Entrepreneurship-Theory and Practice
4. Entrepreneurship Development and Management by M.L. Sharma published by Khanna Publishers
5. Fundamentals of Entrepreneurship by Dr. G.K. Varshney published by Sahitya Bhawan
6. Robert D Hisrich and Michael P.Peters, Entrepreneurship, Tata McGraw Hill
7. Roy, Entrepreneurship, Oxford University Press
8. Madhurima Lall & Shikha Sahai, Entrepreneurship, Excel Books

COURSE CODE	INNOVATION AND INTELLECTUAL PROPERTY PROTECTION	L	T	P	C
E7		**3**	**0**	**0**	**3**

COURSE OBJECTIVES

1. To make the student understand the basics of innovation.
2. To help the students to understand the necessity of IPR
3. To sensitize the student on the various aspects of Copy right.
4. To brief the student on the various aspects of Patent.
5. To explain the student the different aspects of Trademarks.
6. To educate the students on the aspects related to GI

COURSE OUTCOMES

CO1 Would be able to understand the basic facets of innovation.

CO2 Would be capable of understanding the importance of IPR

CO3 The students would be able to know the utility of copyright

CO4 The learners at the end will be able to know the importance and do the required for obtaining patent.

CO5 The candidates at the end would know the importance of Trademarks and develop the same.

CO6 The students would be able to know the importance and uses of GI

UNIT:1		

Innovation in a systemic view - Sources of innovation – Types of innovation – Patterns and models of innovation – Management innovation – Design Thinking - Managing innovation in open and close innovation systems - Innovation management in complex systems - Managing innovation through experimentation - Managing innovation through improvisation - Building innovative organizations.

UNIT:2		

Basic concept of Intellectual Property, Characteristics and Nature of Intellectual Property right, Justifications for protection of IP Co, IPR and Economic Development, Major International Instruments relating to the protection of IP i. Berne Convention ii. Paris Convention iii. TRIPS Module.

UNIT:3		

Copyright- Meaning, Ownership of copyright, Term of copyright, Rights of ownerEconomic Rights, Moral Rights, Infringement of copyright. Patents-Meaning, Criteria for obtaining patent,

Non patentable inventions, Procedure for registration, Term of patent , Rights of patentee, Basic concept of Compulsory license and Government use of patent, Infringement of patents and remedies.

UNIT:4		

Trade Marks-Meaning of mark, trademark, Categories of Trademark: Certification Mark, Collective Mark and Well-known Mark and Non-conventional Marks, Procedure for registration and Term of protection.

UNIT:5		

Designs, GI and other forms of IP, Designs - Meaning design protection, Concept of original design, Term of protection, Geographical Indication-Meaning of GI, Difference between GI and Trade Marks Concept of Authorized user.

Trade-secret- Meaning, Criteria of Protection, Plant Variety Protection.

Total Lecture Hours									**45 Hours**					
Course Outcomes	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	**PSO6**	**PSO7**	**PSO8**	**Cognitive Level**					
									K 1	K2	K3	K 4	K5	K6
CO1	H	M		M	M	H				√				
CO2	H	H	M	H	M	M	H				√			
CO3	H	H	H	H	H	M	M	H			√			
CO4	H	H	M	H	H	H	H	H						√
CO5	H	M		M	L		H			√				
C06	H	H	H	M	H	L	H	M		√				

REFERENCES

1. Indian Innovators by Akshat Agrawal
2. Intellectual Property Law by Lionel Bently & Brad Sherman Published by Oxford.
3. Intellectual Property Law by P. Narayanan Published by Eastern Law House.
4. Making Breakthrough Innovation Happen: How 11 Indians Pulled off the Impossible by Porus Munshi
5. A Biography of Innovations: From Birth to Maturity by R. Gopalakrishnan

COURSE CODE	**RURAL ENTREPRENEURSHIP**	**L**	**T**	**P**	**C**
E8		**3**	**0**	**0**	**3**

COURSE OBJECTIVES

1. To introduce the concepts associated with the basics of rural entrepreneurship.
2. To educate on the role of rural entrepreneurship in rural development.
3. To expose on the scopes of micro entrepreneurship and help identify project ideas.
4. To help scan the rural environment for understanding the requirements of other functional areas of business.
5. To educate on the various schemes, policies and support institutions available for rural entrepreneurs.
6. To expose on the challenges associated in rural entrepreneurship through select cases.

COURSE OUTCOMES

CO1 Would be able to understand the basic facets of rural entrepreneurship.

CO2 Would be able to comprehend the role of entrepreneurship and rural development.

CO3 Would be capable of generating suitable ideas for rural entrepreneurship.

CO4 Would be able to understanding the environment associated with the rural locality and strategize accordingly.

CO5 Would be possible to make use of various schemes, policies and support institutions prevailing for rural entrepreneurs and promote the ventures.

CO6 Would understand the challenges of rural business institutions through real time cases.

UNIT:1		

Rural Entrepreneurship: concept, Rural Entrepreneur: concept & characteristics, Qualities of Rural Entrepreneurs, Factors influencing Rural Entrepreneurship and Entrepreneurial Motivation: different motivating factors, Rural Entrepreneurship and its role in rural development. Rural Development: Introduction & Strategy. Business plan development of a Rural enterprises.

UNIT:2		

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:3		

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:4		

Rural Entrepreneurs, Rural Artisans, Institutional support to rural entrepreneurship: NABARD & its schemes, KVIC and its interventions, Problems of Rural Entrepreneurship, Steps to Develop Rural Entrepreneurship, Project Formulation & Implementation.

UNIT:5

Rural Technology: concept & application, CAPART and its Interventions, Successful Interventions based on Rural Technology, Rural Innovations: Current Status and Impact on beneficiaries. Scopes and Challenges of Rural Entrepreneurship, Cases on Successful Rural Entrepreneur/Entrepreneurship/Enterprises.

Total Lecture Hours	**45 Hours**

Course Outcomes	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	**PSO6**	**PSO7**	**PSO8**	**Cognitive Level**					
									K 1	K2	K3	K 4	K5	K6
CO1	H	M		M	M	H				√				
CO2	H	H	M	H	M	M	H				√			
CO3	H	H	H	H	H	M	M	H			√			
CO4	H	H	M	H	H	H	H	H						√
CO5	H	M		M	L		H			√				
C06	H	H	H	M	H	L	H	M		√				

REFERENCES

1. Fundamentals Entrepreneurship- Anil Sardana published by Cyber Tech Publications; First edition (2018)
2. Entrepreneurship, Skill Development and Rural Livelihoods by Sunil Bhardwaj, Rohit Bhagat
3. Development Of Rural Women Entrepreneurship by Dr. (Mrs) Gyanmudra
4. Entrepreneurship – Robert. D. Hisrich, Michael. P. Peters, Dean. A. Shepherd Published by Tata Mc Graw Hill.
5. Entrepreneurship Development: Training and Practice by Dr. Prabhat Kumar Pani
6. A Biography of Innovations: From Birth to Maturity by R. Gopalakrishnan

COURSE CODE	**ENTREPRENEURIAL FINANCE**	**L**	**T**	**P**	**C**
E9		**3**	**0**	**0**	**3**

<u>COURSE OBJECTIVES</u>

1. To expose the valuation of firm to the learners
2. To introduce the concepts related to the analysis of financial statements
3. To educate on the capital budgeting decisions.
4. To teach on the nuances related to venture capital, IPO and other financing options.
5. To train the candidate on the methods of financial forecasting required for a new entrepreneur.
6. To expose on the challenges in operation, exit or liquidation of a unviable firm.

COURSE OUTCOMES

CO1 Would be able to understand the basic of valuing the firms.

CO2 The students could be capable of analyzing the financial statements.

CO3 The candidates will be able to decide on projects by apply the concepts of capital budgeting.

CO4 The students would be able to understand about venture capital, IPO and the financing options available for entrepreneurs.

CO5 The candidate will be able to forecast on the financials of venture.

CO6 The candidates would be in a position to decide on the future of the organization and exit if required.

UNIT:1		

Definition, Valuation of new firms, financing new ventures, Business Valuation, basic Financial and Economic Concepts, Financial Management and Planning, Financial Statements and Analysis of Financial Statements, Various sources of Finance.

UNIT:2		

Capital Budgeting, Discounted Cash flow methods, New venture financing: Considerations and Choices, Structuring Investments /Financing, Terms of the initial investment/financing, Understanding deal terms, Evaluating deal terms, Negotiating deal term, Follow-on investments, Later Stage Deals.

UNIT:3		

Venture Capital, Venture Capital Funds, Risk analysis in Venture Capital Funds, Structure of partnership compensation, and Structure of partnership covenants, Partnership strategies, Corporate Venture Capital Funds, International Venture Capital Funds.

UNIT:4		
Financial Forecasting, Valuation of New Ventures, Sharing of proposed risks and returns, Employment Issues, Joining start-ups, valuing alternative compensation plans.		
UNIT:5		
Procedures, Challenges and Opportunities in harvesting the benefits, Exit, IPO, Sale, Liquidation.		
Total Lecture Hours		**45 Hours**

Course Outcomes	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	**PSO6**	**PSO7**	**PSO8**	**Cognitive Level**					
									K1	K2	K3	K4	K5	K6
CO1	H	M		M	M	H				√				
CO2	H	H	M	H	M	M	H				√			
CO3	H	H	H	H	H	M	M	H			√			
CO4	H	H	M	H	H	H	H	H						√
CO5	H	M		M	L		H			√				
C06	H	H	H	M	H	L	H	M		√				

REFERENCES

1. E Philip J Adelman and Alan M. Marks, —Entrepreneurial Finance by Pearson Education, 5th Edition.
2. Janet Kiholm Smith, Richard L. Smith, and Richard T. Bliss Entrepreneurial Finance: Strategy, Valuation, and Deal Structure, Stanford University Press
3. Rajni Sofat and Preeti Hiro, —Strategic Financial Management‖, PHI Learning Private Limited, New Delhi, Second Edition, 2016.
4. Samuel C.Weaver & J.Fred Weston, —Strategic Financial Management: Applications of Corporate Finance, Cengage South – Western, First Edition, 2008.

COURSE CODE	ENTREPRENEURSHIP SUPPORT SYSTEM	L	T	P	C
E10		**3**	**0**	**0**	**3**

COURSE OBJECTIVES

1. To understand various domains of entrepreneurship ecosystem.
2. To understand the role and support of government in the promotion of entrepreneurship.
3. To know the feature and important provisions of MSME Act 26.
4. To get exposed on the various institutions that supports the cause of entrepreneurship.
5. To get the knowledge related to the role and function of education and training institutions in the promotion of entrepreneurship.
6. To know the institutions available for financing the entrepreneurial ventures.

COURSE OUTCOMES

CO1 Would be able to understand the various domains of entrepreneurial ecosystem.

CO2 Would be capable of understanding the role of government in the support of entrepreneurial cause.

CO3 Would know the features and provision of MSME Act 2006.

CO4 Would know about the institutions that supports the cause of entrepreneurship.

CO5 Would be able to know the activities and functions of education and training institutions in supporting the entrepreneurial cause.

CO6 Able to understand the financial institutions that support the entrepreneurs.

UNIT 1

Entrepreneurship Ecosystem System, Domains of entrepreneurship ecosystem - Policy Domain, Financing Domain, Culture Domain, Support Domain, Human Capital Domain, Market Domain.

UNIT 2

Role of Government in supporting entrepreneurship, Policies and schemes of Government in support of Entrepreneurship, MSME Act 2006 - Preamble of the act, Objectives and Overview of the act, Important features of the MSME act 2016.

UNIT 3

Institution Support for Entrepreneurship, Role of Institution in the promotion of Entrepreneurship, NSIC, SIDO, SSIB, DIC, SIPCOT, SEZ, Industrial Park, Technology park, Industrial Cluster.

UNIT 4

Education Support - Importance of Entrepreneurship Education, Role of University and Training Institutions, Role of Incubators and Accelerators in developing Entrepreneurship, Social Culture and social acceptance, Social encouragement for Entrepreneurship.		
UNIT 5		
Financing Support, Role of financial institution in development of entrepreneurship, Financial institutions and Schemes for Entrepreneurs - IDBI, SIDBI, NABARD, Commercial Banks. Market support for new ventures and Innovations,		
	Total Lecture Hours	**45 Hours**

Course Outcomes	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	**PSO6**	**PSO7**	**PSO8**	**Cognitive Level**					
									K1	K2	K3	K4	K5	K6
CO1	H	M		M	M	H				√				
CO2	H	H	M	H	M	M	H				√			
CO3	H	H	H	H	H	M	M	H			√			
CO4	H	H	M	H	H	H	H	H						√
CO5	H	M		M	L		H			√				
C06	H	H	H	M	H	L	H	M		√				

REFERENCES

1. Entrepreneurship New Venture Creation - Holt H. David Published by Prentice Hall (2005)Desai, Vasant Small-Scale Industries and Entrepreneurship. Himalaya Publishing House
2. New Ventures Management: Entrepreneur Road Map - Kuratko F. Donald and Hornsby S. Jeffery Published by Pearson Education (2009).
3. New Business Ventures and the Entrepreneur -Stevenson, H.H., Grousebeck, H.I., Roberts, M.J. and Bhide, A. Published by McGraw-Hill, (2000).
4. Thomas W. Zimmerer, Norman M. Scarborough-Essentials of Entrepreneurship and Small Business Management
5. Raj Shankar, Entrepreneurship-Theory and Practice
6. Entrepreneurship Development and Management by M.L. Sharma published by Khanna Publishers
7. Fundamentals of Entrepreneurship by Dr. G.K. Varshney published by Sahitya Bhawan
8. Robert D Hisrich and Michael P.Peters, Entrepreneurship, Tata McGraw Hill
9. Roy, Entrepreneurship, Oxford University Press
10. Madhurima Lall & Shikha Sahai, Entrepreneurship, Excel Books

DIGITAL FINANCE

L	T	P	C
3	0	0	3

COURSE OBJECTIVES

1. To make the students to describe various developments in the Finance arena through the FinTech revolution.
2. To make the students to compare and contrast the opportunities and challenges in integrating modern technology and conservative banking practices.

COURSE OUTCOMES

The students will be able to:

CO 1 - Examine in detail the basic concepts in FinTech and its various aspects.
CO 2 - Describe the recent developments in Artificial Intelligence and Machine Learning.
CO 3 – Solve the business risks involved in transforming to a new finance platform.
CO 4 – Compare and Contrast the various aspects of the Fintech and Techfin Companies.
CO 5 – Evaluate the Blockchain technology to analyze the various strategies used to cope up.
CO 6 – Integrate the investor behavior and the economic conditions with technology.

UNIT I

Introduction, FinTech Transformation, FinTech Evolution - Infrastructure, Banks, Startups and Emerging Markets. FinTech Typology

UNIT II

Individual Payments, Developing Countries and Digital Financial System: The Story of Mobile Money and Regulation of Mobile Money, RTGS Systems, Blockchain, Cryptocurrencies.

UNIT III

A Brief History of Financial Innovation, Digitization of Financial Services, FinTech & Funds, Crowdfunding, Marketplace Lending

UNIT IV

FinTech Regulations, Evolution of RegTech, RegTech Ecosystem: Financial Institutions, Startups and Regulators, Regulatory Sandboxes, Smart Regulation, Redesigning Better Financial Infrastructure

UNIT V

Data in Financial Services, Application of Data Analytics in Finance**,** Digital Identity, Artificial Intelligence (AI) and Governance, New Challenges of AI and Machine Learning, Challenges of Data Regulation, Cybersecurity.

MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√	
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	H	M	M	M	M	M	H	H					√	√

REFERENCES

1. Perry Beaumont, Digital Finance, Routledge Publishers, 2019
2. Indian Institute of Banking and Finance, Digital Banking, Taxman, 2019
3. David Lee Kuo Chuen, Robert Deng, Handbook of Blockchain, Digital Finance, and Inclusion, Volume 1: Cryptocurrency, FinTech, InsurTech, and Regulation, Volume 1, Academic Press, 2017.

BEHAVIORAL FINANCE

L	T	P	C
3	0	0	3

COURSE OBJECTIVES

1. To make the students to describe the Behavioral aspects of Finance.
2. To make the students to compare and contrast the differences between Standard Finance and Behavioral Finance.

COURSE OUTCOMES

The students will be able to:

CO 1 - Examine in detail the basic concepts in Behavioral Finance.
CO 2 - Describe the Investor behavior and how the market behaves because of the biases.
CO 3 – Solve the business dilemmas arising due to the Investors' irrational behavior.
CO 4 – Compare and Contrast the impact of rational and irrational behavior of investors.
CO 5 – Evaluate different biases based on different Behavioral theories.
CO 6 – Integrate the investor behavior and the market conditions to make good investments.

UNIT I

Behavioral finance – Meaning, Concept, and Definition; Differences between Behavioral finance micro versus Behavioral finance macro; Behavioral finance versus Standard finance; Efficient markets versus irrational markets; Rational economic man versus Behaviorally biased man. A study on the historical trace of behavioral finance.

UNIT II

Incorporating investor behavior into the asset allocation process – identify behavioral biases with investors - apply bias diagnoses when structuring asset allocation - Quantitative guidelines for incorporating behavioral finance in asset allocation.

UNIT III

Investor biases discussion – Overconfidence bias – Representativeness bias – Anchoring and adjustment bias – Cognitive dissonance bias – Availability Bias – Self attribution bias– Regret aversion bias

UNIT IV

Investor biases discussion continuation – Illusion of control bias – Conservatism bias – Ambiguity aversion bias – Endowment bias – Self-control bias – Optimism bias – Mental accounting bias – Loss aversion bias – Status quo bias

UNIT V

Gender, personality type and investor behavior – Psychographic models used in behavioral finance – MBT Indicator and behavioral bias testing; Investor personality types – recent developments in investor personality types – Diagnostic testing; Neuro economics – the next frontier for explaining investor behavior.

MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√	
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	H	M	M	M	M	M	H	H					√	√

REFERENCES

1. *Michael Schoenhart, 2008,* Behavioral finance and market anomalies, Publisher: VDM Verlag Dr. Muller Atk. & co KG.
2. *William Forbes, 2009,* Behavioural Finance, Wiley Blackwell Publishers
3. *Michael M Pompian, 2006,* Behavioural Finance and wealth management, John Wiley & Sons Publications.
4. The journal of behavioral finance – visit www.journalofbehavioralfinance.org

PROJECT FINANCE

L	T	P	C
3	0	0	3

COURSE OBJECTIVES

1. To make the students to describe various aspects of Project Management and its stages.
2. To make the students to evaluate and choose the best project and implement them using optimization techniques and financial decision making.

COURSE OUTCOMES

The students will be able to:
CO 1 - Examine in detail the basic concepts in Project Finance.
CO 2 - Describe planning, evaluating and decision making based on financial prudence.
CO 3 – Solve the business dilemmas using the Optimization Techniques.
CO 4 – Compare and Contrast the various aspects of the choosing the right project profitably.
CO 5 – Evaluate different methods to analyze the various strategies used to select a project.
CO 6 – Integrate the team building skills and financial decision-making skills.

UNIT I

Project Management - Project Organization - Establishing a new project - Defining the project - Product specification.

UNIT II

Project planning - procedure - application of network analysis for project planning critical path method - principle construction - uses program evaluation and review techniques - Time/Cost trade off - probability of completion of project.

UNIT III

Technical analysis - location size production technology, equipment – supplementary engineering works - efficient disposal system - layout of site - building and plant – work schedule.

UNIT IV

Project cost analysis - project estimation time / cost overrun of the project – task classification - estimation forms - cost estimation (Material, Labour, Production cost, Overhead cost) - cost of production - working capital cost for projects.

UNIT V

Resource allocation and resource smoothening. Investment analysis - alternate of investment proposal, Source of finance for projects - bankers view of financing.

MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√	
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	H	M	M	M	M	M	H	H					√	√

REFERENCES

1. Gido I Clements, —Project Management, Cengage Learning Publishing, India.
2. Prasanna Chandra, —Projects: Planning, Analysis, Selection, Implementation andReview, TMH, New Delhi.
3. R. Panneerselvam & P. Senthil Kumar, —Project Management, PHI Learning Pvt.Ltd., New Delhi.
4. Clifford F Gray, Erik W Larson, —Project Management-The Managerial Process, Tata McGraw-Hill Publishing Co Ltd.
5. Promod Mantravadi, K Seethapathi, —Project Management, Vol 3, First Edition2002.

STRATEGIC FINANCIAL MANAGEMENT

L	T	P	C
3	0	0	3

COURSE OBJECTIVES

1. To make the students to describe various strategic perspectives of decision making with special reference to Financial Management.
2. To make the students to apply the knowledge gained in Financial Management and Strategic Management and take a comprehensive wealth maximization decision.

COURSE OUTCOMES

The students will be able to:

CO 1 - Examine in detail the basic concepts in financial modelling.
CO 2 - Describe the various techniques available for making financial decisions for the future.
CO 3 – Solve the business problems using risk management tools.
CO 4 – Compare and Contrast the various policies of Dividend.
CO 5 – Evaluate different methods to analyze the various strategic decisions.
CO 6 – Integrate the quantitative methods and forecasting techniques in decision making.

UNIT I
Financial Planning and Forecasting – Use of Financial Models, Simulation and Probabilities in Financial Forecasting.
UNIT II
Quantitative Techniques in Working Capital Management – Working Capital Leverage, Cash Management Models, Miller - Orr Model, Baumol Model
UNIT III
Capital Budgeting and Risk – Using Beta for Capital Budgeting and risk, Capital structure and cost of capital, Use of Sensitivity analysis, Monte Carlo Simulation, Decision Tree in Financial Management.
UNIT IV
Empirical Studies in Cost of Capital, Capital Structure and Dividend Policies, Role of Banking relationships in Strategic Financial Management.
UNIT V
Activity Based Costing - Benefits and Limitations, Classification of Activities, Activity based Profitability analysis, Activity based cost assistance.

MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√	
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	H	M	M	M	M	M	H	H					√	√

REFERENCES
1. Prasanna Chandra, —Financial Management Theory and Practice, McGraw-Hill Education (India) Private Limited, New Delhi, Ninth Edition, 2015.
2. Prasanna Chandra, —Finance Sense, Tata McGraw-Hill Education Private Limited, New Delhi, Fourth Edition, 2010.
3. Rajni Sofat and Preeti Hiro, —Strategic Financial Management, PHI Learning Private Limited, New Delhi, Second Edition, 2016.
4. Samuel C.Weaver & J.Fred Weston, —Strategic Financial Management: Applications of Corporate Finance, Cengage South – Western, First Edition, 2008.

COMMODITIES AND FINANCIAL DERIVATIVES

L	T	P	C
3	0	0	3

COURSE OBJECTIVES

1. To make the students to describe various hedging techniques available for risk management in Finance.
2. To make the students to compare various hedging tools for taking effective risk management decisions.

COURSE OUTCOMES

The students will be able to:

CO 1 - Examine in detail the basic risk management techniques in International Finance.

CO 2 - Describe the pros and cons of each hedging tool available for a treasury manager.

CO 3 – Solve the problems using Foreign Exchange Arithmetic.

CO 4 – Compare and Contrast the various hedging tools.

CO 5 – Evaluate and analyze the various hedging techniques and choose the best.

CO 6 – Integrate the risk return trade off techniques and the hedging tools to minimize risk.

UNIT I

Financial Derivatives – Types – Evolution – Size of Derivative Market – Functions – Where do they trade? - Trader participants – Recent Trends – Factors driving the growth of derivatives market – Exchange trader versus OTC Derivative Markets – Market Index – types – Index construction issues.

UNIT II

Mechanics of financial futures market – Origins of futures markets – Role and operation of clearing houses – forward contract - Long & Short of financial futures – Concepts pertaining to delivery, margin, leverage and liquidity. Warrants: - Features - gearing effect – valuing warrants - warrants vs options - Problems. Convertibles: Features - valuation of convertibles - Convertible preference shares - problems.

UNIT III

Options: Rationale of options - Put and Call options - Determining option value – option position and strategies option pricing - Black - Scholes Model - Problems. Futures: Stock Index futures Portfolio Strategies using futures. Futures on fixed Income securities. Futures on Long term securities - Returns on Futures - Financial futures - Futures versus call options. Synthetic futures - problems.

UNIT IV

Designing the Hedge Strategy, setting hedge objectives and Evaluating Interest rate – Determining hedge, structuring the hedge – Hedge management process. Evaluating and monitoring the hedge position.

UNIT V

Essence of Futures trading - New Financial Derivatives – Floating Rate Notes – Leveraged buy-outs - Debt Collating - SWAPS – Bond Swaps – Substitution Swaps – Gains from Swaps – International Swaps.

MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√	
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	H	M	M	M	M	M	H	H					√	√

REFERENCES

1. *Kevin S,* Commodity and Financial Derivatives
2. *Robert W. Koss,* Understanding Future markets.
3. *Hull, John,* Introduction to Futures & Options.
4. *V.K. Balla,* Investment management.
5. *Somanathan,* —Derivatives, Tata McGraw Hill

L	T	P	J	C
3	0	0	0	4

Cross Cultural and Diversity Management

COURSEOBJECTIVES:

1) To understand basic aspects of culture
2) To learn communication strategies to be adopted across culture
3) To know cross cultural issues in organisation

COURSEOUTCOMES:

CO1.To understand cultural implications

CO2.To learn to retain culturally different employees

CO3.To Manage cultural issues

CO4:To Estimate employee relationship

CO5 :To Managing cultural diversity in global business

CO6 :To convince multicultural societies

COURSE CONTENT

Unit I Introduction **10hours**

Culture – Concepts, Characteristic, Elements of Culture – Cross Cultural Teams — Important Cross Cultural and Diversity Management related to International Management

Unit II Cross Cultural Management **10hours**

Models of Cross Cultural Management – Recruiting, Retaining, Training and Promoting culturally different employee - Negotiation and conflict in Cross Cultural Management – Employee – Employer relationship and Cross Cultural Management –Cultural Management –Culture and Reward system

Unit III Conflicts and Reward **10hours**

Negotiation and conflict in Cross Cultural Management – Employee – Employer relationship and Cross Cultural Management –Cultural Management –Culture and Reward system

Unit IV Technology and TQM **10hours**

Technology and culture in organisation – Cross cultural issues in Business Process Reengineering and Total quality management

Unit V Culture across the Globe **10hours**

Culture and Cultural differences around the globe -Managing cultural diversity in global business-Multicultural societies – Leadership Cross Cultural Communication - Culture diversity in the work place

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	L	M	M	H	H	L	M	H	√	√	√			
CO2	L	H	L	H	M	L	H	H	√	√	√	√		√
CO3	L	M	M	L	H	L	H	L		√		√	√	
CO4	H	L	M	H	L	M	M	H		√	√	√		√
CO5	M	M	M	L	H	L	M	H				√	√	
CO6	L	M	L	L	M	L	M	M		√			√	√

References

1. Dipak Kumar Bhattacharyya, Cross–Cultural Management: Text And Cases, PHI
2. Harvey C P and Allard M J, Understanding and Managing Diversity, PHI

COMPENSATION AND REWARD MANAGEMENT

L	T	P	J	C
3	0	0	0	4

1. To familiarize the students with the dynamics of wage and salary administration and current trends in India.
2. To learn about the Compensation design and to know about the Laws regarding compensation

Expected Course Outcome:
At the end of the course the student should be able to

CO1 – To develop basic skills in developing, job description, pay structure and performing job analysis.
CO2 - To understand the legal and regulating aspects of Compensation and benefit
CO3 – To analyze and apply theoretical and practical approaches of various Compensation issues
CO4 – To learn basic Compensation concepts of payment and Employee Benefits issues
CO5 –To recognize the legally required employee benefits
CO6 – To illustrate different ways to strengthen the pay for –performance link.

COURSE CONTENT

Unit:1 Introduction **10hours**

Compensation Management – Compensation as Retention Strategy – Types of Compensation Management – Compensation Issues – Compensation Strategies for Special Groups

Unit :2 Concepts of Compensation **10hours**

Wage and Salary – Concept of wage and salaries – Theories of wages – Machineries for wage fixation – Benefits – DA – Consolidated pay – Equity based programs – Commission – Reward – Components of Reward – Remuneration – Bonus

Unit :3 Incentives **10hours**

Incentive plans and its types – Individual incentive plans – Group incentive plans – Incentive plans for White collar worker – Productivity gain sharing plans – profit sharing plans – Financial and Non-Financial Incentives

Unit :4 Benefits **10hours**

Employee Benefits – Insurance benefits – Retirement benefits – Employee service benefits – Personal Services and Family-Friendly Benefits, Flexible Benefits Programs – Provident fund Act – Minimum wages Act – Payment of Bonus Act.

Unit :5 Concept of Tax planning **10 hours**

Role of Tax Planning in Compensation Benefits – Tax-efficient Compensation Package – Tax Implications of Employee Compensation Package to Employer – Fixation of Tax Liability – Salary Restructuring – Recent trends in Taxation

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	L	M	M	H	L	M	M	√	√	√			
CO2	L	M	L	M	M	L	M	M		√	√	√		√
CO3	H	L	M	L	H	H	H	M	√	√	√	√	√	

CO4	M	M	L	M	M	H	L	H		√	√	√		√
CO5	L	L	M	M	H	H	L	L				√	√	
CO6	H	M	L	M	M	L	M	M			√		√	√

Reference Book(s)

1. Milkovich George, Newman Jerry, Venkata Ratnam C.S, (2014), Compensation, 9th edition, Tata McGraw Hill
2. Henderson R O, Compensation Management, Englewood Cliffs, Prentice Hall
3. Armstrong M and Murlis H, Reward Management, Kogan Page

Armstrong & Stephens, Employee Reward Management and Practice, Kogan Page

4. Upadhyay D S,Compensation Management Rewarding Performance , Global IndiaBusiness Publications,New Delhi
5. Armstrong Michael, Murlis Helen, (2007), Hand Book of Reward Management, 5th edition, Crust Publishing House
6. Martocchio Joseph.J, (2014), Strategic Compensation - A Human Resource Management Approach, 8th edition, Prentice-Hall.

Managerial Counselling and Negotiation Skills

L	T	P	C
3	0	0	4

Course Objectives:

The course is aimed at promoting counselling skills and to provide required skills in negotiation.

Expected Course Outcome:

At the end of the course the student should be able to

CO1 – Explain the counselling process and its stages

CO2 - Understand the need for workplace counselling

CO3 – Discuss the characteristics and multiple roles of Workplace counsellors

CO4 –Solve the various issues at Workplace

CO5 – Discuss the various situations in which counselling is needed

CO6 – Understand the need for negotiation skills in Managers

COURSE CONTENT

Unit : 1 Introduction to Counselling

Definition, Objectives, Types and Importance of Counselling – Goals of effective Counselling – Principles of Counselling – Counselling Process and its stages - Counselling skills for Managers – Advanced Empathy – Confrontation – Interpretation – Role Playing – Ethical Issues in Counselling

Unit : 2 Workplace Counselling

Workplace – Need, Basics and Dimensions of Workplace Counselling - Preparation for Counselling – Assessing Workplace counselling – Introducing Counselling in the Workplace – Model of Workplace Counselling – Workplace Counsellors – Characteristics and Multiple roles of Workplace Counsellors - Self-Development of Managers as Counsellors: Barefoot Counselling, Assertiveness and Interpersonal Skills for Counsellors, Counselling Relationship Use of Counselling skills in a HR environment.

Unit : 3 Workplace Counselling Techniques and Methods

Assessment and diagnosis in workplace counselling - Structuring, Leading and Questioning techniques - Overview of Major Theories of Counseling: Person Centeredcounseling, Transactional Analysis, Psychoanalytical counselling and Behavioural Counseling - Issues at Workplace: Career, Absence and Sickness, Grievance and Disciplinary, Welfare, Turnover and Retention, Redundancy - Home: Bereavement, Family Issues-financial, relationship

Unit : 4 Counselling Interventions in Organizations

Counselling Interventions in Organizations: Empathy, Listening and Responding - Effective Feedback - Performance Counselling - Counselling in Problem Situations, Interpersonal Conflicts, Midlife Blues, Integration and Action Plan

Unit : 5 Negotiation Skills

Negotiation skill for Managers –Negotiation process - Effective Negotiation –Negotiation models – Negotiation and collective bargaining –Approaches phases and the emerging scenario – Grievance Management

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	H	L	M	H	M	L	L		√	√		√	√
CO2	L	M	M	M	L	L	L	M	√		√	√	√	
CO3	H	L	M	H	M	M	L	L	√	√	√		√	√
CO4	L	L	L	M	H	L	L	M		√	√	√	√	
CO5	H	M	L	L	M	H	L	L	√		√	√		√
CO6	H	L	M	M	L	L	M	M	√	√	√	√	√	

Reference Books

8. Lewis E Patterson & Elizabeth Reynolds Welfel, (2005),The Counseling Process, Sixth Edition, Cengage Learning Pvt Ltd
9. Kavita Singh, (2010), Counseling Skills for Managers, Prentice-Hall of India
10. Alan F, Negotiation Skills and Strategies, Universities Press
11. Richard Nelson-Jones, Basic Counselling Skills: A Helper's Manual, SAGE.
12. Singh k, Counselling Skills for Managers, Prentice-Hall.
13. Stephen Palmer, Gladeana McMahon, Handbook of Counselling, Psychology Press
14. Walt Schafer, (2000), Stress Management for Wellness, Cengage Learning

Strategic Human Resource Management

L	T	P	C
3	0	0	3

Course Objectives:

1. The objective of this course is to develop a theoretical and practical understanding of therole of HR professionals as a strategic partner in organizations and it is designed to provide linkages of business strategy to HR strategies-Policies and Systems
2. Provides insights on how to develop and formulate strategies and programs to introduce and sustain competitive HR advantage in organizations and Focuses on the best practices, tools and models to implement an effective HRM system

Expected Course Outcome:

At the end of the course the student should be able to

CO1 – Integrate HR with the Business Strategy
CO2 – Develop competency to enhance Employee Development
CO3 – Understand the various strategies in an organisation
CO4 –Understand HR perspective of other functional units
CO5 – Gain rational ability to manage performance strategically
CO6 – Developing competencies to implement global HR practices

COURSE CONTENT

Unit : 1 Introduction to SHRM

Strategic HRM – Concept and Aims of SHRM – Models of SHRM – SHRM: Nest Fit and Best Practice – SHRM and the resource-based view of the firm – Strategic role of HR function – Aspects of Alignment between Business Strategies and HR Strategies

Unit : 2 Functional Strategic Human Resource Strategies

Employee Resourcing Strategy - Strategies for Managing Performance - Strategic Human Resource Development - Reward and Compensation Strategy - Employee Retention Strategy.

Unit : 3 Strategic HRM and Strategic Change

Strategic HR Issues and Role of HR in the context of Change - Culture Management - Total Quality Management - Knowledge Management - Merger and Acquisition - HR Perspective of Corporate Governance etc.,

Unit : 4 Evaluating and Measuring the Impact of Strategic HRM

Overview and Approaches - Quantitative and Qualitative Criteria-Balanced Scorecard and HR Scorecard Perspective, Benchmarking etc., - Strategic contribution of HRM toorganizational success-High Performance Work Practices (HPWP).

Unit : 5 Global SHRM

HR Strategy and the Dynamics of industry-based competition-strategic HR issues vis-à-vis Emerging Organizational Forms-Corporate HR Strategy in the Global Economy and other contemporary issues in strategic HRM

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	√K3	K4	K5	K6
CO1	M	H	L	M	H	M	L	L	√	√	√	√		√
CO2	H	L	H	M	L	H	M	M		√	√		√	√
CO3	L	L	M	M	L	H	L	L	√			√	√	
CO4	H	H	L	L	H	M	M	M		√	√			√
CO5	M	M	H	H	L	L	M	M	√		√	√	√	
CO6	L	L	H	M	H	L	M	M		√				√

Reference Books

1. Micheal Armstrong and Jaffery Mello, Strategic Human Resource Management –A Guide to Action, Kogan Page and Thompson Publication, New Delhi
2. Dreher G F and Dougherthy T W, Human Resource Strategy, Tata McGraw- Hill
3. Charles Greer, Strategic Human Resource Management, A General ManagerialApproach, Pearson Education.
4. Peter Boxal and John Purcell, Strategy and Human Resource Management, Palgrave, Macmillan.

Contemporary Employment Relations

L	T	P	C

3	**0**	**0**	**3**

Course Objectives:

The course is aimed at providing students a knowledge about the nature and future prospects of Employment Relations and also familiarize them on the contemporary issues.

Expected Course Outcome:

At the end of the course the student should be able to

CO1 – Explain Employment Relations and its nature

CO2 –Identify the different types of employment relationships

CO3 – Analyse the various theories of employment relations

CO4 –Understand the ways to handle Grievance and Discipline

CO5 – Outline the process of managing employment relations

CO6 – Deal with the contemporary issues

COURSE CONTENT

Unit : 1 Introduction to Employment Relations

Employment Relations :Introduction – Nature – Concept – Employment Relation in Global Economy – Workplace inequality in employment relation

Unit : 2 The Employment Relationship

Introduction – Dimensions of Employment Relationship – Employment Relationship contracts –Types of Employment Relationship Contracts – Developments in the Employment Relationship–Theories: Labour process, Agency, Exchange, Unitary and pluralist frames of reference

Unit : 3 Handling Grievance and Discipline

Factors affecting effective handling of grievance and discipline – Contemporary issues in pay development – Collective Bargaining and pay determination – Future issues in employment relations – Future prospects of Employment Relations

Unit : 4 Managing Employment Relations

Managing the Employment Relationship - Developing a high trust organisation – Distributive, Procedural and Natural Justice – Renewing Trust – Managing with Trade Union – Role of Trade Union in Employee Employer Relationship

Unit : 5 Contemporary issues and Recent Trends

Contemporary issues - Employees Engagement - Employee retention – Knowledge Management – Employee Empowerment – Recent Trends in Industrial Relations – Employment Relations in India vs other countries

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	H	H	L	M	L	√		√	√		√
CO2	M	L	H	L	M	M	H	L		√		√	√	
CO3	L	M	L	M	H	M	M	M		√	√	√		√
CO4	L	L	L	H	M	H	L	H	√		√	√√	√	
CO5	M	H	H	L	L	L	L	L		√		√	√	
CO6	H	H	M	L	L	L	M	M	√		√		√	√

Reference Books

1) William Steve and Derek Adam-Smith, Contemporary Employment Relations, Oxford University Press

2) Derek Rollinson& Tony Dundon, Understanding Employment Relations. McGraw-Hill

Higher Education
3) Ratna Sen, Industrial Relations in India: Shifting Paradigm, Macmillan India
4) Venkataratnam CS, Industrial Relations, Oxford University Press

COURSE CODE	RURAL MARKETING	L	T	P	C
M7		3	0	0	3

COURSE OBJECTIVES

1. To understand the rural market set up in India and explore the potential for various brands and products.
2. To know the importance and to learn how to frame rural marketing strategies and its influence in business.

COURSE OUTCOMES

CO1 Understand the basics of rural marketing and its necessity.
CO2 Assess the rural market buyer's intention of purchase of various products.
CO3 Different factors which influences the availability of products and purchase decisions. CO4 Knowledge of the existing rural market situations about the businesses.
CO5 Practical survey to know the awareness and intention of rural market and its preferences.
CO6 Formulate different rural marketing strategies based upon the real time problems.

COURSE CONTENT

UNIT-I **(6 Hours)**

Characteristics of Indian rural market environment – Demographic details – Marketing challenges and opportunities under rural setting

UNIT-II **(10 Hours)**

Rural buyers – understanding rural buyer behavior – purchase decision making process – Influencing factors – changes in behavioral pattern

UNIT-III **(8 Hours)**

Rural market segmentation – Targeting – Positioning products in rural market

UNIT-IV **(10 Hours)**

Marketing mix strategies – pricing methods – Rural market channels – channel management

UNIT-V **(11 Hours)**

Communication to rural market – Advertising strategy – sales promotion under rural setting – conduct of marketing research in rural markets

At least, one case study and discussions pertaining to the subject in all units

MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√	
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	M	M	M	L	M	H	M	M					√	√

REFERENCES

1. *Sanal Kumar Velayudhan,* Rural Marketing, 2nd Edition, SAGE Publications., 2015
2. *Pradeep Kashyap,* Rural Marketing, 3rd Edition, Pearson Education, 2016
3. *R. Krishnamoorthy,* Introduction to Rural Marketing, 2nd Edition, Himalaya Publishing House, 2014
4. *Krishnamacharyalu and Ramkrishnan,* Rural Marketing – Text and Cases, 2nd Edition Pearson Education.,2011
5. *Dinesh Kumar, Punam Gupta,* Rural Marketing – Challenges and Opportunities, 1st Edition, SAGE Publications, 2015

COURSE CODE	STRATEGIC MARKETING	L	T	P	C
M8		3	0	0	3

COURSE OBJECTIVES

1. To understand the concepts of strategic marketing and its effective implementation.
2. To know the retailing nuances to do better and optimum business.

COURSE OUTCOMES

CO1 Understand the basics of marketing strategies.
CO2 Understand the various methods to implement the strategy effectively. CO3 Explore the different techniques to know the competitors' strategies.
CO4 Knowledge of the success stories due to effective strategic marketing implementation. CO5 Practical understanding of the customers' likely strategies.
CO6 Develop more knowledge through case discussions.

COURSE CONTENT

UNIT I **(9 hours)**

Market-Driven Strategy - Business and Marketing Strategies - Market Vision – Structure and Analysis

UNIT II **(9 hours)**

Segmenting Markets - Environmental Analyses - Vision and Mission Statement - Learning about Markets - Market Targeting and Strategic Positioning - Industry and Competitive Analyses - Relationship Strategies

UNIT III **(9 hours)**

Market Segmentation Analyses and Positioning - Marketing Goals and Objectives - Planning for New Products - Strategic Brand Management - Product Strategies - Managing Value Chain -Relationships

UNIT IV **(9 hours)**

Pricing Strategies - Channel Strategies - Promotion - Advertising and Sales Promotion Strategies - Sales Force - Direct Marketing Strategies - Integrated Marketing Communication Strategies

UNIT V **(9 hours)**

Implementing and Managing Market-Driven Strategies - Marketing Strategy Implementation and Control - Implementation strategies and tactics

MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√	
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	M	M	M	L	M	H	M	M					√	√

REFERENCES

1. M J Xavier, Strategic Marketing, Response Books, New Delhi
2. Philip Kotler & Keller, Strategic Marketing, PHI
3. Philip Kotler and Armstrong, Strategic Marketing Planning, PHI

COURSE CODE	GREEN MARKETING	L	T	P	C
M9		3	0	0	3

COURSE OBJECTIVES

1. To understand the impact on environmental degradation due to marketing practices and develop knowledge on green marketing practices.
2. To know the importance and to understand and practice the alternative marketing practices to reduce the environmental degradation in order to protect the environment

COURSE OUTCOMES

CO1 Understand the details of green marketing concepts.
CO2 Explore the different marketing sources for environmental degradation. CO3 Rethink the necessity of using the societal based marketing strategies.
CO4 Knowledge of global environmental marketing practices and the types of consumers.
CO5 Practical survey to know the awareness and intention of green products and its preferences.
CO6 3Rs to suggest alternative environment friendly practices for better earth.

COURSE CONTENT

UNIT – I **(8 Hours)**

Green business overview – Green management – New dimensions of ecology - Environmental marketing - Greenwashing – Green claims – case studies – green environment

UNIT – II **(10 Hours)**

Green consumers - Green ideas – Green concepts - sources – feasibility study – Designing Green products – innovation - examples – characteristics of green products – procedure of green product development – Ottman model

UNIT – III **(9 Hours)**

Pricing strategies – impact of greening on price – value based pricing – consumption difficulties – government regulations

UNIT – IV **(9 Hours)**

Green channel management – features of efficient channel – different modes of green transportation – impacts and benefits

UNIT – V **(9 Hours)**

Green communications – communicating sustainability – Green promotional mix – different strategies of green campaigns – Future of green marketing

At least, one case study and discussions pertaining to the subject in all units

MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√	
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	M	M	M	L	M	H	M	M					√	√

REFERENCES

1. *Jacquelyn A. Ottman,* Green marketing – Challenges and Opportunities for New Marketing Age, 2nd Edition, McGraw – Hill., 2014
2. *Peattie K, Pitman,* Green Marketing, 1st Edition, Pitman Publishing., 2014
3. *Robert Dhalstrom,* Green Marketing, 1st Edition, Cengage Learning India, 2011
4. *Leishman Paul,* Green Marketing – A Primer, 1st Edition, Torque., 2008
5. Al Iannuzi, Greener Products – The Making and Marketing of Sustainable Brands, 2nd Edition, CRC press., 2018

COURSE CODE	RETAIL MANAGEMENT	L	T	P	C
M10		3	0	0	3

COURSE OBJECTIVES

1. To understand the concepts and types of retailing and its formats in India and to assess the possibilities of different alternatives.
2. To know the retailing nuances to do better and optimum business.

COURSE OUTCOMES

CO1 Understand the basics of retail functions and its necessity.
CO2 Understand and assess the different types of retailing and its necessity of managing as per the types.
CO3 Different factors which influences the availability of layouts and purchase decisions. CO4 Knowledge of the retail consumers and strategies to increase the customer base.
CO5 Practical survey to know the awareness and preferences of retail formats.
CO6 Formulate different retail management decisions based upon the real time problems.

COURSE CONTENT

Unit I **(4 Hours)**

Introduction to Retailing – Role – Framework – Relationships – Retail Customer

Unit II **(8 Hours)**

Situation Analysis – Retail Organization – Different Types – Channel Behaviors

Unit III **(12 Hours)**

Retail Market Segmentation – Demographics – Lifestyle – Shopping Attitudes – Retailer Actions – Location Analysis – Factors – Types.

Unit IV **(10 Hours)**

Merchandise management – Philosophy – Buying Organization Formats – Devising Merchandising Plans – Implementing M Plans – Category Management – Logistics – Inventory Management – Atmospherics – Retail Space management.

Unit V **(11 Hours)**

Retail Pricing – Factors – Developing Retail Price Strategy – Consumer Responsiveness To Prices – Retail Promotion Strategy – Types – Image – Retail Audit – Relationships Marketing In Retailing - Retail Administration
At least, one case study and discussions pertaining to the subject in all units

MAPPING of COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√	
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	M	M	M	L	M	H	M	M					√	√

REFERENCES

1. *Chetan Bajaj, Tuli, Srivastava,* Retail Management,3rd Edition, Oxford University Press., 2014
2. *Lush and Griffith, Dunne,* Retailing, 2nd Edition, Thomson Learning., 2009
3. *Diamond and Pintel,* Retail Buying, 1st Edition, Pearson Education., 2012
4. *Burman and Evans,* Retail Management, 2nd Edition, Prentice Hall India Pvt. Ltd., 2015

Gibson Vedamani, Retail management, 2nd Edition, JAICO publishing house., 2010

COURSE CODE	SERVICES MARKETING	L	T	P	C
M11		3	0	0	3

COURSE OBJECTIVES

1. To explore the different kinds of services operated in the world and their success.
2. To know and understand the concepts of services marketing.
3. To assess and frame the strategies for successful service-oriented businesses.

COURSE OUTCOMES

CO1	Understand the basics of services and its marketing strategies.
CO2	Understand and assess the different types of services and its marketing significance.
CO3	Different factors which influences the preference by the customers among the service providers.
CO4	Knowledge of the service consumers and the different strategies to increase the customer base.
CO5	Practical survey to know the awareness and preferences of different services.
CO6	Formulate different services marketing strategies based upon the real time business problems.

COURSE CONTENT

UNIT I **(9 hours)**

Services Marketing – meaning – nature of services – Types and importance – Relationship marketing – mission, strategy, elements of design, marketing plan market segmentation - Marketing mix decisions: - unique features of developing, pricing, promoting and distributing services – Positioning and differentiations strategies, quality of services industries

UNIT II **(9 hours)**

Gaps Model of service quality – consumer behaviour in services – consumer expectations in services – consumer perceptions in services – understanding customer requirements - CRM

UNIT III **(9 hours)**

Service recovery – service development stages – customer defined standards – Physical evidence – Service scape – Delivery of service – Employee's role – customer's role – Intermediaries role

UNIT IV **(9 hours)**

Managing demand – patterns – capacity – Pricing of services - Integrated Services marketing communications – Financial and economic impact of services

UNIT V **(9 hours)**

Marketing of Non-profit Organizations: - Services offered by charities – Educational services – miscellaneous services – Power and Telecommunication - Marketing of Financial services: - Concept – Features of Banking, Insurance, Lease, Mutual Fund, Factoring, Portfolio and financial intermediary services - Marketing of hospitality: - Perspectives of Tourism, Hotel and Travel services – Airlines, Railway, Passenger and Goods Transport – Leisure services **MAPPING of COs to PSOs**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√	
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	M	M	M	L	M	H	M	M					√	√

REFERENCES

1. S.M. Jha, Services Marketing, Himalaya Publishing Company.
2. Cristopher Lovelock, Services Marketing, Prentice Hall.
3. Valarie A Zeitmanl and Mary Jo Bitmer, Services Marketing, Tata Mc Graw Hill.
4. Apte, Services Marketing, Oxford
5. Fitzsimmons, Services Marketing, TATA McGraw Hill

COURSE CODE	MARKETING METRICS	L	T	P	C
M12		3	0	0	3

COURSE OBJECTIVES

1. To understand the different ways to assess the marketing performance of the businesses.
2. To know the significance of the different parameters to assess the marketing metrics.
3. To formulate the marketing strategies on the basis of the metrics.

COURSE OUTCOMES

CO1 Understand the basics of marketing performance.
CO2 Assess the various parameters considered to evaluate the marketing performance. CO3 Different factors and perspectives which influences the performance.
CO4 Knowledge of the existing marketing metrics and its usage.
CO5 Practical survey to understand and implement the other metrices based upon the situations.
CO6 Formulate marketing strategies based upon the understanding of the marketing metrics through real time situations.

COURSE CONTENT

UNIT – I **(7 Hours)**

Introduction to Marketing metrics – Linking Marketing to financial performance of a firm – Financial implications of marketing Strategic decisions.

UNIT – II **(8 Hours)**

Cost of customer acquisition – Retention – Life time value of customers – Balanced Score Card Approach to measure customers' satisfaction - Brand metrics – Brand equity – Brand portfolio management - Brand financial performance

UNIT – III **(10 Hours)**

Communication metrics – Profit impact on sales promotion – Advertisement cost benefit analysis - Measuring financial effectiveness of e-macampaign - Pricing metric - Pricing simulation and its impact on profitability.

UNIT – IV **(8 Hours)**

Financial Perspectives of Channel Participants - Marketing budget and resource allocation. Return on marketing investment (ROMI) - Marketing audit.

UNIT – V **(12 Hours)**

Financial implications on Research and development – Training of sales force -Determination of financial incentives across Product / Service delivery system – Global Marketin **MAPPING of COs to PSOs**

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	H	L	M	L	M	-	-	-	√	√				
CO2	M	H	H	M	H	L	L	-		√	√	√		√
CO3	L	M	H	L	M	H	L	M		√	√	√	√	
CO4	H	H	H	L	L	L	M	M			√	√	√	
CO5	M	M	M	H	H	H	L	L				√	√	
CO6	M	M	M	L	M	H	M	M					√	√

REFERENCES

1. Paul W. Farris, David Reibstein, Phillip E. Pfeifer, Neil Bendle, Marketing Metrics, Wharton School Publishing., 2010
2. David J. Reibstein, Marketing Metrics, Pearson Education (USA)., 2014
3. Kavin Kale, Strategic Brand Management, Building Measuring & Managing Brand Keller, 3rd Edition, Prentice Hall.,2008.
4. Lilien, Kotter & Morthy, Marketing Models, 1st Edition, Prentice Hall., 2008.
5. Dhvur Grewal and Micheal Levy, Marketing Value Based, 1st Edition, Tata Mc Graw Hill., 2008

g Metrics At least, one case study and discussions pertaining to the subject in all units

RETAIL STORE AND MALL OPERATIONS MANAGEMENT

L T P C
30 03

COURSE OBJECTIVES

This course aims at

1. Introducing the concept of small and large retail system
2. Making the learners understand the processes involved in retailing
3. Create the skills in the learners to monitor and optimize the resources available

COURSE OUTCOMES

The course enables the students to

CO1. Visualise different types of retail formats and their scope

CO2. Understand the operations in different formats of retail

CO3. Employ the required techniques for managing the layout

CO4. Plan the recourses required for managing the retail store / Mall

CO5. Develop model for replenishment and replacement of stock

CO6. Create a system for continuous evaluation of performance and corrective measures

COURSE CONTENT

UNIT I

Retail Operations - Introduction - Customer Transactions – Products – Employees. OperationalFinancial Parameter. Strategic Resource Model in Retail Operations. Types of retail stores. TheEmergence of Mall in India. Merchandising – Concept - Importance - Functions - Buying andhandling - Markups and Markdowns - Shrinkage in Retail Merchandise - Gross Margin Return onInventory - Visual Merchandising and Displays.

UNIT II

Location Planning – Catchment Area Analysis - Factors - Crowd and Footfalls Management -Location Based Retail Strategies. Store Design and Layout - Types - Circulation Plan - Interiors andExteriors - Retailing Image Mix - Space Mix - Display Mix – Factors.

UNIT III

Store Administration - Floor Space Management – Planogram - Managing Store Inventories -Managing Displays - Cashiering Process - In-Store Promotion and Events.

UNIT IV

Retail Logistics - Inventory - Supply Chain - Security Measures. Retail Management InformationSystems – Automation - Store Operating Processes – CRM - Human Resources and ExecutiveInformation Systems - Retail Automation in Merchandise and SCM Systems

UNIT V

Mall Monitoring and Quality Management - Factors influencing Mall Establishments - AspectsinQuality Management - Customer perception of Malls in India - Statistical Methods used in MallPerformance - Reasons for Failure of Some Malls in India.

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	H	M	M	M	M	M	L	√	√				
CO2	M	H	H	L	M	M	M	L	√	√				
CO3	L	M	H	H	H	H	H	M		√	√			
CO4	M	H	H	H	H	H	H	M		√	√	√		
CO5	M	H	H	H	H	H	H	M			√	√	√	√
CO6	H	H	H	H	H	H	H	H				√	√	√

REFERENCES

1. Retailing: Integrated Retail Management, James R Ogden and Denise T Ogden, Textbook Media Press
2. Retail Management – A Strategic Approach, Barry R. Berman and Joel R. Evans, Patrali M. Chatterjee, Pearson
3. Retail Management, Gibson G Vedamani, Sage Publications
4. Retail Management, Rosemary Varley and Mohammed Rafiq, Bloomsbury Academic
5. Retail Management,Micheal Levy and Barton Weitz, McGraw Hill

COMPUTER INTEGRATED MANUFACTURING

L T P C
30 03

COURSE OBJECTIVES

This course aims at

1. Introducing the concept of computer integrated manufacturing
2. Making the learners understand the basic requirements for CIM
3. Create awareness on latest developments in technology

COURSE OUTCOMES

The course enables the students to

CO1. Identify the scope for CIM

CO2. Understand the system requirements

CO3. Employ appropriate technology for production

CO4. Device a system for manufacturing

CO5. Compare the existing and new updation and the benefits

CO6. Create sensitiveness in the learners on the need for updating the system

COURSE CONTENT

UNIT I
CIM – Introduction - Evolution – Benefits - Subsystems - Key Challenges. Automated Systems - Elements – Functions – Levels.

UNIT II
Computerization and - Hardware and Software systems requirement. Communication in CIM - Communication Matrix - Network Architecture – Techniques.

UNIT III
Design and Production - Fundamentals - Computer Aided Design (3D Modeling packages) - Finite Element Analysis packages – transportability. Part Programming - Tool Management – NC - CNC - DNC Machines - Data Logging and Acquisitions. Automated Data Collection.

UNIT IV
Manufacturing Systems – definition – Components - Classification and Functions. Flexible Manufacturing Systems – Components - Applications – benefits - Planning and Implementation Issues. Group Technology - Part Families - Classification - Coding)

UNIT V
Current Status - Concurrent Engineering, Role of Expert Systems in CIMS. Robotics – Overview. Automated Guided vehicles - Types – Technology – Control.

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	H	H	H	H	M	M	L	√	√				
CO2	H	H	M	L	H	H	M	L	√	√				
CO3	M	H	M	M	H	H	M	M		√	√			
CO4	M	H	M	M	H	H	M	M			√	√		
CO5	H	H	H	H	H	H	H	M			√	√	√	
CO6	H	H	H	H	H	H	H	H				√	√	√

REFERENCES

1. Principles of Computer Integrated Manufacturing, Vajpayee S. Kant, PHI
2. Automation, Production Systems and Computer Integrated Manufacturing, MikellP.Groover, Pearson
3. Modelling and Analysis of Manufacturing Systems, Ronald G.Askin and Charles R. Standridge, Wiley
4. Computer Integrated Manufacturing, A. Alavudeen and N. Venkateshwaran, PHI Eastern Economy Edition
5. Computer Integrated Manufacturing, From Fundamentals to Implementation, Alan Weatherall, Elsevier Science

VALUE ENGINEERING

L T P C
30 03

COURSE OBJECTIVES

This course aims at

1. Introducing the concept and need for value engineering
2. Making the learners understand the process of value engineering
3. Building consciousness to the learners on requirement of continuous improvement

COURSE OUTCOMES

The course enables the students to

CO1. Identify the scope for value engineering

CO2. Understand the techniques for creativity required for value engineering

CO3. Choose appropriate function to be attended for value engineering

CO4. Analyse the existing technology, design, function, etc and that of the proposed

CO5. Prepare institutional budget for value engineering

CO6. Create a model for the process of value engineering

COURSE CONTENT

UNIT I

Value Engineering – Definition – Significance – effect of changing Technological – Commercial & Government Environment – General options and cost – Relationship with other operations – Problem recognition and definition – Role of creativity – Criteria for comparison – the element of choice.

UNIT II

Meaning and analysis of General concept – esteem and exchange values – anatomy of functions (Basic Vs Secondary Vs Unnecessary functions). Management of Value Engineering – Responsibilities – Organization – Budget – Auditing.

UNIT III

Value Engineering Techniques – Selecting products / operations – Timing the VE – Steps in VE – Benefits – Follow Up. Value and Decision – Decision process – theory of decision – Matrix (Linear Programming – Concept of Utility.

UNIT IV

Scheduling VE – Gantt chart – PERT and other Network Techniques – Control Charts. Organization – General Organization concept – VE for small plant – Skills for VE.

UNIT V

Training for VE- Objectives – Initial programme – Training to Value engineers – Trainers – Cost. VE at Work – Variety reduction – case studies on cost and benefits of VE.

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	M	L	L	L	L	L	L	√	√	√			
CO2	H	H	H	H	H	H	M	L	√	√				
CO3	M	M	H	H	H	H	H	M		√	√	√	√	
CO4	M	H	H	H	H	H	H	M			√	√	√	
CO5	H	H	H	H	H	H	H	M				√	√	√
CO6	H	H	H	H	H	H	H	H				√	√	√

REFERENCES

1. Business Process Reengineering, text and cases, R. Radhakrishnan and S. Balasubramanian, PHI Eastern Economy Edition
2. Successful Reengineering, Daniel P. Petrozzo and John C. Stepper, Wiley
3. Product Design and Value Engineering, Mukesh A. Bulsara and Hemant R. Thakkar, Charotar
4. Value Engineering – A How to Manual, S. S. Iyer, New Age International
5. Productivity Management – A Fresh Approach, John Heap, Thomson Learning

PROJECT MANAGEMENT

L T P C
30 03

COURSE OBJECTIVES

This course aims at

1. Introducing the concept of project management
2. Making the learners understand the important subthemes in project management
3. Crating knowledge for quality execution of the projects

COURSE OUTCOMES

The course enables the students to

CO1. Identify the significance of the project

CO2. Understand the schedule to be followed for successful completion of the project

CO3. Choose appropriate tools and techniques for analysing ongoing project

CO4. Analyse the alternates and time estimates for the alternates

CO5. Plan the resource requirements for projects

CO6. Compile activities of the project in specific order for effective implementation of project

COURSE CONTENT

UNIT I

Project - Introduction - Definitions – classifications – project risk – scope - significance. Impact ofliberalization & globalisation. Project management – definitions – overview – project plan process – Principles - Goals & objectives. Project life cycles. Project organisation - various forms.

UNIT II

Project planning – new project - assumptions - procedure – risks – obstacles – approval process - successcriteria. Gantt charts & their limitations. Project cost – estimating – Controlling. Projectsand strategic planning. Resources planning - Resource sheet - Assigning resources - Resource graph.Technical analysis – location size production technology, equipment – supplementary engineering works –efficient disposal system – layout of site, building and plant – work schedule

UNIT III

Network analysis. PERT & CPM - construction - Tasks identification – establishing relationships – estimatingcompletion probability. Project time management – Time estimates - Calendar – definition - new calendarsstandards - night shift - customised calendars, etc. - Crashing – Lag and Lead times - Time & cost trade off.Project integration management. Work breakdown structure(WBS).

UNIT IV

Project team management – Recruitment – Selection – Induction – Training - Team operating rules. Projectimplementation. Project monitoring – Planning evaluation – Check points - control – project audits. Projectmanagement information system. Project communication. Post project reviews. Project insurance.

UNIT V

Closing the project – Types - strategies - Evaluation - procedures. Quality management in projects. Planningof large projects. Multiple projects. Project procurement management. Contracts management - Principles- techno commercial & legal aspects – Importance – charting - compilation of contracts - Practical aspects -global tender - Negotiations. Controlling.

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	H	L	L	L	L	L	L	√	√				
CO2	H	H	M	M	M	M	M	L	√	√	√			
CO3	H	H	H	M	M	H	M	L		√	√	√	√	
CO4	H	H	H	H	H	H	H	M		√	√	√	√	
CO5	H	H	H	H	H	H	H	M		√	√	√	√	√
CO6	M	H	M	M	M	H	H	M			√	√	√	√

REFERENCES

1. Project Management – for 21st Centrury,Beenet P Lientz, Kathryn P Rea, Academic Press
2. Textbook of Project Management,P. Gopalakrishnan and V. E. Ramamoorthy, Laxmi Publications

3. Projects: Planning, Analysis, Selection, Financing, Implementation, and Review, Prasanna Chandra, McGra Hill
4. Project Management, Planning and Control, Albert Lester, Elsevier
5. Project Management, David I Cleland and Lewis R. Ireland, McGRaw Hill

CUSTOMS LAWS AND PROCEDURE

OBJECTIVE:
This course explains the procedures to be followed in logistics.
COURSE OUTCOME:
The students understand the procedures and legal implications in logistics decisions
1. Students should understand the concepts of customs duty and its exemption procedure.
2. To remember the principles of customs goods and valuation methods.
3. To describe the provisions governing conveyance on EXIM goods
4. To designate the transshipment of goods under EXIM goods prohibitions.
5. To understand the customs authorities and ports appellate remedies procedure.
6. To assess the service tax act records and exemption procedure

UNIT I **(9 hours)**
Principles governing Levy of Customs duty – types of duties – exemption from Customs duty.
UNIT II **(9 hours)**
Basic principles of classification of goods and valuation of goods.
UNIT III **(9 hours)**
Provisions governing conveyance, importation and exportation of goods, provisions regarding baggage, goods imported or exported by post and through Courier. Provisions regarding stores, warehousing, transit and transshipment of goods. Prohibitions on import and export. Duty drawback and circumstances.
UNIT IV **(9 hours)**
Customs Authorities, appointment of Customs ports, Warehousing stations. Adjudication, appellate remedies including settlement Commission and Advance Rulings.
UNIT V **(9 hours)**
Service Tax Act: Background of Service Tax, charge to Service tax, taxable service, liability to pay service tax and exemption -Services on which tax is payable. Procedure for Registration, filing of returns, payment of Tax, Records maintained by assesses and assessment. Authorities under the Act.
MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	L	M	M	M	M	L			√	√				
CO2	L	M	M	H	M	M		L	√	√	√			
CO3	M	M	H	H	M	M	L				√	√		
CO4	L		H	H	L						√	√		
CO5		M	M	M		M				√		√		
CO6	L		H	H	L			L				√		√

REFERENCE:
1. V.S. Datey: Indirect Taxes – Law and Practice.
2. R.K. Jain: Customs Law Manual and Customs Tariff of India.

3. B.N. Gururaj: Guide to Customs Procedures.
4. Taxmann's: Customs Manual and Customs Tariff.
5. Parthasarathy and Sanjiv Agarwal: A Hank Book of Service Tax, Law, practice and procedures.
6. P. Veera Reddy: Guide to Service Tax.

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
		Core	2	1	-	-	3	45	25	75	100

Course Objectives

C1	To understand the concept of Multimodal transportation
C2	To give knowledge on Interrelationship of travel modes
C3	To understand various tariffs applicable in — sea/air/rail/road/pipeline transportation
C4	To understand Rail and Air transports & IATA
C5	To get knowledge on documentations and multimodal act.

SYLLABUS

UNIT	Details	No. of Hours	Course Objectives
I	Multi Modal Transportation: Multi modal transportation - Introduction, growth and components, Physical multi modal operations — Inter relationship of transport mode, specialized container equipment — FCL, LCL and Customs facilitation.	9	C1
II	Multimodal Trade Routes: Multimodal trade routes — factors affecting Mode and Route choices, Multimodal transport operators — Types of Vessel Operators — Other provisions through Transport services.	9	C2
III	Corporate Structures In Multimodal: Corporate structures in Multimodal Transport, System required by the Transport Operator, Transport Pricing-Modern Freight Tariffs, Meeting the Demand-Tracking the Container Fleet.	9	C3
IV	Rail Transport: Rail Transport- Role of Rail Transport- Significance of Rail Transport, Railway networks, Air Transport- Role of Air Transport, Significance of Air Transport, Airline Scheduler-Air Line Schedule Planning, IATA, Maritime industries.	9	C4
V	Bill of Lading : International contract of sale-Bill of Lading-Clauses-Way bills- Identity of Carrier-Liability and Insurance-Paperless Trading, Indian Multimodal Act-1993,Conventions related to Multi modal transport-Cargo liability conventions, Conventions relating to Dangerous Goods-Customs conventions-Statutory Regulations and Restrictions-National and International restrictions on the movement of goods-WTO.	9	C5

	Total	**45**	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	**Program Outcomes**	
CO1	Propose a Multimodal transportation system	PO2, PO6, PO7	
CO2	Sequencing different mode of transport in economic manner	PO1, PO6, PO7	
CO3	Plan tariffs for different transportations	PO2, PO6, PO7	
CO4	Design an optimum transport plan	PO2, PO6, PO7	
CO5	Prepare documents for multimodal transportation as per act.	PO6, PO7	
Reading List			
1.	Hutchinson B.G. (2013). Principles of Urban Transport Systems Planning: McGraw Hill Book, Company (latest edition).		
2.	JotinKhisty C, & Kent Lall B. (1998). Transportation Engineering: An Introduction: Prentice. Hall, International, Inc. 12” Edition.		
3.	R.K. Jain: Customs Law Mannual and Customs Tariff of India.		
4.	Douglas Long. International Logistics: Global Supply Chain Management		
References Books			
1.	Wood, D.F. - A Barone, P.Murphy, and D.L. Wardlow,. International Logistics		
2.	Stock & Lambert, Strategic Logistics Management		
3.	D K Agrawal. (2007). Distribution and Logistics Management: A Strategic Marketing Approach: Macmillan publishers. India.		
4.	**Usha KiranRai.(2007)** Export-Import and Logistics Management : **PHI Learning Pvt. Ltd.**		
5.	Logistics Management 1St Edn 2014 Edition by GANAPATHI AND NANDI, OXFORD		
6.	Ronald H., Business Logistics Management		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2				2	2	
CO 2	3					2	2	
CO 3		2				2	2	
CO 4		3				2	2	
CO 5						2	2	

3-**Strong** **2-Medium** **1-Low**

WAREHOUSE MANAGEMENT

OBJECTIVE:

This course outlines the managing principles required for warehouses and students can understand various inventory models and materials management.

COURSE OUTCOME:

The Students understand the types of warehouses and the uses of different warehouses and the decisions to be taken in warehouse management.

To understand the basic concept of warehouse management to take decision on location selection.
To remember the warehousing design and strategies for maintaining materials handling equipment.
To evaluate the valuation of stock through various inventory models
To create the ordering quantity forecasting method & policy to identify the financial impact.
To analyses the forecasting models using various types of warehouses.
To understand the Zero Inventory and contemporary issues in warehouse management

UNIT I **(9 hours)**

Warehouse Management (WM) - Concepts - function. Location selection. Layout design. Warehouse Management Vs Stores Management.

UNIT II **(9 hours)**

Warehousing design - strategies. Store design - strategies. Material handling - System design - Facilities - Equipment, etc. Space management.

UNIT III **(9 hours)**

Materials Management - Inventory Control Models - Inventory policies - Valuation of stock - Ordering quantity - forecast - Safety stock - service level - lead time. Inventory
policy under Trade and Volume Discounts. Financial impact of inventory.

UNIT IV **(9 hours)**

Forecasting models. Routing problem. Warehousing Ownership Arrangements. Warehouse Decisions. Warehouse movement types. Strategic Warehousing-Warehousing Operations.

UNIT V **(9 hours)**

Warehouse Management current Scenario. Zero Inventory and JIT Philosophy. Contemporary issues in warehouse management.

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	M	H	H	M	M	L	L	√	√				
CO2	M	M	H	H	M	L	L		√	√				
CO3	M	M	H	H	M	L					√	√		
CO4	M		H	H		M		L			√			√
CO5		M	H	H	M		L				√	√		
CO6			H	H		M				√		√		

REFERENCE:

1. Wood, D.F. - A Barone, P.Murphy, and D.L. Wardlow,. International Logistics

2. Ronald H. Business Logistics Management
3. Buffa and Sarin Production and Operations Management
4. Chary Production and Operations Management
5. Kluwer Quantitative Models for Supply Chain Management

PORT MANAGEMENT

To familiarize the fundamental functions, operations, ownership andmanagement structure of the ports and terminals.

Course Outcomes:

1. Students should understand fundamental functions of port structure and its operations
2. Students should remember the ship operations from berths and handling terminals operations.
3. Students should identify the technical development affecting port through phases of port development
4. Students should learn the global regulatory framework of conventions and reports.
5. Students can also learn about environmental management system, port security and health administration.
6. Students also learn port ownership administration and port management structure in the competitive world.

Unit - I: Port Structure and Functions (9 hrs)

Definition - Types and Layout of the Ports – Organisational 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 forcargo - Additional "added value" service- Ports and their stakeholders like PHO,Immigration, Ship agents, Stevedores, CHA.

Unit - II: Port Operations (9 hrs)

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 terminaloperation - Safety of cargo operations - Cargo security: Measuring and evaluatingperformance and productivity.

Unit - III: Port Development (9 hrs)

Phases of port development - Growth in word 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 technicaldevelopment affecting port.

Unit - IV: Regulatory Framework for Ports (9 hrs)

Global regulatory organisations: Conventions and Reports. Environment regulation:Port environmental pollution - Environmental Management System – HAZMAT(Hazardous Materials) - BWM (Ballast Water Management). Port Security: ISM, ISPS,Occupation Safety and Health Administration - ISO1400.

Unit - V: Port Administration Ownership and Management (9 hrs)

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

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6

CO1	M	M	M	H	M		L		√	√				
CO2	M		H	H	M	L				√	√			
CO3			H	H							√	√		
CO4	M		H	H	L		M	L			√		√	
CO5			H	H						√		√		
CO6	M		H	H		M	L			√	√			

Text Book
1. PATRICK M.ALDERTON. 2008, Port Management and Operations. Informal Law Category, U.K.

Reference Books
1. WORLD BANK. 2007, Port Reform Tool Kit. World Bank, Washington.
2. MARIA G.BURNS. 2014., Port Management and Operations. CRS Press, U.K.
3. ALAN E.BRANCH. 2008, Elements of Shipping. Chapman and Hall, FairplayPublications, U.K.
DE MONIE. 1989., Measuring and Evaluating Port Performance and Productivity.UNCTAD, New York.
5. UNCTAD. 1985., Port Development: A Hand Book for Planners in DevelopingCountries. UNCTAD, Geneva.
6. ICS .2011/12.Port and Terminal Management. London, UK

E-BUSINESS

COURSE OBJECTIVE:

The primary objective of this course is to introduce concepts, tools, and approaches to electronic business. Also, this course will help the students develop skills to manage businesses in the digital world.

COURSE OUTCOMES:

On successful completion of the course, the students will be able to attain CO:

CO 1 : Able to remember the concepts of electronic business.
CO2 : Understanding the various technologies used in e-business.
CO3 : Apply the latest innovations, like electronic payment systems, in the field of e-business.
CO4 : Analyze the e-business in different fields and industries.
CO5 : Discuss e-startup companies in India and the reasons behind their success.
CO6 : Be able to design new e-startups.

UNIT I 9

Introduction to E – Business – Meaning – Definitions – Nature – Scope – Impact of E-Business Technologies – History and Development of E – Business – Contribution of E-Business Technologies to Economic Growth – Elements of E – Business Models.

UNIT II 9

Introduction to E-business Technologies – Hardware - E-business Software Applications - Internet and World Wide Web - Database Management System - E-Business Security - IT/IS Evaluation and E-business - Social consequences of E-business Technologies.

UNIT III 9

Meaning and Features of E – Payment System - Characteristics of E - Payment System -E - Payment System Vs Traditional Payment System - Types of E- Payment Systems - Electronic Clearing Services, Credit and Debit Card Payments – E – Wallet – Smart Card – Online Banking – Mobile Payment – Benefits and Limitations of E – Payment System.

UNIT IV 9

The Impact of E-Business on Different Fields and Industries – E-Tourism · Employment and Job Market Online - Online Real Estate - Online Publishing and E-Books - Banking and Personal Finance Online - On-Demand Delivery Systems and E-Grocers - Online Delivery of Digital Products – E-Learning and Online Education - Define Electronic Learning - Discuss the benefits and drawbacks of E-Learning - The E-Learning Industry - Discuss E-Content Development and tools - Describe the Major Technologies used in E-Learning - Discuss the different approaches for E-Learning delivery - How E-Learning can be evaluated – E-Government - Definition of E-Governments Implementation - E-Government Services - Challenges and Opportunities - E-Government Benefits.

UNIT V **9**

Introduction to E - Start ups– Meaning - Definition – Nature - Challenges and Steps of Launching Online Business - Benefits and Limitations of Online Business - Meaning and Benefits of E-Procurement. Types and Drivers of E- procurement - Components of E- Procurement Systems - Implementation of E-Procurement system - Reasons behind the Success of E-commerce companies.

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	H	H	H	L	H	H	H	√	√				
CO2	M	H	H	H	L	H	M	M	√	√				
CO3	M	H	H	M	M	H	H	M		√	√			
CO4	M	H	H	M	M	H	M	M		√	√	√		
CO5	M	H	H	M	M	H	M	M		√	√	√	√	√
CO6	M	H	H	H	H	H	H	H		√	√	√	√	√

REFERENCES:

1. Dave Chaffey, E-Business and E-Commerce Management, Financial, Third Edition, Times/ Prentice Hall.
2. Henry Chan, Raymond Lee, Tharam Dillon and Elizabeth Chang, E-Commerce: Fundamentals and Applications, John Wiley &Sons, New Delhi.
3. Jonathan Reynolds, E – Business: A Management Perspective, Oxford University Press.
4. Kenneth Laudon and Jane Laudon, Management Information Systems: Managing the Digital Firm, 15th Edition, Pearson.
5. Parag Kulkarni, Sunita Jahirabadkar, and Pradip Chande, E – Business, Oxford University Press.
6. William Horton, Katherine Horton, E-Learning Tools and Technologies: A Consumer's Guide for Trainers, Teachers, Educators, and Instructional Designers, John Wiley &Sons, New Delhi.

IT ENABLED SERVICES

COURSE OBJECTIVE:

The objective of the course is to introduce the concepts IT Enabled Services as well as E-Governance, E-Marketing, E- HRM, IT enabled services in Legal system, E- Learning, Computerized reservation for hotels, transport, other services and various Online transactions.

COURSE OUTCOMES:

On successful completion of the course, the students will be able to attain CO:

CO 1 : Able to remember the basic concepts of information technology-enabled services.
CO2 : Ability to understand business design, people design, process design, and programme design.
CO3 : Able to apply information technology-enabled services in various functional areas of business.
CO4 : Use the online financial transactions.
CO5 : Gain knowledge about IT - Enabled Services.
CO6 : The student can solve business problems through the use of IT - Enabled Services.

UNIT I **9**

IT Enabled Services – Introduction – External and internal environment – Impact of IT - IT Enabled Change – Business and IT alignment – IT Governance and Architecture – Risks in IT Enabled Change - Role of Senior Management – Commitment – Importance - Ethical Issues in ITES.

UNIT II **9**

Business Improvement – System thinking – Gap Analysis – Importance - Business Changes Design – Integrated Change (Business Design, People Design, Process Design, and Programme Design). Change Implementation – Planning – Acquiring the Solution – Deploying – Reviewing.

UNIT III **9**

E- Governance - E-Marketing. E- HRM. IT Enabled Services in Legal system. E- Learning. Computerized Reservation for – Hotels – Transport – Other Services. E- Publishing

UNIT IV **9**

E-Banking – ATM – Online Transactions. Online Share Trading. Medical Transcription. E- Payment. Business Process Outsourcing Services.

UNIT V **9**

Experience of IT Enabled Services in South Asian Nations. Managing the transition to an IT based economy.

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	H	H	M	L	H	M	H	√	√				
CO2	M	H	H	M	M	H	H	H	√	√				
CO3	H	H	H	M	M	H	H	H		√	√			√
CO4	H	H	H	L	M	H	H	H		√	√			
CO5	H	H	H	M	H	H	M	H	√	√	√			
CO6	H	H	H	H	M	H	M	M		√	√	√	√	√

REFERENCES:

1. Charles V. BreakField, Designing a Total Data Solution: Technology, Implementation, and Deployment (Best Practices) First Edition, Kindle Edition, Auerbach Publications.
2. Nikhil Treebhoohun, Promoting IT Enabled Services, Commonwealth Secretariat.

3. Ravi Kalakota, Andrew B. Whinston, Electronic Commerce A Manager's Guide, Pearson Education India.
4. Sanjiv Purba, Architectures for E-Business Systems: Building the Foundation for Tomorrow's Success (Best Practices), First Edition, Auerbach Publications.
5. Sharm Manwani, IT Enabled Business Change: Successful Management, BCS, The Chartered Institute for IT.

DECISION SUPPORT SYSTEM

COURSE OBJECTIVE:

This course explains the system components that support each other in taking and implementing the decisions.

COURSE OUTCOMES:

On successful completion of the course, the students will be able to attain CO:

CO 1 : Able to remember the concepts of information system and decision support system.

CO2 : Understand the various models of decision support system.

CO3 : Recognize how an information system is applied to different functional areas such as marketing, production, human resources, accounting, and finance.

CO4 : Evaluate how the executive information system helps make effective decisions.

CO5 : Adapt a decision support system to improve the company's decision – making capabilities.

CO6 : The students understand the relationship between the components of the system and the means to utilize the information available for making decision.

UNIT I **9**

Information Systems in Management - Roles of Information - System Concepts – Organization as a System – Components of Information Systems - DSS - Introduction - Characteristics –Architecture (Hardware, Software & User Interface for DSS) - Decision Making Process.

UNIT II **9**

Model Management - Modeling Process - Static and Dynamic Models - Financial and Planning Modeling – Descriptive – Predictive - Model Base - Handling Certainty and Uncertainty - Mathematical Programming - Optimization – Simulation – Heuristic - Modeling Languages-Model Directory- Model Base Management System- Model Execution, iIntegration and Command Processing - Model Packages.

UNIT III **9**

Data Management System: Data Warehousing – Need – Components – Construction. Data Base - Sources - Warehouse Architecture - Maintenance of Data - Data Mining. Marketing IS - Manufacturing IS - HRIS - Accounting IS And Financial IS – Transaction Processing Systems- Information Reporting - System - Information For Strategic Advantage.

UNIT IV **9**

Group DSS - Technology of GDSS - Decision (Electronic Meeting) Room - GDSS Software - Idea Generation - Negotiation Support Systems. EIS - Characteristics - Executive's Information Needs - Comparing EIS and DSS - EIS Implementation

UNIT V **9**

DSS Models and Software - The decision making process – Structured - Semi Structured and Unstructured problems - What if analysis - Sensitivity analysis - Goal-seeking - Analysis and Optimizing Analysis - Overview of (AI - Neural Networks - Fuzzy Logic Systems - Genetic Algorithms – Expert Systems).

MAPPING OF COs to PSOs

Course	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level

Outcomes									K1	K2	K3	K4	K5	K6
CO1	M	H	H	H	L	H	M	M	√	√				
CO2	M	H	H	L	M	H	M	M	√	√				
CO3	M	H	H	M	M	H	H	L			√	√	√	
CO4	M	M	H	L	L	H	M	L		√	√		√	
CO5	H	H	H	M	M	H	M	L	√	√	√			
CO6	M	H	H	M	M	M	M	H		√	√	√	√	√

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2. **Vahid Lotfi, C. Carl Pegels**, Decision Support Systems for Production and Operations Management: IBM Ps/2 Version/Book and Disk, Published by Richard D Irwin.
3. George M. Marakas, Decision Support Systems in the 21st Century, Second Edition, Pearson.
4. Efraim Turban, Jay E. Aronson, Ting-Peng Liang, Decision Support Systems and Intelligent Systems, 7th Edition, Prentice Hall.
5. Alex Berson, Stephen Smith, Data Warehousing, Data Mining, & OLAP, McGraw Hill Education.
6. C. Laudon Kenneth, P. Laudon Jane, Management Information System, Fifteenth Edition, Pearson Education.

TECHNOLOGY MANAGEMENT

COURSE OBJECTIVE:

The course aims to understand the importance of technology in conducting business.

COURSE OUTCOMES:

On successful completion of the course, the students will be able to attain CO:

CO 1 : Able to remember the concepts of technology management.

CO2 : Understand the role of technology management in today's business environment.

CO3 : Apply the knowledge of technology management to carry out technology forecasts.

CO4 : Analyze the new technology.

CO5 : Evaluate the issues in technology management.

CO6 : Develop technology management plans for both manufacturing and service sector-based industries.

UNIT I **9**

Overview of Technology Management: Introduction - Concept of Technology – Role and Importance - Growth of Technology - Historical Developments in Technology - Management of Technology - Functions of Technology Management - Significance of Technology Management- Technological Change.

UNIT II **9**

Competitive Advantages through Technologies: Introduction - Competitive Advantage - Technology and Competitive Advantage - Government and Competitive Advantage - IT in Competitive Advantage - Technology and Product Development - Competitive Advantage through Technology - Strategic Significance of Technology - Strategy of Technology Development: Introduction - Technology Strategy - Models of Technology Strategy - Information Technology Strategy - Technology Life Cycle Management - Issues and Trends in R&D Management.

UNIT III **9**

Technology Forecasting: Introduction - Theory of Technology Forecasting - Methods of Technology Forecasting - Technology Assessment: Introduction - Technological Impact on Society - Technological Impact on Business - Understanding Technology Assessment - Process of Technology Assessment - Technology Audit.

UNIT IV **9**

Technology Diffusion and Absorption: Introduction - Life Cycle of Technology Adoption - Understanding Technology Diffusion - Barriers to Technology Diffusion - Adoption of New Technologies - Technology Absorption - Technology Transfer Management: Introduction - Understanding Technology Transfer - Process of Technology Transfer - Concerns in Technology Transfer - Management of Intellectual Property Rights (IPR) - Strategic Advantage through IPR Management.

UNIT V **9**

Technology and Innovation Management: Introduction - Managing Technologies - Connecting Technology and Innovation - Technology Intelligence - Technology Strategy Formation - Technology Management Control - Issues in Technology Management: Introduction - Social Issues - Ethical Issues - Moral Issues - Human Aspects in Managing Technology - Environmental Impact Analysis.

MAPPING OF COs to PSOs

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	Cognitive Level					
									K1	K2	K3	K4	K5	K6
CO1	M	H	M	M	M	H	H	M	√					
CO2	M	H	H	M	M	H	H	M		√				
CO3	M	H	H	M	M	H	H	M			√			
CO4	M	H	H	M	M	H	M	M	√	√	√			
CO5	H	H	H	M	M	H	H	M	√	√	√	√		
CO6	H	H	H	H	H	H	H	H	√	√	√	√	√	√

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