



Sri

SAI RAM
ENGINEERING COLLEGE

An Autonomous Institution

West Tambaram, Chennai - 44

www.sairam.edu.in

Approved by AICTE, New Delhi
Affiliated to Anna University



DEPARTMENT OF
MANAGEMENT STUDIES

REGULATIONS
2020

Academic Year 2020-21 onwards

AUTONOMOUS

PG CURRICULUM AND

SYLLABUS

I - IV

SEMESTERS

SRI SAIRAM ENGINEERING COLLEGE

VISION

To emerge as a "Centre of excellence " offering Technical Education and Research opportunities of very high standards to students, develop the total personality of the individual and instil high levels of discipline and strive to set global standards, making our students technologically superior and ethically stronger, who in turn shall contribute to the advancement of society and humankind.

MISSION

We dedicate and commit ourselves to achieve, sustain and foster unmatched excellence in Technical Education. To this end, we will pursue continuous development of infra-structure and enhance state-of-the-art equipment to provide our students a technologically up-to date and intellectually inspiring environment of learning, research, creativity, innovation and professional activity and inculcate in them ethical and moral values.

QUALITY POLICY

We at Sri Sai Ram Engineering College are committed to build a better Nation through Quality Education with team spirit. Our students are enabled to excel in all values of Life and become Good Citizens. We continually improve the System, Infrastructure and Service to satisfy the Students, Parents, Industry and Society.

DEPARTMENT OF MANAGEMENT STUDIES

VISION

To be a World Class Management Institution by providing an inspiring environment of learning, research, creativity, innovation and professional activity.

MISSION

- To build best professional managers for the society and industry
- To enhance managerial skills to excel in their professional life.
- To provide industry specific knowledge to the students to face the competition and adapting to the changing environment.

AUTONOMOUS CURRICULA AND SYLLABI

Regulations 2020

SEMESTER I

S. NO	COURSE CODE	COURSE TITLE		WEEK HOURS			CREDITS
				L	T	P	
THEORY							
1	20MBT101	Accounting for Decision Making	BC	4	0	0	4
2	20MBT102	Economic Analysis for Managers	BC	4	0	0	4
3	20MBT103	Organizational Behaviour	BC	3	0	0	3
4	20MBT104	Business Statistics & Analytics For Decision Making	BC	3	0	0	3
5	20MBT105	Legal & Business Environment	BC	3	0	0	3
6	20MBT106	Principles Of Management	BC	3	0	0	3
7	20MBT107	Entrepreneurship Management	BC	3	0	0	3
PRACTICAL							
8	20MBP108	Case Lab – I	SDC	0	0	2	2
9	20MBP109	Life & Managerial Skills	SDC	0	0	2	2
10	20MBP110	Immersion Project	SDC	0	0	2	2
TOTAL							29

SEMESTER II

S. NO	COURSE CODE	COURSE TITLE		WEEK HOURS			CREDITS
				L	T	P	
THEORY							
1	20MBT201	Financial Management Decision and Application	PC	3	0	0	3
2	20MBT202	Human Resource Management	PC	3	0	0	3
3	20MBT203	Marketing Management	PC	4	0	0	4
4	20MBT204	Managing Operations	PC	3	0	0	3
5	20MBT205	Business Optimization Techniques	PC	3	0	0	3
6	20MBT206	Business Research Methods	PC	3	0	0	3
7	20MBT207	Information Systems & Business Analytics	PC	3	0	0	3
PRACTICAL							
8	20MBP208	Data Analysis Lab	BC	0	0	4	3
9	20MBP209	Professional Skill Development	SDC	0	0	2	2
10	20MBP210	Case Lab – II	SDC	0	0	2	2
GENERAL INTEREST COURSE							
11	20MBG211 20MBG212	Specific Interest Course (Mandatory) ● Certification Courses (MOOC) ● Indian or Foreign Language courses	SDC	Completed/ Not Completed			
TOTAL							29

SEMESTER III

S. NO	COURSE CODE	COURSE TITLE		WEEK HOURS			CREDITS
				L	T	P	
THEORY							
1	20MBT301	International Business Management	PC	3	0	0	3
2	20MBT302	Strategic Management	PC	3	0	0	3
3	E1	Elective 1	PE	3	0	0	3
4	E2	Elective 2	PE	3	0	0	3
5	E3	Elective 3	PE	3	0	0	3
6	E4	Elective 4	PE	3	0	0	3
7	E5	Elective 5	PE	3	0	0	3
8	E6	Elective 6	PE	3	0	0	3
PRACTICAL							
9	20MBP301	Case Lab – III	SDC	0	0	2	2
10	20MBP302	Career Enrichment Techniques	VAC	0	0	2	2
11	20MBP303	Summer Internship (4 weeks)	SI	0	0	2	2
12	20MBP304	Developing Consulting/ Developing Business Model	SDC	Completed / Not Completed			
TOTAL							30

SEMESTER IV

S. NO	COURSE CODE	COURSE TITLE		WEE	HOU	S	CREDITS
				L	T	P	
THEORY							
1	20MBP401	Major Project	FP	0	0	24	12
CAREER ENRICHMENT COURSE							
2	20MBG401	Elective based certification course	SDC	Completed / Not Completed			
3	20MBG402	Career Enrichment Program	SDC	Satisfactory / Unsatisfactory			
TOTAL							12

ELECTIVES OFFERED

1. FINANCE STREAM

	Code No.	Course Title	L	T	P	C
1	20MBF301	Investment Analysis and Portfolio Management	3	0	0	3
2	20MBF302	Merchant Banking and Financial Services	3	0	0	3
3	20MBF303	Indian Banking and Financial System	3	0	0	3
4	20MBF304	Finance Analytics	3	0	0	3
5	20MBF305	Enterprise Risk Management and Insurance	3	0	0	3
6	20MBF306	Global Finance and Forex Management	3	0	0	3
7	20MBF307	Financial Derivatives	3	0	0	3

2. MARKETING STREAM

	Code No.	Course Title	L	T	P	C
1	20MBM301	Services Marketing	3	0	0	3
2	20MBM302	Social and Digital Marketing	3	0	0	3
3	20MBM303	Integrated Marketing Communications	3	0	0	3
4	20MBM304	Retail Management	3	0	0	3
5	20MBM305	Marketing Analytics	3	0	0	3
6	20MBM306	New Product Strategies & Brand Management	3	0	0	3
7	20MBM307	Managing Distribution Channel	3	0	0	3

3. HUMAN RESOURCE STREAM

	Code No.	Course Title	L	T	P	C
1	20MBHR301	Strategic Human Resource Management	3	0	0	3
2	20MBHR302	Conflict Management	3	0	0	3
3	20MBHR303	Cross Cultural Management	3	0	0	3
4	20MBHR304	Social Psychology	3	0	0	3
5	20MBHR305	Talent Acquisition and Retention	3	0	0	3
6	20MBHR306	Industrial Relations and Labour Legislation	3	0	0	3
7	20MBHR307	People Analytics	3	0	0	3

4. OPERATIONS, LOGISTICS STREAM

	Code No.	Course Title	L	T	P	C
1	20MBO301	Supply Chain and Logistics Management	3	0	0	3
2	20MBO302	Project Management	3	0	0	3
3	20MBO303	Strategic Operations and Innovation	3	0	0	3
4	20MBO304	Total Quality Management	3	0	0	3
5	20MBO305	Product Design	3	0	0	3
6	20MBO306	Intellectual Property Rights (IPR)	3	0	0	3
7	20MBO307	Operations Analytics	3	0	0	3

5. IT & ANALYTICS STREAM

	Code No.	Course Title	L	T	P	C
1	20MBS301	Enterprise Resource Planning	3	0	0	3
2	20MBS302	e-Commerce	3	0	0	3
3	20MBS303	Artificial Intelligence and Machine Learning for Decision Making	3	0	0	3
4	20MBS304	Data Mining	3	0	0	3
5	20MBS305	Business Analytics and Big Data	3	0	0	3
6	20MBS306	DBMS & SQL	3	0	0	3

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

- PEO1 Professional Competency:** To attain excellence through the development of Managerial competency.
- PEO2 World-class Leaders :** To enhance and equip domain business knowledge.
- PEO3 Ethically Conscious :** To inculcate ethically conscious leadership practices.
- PEO4 Socially Conscious :** To impart leaders to be socially conscious.

PROGRAMME OUTCOMES(POs)

- PO1 Business Knowledge :** Learn business knowledge for understanding business problems and to sort out feasible solution
- PO2 Strategic Thinking and Problem Solving Skills :** Implication of theories into practicality that help in strategic planning, analysis and feasible execution.
- PO3 Communication Skill development :** Develop different forms of communication that matches modern business scenario.
- PO4 Leadership and Team building :** Unleashes the hidden leadership potentials among students and develop their qualities to be a new age leader and an effective team player.
- PO5 Entrepreneurial Skill development :** Enhances newer ways of data sourcing, risk analysis and management required for entrepreneur.
- PO6 Global Perspective:** Provides the students with the global business and cultural exposure to adopt for international business environment.
- PO7 Ethical Orientation :** Practice professional ethical principles in all spheres of business.
- PO8 Sustainable Development :** Gain functional insights that lead to sustainable development in business
- PO9 Lifelong Learning :** Nurturing individual values for self development and practices lifelong learning through competency development.

SEMESTER - I

20MBT101 SDG NO. 4	ACCOUNTING FOR DECISION MAKING	L	T	P	C
		4	0	0	4

OBJECTIVES:

- Students acquire knowledge and enable to practice in internal accounting system, cost classification, cost behavior, cost volume profit analysis, budget and variance analysis in decision making..

UNIT I MECHANICS OF FINANCIAL ACCOUNTING 12

Accounting – Meaning – Objectives - Scope of Accounting - GAAP - Introduction to Financial, Cost and Management Accounting – Preparation of Trading, Profit and Loss account and Balance sheet - Uses - Inflation Accounting - Human Resources Accounting.

UNIT II CORPORATE ACCOUNTING 12

Company Accounts – Meaning – Issue of Shares – Forfeiture – Reissue - Final Accounts of Company-Profit prior to incorporation – Employee stock option-Buy-back of securities.

UNIT III FINANCIAL STATEMENT ANALYSIS 15

Analysis of financial statements – Significance – Classifications – Comparative statement – Common size balance sheet - Ratio analysis – Uses and Abuses - Fund flow and Cash flow (as per Accounting Standard 3) statement. - Analysis of Annual Reports - Manufacturing - Trading and Service Sector – Case Study.

UNIT IV PRODUCT COST DECISION 11

Cost and costing – Elements of cost – Unit costing, Job costing – Batch costing - Process costing- Activity Based Costing - Target costing- Marginal costing – Statement - CVP- BEP – Application of decision making – Make or buy – Key factor analysis – Merger plant capacity etc., Case study .

UNIT V BUDGETARY AND VARIANCE ANALYSIS 10

Budget and Budgetary control - Features and Classification – Industry significance. Standard costing - Budgetary Control & Variance Analysis – Types of variance – Material, Labour, Overhead and Sales variances- Standard cost system - Case study.

TOTAL : 60 PERIODS

TEXT BOOKS:

1. M.Y.Khan & P.K.Jain, "Management Accounting", Tata McGraw Hill, 5th edition, 2009.
2. R.Narayanaswamy, "Financial Accounting – A managerial perspective", PHI Learning, New Delhi, 4th edition, 2011.
3. Dr. S. N. Maheshwari, CA Sharad Maheshwari & Dr. Suneel K. Maheshwari, "A Text Book of Accounting for Management", Vikas Publishing, New Delhi, 4th Edition, 2018.

REFERENCE BOOKS:

1. Jan Williams, "Financial and Managerial Accounting – The basis for business Decisions", Tata McGraw Hill Publishers, 15th edition, 2011.
2. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, "Introduction to Management Accounting", PHI Learning, 16th edition, 2013.
3. Stice & Stice, "Financial Accounting Reporting and Analysis", Cengage Learning, 11th edition 2010.
4. Singhvi Bodhanwala, "Management Accounting - Text and cases", PHI Learning, 2008.
5. Ashish K. Battacharya, "Introduction to Financial Statement Analysis", Elsevier, 2007.
6. Dr. K. Maran, T.A.Tamilselvi, R.Thiyagu, "Management Accounting", Himalaya Publishing House, First Edition 2017.
7. Dr. R. Ramachandran & Dr.R.Srinivasan, "Management Accounting, Theory, Problems and Solutions", Sriram Publications, 17th Revised and Enlarged Edition, 2018.

WEB REFERENCES:

1. https://www.icaai.org/new_post.html?post_id=2805
2. <https://www.saralaccounts.com/blogs/indian-accounting-standards/>
3. <https://www.taxmann.com/blogpost/2000000574/accounting-standards.aspx>
4. <https://www.accountingverse.com/financial-accounting/introduction/accounting-standards.html>

MOOC REFERENCES:

1. https://swayam.gov.in/nd2_cec20_mg23/preview
2. https://swayam.gov.in/nd2_imb20_mg31/preview
3. <https://www.edx.org/course/management-accounting>
4. <https://www.coursera.org/learn/uva-darden-financial-accounting>

OUTCOMES:

1. Ability to learn the basic concepts of financial, cost and management accounting.
2. Understand the interpretation of various financial, cost and management accounting results.
3. Enable to enhancing Student skills in accounting decision making in management professions.
4. Students will able to apply various accounting decision skills for performance of the organisation.
5. Student gains the practical knowledge as accounting profession by using ideas and judgements.
6. Enable to design new accounting and financial strategy solutions for sustaining the business.

CO – PO, PSO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	2	2	-	3	3	-	2	3
CO2	2	1	1	-	3	-	3	3	3
CO3	1	2	-	-	3	3	-	3	3
CO4	2	2	1	-	3	-	3	3	3
CO5	1	2	2	-	3	2	3	3	3
CO6	1	2	2	-	3	2	3	3	3

SEMESTER - I

20MBT102 SDG NO. 4	ECONOMIC ANALYSIS FOR MANAGERS	L	T	P	C
		4	0	0	4

OBJECTIVES:

- To gain insights one economic concepts and its implications
- To obtain knowledge on market structures and its significance.
- To understand the Macroeconomic variables and its real time impact on economy

UNIT I INTRODUCTION

8

Introduction to economics – scarcity and efficiency – three fundamental economic problems –society’s capability – Production possibility frontiers(PPF)– Productive efficiency Vs Economic efficiency–economic

growth and stability–Microand Macroeconomies – The role of markets and government– PositiveVsnegativeexternalities

UNIT II MICROECONOMICS

13

Demand, Law of Demand, Determinants of demand, Elasticity of demand, Law of diminishing marginal utility-Exceptions of Demand-Supply, Law of Supply, Elasticity of Supply. Consumer equilibrium – Approaches to consumer behavior - Production functions – Short and long run laws of production, law of returns to scale. Cost - types of cost, Short and long run cost output relationship, Economies and diseconomies of Scale- Case Study.

UNIT III PRODUCT AND FACTOR MARKET

13

Product market–perfect and imperfect market–different market structures–Firm's equilibrium and supply – Market efficiency – Economic costs of imperfect competition–factor market–Land, Labour and capital–Demand and supply–determination of factor price – Interaction of product and factor market – General equilibrium and efficiency of competitive markets – Case Study.

UNIT IV PERFORMANCE OF AN ECONOMY –MACROECONOMICS

13

Macro-economic aggregates – circular flow of macroeconomic activity – National income determination – Aggregate demand and supply – Macroeconomic equilibrium– Components of aggregate demand and national income – multiplier effect – Demand side management –Fiscal policy in theory–Case Study.

UNIT V AGGREGATE SUPPLY AND THE ROLE OF MONEY

13

Short-run and Long-run supply curve – Unemployment and its impact – Okun's law – Inflation and the impact–Causes for inflation–Demand Vs Supply factors–Inflation Vs Unemployment tradeoff – Phillips curve –short- run and long-run –Supply side Policy and management- Money market- Demand and supply of money – money-market equilibrium and national income – the role of monetary policy– Case Study

TOTAL : 60 PERIODS

TEXT BOOKS:

1. Geetika, Piyali Ghosh, Purba Roy Chowdhury, Managerial Economics - 3 edition, McGraw-Hill Education, 2017
2. Deviga Vengedasalam & Karunakaran Madhavan, Principles of Economics, Third Edition, Oxford University Press, New Delhi, 2013.
3. DNDiwedi, Managerial Economics – Vikas Publication, Eighth Edition, 2018.

REFERENCES:

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2011.
2. N. Gregory Mankiw, Principles of Economics, 7th edition, Cengage, New Delhi, 2015
3. Richard Lipsey and Alec Charystal, Economics, 12th edition, Oxford, University Press, New Delhi, 2011.
4. Karl E. Case and Ray C. Fair, Principles of Economics, 12th edition, Pearson, Education Asia, New Delhi, 2014.
5. P. Saravanel, G. Kavitha, Economic Analysis for Business, Himalaya Publishing House, 2017.

WEB REFERENCES:

- 1 <https://www.rbi.org.in>
- 2 <https://data.oecd.org/economy.htm>
- 3 <https://www.focus-economics.com>
- 4 www.mospi.gov.in
- 5 <https://www.ibef.org>

MOOC REFERENCES:

1. <https://www.udemy.com/course/principles-of-microeconomics-complete-course/>
2. <https://www.udemy.com/course/mastering-foundations-in-microeconomics/>
3. https://swayam.gov.in/nd2_imb20_mg38/preview
4. https://swayam.gov.in/nd1_noc20_mg67/preview
5. <https://www.coursera.org/learn/principles-of-macroeconomics/>

OUTCOMES:

1. To Relate with principles of micro and macro economics
2. Understanding the concepts of scarcity and efficiency for resource allocation.
3. Ability to learn consumer and producer behavior
4. Applying the functioning principles of product and factor markets
5. Enhancing the economic environment for business
6. Empathizing the implications of economic policy to society as a whole

CO – PO, PSO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	1	-	1	2	1	1	-
CO2	3	3	3	2	2	2	1	1	1
CO3	3	3	2	2	2	3	1	1	1
CO4	2	2	3	2	2	3	1	1	-
CO5	3	3	3	2	2	2	1	1	1
CO6	2	3	2	2	2	-	1	1	-

SEMESTER - I

20MBT103 SDG NO. 4	ORGANIZATIONAL BEHAVIOUR	L	T	P	C
		3	0	0	3

OBJECTIVES:

- To enhance the understanding of the dynamics of interactions between individual and the organization.
- To describe how people behave under different conditions and understand why people behave as they do.
- To develop practical insights and problem solving capabilities for effectively managing the organisational processes.
- To explain students, how to analyse and apply knowledge in understanding group behaviour.
- To simply in understanding leadership styles and its implications.
- To develop conceptual understanding of change and its implementation.

UNIT I FRAMEWORK OF ORGANIZATIONAL BEHAVIOUR 5

Organisational Behaviour – Nature - Need - Significance – Scope –Key Elements–Contribution of Behavioural Sciences to OB – Challenges for OB – Models of Organisational Behaviour -Case Studies.

UNIT II INDIVIDUAL BEHAVIOUR 14

Personality –Personality Traits – Factors Influencing Personality – Personality Theories – Attitudes – Components – Sources – Functions – Job Related Attitudes – Job Satisfaction – Determinants – Values – Types – Sources – Learning – Nature – Theories of Learning – Learning Curve – OB Modification–Emotional Intelligence – Managing Emotions -Perception – Sensation – Perceptual Process – Factors Influencing Perception – Interpersonal Perception – Impression Management – Case Studies.

UNIT III UNDERSTANDING GROUP DYNAMICS & BEHAVIOUR 8

Organisational Structure – Group Dynamics – Formation of Groups – Types of Groups- Stages in Group Development – Teams Vs. Groups – Group Cohesiveness – Group Norms – Enforcing Norms - Informal Leaders –Group Decision Making – Techniques of Group Decision Making – Interpersonal Relations – Johari Window. Case Studies

UNIT IV LEADERSHIP & POWER 8

Leadership – Significance of Leadership – Styles of Leaders – Theories of Leadership - Leaders vs. Managers – Power- Sources of Power - Organizational Politics – Causes for Organizational Politics- Strategies for Handling Organisational Politics – Conflicts – Types – Levels – Modes of Handling Conflicts – Case Studies.

UNIT V ORGANIZATIONAL DYNAMICS 10

Organizational Climate – Culture – Dimensions of Climate – Factors Influencing Climate and Culture – Organizational Change - Proactive Vs. Reactive Change- Reasons for Change – Resistance to Change – Overcoming Resistance to Change – Organisational Development – Characteristics – Process – OD - Interventional Strategies – Organizational Effectiveness Vs. Efficiency – Work Stress – Consequences of Stress – Types of Stressors – Managing Stress – Work Place Sensitivity – Sexual Harassment - Balance of Work Life – Case Studies.

TOTAL : 45 PERIODS

TEXT BOOKS:

1. Stephen P Robbins, Organisational Behaviour, PHI Learning / Pearson Education, Edition 17, 2016 (Global edition)
2. Fred Luthans, Organizational Behaviour, McGraw Hill, 12th Edition
3. BP Singh, TN Chabra, Organizational Theory&Behaviour, Dhanpatrai& Co, (P) Ltd. Edition Latest Revised Edition, 2018

REFERENCE BOOKS:

1. Aswhatappa, Organizational Behaviour Text, Cases & Games, 13th Edition, 2020, Himalaya Publishing House
2. Udai Pareek, Understanding Organizational Behaviour, 3rd Edition, Oxford Higher Education, 2011
3. Jerald Greenberg Behaviour in Organisation, PHI Learning, 10th Edition. 2011

ONLINE RESOURCES:

1. <https://www.economicdiscussion.net/management/organisational-behaviour/31869>

2. <https://sites.google.com/site/psy130organisationalbehaviour/home/chapter-1-1/4-types-o>
3. <https://www.kbmanage.com/concept/group-dynamics>
4. <https://www.skillsyouneed.com/leadership-skills.html>
5. <https://www.igi-global.com/dictionary/organizational-dynamics/21485>

MOOCS:

1. <https://www.mooc-list.com/tags/organizational-behavior>
2. https://swayam.gov.in/nd2_cec20_mg03/preview
3. http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg.php/384

OUTCOMES:

1. Examine the applicability of the concept of organizational behaviour to understand the behaviour of people in the organization.
2. Analyse the complexities associated with management of individual behaviour in the organization.
3. Analyse the complexities associated with management of the group behaviour in the organization.
4. Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations
5. Exhibit how organizational change and culture affect working relationships within organizations.
6. Exhibit how the organizational behaviour can integrate in understanding the motivation behind behaviour of people in the organization

CO-PO, PSO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	3	3	3	3	2	-	1	1
CO2	1	3	3	2	2	-	3	1	1
CO3	1	2	2	2	1	1	2	2	-
CO4	3	3	3	3	2	2	3	2	3
CO5	2	2	2	1	2	1	1	2	1
CO6	2	3	3	2	2	2	2	1	2

SEMESTER - I

20MBT104 SDG NO. 4	BUSINESS STATISTICS & ANALYTICS FOR DECISION MAKING	L	T	P	C
		3	0	0	3

OBJECTIVES:

- To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt to various managerial situations.
- To learn the applications of statistics and probability distributions in analysis of business decision making.

UNIT I INTRODUCTION TO STATISTICS, DATA ANALYSIS & PROBABILITY 8

Importance of Statistics in business Analysis – Organizing data - Descriptive Measures. Basic definitions and rules for probability, conditional probability independence of events, Baye's theorem, and random variables, Probability distributions: Binomial, Poisson and Normal distributions.

UNIT II SAMPLING DISTRIBUTION AND ESTIMATION 9

Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

UNIT III TESTING OF HYPOTHESIS 9

Hypothesis testing: One sample and two sample tests for means and proportions of large samples (z-test), One sample and two sample tests for means of small samples (t-test), F- test for two sample standard deviations. Analysis of variance - one and two way.

UNIT IV NONPARAMETRIC TEST 10

Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov- Smirnov test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal -Wallis H test. One sample run test, Wilcoxon signed rank test.

UNIT V TIME SERIES ANALYSIS FOR BUSINESS FORECASTING, CORRELATION & REGRESSION 10

Importance of time series analysis for business forecasting. Cyclical variations,

Seasonal variations – method of moving average, ratio to trend. Trend analysis- linear trend, exponential trend. Correlation analysis. Estimation of regression lines.

TOTAL : 45 PERIODS

TEXT BOOKS:

1. Levin R I and Rubin D S , Statistics for Management, 8th edition, Prentice Hall of India Pvt. Ltd.,New Delhi, 2001
2. Dean Foster and Robert A Stine, Statistics for Business: Decision Making and Analysis.3rd edition,pearson.2017

REFERENCE BOOKS:

1. Srivatsava TN and Shailaja Rego, Statistics for Management, Tata McGraw Hill,2008.
2. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 8th edition, Thomson (South – Western) Asia, Singapore,2002.
3. Prem S Mann, Introductory Statistics, 7th Edition, Wiley India, 2016
4. ND Vohra, Business Statistics, Tata McGraw Hill, 2012.
5. Aczel A D and Sounderpandian J, Complete Business Statistics, 6th edition, Tata McGraw – Hill, 2004.

WEB REFERENCES:

1. <https://nptel.ac.in/courses/110/104/110104094/>
2. <https://nptel.ac.in/courses/110/107/110107114/>
3. <http://www.nptelvideos.in/2012/11/probability-and-statistics.html>

ONLINE RESOURCES:

1. <https://www.udemy.com/course/probability-and-statistics-for-business-and-data-science/>
2. <https://www.coursera.org/specializations/business-statistics-analysis>
3. https://media.pearsoncmg.com/ph/bp/bp_Levine_StatMan_7e/dpage/index.html

OUTCOMES :

- 1 Summarize data sets using Descriptive statistics
- 2 Analyse the relationship between two variables
- 3 Analyse trend and seasonality in a time series data
- 4 Draw conclusion about a population using testing of hypothesis
- 5 Apply statistics to different managerial situations
- 6 Apply time series to business forecasting

CO – PO, PSO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	3	-	1	-	-	3	2
CO2	3	2	1	-	-	-	-	2	3
CO3	3	2	3	-	1	-	-	2	1
CO4	3	2	1	-	-	-	-	-	1
CO5	3	2	1	1	1	-	-	-	-
CO6	3	2	-	-	-	-	-	-	-

SEMESTER - I

20MBT105 SDG NO. 4	LEGAL & BUSINESS ENVIRONMENT	L	T	P	C
		3	0	0	3

OBJECTIVES:

- To have knowledge on commercial law.
- To understand the concepts and legal formalities for forming and managing companies and debt recovery.
- To have insights into rights of intellectual property owners and to gain knowledge on ambit of cyber space.
- To understand rights of consumer and aware of environmental law and competition forum.
- To gain knowledge into corporate tax planning and GST.

UNIT I COMMERCIAL LAW AND RELEVANT CASES**13**

Introduction to Law – Object of Law – Sources of Law - Commercial Law. Indian Contract Act 1872 – Meaning and Definition – Types of Contract – Essentials of Valid Contract – Performance and Discharge of Contract – Remedies for Breach of Contract – Quasi Contract. Contract of Agency – Types of Agents - Creation and Termination of Agency – Rights, Duties and Liabilities of Agents. Negotiable Instruments Act 1881 – Types – Types of Endorsements – Discharge of Negotiable Instruments.

UNIT II – COMPANIES ACT 2013 and RDBFI, 1993**12**

Companies Act 2013 – Definition – Characteristics – Kinds of Company – Formation of Company - Memorandum of Association and Articles of Association – Prospectus – Rights, Powers and Duties of Director – Winding up.

Amendments and impact. Recovery of Debts Due to Banks and Financial Institutions (RDBFI) – Overview – Case Study.

UNIT III CONSUMER PROTECTION, ENVIRONMENTAL LAW AND COMPETITION ACT

6

Consumer Protection Act 1986 – Need, Rights – Consumer Grievance Redressal Forum – Complaint Procedure, Environment Law – Need, Scope – Usefulness for the Society and Corporate,. Competition Act 2002 – Competition Commission of India – Composition, Powers and Functions. Case Study.

UNIT IV CORPORATE TAX PLANNING AND GST

5

Corporate Tax – Planning, Management, Tax Evasion and Tax Avoidance – Impact of Tax Planning on New Business - Startup, The Central Goods and Services Tax Act 2017 – Overview – Impact of GST. Case Study.

UNIT V INTELLECTUAL PROPERTY RIGHTS AND CYBER LAW

5

Indian IP Systems – Introduction – IPR – Patent - Copyright – Trademark, IPR filing process.

Cyber Law – Meaning and Definition – Need - Terms in Cyber Law – Types of Cyber Crime – Information Technology Act 2000 and 2008. Case Study.

TOTAL : 45 PERIODS

TEXT BOOKS:

1. Kapoor N D, Elements of Mercantile Law, Sultan Chand & Sons. 38th Edition, 2020.
2. Mehrotra H.C, Goyal ., S.P, Corporate Tax Planning and Management, Sahitya Bhawan Publications, Agra, 18th Edition 2020.
3. Ahuja V K, Law Relating to Intellectual Property Rights, Lexis Nexis, 2017.
4. Mishra J P, An Introduction to Intellectual Property Rights, Central Law Publications, 3rd Edition, 2012.

REFERENCE BOOKS:

1. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill, 7th Edition, 2018
2. Nandan Kamath – Law relating to Computer, Internet and E-Commerce (A Guide to Cyber Laws), Universal Publishing Co. Ltd, New Delhi, 2012

WEB REFERENCES:

1. <https://www.mooc-list.com/course/intellectual-property-rights-management-perspective-edx>

2. www.vakilno1.com
3. www.indiankanoon.org
4. www.sebi.gov.in/
5. www.companylawonline.com
6. www.claonline.in

MOOC REFERENCES:

1. <https://www.mooc-list.com/course/business-law-wma>

ONLINE RESOURCES:

1. <https://www.udemy.com/course/how-to-brief-a-law-school-student-casebook-court-case-opinion/>
2. <https://www.udemy.com/course/gst-returns-a-complete-study/>
3. <https://www.udemy.com/course/law-of-cyberwar/>
4. <https://www.udemy.com/course/business-law-for-entrepreneurs/>
5. <https://www.udemy.com/course/corporate-and-business-law/>

OUTCOMES:

- 1 Have knowledge on commercial law.
- 2 Understand the concepts and legal formalities pertaining to forming and managing companies and negotiable instruments.
- 3 Have insights into rights of intellectual property owners and to gain knowledge on ambit of cyber space.
- 4 Understand rights of consumer and aware of environmental law and competition forum.
- 5 Gain knowledge into corporate tax planning and GST.
- 6 Able to comply with relevant laws in order to maintain ethicality in business practices

CO – PO, PSO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	3	3	2	-	-	-	3
CO2	2	3	1	2	2	-	-	-	3
CO3	2	3	1	2	2	-	-	-	3
CO4	2	3	1	2	2	-	-	-	3
CO5	2	3	1	2	2	-	-	-	3
CO6	3	3	2	2	3	2	3	2	3

SEMESTER - I

20MBT106 SDG NO. 4	PRINCIPLES OF MANAGEMENT	L	T	P	C
		3	0	0	3

OBJECTIVES:

- To familiarize with the Concepts of Management
- To give exposure on Planning, Objectives and Decision Making Concepts
- To help in understanding Organizational Structure and staffing activities.
- To understand Organizational Communication System
- To imbibe the Techniques of Control

UNIT I INTRODUCTION TO MANAGEMENT

19

Introduction –Nature and functions of Management– Management Vs Administration – Roles, Levels and skills of Managers –Evolution and development of management thought – Pre –scientific, Scientific Management, Administrative Management, Behavioral approach, Systems approach – Contingency approach – Managers & Environment – Challenges for Managers – Social responsibility and ethics – Corporate governance – Case Study.

UNIT II PLANNING

9

Planning – Nature – Types – Planning Premises- Objectives – MBO, MBE - Strategic Planning- Policies - Decision making – Process –Approaches and techniques of decision making– Decision Tree – Decision Making under Different Conditions – Case Study.

UNIT III ORGANIZING

11

Concept and Nature of Organizing - Organization Structure - Formal and informal organizations - Line and staff organization – Forms of organization structure - Departmentation - Bases for Departmentation. – Delegation of Authority – Centralization and Decentralization – Organization chart – Span of Supervision – Staffing – HRP – Recruitment – Selection – Training – Performance Appraisal –Case study.

UNIT IV DIRECTING

8

Fundamentals, principles and techniques of directing – Motivation – Types of Motivation – Theories of Motivation –Leadership – Theories and leadership styles - Communication– Process – Communication Network – Communication Barriers - Overcoming Barriers - Case study.

UNIT V CONTROLLING

7

Concept of Control – Steps in Control - Budgetary and Non-Budgetary Control Techniques – Managing Productivity – Cost Control – Maintenance Control – Purchase Control – Quality Control – Case study.

TOTAL : 45 PERIODS

TEXT BOOKS

1. Heinz Wehrich, Mark V Cannice, Harold Koontz, “Management: A Global, Innovative and Entrepreneurial Perspective”, 15th Edition, McGraw Hill, 2019.
2. Robbins. S, Coulter. M and Fernandez. A. “Management”, 14th Edition, Pearson, 2019.
3. L.M.Prasad, “Principles and Practice of Management”, Sultan Chand & Sons, 2019.

REFERENCE BOOKS

1. Stoner, Freeman & Gilbert Jr. “Management”, 6th Edition, Pearson, 2018.
2. Tripathi & Reddy: Principles of Management, 6th Edition, Tata McGraw-Hill Publications, 2017.

MOOC REFERENCES:

1. <https://nptel.ac.in/courses/110/105/110105146/>
2. <https://www.udemy.com/course/new-manager/>
3. <https://www.udemy.com/course/the21principles/>
4. <https://www.udemy.com/course/the-complete-communication-skills-master-class-for-life/>
5. <https://www.udemy.com/course/leadership-and-lean-management-masterclass/>

WEB REFERENCES:

1. <https://medium.com/@Yva.ai/5-major-challenges-that-managers-face-today-12c3928e33a1>
2. <https://www.financialexpress.com/industry/three-trends-that-will-re-define-indian-businesses/1456640/>
3. <https://www.toppr.com/guides/fundamentals-of-economics-and-management-cma/organising/process-of-organizing/>
4. <https://corporatfinanceinstitute.com/resources/careers/soft-skills/leadership-theories/>
5. <https://www.toppr.com/guides/business-studies/controlling/techniques-of-managerial-control/>

OUTCOMES:

1. Understanding of Management Concepts and management functions.
2. Analyze the global situation including decision making and environment that will impact the management of Organization.
3. Ability to integrate management principles into management practices.
4. Evaluate managerial approaches to address organizational issues.
5. Knowledge on critical management theories and concepts and apply in an organizational context.
6. Understanding the communication system and its significance.

CO-PO, PSO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	1	-	1	2	3	3	2
CO2	3	2	-	2	1	3	-	1	1
CO3	3	1	-	1	1	1	1	-	1
CO4	3	2	-	1	1	1	-	-	1
CO5	3	1	-	1	-	-	1	-	1
CO6	1	1	3	1	-	-	-	-	1

SEMESTER - I

20MBT107 SDG NO. 4	ENTREPRENEURSHIP DEVELOPMENT	L	T	P	C
		3	0	0	3

OBJECTIVES:

- To understand the concepts and techniques from functional areas of management in the context of entrepreneurial ventures.
- Identify many contexts in which entrepreneurship manifests, including start-up, corporate, social, and public sector.
- To impart the fundamentals of launching and growing a venture.

UNIT I DYNAMICS OF ENTREPRENEURIAL DEVELOPMENT 6

Fundamentals of entrepreneurship, Entrepreneurial mindset, Facets of Entrepreneurship, Myths and Challenges. Economic wealth creation & Entrepreneurship development – the role of the government schemes & clusters- Global/Indian Entrepreneurs- Case Study

UNIT II CREATIVITY AND BUSINESS IDEAS

9

Generation of a New Entry Opportunity - Creativity and entrepreneurship- Idea generation and evaluation- Opportunity recognition and steps in tapping the opportunity- Launching a venture – steps involved in launching a business, types of business models - Understanding the market and the team, managing cash, Implementation plan - Case Study.

UNIT III BUSINESS PLAN & FINANCING VENTURES

9

Business Plan – Purpose, content; Marketing plan, Operations and production plan- Venture team and organizational plan, financial statements, Risk evaluation; Financing ventures – sources of raising capital, seed funding, venture capital funding, angel investors ; Start-ups -eligibility, policies and procedure, funding opportunities for start-ups in India - Case Study.

UNIT IV DIMENSIONS OF ENTREPRENEURSHIP

9

Women Entrepreneurship -Concept, Growth, Problems; Rural Entrepreneurship – Need, Problems, Developing Rural Entrepreneurship; Technopreneurship- Meaning & importance; Agri-preneurship- Need , Opportunities and Challenges ; Social Entrepreneurship – Meaning, Perspective - Case Study.

UNIT V ENTREPRENEURSHIP DEVELOPMENT

12

MSME – Categories , Registration procedure, Ancillary units; Supporting agencies for Entrepreneurship guidance, Training and Registration, Technical consultation, Technology transfer and quality control, Domestic and export marketing assistance and support ; Growth strategies in Small scale Industries-Objectives, Stages and types; E-Commerce suitability for small enterprises-Prospective areas, Registration procedure, Challenges; Sickness in Small scale Industries , Government Policies on Industrial sickness - Case study.

TOTAL : 45 PERIODS

TEXT BOOKS:

1. Entrepreneurship 11th Edition by Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd McGraw Hill Education, 2020.
2. The Dynamics of Entrepreneurial Development & Management by Desai, Vasant , Himalaya Publishing House, Delhi
3. Justin G. Longenecker, J. William Petty , Leslie E. Palich , Frank Hoy 17th Edition, Small Business Management, Cengage Learning, India Edition, 2014.
4. Donald F Kuratko, Entrepreneurship – Theory, Process and Practice, 9th Edition, Cengage Learning, 2014.

5. Khanka. S.S., Entrepreneurial Development S.Chand and Co. Ltd., Ram Nagar, New Delhi,2013.

REFERENCE BOOKS:

1. Rajshankar, Entrepreneurship Theory and practice, Vijay Nicole Imprints Private limited, 2015.
2. Rajeev Roy, Entrepreneurship, Oxford University Press,2011
3. Jayshree Suresh, Entrepreneurial Development, Margam Publications, 2015
4. Poornima M Charantimath, Entrepreneurship Development Small Business Enterprises, Pearson Education,2006.

MOOC RESOURCES:

1. <https://www.coursera.org/learn/entrepreneurship-development?>
2. <https://www.coursera.org/specializations/wharton-entrepreneurship>
3. <https://www.coursera.org/learn/wharton-entrepreneurship-opportunity>
4. <https://www.coursera.org/learn/entrepreneurship-strategy>
5. <https://www.edx.org/course/entrepreneurship-in-emerging-economies6>.<https://nptel.ac.in/courses/110/106/110106141/>
7. <https://nptel.ac.in/courses/110/107/110107094/#>

WEB REFERENCES:

1. <https://www.startupindia.gov.in/content/sih/en/government-schemes.html>
2. <https://inc42.com/buzz/startup-scheme-indian-government-startups/>

OUTCOMES:

- 1 Defining and recalling the basic concepts and fundamentals of entrepreneurship
- 2 Ability to interpret on the ideas and provide appropriate suggestions on business decisions
- 3 Capability to construct new paradigms by applying the acquired knowledge
- 4 Proficiency in interpreting information and reasoning out evidence to support efficiency
- 5 Appraising judgements and opinions for assigned task based on the information
- 6 Proposing a model or new pattern of solution for the future and present pressing issues.

CO-PO, PSO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	2	2	3	3	3	3	-	3
CO2	2	2	2	3	3	2	2	-	3
CO3	2	2	-	3	3	3	2	3	2
CO4	3	2	-	2	3	-	2	2	2
CO5	1	3	2	2	3	3	3	2	3
CO6	3	2	2	2	3	2		1	2

SEMESTER - I

20MBP108 SDG NO. 4	CASE LAB - I	L	T	P	C
		0	0	2	2

OBJECTIVES:

- To thoroughly understand the case and the implications of the decision they make
- To allow students with real expertise and understanding, as well as judgment to excel.
- To analyze what course of action the organization should pursue.
- To propose and select from multiple possible options, none of which may be right or wrong.

AN ILLUSTRATIVE LIST OF AREAS (SUBJECT-WISE):

- Introduction to case method of teaching (What and Why)
- Types of Cases ; How to read, analyze and write a Case report
- Identification of case problem/Situation
- Analyzing the case - Approaches
- Participating in classroom case discussion
- Model Case presentation (In team)

Minimum of 5 cases from all 1st Semester subjects except Business Statistics & Analytics for Decision Making

Total Cases: 30

TOTAL SESSIONS: 28

EVALUATION PARAMETER:

1. Sequence, Clarity, Team Participation, Smooth change over from one speaker to another
2. Content and Time Management.
3. Communication Skills, Confidence Level, Quality of visuals.
4. Special Features (Creativity) in presentation.
5. Coordinating & Organizing skills.

OUTCOMES:

1. Ability to ask the right questions, in a given problem situation
2. Grasping of management theory, by providing real-life examples of the underlying theoretical concepts.
3. Understand the exposure to the actual working of business and other organizations in the real world.
4. Reflect the reality of managerial decision-making in the real world
5. Understand the ambiguity and complexity that accompany most management issues
6. Exhibit the concepts gained to solve the real time issues

SEMESTER - I

20MBP109 SDG NO. 4	LIFE AND MANAGERIAL SKILLS	L	T	P	C
		0	0	2	2

OBJECTIVES:

- Identify self and introspect for holistic development.
- Imbibe individual and group attitude behaviour
- Develop a positive attitude for effective outcome.
- Inculcating the managerial skills from the real leaders

AN ILLUSTRATIVE LIST OF AREAS:

LIFE

- Understanding self-concept and personal values
- Understanding others and interpersonal relationships
- Attitude and its assessment process
- Analyze the individual and group behaviour

MANAGERIAL SKILLS

- Planning and Goal Setting
- Decision making in uncertain situations
- Effective Problem solving skills

- Communication, Presentation and Body Language
- Current Affairs in Business environment

TOTAL SESSIONS: 28

EVALUATION PARAMETER:

1. Presentation Skills
2. Communication Skills
3. Business and Current Affairs
4. Quizzes
5. Journal Keeping
6. Coordinating & Organizing skills

OUTCOMES:

1. Demonstrate individual behavioral and interpersonal skills.
2. Establish the life & managerial skills learning into practical applications
3. Improve personal skills (attitudinal and behavioural)
4. Create a better personal and professional environment by applications of these skills.
5. Demonstrate out-of-box problem solving skills
6. Application of the skills for professional and personal advancement.

SEMESTER - I

20MBP110 SDG NO. 4	IMMERSION PROJECT	L	T	P	C
		0	0	2	2

OBJECTIVES:

- Provide an extensive exposure to the student and hands-on experience of the functional areas of management in a corporate environment.
- Undertake simple assignments in the area of specialization so that there is a mutual benefit for the corporate and the intern.
- Provide a platform for the corporate to test the reliability, quality and performance of the student and make a match for major project later, if they so deem fit.

IMMERSION PROJECT ASSESSMENT OUTLINE

The project will be carried out during the 1st semester in association with Startups / SME / NGOs for a period of 1 week (40 hours) on Individual basis.

EVALUATION PARAMETER:

1. Significance and impact of the project
2. Sensitization of key issues
3. Exhibiting Managerial skills
4. Sustainability of the project & the plans for sustainability
5. Report presentation
6. Oral Presentation or Viva - Voce

OUTCOMES:

1. Develop the civic responsibility in improving the society.
2. Better team work and learning to understand the organizations.
3. Understanding the functions of the departments of an organization
4. Identify the entrepreneurial traits and challenges
5. Describe the business model of an entrepreneurial venture
6. Implementation of the overall internship exposure for the practical professional life

SEMESTER - II

20MBT201 SDG NO. 4	FINANCIAL MANAGEMENT DECISION AND APPLICATION	L	T	P	C
		3	0	0	3

OBJECTIVES:

- To understand various financial management concept for making financial decision.
- To learn and evaluate various project proposals and feasibility.
- To gain knowledge for select and determine the cost of capital of the firm.
- To design and construct the appropriate capital structure for business viability.
- To gain knowledge about the short term and long term sources of funds.

UNIT I FINANCIAL MANAGEMENT – AN OVERVIEW 9

Finance – Objectives, Goals and Scope of Financial Management; Organization of Finance Function and Role of Finance Managers in Emerging Business Scenario. Time Value of Money. Concept of Risk and Return, Option valuation.

UNIT II CAPITAL EXPENDITURE DECISIONS 9

Capital Budgeting: Principles and Techniques, Nature of Capital Budgeting, Evaluation Techniques – Traditional and Modern Techniques - DCF techniques, Cost of Capital -Measurement of cost of capital – Importance and Classification, Specific costs and overall cost of capital - Case Study.

UNIT III FINANCIAL PLANNING & DECISIONS 9

Capital Structure – Meaning, Pattern of Capital Structure, Optimum Capital Structure, Factors of Capital Structure – Financial Decision, Capital Structure Theories. Leverages-Financial and Operating Leverage, Dividend Policy, Forms of Dividends, Theories of Dividend Policy, Dividend Policy Practices in Indian and MNC's, Bonus Issue, Right Issue, Share splits. Case Study.

UNIT IV SOURCES AND APPLICATIONS OF LIQUIDITY FINANCE 9

Principles of Working Capital - Concepts, Types, Need, Factors and Estimation of Working Capital. Accounts Receivables Management – Factoring - Inventory management - Cash Management. Management of Working Capital Finance: Trade credit, Bank finance and Commercial paper, T-Bills, Certificate of Deposits etc., - Case Study.

UNIT V SOURCES OF LONG-TERM FINANCE 9

Indian Capital and Stock Market, New Issues Market. Long term finance:

Shares, debentures and Term Loans, Lease, Hire Purchase, Project Financing, Venture Capital Financing, International Sources – EURO Equity, Bond - ADR– GDR - Case Study

TOTAL : 45 PERIODS

TEXT BOOKS

1. Vanhorne, James C: Financial Management and Policy; Prentice Hall of India, New Delhi, 2008.
2. Pandey, I. M.: Financial Management; Vikas Publishing House, New Delhi, 2015.
3. Khan, M.Y & Jain, P.K.: Financial Management; Tata McGraw Hill, New Delhi, 2017.
4. Chandra, Prasanna: Financial Management; Tata McGraw Hill, New Delhi, 2017.
5. Vyuptakesh Sharan: International Financial Management, PHI Learning, 6th Edition, 2012
6. K. Maran: Financial Management, Sahara Publications, 1st Edition, 2017.

REFERENCE BOOKS

1. Maheshwari.S.N: Financial Management – Principles and practice, Sultan Chand & sons, New Delhi, 2019.
2. Kishore Ravi, M: Financial Management; Taxman, 2019.

ONLINE RESOURCES:

1. http://vcmdrp.tums.ac.ir/files/financial/istgahe_mali/moton_english/financial_management_%5Bwww.accfile.com%5D.pdf
2. https://www.researchgate.net/publication/252931751_Financial_Management_Practices_Theory_and_Application

WEB REFERENCES:

1. <https://www.managementstudyguide.com/financial-management.htm>
2. <https://icmai.in/upload/Students/Syllabus-2008/Study Material Final/P-12.pdf>
3. <https://www.oreilly.com/library/view/fundamentals-of-financial/9789332508170/>

MOOC:

1. <https://nptel.ac.in/courses/110/107/110107144/>
2. <https://nptel.ac.in/courses/110/106/110106147/>

3. <https://www.coursera.org/specializations/financial-management>
4. <https://www.coursera.org/learn/finance-for-non-finance>
5. <https://www.udemy.com/course/financial-management-a-complete-study/>
6. <https://www.udemy.com/course/acca-financial-management-fm-business-valuations/>

COURSE OUTCOME(s):

1. Enable to learn and gain basic concepts of financial management,
2. Understand the role of financial management for performing business
3. Gain knowledge for financial oriented problem solving in an organization
4. Enable to identify causes and make inferences for financial feasibility
5. Able to enhancing, evaluating and making judgment skills based on financial information.
6. Students to gain comparative analysis skills and able to predict the future financial results of the organization.

CO-PO, PSO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	1	1	3	2	1	2	2
CO2	3	3	-	2	2	2	1	1	1
CO3	3	2	-	-	2	3	1	2	2
CO4	2	3	1	1	3	2	1	2	2
CO5	3	2	1	3	2	1	1	2	2
CO6	3	2	2	-	2	2	1	3	2

SEMESTER - II

20MBT202 SDG NO. 4	HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	0	0	3

OBJECTIVES:

- To understand the basic concepts, functions and processes of human resource management
- To enable students to learn the skills of talent acquisition practices
- To describe corporate training & development methods
- To develop conceptual understanding of compensation management system and career concepts
- To develop practical insights and problem solving capabilities for effectively managing the organisational appraisal and control practices
- To integrate the knowledge of HR concepts to take correct business decisions

UNIT I INTRODUCTION TO HRM

8

HRM –Definition - Objectives - Evolution of HRM – Functions –Roles – Human Capital –HR Policy - Meaning –Nature of HR policies – Types of HR policies – Process - Challenges to HR – HR Audit – HR Accounting – Overview of SHRM – Case Studies

UNIT II TALENT ACQUISITION

8

Human Resource Planning – Significance – Factors Affecting HRP – Measures for Effective Planning – Recruitment – Selection – Psychological Tests – Interviews – Types – Induction - Types and Socialization Process – Benefits - Case Studies

UNIT III TRAINING AND DEVELOPMENT OF EMPLOYEES

9

Training – Need – Benefits –Methods - Process – Training Effectiveness – Cost Benefit Analysis for Training and Development - Executive Development Programme – Need – Methods of EDP – Knowledge Management – Self Development – Employee Empowerment – Employee Engagement – HR Skills -Case Studies

UNIT IV MANAGING COMPENSATION AND CAREERS

10

Compensation Management – Objectives – Compensation Types – Factors Affecting Wage and Salary Administration- Concept of Wages – Executive Compensation – Incentives – Fringe Benefits – Career – Career Planning –

Stages – Process - Succession Planning – Career Development - Employee Morale – Mentoring - Case Studies

UNIT V EMPLOYEE APPRAISAL & CONTROL

10

Performance Appraisal – Objectives – Methods – Limitations – 360 & 720 Degree Performance Appraisal – Performance Management - Job Changes – Promotion – Demotion – Transfers – Discipline - Grievances – Causes – Model Grievance Procedure – Separations – Resignation – Layoff – Retrenchment - Dismissal – Retirement- Case Studies

TOTAL : 45 PERIODS

TEXT BOOKS:

1. Edwin B. Flippo, Principles of Personnel Management (McGraw-Hill International Editions: Management Series) March, 1984
2. Mamoria CB. Gankar S V, Personnel Management, Himalaya Publishing House, January, 2011
3. Gupta, CB. Human Resource Management Sultan Chand & Sons Educational Publications, New Delhi, Reprint, 2019
4. L M Prasad Human Resource Management, Sultan Chand & Sons Educational Publications, New Delhi, 2018

REFERENCE BOOKS:

- 1) Pravin Durai, Human Resource Management, Pearson India Education Services, 2016
- 2) Nipun Sharma, Human Resource Management Theory and Practice, R.C. Sharma, Sage Publications India PVT., Ltd., 2018

ONLINE RESOURCES:

1. <https://recruiterbox.com/blog/11-must-have-recruitment-practices-for-hr-managers-startup-found>
2. <https://www.vskills.in/certification/blog/training-development-hr-practices/>
3. <https://peopletopayroll.com/wage-salary-administration/>
4. <http://www.ijnrd.org/papers/IJNRD1705028.pdf>

MOOCS:

1. https://swayam.gov.in/nd1_noc20_mg15/
2. http://ugcmoocs.inflibnet.ac.in/ugcmoocs/moocs_courses.php
3. <https://www.classcentral.com/course/swayam-human-resource-development-14113>

COURSE OUTCOMES

1. Demonstrate a basic understanding of different tools used in forecasting and planning human resource needs
2. Design and formulate various HRM processes such as recruitment, selection, training and development,
3. Analyse the key issues related to administering the human elements such as motivation, appraisal and career planning
4. Apply rational design of compensation and salary administration
5. Demonstrate the knowledge of HR concepts to take appropriate business decisions
6. Ability to handle employee issues and evaluate the new trends in HRM

CO – PO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	2	3	2	2	2	2
CO2	2	2	-	2	1	2	2	2	2
CO3	2	3	2	3	3	2	2	2	2
CO4	2	2	1	2	2	-	2	1	2
CO5	2	2	2	2	2	1	2	2	2
CO6	2	2	1	3	2	-	2	1	3

SEMESTER - II

20MBT203 SDG NO. 4	MARKETING MANAGEMENT	L	T	P	C
		4	0	0	4

OBJECTIVES:

- To familiarize the core marketing concepts, principles and techniques for analyzing marketing situations.
- To illustrate with various methodologies for marketing mix decisions and marketing strategies.
- To provide insight on consumer behavior, marketing research and latest trends in marketing.

UNIT I INTRODUCTION

10

Marketing – Definitions – Evolution and Conceptual Framework of Marketing
- Defining and delivering customer value and satisfaction - Marketing

environment: Internal and External- Marketing interface with other functional areas – Role and functions of Marketing Manager - Social, ethical and legal aspects of marketing. Case Study.

UNIT II MARKETING MIX DECISIONS 15

Marketing mix - Marketing of services - Product and its Classification - Product life cycle – New product development - Pricing – objectives- Pricing Decision methods- Advertising and Promotions – Channel Management and Distribution system - Nature, functions, and types of distribution channels .Case Study.

UNIT III MARKETING STRATEGY 13

Strategies for Consumer and Industrial Marketing - Marketing strategy formulations – Key Drivers of Marketing Strategies - Market Segmentation – Targeting and Positioning – Competitor analysis – Competencies – Differentiation – Strategic Marketing Mix components. Case Study.

UNIT IV CONSUMER BEHAVIOUR 12

Customer Relationship Management – Consumer Acquisition, Retention and Churn – Industrial and Individual Buyer Behavior, Influencing factors, Process and Models – Online Buyer Behaviour - Theories of Consumer Decision Making. Case Study.

UNIT V MARKETING RESEARCH & TRENDS IN MARKETING 10

Marketing Information System – Marketing Research – Process, Types & Techniques of Marketing Research - Managements use of Marketing Research – Social Media Marketing – Types – Trends in Social Media Marketing - Digital Marketing - Cause Related Marketing – Marketing Ethics. Case Study.

TOTAL : 60 PERIODS

TEXT BOOKS:

1. Philip Kotler and Kevin Keller, Marketing Management, 15th edition, PHI, 2016.
2. KS Chandrasekar, “Marketing Management Text and Cases”, McGrawHill, 2010.
3. Marketing Management: A South Asian Perspective, Philip Kotler, Abraham Koshy, Mithileswarjha, Kevin Lane Keller, 14th edition Pearson 2008.
4. Ramaswamy and Namakumari, Marketing Management, 6e edition, AGE Publications India Pvt Ltd, 2018.

REFERENCE BOOKS:

1. S. A. Sherlekar, Marketing Management, Himalaya Publishing House, 2010
2. Micheal R. Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2000
3. Paul Baines, Chriss Fill Kelly Pagb, Marketing, II Edition, Asian Edition
3. Douglas, J. Darymple, Marketing Management, John Wiley & Sons, 7th edition, 2008.
4. NAG, Marketing successfully- A Professional Perspective, Macmillan 2008.

WEB REFERENCES:

1. http://dl.ueb.edu.vn/bitstream/1247/2250/1/Marketing_Management_-_Millenium_Edition.pdf
2. <https://open.umn.edu/opentextbooks/textbooks/principles-of-marketing>
3. <https://open.umn.edu/opentextbooks/textbooks/introducing-marketing>

MOOC REFERENCES:

1. https://swayam.gov.in/nd1_noc20_mg68/preview
2. <https://www.coursera.org/learn/marketing-management>
3. <https://www.coursera.org/learn/marketing-management-two>

OUTCOMES:

1. Familiarize with tools essential to creating, rolling out, and evaluating marketing activities
2. Demonstrating the key techniques used for marketing, including social media marketing
3. Developing the process of strategic decision-making for effective marketing research
4. Examine to plan and prepare timely recommendations that support the alignment of marketing strategies
5. Defending and selecting the right marketing channels in order to meet strategic objectives
6. Developing a holistic pattern for different marketing landscape

CO-PO, PSO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	-	2	3	-	1	3
CO2	3	2	3	-	-	3	1	-	-
CO3	2	3	2	3	3	2	2	-	2
CO4	3	2	2	2	2	-	-	3	3
CO5	2	3	2	-	-	2	3	3	-
CO6	3	-	3	2	2	-	3	3	3

SEMESTER - II

20MBT204 SDG NO. 4	MANAGING OPERATIONS	L	T	P	C
		3	0	0	3

OBJECTIVES:

- To provide insights on the concepts, techniques of operations management
- To gain basic knowledge of problem solving techniques in the field of operations management.
- To understand the role of Operations management functions and its interface with other functional areas.

UNIT I INTRODUCTION TO OPERATIONS MANAGEMENT 9

Operations Management – Nature, Importance, Historical Development, Transformation Processes, Difference between Services and Goods, A System Perspective, Functions, Challenges, Current Priorities, Recent Trends; Operations Strategy – Strategic Fit, Framework; Supply Chain Management.

UNIT II FORECASTING, CAPACITY AND SCHEDULING 9

Purpose and Application of Forecasts, Types of Forecasts, Delphi and Market Surveys, Moving Average and Exponential Smoothing Methods, Linear Regression, Monitoring of Forecasts. Facility Location – Theories, Steps in Selection, Location Models. Facility Layout – Principles, Types, Planning Tools and Techniques. Aggregate Planning, Capacity Requirement Planning, Capacity Planning and Control, MRPI, MRPII, ERP, JIT. Case Study.

UNIT III DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS 9

Product Design – Influencing Factors, Approaches, Legal, Ethical and Environmental Issues. Process – Planning, Selection, Strategy, Major Decisions. Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity – Measuring Productivity and Methods to Improve Productivity – Case Study

UNIT IV MATERIALS MANAGEMENT 9

Materials Management-Objectives,-Planning, Budgeting and Control. Purchasing – Objectives, Functions, Policies, Vendor Rating and Value Analysis. Stores Management – Nature, Layout, Classification and Coding. Inventory Classification and Analysis, Basic Inventory Systems, Deterministic and Probability Models – Case Study

UNIT V PROJECT MANAGEMENT & FACILITY DESIGN 9

Project Management – Scheduling Techniques - PERT, CPM, Crashing Network - Flow Shop and Job Shop Scheduling Basic Models; Johnson's Algorithm – Problems, Project Management Software - Case Study

TOTAL : 45 PERIODS

TEXT BOOKS:

1. R.Paneerselvam, Production and Operations Management, 3rd Edition, PHI, 2012.
2. Mahadevan B, "Operations Management -Theory and Practice", 3rd Edition, Pearson Education, 2018.

REFERENCE BOOKS:

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, McGraw hill (Special Indian), 15th Edition, 2018.
2. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002
3. Martand T Telsang, Production Management, 1/e, s.chand Publishing 2005, ISBN:9788121924627
4. Dr. K. Aswathappa, Production and Operations Management, Himalaya Publishing House, 2009
5. E.S.Buffa Modern Production Operations *management 6th edition, Wiley series, 2007

WEB REFERENCES:

1. <https://nptel.ac.in/courses/112/107/112107238/#>
2. <https://nptel.ac.in/courses/110/107/110107141/>
3. <https://nptel.ac.in/courses/110/106/110106045/>

MOOC REFERENCES:

1. <https://www.udemy.com/course/the-operations-management-training-program/>
2. <https://www.udemy.com/course/operations-and-supply-chain-management/>
3. <https://www.coursera.org/learn/wharton-operations>
4. <https://alison.com/course/diploma-in-operations-management-ops>

OUTCOMES:

1. Recalling the core concepts of operations management and productivity
2. Interpreting the key concepts in manufacturing and service organizations
3. Applying the learned concepts to resolve the operational issues in order to enhance the productivity
4. Inferring the causes or motives of operational issues
5. Justifying the rank capacity locations, plan and schedule production by solving the problems.
6. Compiling the insights on projects management techniques for effective resource allocations

CO-PO, PSO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	-	-	-	-	-	3	3
CO2	2	3	2	-	2	2	-	2	3
CO3	2	3	-	2	2	3	2	2	2
CO4	2	3	3	2	3	-	-	-	-
CO5	3	2	-	2	2	3	3	2	1
CO6	3	3	2	3	2	-	3	2	2

SEMESTER - II

20MBT205 SDG NO. 4	BUSINESS OPTIMIZATION TECHNIQUES	L	T	P	C
		3	0	0	3

OBJECTIVES:

- Identify and apply important quantitative methods developed in the field of optimization that are commonly used to solve business problems.
- Utilize appropriate methods of optimization on data for the analysis of decision outcomes in business environments.

UNIT I INTRODUCTION TO LINEAR PROGRAMMING 9

Introduction to applications of Optimization techniques in functional areas of management and business. Linear Programming and formulation - Simplex method, Graphical solution, Big-M method, Two phase method, Duality, Dual simplex method. Sensitivity analysis. Applications of LP.

UNIT II LINEAR PROGRAMMING EXTENSIONS 9

Transportation Model – Balanced and unbalanced problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Case of Degeneracy.

Transshipment Models. Assignment Models – Balanced and Unbalanced Problems. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.

UNIT III GAME THEORY AND SEQUENCING PROBLEM 9

Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions. Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m Machines Problems.

UNIT IV INVENTORY MODELS, SIMULATION AND DECISION THEORY 9

Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Decision making under risk – Decision trees – Decision making under uncertainty. Monte-carlo simulation.

UNIT V QUEUING THEORY AND REPLACEMENT MODELS 9

Queuing Theory - single and Multi-channel models – infinite number of customers and infinite calling source. Replacement Models-Individuals

replacement Models (With and without time value of money) – Group Replacement Models.

TOTAL : 45 PERIODS

TEXT BOOKS:

1. Hamdy A Taha, “Operations Research –An Introduction”, Prentice Hall India, 2003.
2. Wagner, H. M., “Principles of Operations Research with Applications to Managerial Decisions”, 2nd Edition, Prentice Hall, New Delhi, 1998.

REFERENCE BOOKS

1. N D Vohra, 'Quantitative Techniques in management', Tata McGraw Hill, 2002
2. J K Sharma, 'Operations Research Theory and Applications', MacMillan India Ltd.
3. Frederick S. Hillier and Gerald J. Lieberman, “Introduction to Operation Research”, Tata McGraw-Hill, 2nd Edition, 2000.
4. Gupta P.K, Hira D.S, Problem in Operations Research, S.Chand and Co, 2010.
5. Natarajan AM, Balasubramani P and Tamilarasi A, Operations Research, Pearson Education, First Indian Reprint, 2012.
6. Paneerselvam R, Operations Research, Prentice Hall of India, Fourth Print, 2008.
7. Swarup K, Gupta P K and Manmohan, “Operations Research”, Sultan Chand & Sons, 2010.

WEB REFERENCES:

1. <https://nptel.ac.in/courses/112/106/112106134/>
2. <http://www.nptelvideos.in/2012/12/advanced-operations-research.html>
3. <https://nptel.ac.in/courses/111/107/111107128/>

MOOC REFERENCES:

1. <https://www.udemy.com/course/operations-research-intro/>
2. https://swayam.gov.in/nd1_noc20_ma23/preview
3. <https://freevideolectures.com/course/2365/fundamentals-of-operations-research>
4. <https://freevideolectures.com/course/2678/advanced-operations-research>.

OUTCOMES

1. Formulate business problems as a linear programming model and solve using graphical or simplex method, explain the relationship between a linear program and its dual and perform sensitivity analysis.
2. Find the optimal solution to the transportation and assignment problems
3. To solve two-person zero-sum games using graphical and LP methods and to determine the optimal allocation of jobs to machines by minimizing total elapsed time for the problems of multiple jobs and machines
4. Understand the various selective inventory control techniques and its applications.
5. Understand and compute quantitative metrics of performance for queuing systems and use Monte-Carlo simulation techniques.
6. Apply resource management and optimization techniques in business

CO-PO, PSO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	-	-	1	-	1	2	2
CO2	3	2	1	-	2	-	1	-	1
CO3	3	2	-	1	1	-	-	-	1
CO4	3	1	1	-	-	-	-	1	1
CO5	3	-	1	1	1	-	-	-	-
CO6	3	2	1	1	-	-	-	-	-

SEMESTER - II

20MBT206 SDG NO. 4	BUSINESS RESEARCH METHODS	L	T	P	C
		3	0	0	3

OBJECTIVES:

- To understand the complexities of Business Research Process.
- To know the different alternatives of research design and to use the appropriate research design.
- To understand the measurement scales in research studies.
- To learn various data collection and acquire knowledge in applying appropriate analysis tool.
- To know the content and rules pertaining to report preparation in research.

- To know the content and rules pertaining to report preparation in research.

UNIT I INTRODUCTION AND ETHICS IN RESEARCH 8

Research – Definition, Need for Research, Research Process, Characteristics of Good Research, Types of Research. Research Questions, Business Research Problems – Identification of Problem, Criteria for Selection of Problem, - Research Objectives formulation. Research Hypothesis – Meaning, Sources, Steps, Role of Theory in Research, Good Theory Building – Steps. – Case Study.

UNIT II RESEARCH DESIGN AND MEASUREMENT 9

Research Design – Definition, Components, Types – Exploratory, Descriptive, Causal, Experimental Research Design – Types, Variables – Definition – Types, Validity – Internal Validity and External Validity – Threats, Measurement – Meaning and Definition – Test of Sound Measurement, Measurement Errors. Scaling – Scaling Techniques, Different Scales, Validity and Reliability of an Instrument – Methods to determine Validity and Reliability. Case Study

UNIT III DATA COLLECTION AND SAMPLING 8

Data – Primary Data, Secondary data – Sources – Pros and Cons, Data collection Methods – Observations, Survey, Interview and Questionnaire design, Qualitative Techniques of data collection. Sampling – Definition, Steps in Sampling process, Types of Sampling - Probability and non probability Sampling Techniques, Errors in sampling, Case Study.

UNIT IV DATA ANALYSIS 13

Data Preparation – Editing – Objectives – Guidelines – Types – Stages, Coding – Types, Rules, Coding of Unstructured Questionnaire, Tabulation of Data – Types. Data Entry – Validity of Data, Data Processing - Problems in Processing, Data Transformation, Qualitative Data analysis vs Quantitative Data Analysis, Descriptive vs Inferential Analysis, Selection of Statistical test.

Univariate Analysis, Bivariate Analysis – Parametric vs Non-Parametric test, Multivariate Analysis – Factor Analysis, Discriminant Analysis, Cluster Analysis, Multiple Regression ,Multi-Dimensional Scaling, Correspondence Analysis, Canonical Analysis, MANOVA, Application of statistical software for data analysis.

UNIT V REPORT WRITING AND ETHICS IN RESEARCH 7

Report Writing – Introduction – Precautions and Criteria for Good Research report – Types of Report, Layout and format of Report, Contents of Report. Interpretation – Meaning, Techniques, Findings, Suggestions and

Recommendations, Conclusion --Referencing Format, Index, Footnote, Appendices– Layout of a Research Paper, Journals in Business & Management, Impact factor of Journals. Ethics in research – ethical behaviour of research – subjectivity and objectivity in research, Ethical issues related to publishing, Plagiarism.

TOTAL : 45 PERIODS

TEXT BOOKS:

1. Deepak Chawla, NeenaSondhi, Research Methodology: Concepts & Cases, Vikas Publication, 2nd Edition, 2016
2. Donald R Cooper and Pamela S Schindler, Business Research Methods, Tata McGraw Hill, 11th Edition, 2012
3. Naval Bajpai, Business Research Methods, Pearson Education, 2011

REFERENCE BOOKS:

1. Kothari C R, Research Methodology Methods and Techniques, New Age International Publishers, 2nd Revised Edition, 2004
2. William G Zikmund, Barry J Babin, Jon C Carr, Mitch Griffin, Business Research Methods, Cengage Learning, 8th Edition, 2010
3. Anil Kumar Mishra, A Handbook on SPSS for Research Work, 2nd Revised Edition, Himalaya Publishing House, 2016.

WEB REFERENCES:

1. www.socialresearchmethods.net

MOOC REFERENCES:

1. <https://www.edx.org/course/scientific-methods-and-research>
2. <https://www.edx.org/course/social-work-research>
3. <https://www.udemy.com/course/research-methods/>
4. <https://www.udemy.com/course/research-methods-for-business-students/>
5. <https://www.coursera.org/learn/research-methods>
6. https://swayam.gov.in/nd2_ntr20_ed30/preview

OUTCOMES:

1. Able to understand the complexities of business problem and convert it into research problem.
2. Recognize the importance of ethical conduct in undertaking research
3. Identify and apply the appropriate research approaches and techniques for a research problem.

4. Demonstrate the ability to construct the instrument and carry out qualitative as well as quantitative data collection.
5. Demonstrate the ability to analyze quantitative data.
6. Develop the ability to present research findings.

CO-PO, PSO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	-	2	2	3	-	-	2
CO2	3	3	-	-	2	-	3	-	2
CO3	3	2	-	2	2	-	-	-	3
CO4	3	2	-	2	2	-	-	-	3
CO5	3	2	-	2	2	-	-	2	3
CO6	3	2	3	2	2	-	-	-	3

SEMESTER - II

20MBT207 SDG NO. 4	INFORMATION SYSTEMS & BUSINESS ANALYTICS	L	T	P	C
		3	0	0	3

OBJECTIVES:

- To understand the concepts and applications of Information system in business world
- To Study basic techniques on data retrieval, analysis and mining
- To understand the purpose of using business analysis tools within an organization

UNIT I INFORMATION SYSTEMS: AN OVERVIEW

9

Data, Information, Intelligence, Knowledge - Systems: Meaning, Elements, Types - System Stakeholders - System Development Methodologies - IS: Nature and Characteristics, Framework, IS Pyramid and Types.

UNIT II DATABASE MANAGEMENT, DATA SECURITY AND CONTROL

9

Database Management - Challenges, Data Independence - Data Redundancy-Data Consistency- Data Access - Data Administration - Managing Concurrency - Managing Security. Database - Principles and Types, Data Models - Types, DBMS and Types - Data Warehouses and Data Mart. Data Security – Firewalls, Network Security. Cloud computing - Case study

UNIT III INTRODUCTION TO BUSINESS ANALYTICS AND BIGDATA 9

Business Analytics – Definition - Need – Scope - Analytics in action – Big data – Business analytics in practice – Types of data – Data mining – market basket – Creating Distributions from data– measures of location - case study.

UNIT IV APPLICATION OF BUSINESS ANALYTICS 9

Machine Learning - Introduction and Concepts - Differentiating algorithmic and model based frameworks, Decision analytics. Descriptive analytics - Predictive analytics - Prescriptive analytics. Optimization – methods, Web analytics - Case study.

UNIT V DATA VISUALIZATION 9

Visual analysis: Data concepts – Data Dashboards - Data exploration & visualization – Scorecard. Role of business analytics in decision making and business development. Case studies in Insurance, health care, operations and banking

TOTAL : 45 PERIODS

TEXT BOOKS:

1. Ramesh Behl, James A. O'Brien, George Marakas, Management Information Systems, 11th edition, Tata McGraw Hill, January 10, 2019
2. Majid Nabavi, David L.Olson, Introduction to Business Analytics, Business Expert Press, 2018.

REFERENCE BOOKS:

1. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI,, Asia, 2014.
2. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2ed, 2018
3. Jeffery D.Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. Anderson, Essentials of Business Analytics, Cengage Learning, 2015
4. Sandhya Kuruganti, Business Analytics: Applications To Consumer Marketing, McGraw Hill, 2015

WEB REFERENCES:

1. <https://study.com/academy/lesson/what-are-information-systems-definition-types-quiz.html>
2. <https://www.sciencedirect.com/topics/economics-econometrics-and-finance/information-system>

3. <https://www.xplenty.com/blog/data-warehouse-vs-database>
4. <https://futureoflife.org/background/benefits-risks-of-artificial-intelligence/?cn-reloaded=1>
5. <https://emerj.com/ai-sector-overviews/artificial-intelligence-the-internet-of-things-iot-3-examples-worth-learning-from/>
6. <https://data-flair.training/blogs/data-analytics-tutorial/>
7. <http://people.stern.nyu.edu/padamopo/blog/DataScienceTeaching/>

MOOC REFERENCES:

1. <https://www.coursera.org/courses?query=information%20systems>
2. <https://www.edx.org/course/introduction-to-management-information-systems-mis>
3. <https://www.classcentral.com/course/independent-information-systems-11923>
4. <https://www.coursera.org/learn/business-analytics-r>
5. <https://www.udemy.com/course/business-analytics/>
6. https://swayam.gov.in/nd1_noc20_mg66/preview

OUTCOMES:

1. Understand the role and importance of information in business
2. Understand the significance of database management system
3. Critically analyze the business problems and apply basic analytical knowledge in big data
4. Recognize and understand the theory and models in the field of business analytics
5. Ability to explore and visualise data for meaningful insights
6. Able to comprehend the applications of business analytics

CO-PO, PSO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	1	2	2	1	1	1	1
CO2	1	2	1	1	1	-	1	1	1
CO3	1	1	2	2	1	-	1	-	-
CO4	1	1	1	1	1	-	-	1	-
CO5	1	1	1	1	1	-	-	1	-
CO6	-	1	1	1	-	+	-	1	1

SEMESTER - II

20MBP208 SDG NO. 4	DATA ANALYSIS LAB	L	T	P	C
		0	0	4	3

OBJECTIVES:

- To have hands on experience on data analysis and decision modeling

LAB EXERCISES :

Sl.No.	Name of the Experiment	Duration
1	Introduction to MS Excel, SPSS and R. Preparing the data files –uploading, imputation of missing data and transforming using MS Excel, SPSS and R	9
2	Descriptive Analysis <ul style="list-style-type: none">• Central tendency measures• Creating Frequency table• Data Visualization	8
3	Parametric Statistics <ul style="list-style-type: none">• t-test (1-sample, k-sample and paired)• ANOVA- One-way & Two way• Pearson rank correlation	8
4	Non Parametric Statistics <ul style="list-style-type: none">• Chi-squaretest• Wilcoxon's matched pair• Mann–Whitney tests• Kruskal–Wallis tests	8
5	Forecasting <ul style="list-style-type: none">• Regression• Simple Moving average• Smoothing Moving average	6

6	Multivariate	11
	<ul style="list-style-type: none"> • Factor Analysis • Discriminant Analysis • Multi-Dimensional Scaling 	
7	Transportation	2
8	Assignment Problem	2
9	Linear Programming	2
10	Risk and Sensitivity Analysis	2
11	Revenue Management	2

TOTAL : 60 PERIODS

Requirements for a batch of 30 students

1. Personal Computers – 30Nos.
2. Any Spreadsheet, analysis software like Microsoft Excel, SPSS and R-Software (freeware) with R-Studio.

TEXT BOOKS:

1. William J. Stevenson, Ceyhun Ozgur, “Introduction to Management Science with Spreadsheet”, Tata McGraw Hill, 2009
2. Kiran Pandya and Smriti Bulsari, “SPSS in simple steps”, Dreamtech, 2011.
3. Eric Pimpler, “Introduction to Data Visualization and Exploration with R”, Geo Spatial Training Services, 2017 Edition.

REFERENCE BOOKS:

1. Winston, Wayne L , “Microsoft Excel 2019 Data Analysis and Business Modeling” , PHI learning Pvt. Ltd.
2. Douglas A. Lind, William G. Marchal, Samuel A. Wathen, “ Basic Statistics Using Excel 2010 for: Statistical Techniques in Business & Economics”, McGraw-Hill/Irwin 15th edition.
3. Keith McCormick, Jesus Salcedo , “SPSS Statistics for Data Analysis and Visualization”, Wiley , 2017 Edition.
4. Bishnu, Partha Sarathi Bishnu & Vandana Bhattacharjee , Bhattacharjee , “Data Analysis : Using Statistics and Probability With R Language” , PHI learning Pvt. Ltd, 2018 Edition.
5. Nicholas J. Horton, Ken Kleinman Using R and RStudio for Data Management, Statistical Analysis, and Graphics , CRC Press , 2nd Edition.

WEB REFERENCES:

1. <https://spreadsheeto.com/how-to-use-excel/>
2. <https://stats.idre.ucla.edu/spss/modules/an-overview-of-statistical-tests-in-spss/>
3. <https://cran.r-project.org/doc/manuals/r-release/R-intro.pdf>
4. <https://www.udemy.com/course/research-methods-for-business-students/>
5. <https://www.coursera.org/learn/excel-essentials>
6. <https://www.coursera.org/specializations/data-collection>
7. <https://www.coursera.org/learn/r-programming>

MOOC REFERENCES:

1. <https://www.edx.org/course/scientific-methods-and-research>
2. <https://www.edx.org/course/introduction-to-r-for-data-science-2>

OUTCOMES :

1. Understand the basic features of spreadsheet functions
2. Analyse and provide optimal solutions for management problems
3. Understand the basics on preparing data files
4. Analyse and interpret bivariate and multivariate statistics
5. Understand data exploration and visualization using r-programming language
6. Application of the concepts for the live projects.

CO-PO, PSO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	-	3	2	-	2	3	3
CO2	3	3	-	3	3	2	-	2	3
CO3	3	2	-	3	2	-	2	2	3
CO4	2	2	-	3	3	2	2	2	2
CO5	2	2	-	3	3	3	-	3	3
CO6	3	3	-	3	3	2	-	2	3

SEMESTER - II

20MBP209 SDG NO. 4	SUMMER INTERNSHIP (4 WEEKS)	L	T	P	C
		0	0	2	2

The students shall undertake research projects/internship work which shall address the problems in a sector/ industry/ company with an aim of identifying solutions to these problems or implementing the learning. The project carried out during the second semester shall be considered as a practical course. Students shall undertake projects as a team of three members or two members or individually.

The project emphasizes on the identifying the research problem, identifying the appropriate methodologies to carry-out the research and the precision of implementable suggestions / recommendations. The Assessment for the Summer Internship shall be through Project report and a presentation.

OBJECTIVES:

- Approaches available to take up Business Research systematically
- Create awareness on various research approaches
- Apply specific analytical tools using SPSS to draw inferences for decision making
- Present the results of the research

SUMMER INTERNSHIP ASSESSMENT OUTLINE

S.No	Contents
1	Introduction to Research - Identifying of the problem - Formulating research questions
2	Review of Literature – Significance and Reporting
3	Research Designs – Types – Choosing an appropriate design for the project – Sampling Design
4	Formulation of a Research Instrument – Role of Validated Instruments
5	Data Collection Methods
6	Analysis using SPSS
7	Univariate and Bivariate Analysis using SPSS
8	Multivariate Analysis – Multiple Linear Regression, Factor Analysis, Cluster Analysis, Discriminant Analysis
9	Reporting the Research Results – Format of Project Reports

TEXT BOOKS:

1. Business Research Methods, 11/e Donald R. Cooper and Pamela S. Schindler, McGrawhill Publications
2. Bishnu, Partha Sarathi Bishnu & Vandana Bhattacharjee , Bhattacha , “Data Analysis : Using Statistics and Probability With R Language” , PHI learning Pvt. Ltd, 2018 Edition.

REFERENCE BOOKS:

1. William J. Stevenson, Ceyhun Ozgur, “Introduction to Management Science with Spreadsheet”, Tata McGraw Hill, 2009

OUTCOMES :

1. Understanding the fundamentals of base and professional subjects.
2. Utilizing the subject knowledge to identify the problems in organizations.
3. Design and Carryout a Business research project.
4. Ability to do Statistical analysis and interpret the findings out of it.
5. Communicating the finding to support decision making.

**SUMMER INTERNSHIP PROJECT ASSESSMENT
(Internal – 50 Marks)**

S.No	Contents	Marks
1	First Gate Review - Problem Identification and Review of Literature-Submission	5
2	Second Gate Review- Instrument Design and Methodology - Submission	5
3	Third Gate Review – Preparation of Proposal - Submission	5
4	Project Report	20
5	Qualifying Viva Voce (Includes Peer Assessment of 5% in Case of Team projects)	15
	Total	50

**GLOSSES FOR END SEMESTER PRESENTATION
AND VIVA (EXTERNAL - 50 MARKS)**

S.No	Contents	Marks
1	Project background, problem statements -Novelty	10
2	Methodology Concept and Research Design	20
3	Analysis and Interpretation	25
4	Suggestions and Recommendations - Implimentability	25
5	Answers to Questions raised	20
	Total	100 (to be converted for 50 marks)

OUTCOMES:

1. Understanding the fundamentals of organizational functions
2. Utilizing the subject knowledge to identify the problems in organizations
3. Design and Carryout to study and observation of day-to-day organization functions
4. Ability to enhance knowledge and skills about organizational functions
5. Understanding the hierarchical structure of various functional areas
6. Implementation of the overall internship exposure for the practical professional life.

CO - PO, PSO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	-	3	2	-	2	3	3
CO2	3	3	1	3	2	2	-	2	2
CO3	3	2	1	3	2	-	-	-	3
CO4	3	2	-	3	3	2	-	2	-
CO5	3	2	-	3	3	3	-	3	3
CO6	3	2	-	3	2	-	2	3	3

SEMESTER - II

20MBP210 SDG NO. 4	PROFESSIONAL SKILL DEVELOPMENT	L	T	P	C
		0	0	2	2

OBJECTIVES:

- Identify own professional skills and potentials for holistic development.
- Imbibe team working skill & Familiarize events in business/Industry/ Current Affairs.
- Recognize Verbal and non-verbal communication and its influence on interpersonal relationships.
- Practice numerical, logical, verbal and reasoning skills.

AN ILLUSTRATIVE LIST OF AREAS (SUBJECT-WISE):

- Team Building
- Effective Professional Communication
- Environmental Adoptability
- Updation of Current and Business Affairs
- Negotiation and Conflict Management Skills
- Impression Formation
- Self Branding
- Building Business Model

TOTAL SESSIONS: 28

SUGGESTED REFERENCES:

1. Bovee, Thill & Schatzman, Business Communication Today, 13th edition, Pearson
2. Nageshwar Rao and Rajendra Das, Business skills, HPH
3. Lesikar, R.V. & Flatley, M.E. Basic Business Communication – Connecting in a digital world, 13th Edition, McGraw Hill Publishing Company Ltd.
4. John Seely, Oxford Guide to Effective Writing and Speaking, 3rd edition, Oxford Publishing.
5. M Ashraf Rizvi, Effective Technical Communication, 2nd Edition, TMH.
6. Meenakshi Raman and Sangeeta Sharma, Technical Communication, 3rd Edition, Oxford Publishing.
7. Reading Business Journals & Business Newspapers

EVALUATION PARAMETER:

S.NO	CONTENTS
1	Presentation Skills
2	Communication Skills
3	Business and Current Affairs Quizzes
4	Journal Keeping
5	Coordinating & Organizing skills

OUTCOMES:

1. Demonstrate Team working skills and recognize team members strengths and weaknesses
2. Discuss current happenings, practices, and issues in business environment
3. Improve Professional communication
4. Identify behaviors to enhance relationships.
5. Demonstrate increased proficiency in presentation skills
6. Exhibit the imbibed skills to get employed.

SEMESTER - II

20MBP211 SDG NO. 4	CASE LAB - II	L	T	P	C
		0	0	2	2

OBJECTIVES:

- To thoroughly understand the case and the implications of the decision they make
- To allow students with real expertise and understanding, as well as judgment to excel.
- To analyze what course of action the organization should pursue.
- To propose and select from multiple possible options, none of which may be right or wrong.

AN ILLUSTRATIVE LIST OF AREAS (SUBJECT-WISE):

- Introduction to case method of teaching (What and Why)
- Types of Cases ; How to read, analyze and write a Case report
- Identification of case problem/Situation

- Analyzing the case - Approaches
- Participating in classroom case discussion
- Model Case presentation (In team)

Minimum of 5 cases from all 1st & 2nd Semester subjects expect Business Statistics and Analytics for Decision Making and Business Optimization Techniques.

Total Cases: 30

TOTAL : 28 SESSIONS

EVALUATION PARAMETER

S.No	Contents
1	Sequence, Clarity, Team Participation, Smooth change over from one speaker to another
2	Time Management
3	Communication Skills, Confidence Level, Quality of visuals
4	Special Features (Creativity) in presentation
5	Coordinating & Organizing skills

OUTCOMES:

1. Ability to ask the right questions, in a given problem situation
2. Grasping of management theory, by providing real-life examples of the underlying theoretical concepts.
3. Understand the exposure to the actual working of business and other organizations in the real world.
4. Reflect the reality of managerial decision-making in the real world
5. Understand the ambiguity and complexity that accompany most management issues
6. Exhibit the concepts gained to solve the real time issues

Imagine the Future and Make it happen!



1 NO POVERTY



2 ZERO HUNGER



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



6 CLEAN WATER AND SANITATION



7 AFFORDABLE AND CLEAN ENERGY



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



10 REDUCED INEQUALITIES



11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



14 LIFE BELOW WATER



15 LIFE ON LAND



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



17 PARTNERSHIPS FOR THE GOALS



Together let's build a better world where there is **NO POVERTY** and **ZERO HUNGER**.

We have **GOOD HEALTH AND WELL BEING** **QUALITY EDUCATION** and full **GENDER EQUALITY** everywhere.

There is **CLEAN WATER AND SANITATION** for everyone. **AFFORDABLE AND CLEAN ENERGY** which will help to create **DECENT WORK AND ECONOMIC GROWTH**. Our prosperity shall be fuelled by investments in **INDUSTRY, INNOVATION AND INFRASTRUCTURE** that will help us to **REDUCE INEQUALITIES** by all means. We will live in **SUSTAINABLE CITIES AND COMMUNITIES**. **RESPONSIBLE CONSUMPTION AND PRODUCTION** will help in healing our planet.

CLIMATE ACTION will reduce global warming and we will have abundant, flourishing **LIFE BELOW WATER**, rich and diverse **LIFE ON LAND**.

We will enjoy **PEACE AND JUSTICE** through **STRONG INSTITUTIONS** and will build long term **PARTNERSHIPS FOR THE GOALS**.



*For the goals to be reached,
everyone needs to do their part:
governments, the private sector,
civil society and **People like you.***

*T
ogether we can*

Sai Drakash Leo Mathew
CEO - Sairam Institutions

*We build a Better nation
through Quality education.*



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COURSE CODE	COURSE TITLE	L	T	P	C
20MBT301	INTERNATIONAL BUSINESS MANAGEMENT	3	0	0	3

COURSE OBJECTIVE (s):

- To familiarize the students to the basic concepts of international business management.
- To enable the students to learn nature, scope and structure of International Business.
- To understand the influence of various environmental factors on international business operations.

UNIT I INTRODUCTION 9

Introduction to International Business: Importance, nature and scope of International business - Modes of entry into International Business - Internationalization process and managerial implications - Multinational Corporations and their involvement in International Business: Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances - International business environment – Country attractiveness –Political, economic and cultural environment – Case study.

UNIT II INTERNATIONAL TRADE AND INVESTMENT 11

Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business – global trade and investment – theories of international trade and theories of international investment – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history - Case Study.

UNIT III INTERNATIONAL STRATEGIC MANAGEMENT 9

Strategic compulsions – Strategic options – Global Trading and Investment Environment: World trade in goods and services – Major trends and developments - World trade and protectionism – Tariff and non-tariff barriers; Foreign investments - Pattern, Structure and effects- Movements in foreign exchange and interest rates and their impact on trade and investment flows– organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system - Case Study.

**UNIT IV PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE
MANAGEMENT OF GLOBAL BUSINESS 9**

Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange – rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation – Case Study.

**UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL
BUSINESS MANAGEMENT 7**

Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies – Ethical issues in international business – Ethical decision-making – Case Study

TOTAL PERIODS: 45

TEXT BOOKS

1. K. Aswathappa, International Business, 6th Edition, Tata Mc Graw Hill, New Delhi, 2015.
2. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata McGraw Hill, New Delhi, 2010.
3. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, 12th Edition, New Delhi, 2010
4. P.Subba Rao, International Business, 4th revised edition, Himalaya Publishing House, 2014.

REFERENCES

1. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7th Edition, Cengage Learning, New Delhi, 2010.
2. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.
3. Vyuptakesh Sharan, International Business, 3rd Edition, Pearson Education in South Asia, New Delhi, 2011.

WEB REFERENCES

- 1 <https://www.emerald.com/insight/publication/issn/1876-066X>
- 2 <https://guides.emich.edu/c.php?g=187873&p=1242719>
- 3 <https://businesslibrary.uflib.ufl.edu/c.php?g=114648&p=746476>
- 4 https://saylordotorg.github.io/text_fundamentals-of-global-strategy/s15-references.html

MOOC REFERENCES

1. https://onlinecourses.nptel.ac.in/noc21_mg98/preview
2. <https://www.coursera.org/specializations/mba>
3. <https://www.coursera.org/learn/international-business-culture>
4. <https://www.coursera.org/learn/international-business-operations>
5. <https://www.udemy.com/course/introductiontointernational-business/>

COURSE OUTCOME (s)

1. To expose the student to the basic concepts of International Business.
2. To apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects.
3. To enable the students to familiar with conflicts situation and ethical issues in global business.
4. To understand functional practices adopted by global business organizations.
5. To understand the emerging trends in Global Business formats.
6. Analyse the principle of international business and strategies adopted by firms to expand globally.

CO - PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	-	-	3	3	2	3	3
CO2	3	3	-	-	3	3	2	3	3
CO3	3	2	-	-	3	3	3	3	3
CO4	3	2	-	-	3	3	2	3	3
CO5	3	3	-	-	3	3	2	3	3
CO6	3	3	-	-	3	3	2	3	3

OBJECTIVES:

- To provide a framework of strategic management
- To sensitize students about internal and external environments
- Enable them to integrate and practice strategic management skills

UNIT I INTRODUCTION**8**

Framework for strategic management, Strategy Formation Process – Stakeholders in business - Vision, Mission and Purpose –Introduction to Strategy - Corporate Governance and Social responsibility-case study.

UNIT II COMPETITIVE ADVANTAGE**10**

Internal Environment – PESTLE Analysis - External Environment - Porter’s Five Forces Model- Strategic Groups - Globalisation and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies- Avoiding failures and sustaining competitive advantage-Case study.

UNIT III STRATEGIES**12**

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - McKinsey's 7s Framework - GE 9 Cell Model – ANSOFF Matrix – Value Chain – TOWS Matrix- Selection of matrix - Balance Score Card-case study.

UNIT IV STRATEGY IMPLEMENTATION & EVALUATION**9**

The implementation process, Resource allocation, Designing organizational structure – Organizational Culture - Designing Strategic Control Systems- Matching structure and control to strategy- Implementing Strategic change- Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

UNIT V OTHER STRATEGIES**6**

Managing Technology and Innovation-Strategic issues for Non Profit organizations. New Business Models and strategies - Internet Economy, VUCA World - case study

TOTAL: 45 PERIODS**TEXT BOOKS:**

1. Jay B. Barney and William S. Hesterly : Strategic Management and Competitive Advantage: Concepts (4th Edition) , Publisher: Pearson/Prentice Hall, 2012 .
2. Charles W.L Hill and Gareth R. Jones, Strategic Management: An Integrated Approach, Houghton Mifflin.
3. Gerry Johnson and Keven Scholes: Exploring Corporate Strategy, (Prentice Hall of India)
4. AzharKazmi : Business Policy and Strategic Management.

5. William F Glueck : Business Policy and Strategic Management, McGraw Hill International Book Co.

REFERENCES :

1. Hill. Strategic Management : An Integrated approach, 2009 Edition Wiley (2012).
2. John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
3. Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill,2008
4. Adriaau HAberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
5. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.

WEB REFERENCE :

1. <https://open.umn.edu/opentextbooks/textbooks/73>
2. <https://bizfluent.com/info-8186633-strategic-marketing-management-definition.html>
3. <https://talentedge.com/articles/introduction-strategic-management-meaning-basic-concepts/>

MOOC REFERENCE:

1. <https://www.classcentral.com/course/wharton-strategic-management-18459>
2. <https://www.edx.org/learn/strategic-management>
3. <https://www.coursera.org/learn/strategic-management>
4. <https://www.mooc-list.com/course/strategic-management-be-competitive-coursera>

OUTCOMES:

CO1: Understand the framework of the concepts of strategic analysis

CO2: Demonstrate the various insights of the industry analysis, its formulation and development.

CO3: Able to develop and prepare the strategy and generic formulation strategies.

CO4: Evaluate the challenges faced in the measurement of performance in strategic implementation.

CO5 : Ability to formulate the traits of strategic control process and system.

CO6 : Understand the evaluation techniques of Volatility, uncertainty, complexity and ambiguity of the strategic analysis worldwide.

CO – PO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	1	1	3	2	1	2	2
CO2	3	3	-	2	2	2	1	1	1
CO3	3	2	-	-	2	3	1	2	2
CO4	2	3	1	1	3	2	1	2	2
CO5	3	2	1	3	2	1	1	2	2
CO6	3	2	2	-	2	2	1	3	2

COURSE CODE	COURSE TITLE	L	T	P	C
20MBF301	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT	3	0	0	3

COURSE OBJECTIVES:

- To have understanding on investment and various avenues.
- To have exposure on tools and techniques of capital market.
- To understand various theories of portfolio management.

UNIT I – INVESTMENTS

9

Investments - Basics of Investment - Investment Speculation, Gambling - Investments categories - Investment avenues - Process of Investments - Financial Instruments - Bond, Debentures, Money Market Instruments - Real Estate - Art, Antiques and Others - Risk and Return - Factors Influencing Risk - Measuring Risk and Return - Price to Earnings Approach.

UNIT II – SECURITY MARKETS

9

Financial Market – Segment, Types – Participants in Financial Markets – Demat Account – Regulatory Environment – Primary Market – Methods for Floating New Issues – IPO, Book Building – Role of Primary Market – Secondary Market – Major Stock Exchange in India and Globe, OTCEI - Trading system in Stock Exchanges – SEBI Regulations of Stock Exchanges - Case Study.

UNIT III – FUNDAMENTAL ANALYSIS

9

Fundamental Analysis – Economic Analysis – Key Macro Economics Factors – Industry Analysis – Industry Life Cycle Analysis – Analysing the Structure and Characteristics of an Industry – Profit Potential for Industries – Company Analysis – Earning Potential – Market Share Approach – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodd – Investor Ratios – Case Study.

UNIT IV – TECHNICAL ANALYSIS

9

Technical Analysis – Meaning – Charting Methods – Different Tools and Techniques – Moving Average Convergence Divergence (MACD) – Rate of Change (ROC) – Oscillators – Relative Strength Index (RSI) – Other Indicators – Trend Reversals – Efficient Market Theory – Fundamental Vs Technical Analysis - Case Study.

UNIT V – PORTFOLIO CONTRUCTION & MANAGEMENT

9

Portfolio Management – Meaning – Steps in Portfolio Construction – Diversification – Types of Diversification – Portfolio Risk and Return Analysis simple Problems – Markonitz Portfolio Selection Model – Capital Asset Pricing Model (CAPM) – Portfolio Evaluation – Meaning – Mutual Funds – Sharp Index – Treynors Index – Jenson Index – Portfolio Revision – Optimal Portfolio – Simple Problems.

TOTAL: 45 PERIODS

TEXT BOOKS:

1. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.
2. Punithavathy Pandian, Security Analysis and Portfolio Management Vikas Publishing House, 2nd edition 2013.

REFERENCE BOOKS:

3. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.
4. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage, 10th edition, 2016.
5. S. Kevin, Securities Analysis and Portfolio Management, PHI Learning , 2012.
6. V. K. Bhalla, Investment Management (Security Analysis and Portfolio Management), S. Chand, 19th Revised Edition 2008.

WEB REFERENCES:

1. www.bseindia.com
2. www.nseindia.com
3. www.sebi.gov.in
4. www.capitalmarket.com
5. www.moneycontrol.com

MOOC REFERENCES:

1. <https://nptel.ac.in/courses/110/105/110105035/>
2. https://onlinecourses.swayam2.ac.in/imb19_mg09/preview
3. <https://www.udemy.com/course/securityanalysisportfoliomanagement/>

COURSE OUTCOMES:

1. Understand the necessity of savings and investments
2. Demonstrate a basic understanding of Investments and the nuances of Investments.
3. Exhibit the acquaintance of the security market and its constituents.
4. Apply knowledge gained to perform analysis of various securities.
5. Analyse and apply model to evaluate security performance and forecasting.
6. Construct optimal Portfolio to maximize return.

CO PO MAPPING:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	1	-	3	2	2	3	3
CO2	3	3	1	-	3	3	3	3	3
CO3	3	3	1	1	3	2	-	3	3
CO4	3	2	-	2	3	2	2	-	3
CO5	3	2	1	-	2	3	3	1	3
CO6	3	2	-	1	3	2	3	-	2

COURSE CODE	COURSE TITLE	L	T	P	C
20MBF302	MERCHANT BANKING AND FINANCIAL SERVICES	3	0	0	3

COURSE OBJECTIVES

- An in-depth insights into the various Financial Services.
- To familiarize the students with the concepts of Merchant Banking.
- Understanding the functioning mechanism of Primary and Secondary Market.
- Familiarize with the role of regulatory bodies in Indian Environment.

UNIT I – OVERVIEW OF INDIAN FINANCIAL SYSTEM 9

Merchant banking – Investment Banking – Capital Structure – Functions of Merchant Banking – Legal and Regulatory Frameworks – Relevant Provisions of Companies Act, SCRA – SEBI Guidelines – FEMA etc Relation with Stock Exchanges and OTCEI.

UNIT II – ISSUE MANAGEMENT 9

Primary Market – Issue Management Mechanism – Pre-Issue Activities - Issue Pricing – Preparation of Prospectus – Selection of Bankers, Advertising Agencies, etc. – Role of Registrars – Underwriting Arrangements – Offers for Sale – IPO, Book Building – Green Shoe Option – Private Placement – Bought out Deals – Placements with FIs, MFs, FIIs, etc. – Offshore Issue – Issue Marketing – Advertising Strategies – Posts Issue Activities.

UNIT III – FEE BASED FINANCIAL SERVICES 9

Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Ratings – Mutual Funds – Case Study .

UNIT IV – FUND BASED FINANCIAL SERVICES 9

Leasing and Hire Purchasing – Basics of Leasing and Hire Purchasing – Financial Evaluation – Tax Implications – Case Study.

UNIT V – RECENT DEVELOPMENT IN FINANCIAL SERVICES 9

Consumer Credit – Credit Cards – Real Estate Financing – Factoring and Forfeiting – Venture Capital.

TOTAL: 45 PERIODS

TEXT BOOKS

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2015
2. Dr. S. Gurusamy, Merchant Banking and Financial Services, McGraw Hill Education, 4th edition, 2013

REFERENCE BOOKS

3. Machiraju, Merchant Banking, New AGE International Publishers, Revised Edition, 2010.
4. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
5. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi, 2021
6. Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 2nd Edition, 2011.
7. Madura, Financial Institutions & Markets, 10th edition, Cengage, 2016

WEB REFERENCES

- <https://instituteforpr.org/issues-management/>
- <https://corporatefinanceinstitute.com/resources/knowledge/deals/mergers-acquisitions-ma/>
- <https://groww.in/p/portfolio-management/>
- <https://efinancemanagement.com/sources-of-finance/difference-between-lease-financing-vs-hire-purchase>

MOOC REFERENCES

- <https://www.coursera.org/learn/advanced-valuation-and-strategy>
- <https://www.edx.org/learn/mergers-and-acquisitions>
- <https://www.udemy.com/topic/mergers-and-acquisitions/>

COURSE OUTCOMES

1. Familiarize the various concepts of merchant banking and financial services
2. Making a deep understanding on statutory requirements and regulatory framework
3. Inculcating the various types fund mobilizing methods and its significance
4. Accustom to the knowledge of various fund based and fee based financial services
5. Ability to apply the services of MB for individual & corporate requirements
6. Create strategies to promote financial solutions

CO PO MAPPING

CO/ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	1	-	3	2	2	3	3
CO2	3	3	1	-	3	3	3	3	3
CO3	3	3	1	1	3	2	-	3	3
CO4	3	2	-	2	3	2	2	-	3
CO5	3	2	1	-	2	3	3	1	3
CO6	3	2	-	1	3	2	3	-	2

COURSE CODE	COURSE TITLE	L	T	P	C
20MBF303	INDIAN BANKING AND FINANCIAL SYSTEM	3	0	0	3

COURSE OBJECTIVES:

- Students acquire knowledge and enable to grasp how banks raise their sources and how they deploy it and manage the associated risks and practice in e-banking and the threats that go with it.

UNIT I INTRODUCTION TO INDIAN FINANCIAL AND BANKING SYSTEM 10

Components of Indian financial system -Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks –Balance sheet and Income Statement-Case study.

UNIT II SOURCES AND APPLICATION OF BANK FUNDS 10

Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and Pricing of deposit services, Application of bank funds – Investments and Lending functions, Types of lending – Fund based, Non-fund based, Asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis-Case study.

UNIT III CREDIT MONITORING AND RISK MANAGEMENT 9

Need for Credit monitoring, Signals of borrowers’ Financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, Forex, Credit, Market, Operational and Solvency risks – Risk measurement process and mitigation, Basic understanding of NPAs and ALM- Case study.

UNIT IV MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION 9

Mergers and Diversification of banks into securities market, Underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks –Background factors, Ratio analysis and CAMELS- Case study.

UNIT V e-BANKING

7

Payment system in India – Paper based, e-payments – Electronic banking – Advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI’s initiatives- Case study.

TOTAL PERIODS: 45

TEXT BOOKS:

1. Padmalatha Suresh and Justin Paul, “Management of Banking and Financial Services, Pearson, Delhi, October 2017.
2. Meera Sharma, “Management of Financial Institutions – with emphasis on Bank and Risk Management”, PHI Learning Pvt. Ltd., New Delhi, 2010.

REFERENCE BOOKS:

1. Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services”, Tata McGraw Hill, New Delhi, July 2017.
2. Commercial banking: The management of risk by Gup, Benton E., and Kolari, James W. John Wiley & Sons Incorporated, 2005.
3. Management of Banking, 6e. by MacDonald, Scott. S., & Koch, Timonthy. W, Thomson press India ltd, 2007.

WEB REFERENCES:

1. https://www.icai.org/post.html?post_id=16988
2. <https://www.taxmann.com/bookstore/product/3072-information-system-for-banks>
3. <https://scoop.eduncle.com/indian-banking-financial-system>
4. <https://www.investopedia.com/terms/f/financial-system.asp>

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1. https://onlinecourses.nptel.ac.in/noc20_mg32/preview
2. https://onlinecourses.nptel.ac.in/noc20_mg10/preview
3. https://nptel.ac.in/about_nptel.html
4. <https://www.naukri.com/learning/banking-courses-certification-training-st579>

COURSE OUTCOME(s):

1. Ability to learn the basic functions of Indian banking companies.
2. Understand the analysis and interpretation of Balance sheets and Income statements of Indian banking companies.
3. Enable to enhancing the Student skills in pricing of investment schemes and loan products.
4. Students will able to apply various decision measures for evaluating the performance of the banks.
5. Student gains the practical knowledge as a banker by profession using ideas and judgements.
6. Enable to design new e-banking products and banking strategy solutions for sustaining the business.

CO's – PO's MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	2	2	-	3	3	-	2	3
CO2	2	1	1	-	3	-	3	3	3
CO3	1	2	-	-	3	3	-	3	3
CO4	2	2	1	-	3	-	3	3	3
CO5	1	2	2	-	3	2	3	3	3
CO6	1	2	2	-	3	2	3	3	3

20MBF304 - FINANCE ANALYTICS

COURSE OBJECTIVES:

- To equip students with an understanding of the "importance and role of financial analytics" in modern business enterprises and how business firms can take advantage of financial analytics.
- Further, for students who wish to specialize in analytics, the course provides a strong foundation in the application of financial analytics with analytical platforms.

UNIT I: INTRODUCTION TO BI & FINANCIAL ANALYTICS

Business Intelligence: Definition-Evolution of Business Intelligence and Role of DSS, EIS, DW, MIS and Digital dash boards. Financial Analytics: Definition, relevance and scope of financial analytics, recent trends in financial analytics- Case Study.

UNIT II: FINANCIAL TIME SERIES AND CAPM

Asset Returns, Distributional Properties of Returns, Review of Statistical Distributions and properties of financial time series. The Capital Asset Pricing Model: Basics of portfolio construction- Markowitz Model. Portfolio Evaluation, Diversification and Portfolio Optimization - Case Study.

UNIT III: MODELING VOLATILITY AND RISK

Modeling volatility using ARCH / GARCH models. Measuring and modeling risk. Options Implied Volatility and Volatility trading. Application of Value at Risk (VaR), Logit/Probit Limited Dependent Variables Models, Predicting bankruptcy from Financial Distress.

UNIT IV: MODELING CREDIT RISK

Structural Models (Firm Value models): The Merton model, Endogenous default boundaries and optional Capital Structure, Intensity Modeling, Rating based term-structure models, Credit risk, interest rate and Currency rate Swaps- Case Study.

UNIT V: DERIVATIVE PRICING

Issues regarding derivative markets. Brownian motion, Black - Sholes model. Modeling derivative prices, Analysis in Finance, DCF, Profitability analysis, Asset performance, Sharpe ratio, Calmar ratio and pricing options.

TOTAL PERIODS – 45 HOURS

COURSE OUTCOMES:

1. Explain the importance of financial analytics and applications.
2. Handle the available business information/data more efficiently.
3. Use analytical tools like MS Excel, R and others efficiently in order to take managerial decisions more effectively
4. Analyse the model financial data
5. Construct and optimize asset portfolios
6. Evaluate and model Risk on various financial assets

TEXT BOOKS:

1. Business Analysis and Valuation: Using Financial Statements 5e, Healy Paul.M, Cengage Learning.
2. Introductory Econometrics for Finance, Brooks,C.Cambridge University Press2002.
3. Financial Econometrics- Problems Models and Methods, Christian Gouriéroux Joann Jasiak, New Age International Publishers 2007.

REFERENCE BOOKS:

1. Analysis of Financial Time Series, 3rd Edition, Wiley, ISBN: 978-0-470-41435-4, Ruey S. Tsay, 2010.
2. Option Pricing and Estimation of Financial Models with R”, First Edition. Wiley, ISBN: 978-0-470-74584-7, Stefano M. Iacus, 2011.
3. Time Series Applications to Finance with R and S-Plus®”, Second Edition, Wiley, ISBN 978-0-470-58362-3, Ngai Hang Chan, 2010.
4. Financial Econometrics-Problems Models and Methods, Christian Gouriéroux Joann Jasiak, New Age International Publishers 2007.

WEB REFERENCES:

1. <https://www.coursera.org/specializations/accounting-data-analytics>
2. <https://www.coursera.org/learn/python-statistics-financial-analysis>
3. <https://www.coursera.org/learn/applying-data-analytics-business-in-finance>
4. <https://www.coursera.org/learn/wharton-risk-models>

5. https://onlinecourses.nptel.ac.in/noc21_ge21/preview
6. <https://www.udemy.com/course/python-for-finance-investment-fundamentals-data-analytics/>
7. <https://www.udemy.com/course/introduction-to-data-analytics-for-accountants/>
8. <https://www.udemy.com/course/financial-analytics-in-practice/>

CO-PO Mapping

P01	P02	P03	P04	P05	P06	P07	P08	P09
3	3	1	-	3	2	2	3	3
3	3	1	-	3	3	3	3	3
3	3	1	1	3	2	-	3	3
3	2	-	2	3	2	2	-	3
3	2	1	-	2	3	3	1	3
3	2	-	1	3	2	3	-	2

COURSE CODE	COURSE TITLE	L	T	P	C
20MBF305	ENTERPRISE RISK MANAGEMENT AND INSURANCE	3	0	0	3

COURSE OBJECTIVES:

- This course aims at giving in-depth knowledge of insurance business in terms of structure, products, Pricing and risk management.

UNIT: INTRODUCTION TO RISK MANAGEMENT 9

Risk management – Objectives of risk management – Risk management process – Identifying and evaluating potential losses – Selecting appropriate technique for treating loss exposure – Risk financing – Implementing and administering risk management program – Personal risk management – Loss forecasting

UNIT II: ASSESSMENT OF RISK 8

Risk Assessment, Analysis, Evaluation, Risk Control and Treatment – Risk Reduction - Transfer and Sharing of Risk - Elimination and Retention of Risk

UNIT III: INTRODUCTION TO INSURANCE BUSINESS 9

Definition of insurance - Characteristics of insurance – Principles of contract of insurance – General Concepts of Insurance – Insurance and hedging – Types of insurance – Insurance intermediaries

UNIT IV : PRICING OF INSURANCE PRODUCTS 10

Meaning of rate/premium, Objectives of rate making, Rate making in life insurance business – Basic methods of rate making – Net single premium – Net annual level premium – Premium concepts – Level premium – Basic premium – Office yearly premium – Premium tables – Tabular premium – Rebate – Extra premium – Rider premium – Bonus – Calculation of premium and bonus. Rate making in general insurance business – Principles – Basic methods of rate making – Judgment rating – Class rating – Merit rating.

UNIT V: INSURANCE REGULATIONS IN INDIA 9

Insurance Act, 1938 – Summary provisions of Insurance Act, 1938 Insurance Regulatory and Development Authority (IRDA) – Introduction – Purpose, Duties, Powers and functions of IRDA – Operations of IRDA – Insurance policyholders’ protection under IRDA –

Exposure/Prudential norms. Summary provisions of related Acts – Consumer Protection Act and Transfer of Property Act

TOTAL PERIODS - 45

TEXT BOOKS:

1. George Rejda, Principles of Risk Management and Insurance, Pearson
2. Education.
3. S. Balachandran, General Insurance, Insurance Institute of India.
4. S. Balachandran, Karve, Palav, Life Insurance, Insurance Institute of India.
5. M. Y. Khan, Indian Financial System, Tata McGraw-Hill.

REFERENCE BOOKS:

1. C. Arthur, William Jr., Michael Smith, Peter Young, Risk Management and Insurance, McGraw-Hill
2. Trieschmann, Gustavson, Hoyt, Risk Management and Insurance, South Western College Publishing.
3. Gupta, P. K, Insurance and Risk Management, Himalaya Publishing House
4. Insurance Theory and Practice , Nalini Prava Tripathy & Prabir Pal, Prentice – Hall of India , Pvt Ltd, New Delhi

COURSE OUTCOMES:

1. Provide the knowledge relating to enterprise risk management concepts
2. Gain knowledge about Assessment and evaluation of risk management
3. Create an awareness about insurance operations in India
4. Provide the knowledge relating to various insurance products in India
5. Explain the various acts regulated insurance business in Indian perspective
6. Gain knowledge about how the insurance business correlated with enterprise risk management concepts.

CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	3	1	2	3	2	3	2
CO2	3	3	2	1	2	3	2	3	3
CO3	3	2	3	2	3	2	2	2	3
CO4	3	3	2	1	2	3	2	3	2
CO5	3	2	3	1	3	3	2	2	3
CO6	3	2	3	2	2	3	2	2	2

COURSE CODE	COURSE TITLE	L	T	P	C
20MBF306	GLOBAL FINANCE AND FOREX MANAGEMENT	3	0	0	3

COURSE OBJECTIVES:

- This course aims at giving in-depth knowledge of Global finance and forex management in terms of structure, products and operations in global.

UNIT I GLOBAL FINANCIAL ENVIRONMENT: 9

Globalization, Global Economy - A Historical Perspective Financial Globalization- The Missing Link Experiences from India Openness of Indian Economy Indicators of Openness of Indian Economy. International Financial Transaction International Financial Transactions Balance of Payments: Meaning & Structure

UNIT II FOREIGN TRADE FINANCE: 9

Concept of foreign trade finance. concepts of financing exports and financing imports and documentary collections, factoring, forfeiting and countertrade

UNIT III FOREIGN EXCHANGE MARKET: 9

An Introduction Forex trading volume Forex trading locations Details about major traded currencies Evolution of foreign exchange market and foreign exchange System Brief introduction to currency systems

UNIT IV MANAGING FOREIGN EXCHANGE RATE RISK: 9

Strategies for managing foreign exchange rate risk and the instruments available - Currency forwards, Currency options – Put Options – Call Options – Covering Exchange Risk with Options. Currency futures- futures pricing and behaviour, cost of carry and expectations approach.

UNIT V SWAP OPERATIONS: 9

Uses of futures for hedging, arbitrage and speculation will be illustrated with index futures. Swaps - Development of the swaps market - Characteristics and uses of swap products- interest rate and currency swaps – Flavoured Swaps. Legal and regulatory issues. Short-term Interest Rate Risk Management.

TEXT BOOKS:

1. Luc Soenen, "Foreign Exchange Management", McGraw-Hill Primis Custom Publishing
2. Walton, L E., "Foreign Trade And Foreign Exchange", Macdonald & Evans. London.
3. Levi, Maurice, International Finance, New York, McGraw Hill Inc., 1996.
4. Kevin, S. Fundamentals of International Financial Management, Prentice Hall of India, 2009.
5. Srivastava, R. International Finance, Oxford University Press, 2014
6. Gupta, S.L. Financial Derivatives, Prentice Hall of India, 2005.

REFERENCE BOOKS:

1. Eiteman, David K., Arthur Stonehill and Michael H. Moffett, (2016) Multinational Business Finance, Pearson,
2. Shapiro, Allen C., Multinational Financial Management, (2012), John, Wiley.
3. Apte P.G., Multinational Financial Management, New Delhi, Tata McGraw Hill, 1998.
4. Hull, J. C., (2018), Introduction to Futures and Options Markets, Pearson.
5. Kohn, M., (2003). Financial Institutions and Markets, Oxford University Press

COURSE OUTCOMES:

1. Provides the knowledge relating to the global financial environment
2. Gain knowledge about international trade finance
3. Gives a clear understand about the foreign exchange markets
4. Operating foreign exchange rate risk and its strategies
5. Clarifies the operations relating currency swap and futures
6. Gives an exposure to Global finance towards adoption for international business environment

CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	3	1	2	3	2	3	2
CO2	3	3	2	1	3	3	2	3	3
CO3	3	2	3	1	3	2	2	2	3
CO4	2	3	2	1	3	3	2	3	2
CO5	3	2	3	1	3	3	2	2	3
CO6	3	3	3	1	3	3	2	3	2

COURSE CODE	COURSE TITLE	L	T	P	C
20MBF307	FINANCIAL DERIVATIVES	3	0	0	3

COURSE OBJECTIVE (s):

- To gain in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management.
- To understand the nuances involved in derivatives.
- To comprehend the basic operational mechanisms in derivatives.

UNIT I INTRODUCTION 9

Financial Derivatives - Introduction, Economic benefits of Derivatives - Types of Financial Derivatives - Features of Derivatives Market - Factors contributing to the Growth of Derivatives - Functions of Derivative Markets - Exchange traded versus OTC Derivatives - Traders in Derivatives Markets - Derivatives Market in India- Case study.

UNIT II FUTURES CONTRACT 9

Futures and Forwards - Differences-Valuation of futures, Valuation of long and short Forward contract. Mechanics of buying & selling Futures, Margins, Hedging using Futures Specification of Futures - Commodity Futures, Index Futures, Interest rate Futures – Arbitrage opportunities - Case study.

UNIT III OPTIONS 9

Options: Types of options, Option pricing, Factors affecting option pricing – Call and Put Options on dividend and non-dividend paying stocks put-call parity - Mechanics of Options - Stock options - Options on Stock index - Options on Futures – Interest rate Options. Concept of Exotic Option. Hedging & trading strategies involving Options, Valuation of Option: Basic model, one step binomial model, Black and Scholes Model, Option Greeks. Arbitrage profits in Options – Case Study.

UNIT IV SWAPS 8

Financial Swaps - features and uses of Swaps - Mechanics of interest rate Swaps – Valuation of Interest rate swaps – Currency Swaps – Valuation of currency Swaps – Case Study.

UNIT V COMMODITY DERIVATIVES AND INTEREST RATE MARKETS 10

Commodity derivatives: Commodity futures market- Exchanges for commodity futures in India, Forward Market Commissions and regulation-commodities traded – Trading and settlements – Physical delivery of commodities- Interest rate markets - Type of rates, Zero rates, Bond pricing, Determining Zero rates, Forward rules, Forward rate agreements (FRA), Treasury bond & Treasury note Futures, Interest rate derivatives- Credit risk - Bond prices and the probability of default, Historical default experience, Reducing exposure to Credit risk, Credit default swaps, Total return swaps, Credit spread options, Collateralized debt obligation – Case study.

TOTAL PERIODS: 45

TEXT BOOKS

1. David A. Dufresne, Thomas W. Miler, Derivatives: Valuation and Risk Management, Oxford University Press, 2018.
2. Sundaram Janakiraman, Derivatives and Risk Management, Pearson Education, 2011 1st Edition.
3. Rajiv Srivastava, Derivatives & Risk Management, Oxford University, 2014 / 2nd Edition.
4. Vohra & Bagri, Futures and Options, McGraw Hill, 2017 / 2nd Edition.

REFERENCES

1. R. Madhumathi, M. Ranganatham, Derivatives & Risk Management, Pearson, 2014 2nd Edition.
2. John C. Hull, Fundamentals of Futures and Options Market, Pearson, 2016 8th Edition.
3. Verma, Derivatives & Risk Management, Tata McGraw Hill, 2008.
4. Maheshwari, D. Chugh, Financial Derivatives Pearson 2012 / 1st Edition.

WEB REFERENCES

1. <https://www.nseindia.com/>
2. <https://www.bseindia.com/>
3. <https://www.moneycontrol.com/>
4. <https://in.finance.yahoo.com/>
5. <https://money.rediff.com/index.html>
6. <https://in.investing.com/>

MOOC REFERENCES

1. https://onlinecourses.nptel.ac.in/noc21_mg84/preview
2. https://onlinecourses.nptel.ac.in/noc21_mg58/preview
3. <https://www.coursera.org/learn/derivatives-options-futures>
4. <https://www.coursera.org/learn/financial-engineering-1>
5. <https://www.edx.org/course/derivatives-futures-swaps-and-options?index=product&queryID=15fd785dc19d142777a89e0266b46637&position=1>
6. <https://www.edx.org/course/derivatives-markets-advanced-modeling-and-strategies?index=product&queryID=69f4ef0ad95532108fb601497e28865b&position=6>

COURSE OUTCOME (s)

1. Describe and explain the fundamental features of a range of key financial derivatives instruments.
2. Ability to devise risk management strategies and solutions based on a detailed analysis of risk assessment and associated factors.
3. Demonstrate an understanding of the risk management approaches and techniques.
4. Ability to work independently or as part of a team to develop optimal investment strategies integrating financial derivative instruments.
5. Understand global conventions of valuing financial derivatives.
6. Ability to understand the risk management needs of clients and effectively communicate solutions comprising financial derivatives.

CO - PO MAPPING:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	1	-	-	-	2	-	2	3
CO2	2	3	-	3	-	1	-	2	3
CO3	2	2	-	-	-	-	-	2	3
CO4	3	2	-	3	-	2	-	2	3
CO5	2	2	-	2	-	3	-	2	3
CO6	2	3	-	3	-	3	-	2	3

HUMAN RESOURCES STREAM

COURSE CODE	COURSE TITLE	L	T	P	C
20MBHR301	STRATEGIC HUMAN RESOURCE MANAGEMENT	3	0	0	3

COURSE OBJECTIVES

- To understand the frame work of SHRM
- To understand the SHRM concepts and Practices in the organizations
- To describe HRD Practices and HRD Initiatives
- To understand IHRM and its practices across the globe
- To develop practical insights and problem solving capabilities, competency mapping and career planning.
- To integrate the knowledge of SHRM concepts to take appropriate business decisions

UNIT I SRATETGIC HUMAN RESOUSRCE MANAGEMENT FRAMEWORK

7

Meaning of Strategic Human Resource Management - Features – SHRM VS HRM – Models – Strategic Management Process – Levels of Strategy – Benefits of Strategic Approach to HRM – Barriers to Effective SHRM - Cases

UNIT II HUMAN RESOUCE DEVELOPMENT

12

HRD – Definition – Objectives – Scope – Features – HRD Mechanisms– Integrated HRD System – Inadequacy of HRD Practices – Roles of HRD Manager – Balance Score Card – HR Score Card - Bench Marking – HRD Practices – Collaboration – Levels - Networking in Academia – Steps - Industry Academia Collaboration – Challenges – Research in HRD – Types of HR Research – Top 10 Areas of HR Research - Cases

UNIT III INTERNATIONAL HRM

10

Concept of IHRM - Need – IHRM VS Domestic HRM – Workforce Diversity – Managing Workforce Diversity - IHRM Practices – International Recruitment – Training – Expatriation- Repatriation – Compensation – Performance Management - Mergers & Acquisitions – Challenges to HR - Cases

UNIT IV EMPLOYEE CAREER AND COMPETENCY MAPPING 10

Career – Career Anchors – Career Plateaus – Strategies for Managing Career Plateaus – Career Management Systems - Individual Centred and Organization Centred Career Management System – Design and Implementation - Career Management for Specific HR Issues – Competency Mapping - Need for Competency Mapping - Classification of Competencies – Competency Mapping Methodology – Competency Approach in Recruitment and Retention – Benefits of Competency Mapping - Cases

UNIT V MENTORING & EMPLOYEE COUNSELING

6

Mentoring - Types – Qualities – Mentoring Relationship Development – Concept of 360 Degree Mentoring - Strategic HRM Approach to Mentoring – Counselling- Need for Counselling – Prerequisites of Counselling – Guidelines for Effective Counselling -techniques – Types - Role of HR in Counselling – Cases

TOTAL 45 PERIODS

TEXT BOOKS:

1. Randy L. Desimone, Jon M. Werner, David M. Mathis, Human Resource Development , Cengage Learning, 2007
2. P. Subba Rao, International Human Resource Management, Himalaya Publishing House, 2020
3. Ekta Sharma, Strategic Human Resource Management & Development, Pearson India, September,2018
4. Uday kumar Halder, Human Resource Development, Oxford University press,2009

REFERENCE BOOKS

1. Jeffrey A Mello , Cengage Learning India, 4th Revised Edition, January, 2019
2. Tanuja Agarwala ,Strategic Human Resource Management, Oxford University press, Ninth Impression, 2010
3. Paul Boselie, Strategic Human Resource Management, Tata McGraw Hill, 2011

WEB REFERENCES

1. <https://www.shrm.org/mlp/pages/state20.aspx>
2. <https://journals.sagepub.com/doi/10.1177/0258042X1103600101>
3. <https://www.slideshare.net/avedayaj10/ihrmissues-and-trendslearning-resource>
4. <https://journals.sagepub.com/doi/pdf/10.1177/239700221302700301>

MOOCS

1. <https://shramsavidha.gov.in>
2. <https://www.my-mooc.com/en/categorie/human-resources>
3. http://www.na-businesspress.com/JHETP/SavinoDM_Web14_3_.pdf

COURSE OUTCOMES

1. Demonstrate basic knowledge and key issues of SHRM concepts and Practices
2. Design and formulate various HR Methods & Initiatives to make organization strategically effective
3. Apply knowledge in Internationalization of Human Resource Management as a Learning Outcome for Strategic Perspectives

4. Understand and apply the knowledge of key Strategic Human Resource management Concepts
5. Evaluate the Strengths and Weakness of SHRM Practices across contexts
6. Design and develop efficient Human Resources practices to make organization strategically effective

COPO MAPPING

CO	P O1	P O2	P O3	P O4	P O5	PO 6	P O7	P O8	P O9
CO 1	3	3	1	2	2	-	-	2	1
CO 2	2	2	-	2	3	-	1	2	3
CO 3	2	3	3	3	2	2	2	3	3
CO 4	2	2	2	2	2	2	2	2	3
CO 5	1	2	-	2	1	1	2	2	3
CO 6	1	2	2	2	2	1	2	2	3

COURSE CODE	COURSE TITLE	L	T	P	C
20MBHR302	CONFLICT MANAGEMENT	3	0	0	3

COURSE OBJECTIVES:

- To make them to understand the concept, sources and impact of conflict in workplace and society
- To help them to understand the different approaches and methods of conflict management
- To acquire various skills and techniques for conflict management
- To cultivate in them effective leadership and managerial skills

UNIT I:

9

Conflict: Meaning and Source of Conflict, Types of conflict, traditional and modern approaches to conflict, Productive (functional) and Destructive (dysfunctional) conflicts, Causes for work place conflicts – Harassment and discrimination – cost and effects of conflict - organizational and individuals perspectives of conflict.

UNIT II:

9

Dealing with conflicts: Conflict Management, Conflict Resolution and Conflict transformation - Five conflict handling styles, Win – win approach - Different strategies of dealing with conflict: Strike, boycott and other noncooperation methods; coercion, violence and grievance redressal, investigation, arbitration, adjudication and litigation.

UNIT III:

9

Methods of conflict Management: Negotiation, Negotiation process, Issues for Negotiation strategies and tactics in negotiation, Bargaining & Negotiation: Differences and similarities BATNA, Context of Mediation, Conciliation, Arbitration; Principles of persuasion; Persuasion Strategy and its effectiveness

UNIT IV:

9

Techniques and Skills for Conflict Management - Lobby, Persuasion, Dialogue, consultation, Trust building, defusing anger, anger management, building rapport, empathetic listening, one-on-one conversation, recognizing different issues and viewpoints, transparent and

empathetic communication, sharing of information and position, conflict analysis and joint costing, transforming competitive negotiation to collaborative, exploring and choosing alternatives and formalizing agreements.

UNIT V:

9

Role of Managers in Conflict Management – kinds of leadership in management: The demagogue, manager and mediator (facilitator) – Keys for leader as mediator: visioning, systems thinking, presence, inquiry, conscious conversation, dialogue, bridging, innovation and crisis intervention and management.

TOTAL : 45 PERIODS

TEXT BOOKS:

1. Conflict Management: A Practical Guide to Developing Negotiation Barbara A. Budjac Corvette, First Edition, Pearson Education New Delhi, 1st edition 2015
2. Carrell. R. Michael & Heavrin Christina Heavrin, Negotiating Essentials: Theory, Skills, and Practices, Pearson Education New Delhi, 1st edition 2007
3. Madhusudan Saharay, Text book on Arbitration and Conciliation with Alternative Dispute Resolution, Universal Law Publishing Co.Pvt. Ltd. New Delhi 4th edition ,2017

REFERENCE BOOKS:

1. Corporate Conflict Management: Concepts and Skills , by Nelson Leela Rout, Eireneomiko , Pearson Education New Delhi, 2010
2. Udai Pareek: Understanding Organizational Behavior, Oxford Press, 3rd edition, 2011
3. Cohen, S. Negotiating Skills for Managers. McGraw Hill Professional ,2002
4. Bray M, Deery.S, Walsh.J, and Waring P, Industrial Relations: A Contemporary Approach, Tata Mc Graw Hill, 3rd edition 2012
5. Asish Kumar Das, Contemporary Conflict Resolution, Sarup & Sons, New Delhi, 3rd edition 2008

ONLINE REFERENCES

1. <http://www.skillsyouneed.com/ips/negotiation.html>
2. <http://www.skillsyouneed.com/ips/conflict-resolution.html>

MOOC REFERENCES:

1. <https://nptel.ac.in/courses/122/108/122108038/>
2. <https://nptel.ac.in/courses/122/102/122102007/>

COURSE OUTCOMES

1. Understanding the concepts of conflict Management.
2. Analyze the approaches associated with conflict Management.
3. Ability to learn negotiation skills and management process.
4. Understanding and planning for different types of negotiation situations.
5. Evaluate negotiating skills and confidence in variety of contexts.
6. Enhancing the managerial roles in conflict management

CO – PO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	1	1	1	1	-	1	2	-	1
CO2	1	2	-	1	-	1	1	1	1
CO3	1	2	2	1	1	1	1	1	1
CO4	1	2	1	1	1	1	1	1	1
CO5	1	1	-	-	-	-	1	1	1
CO6	1	2	-	-	-	1	1	1	1

COURSE CODE	COURSE TITLE	L	T	P	C
20MBHR303	CROSS CULTURAL MANAGEMENT	3	0	0	3

COURSE OBJECTIVE:

- To apply the spheres of culture in operation of global organization.

UNIT I – CROSS CULTURAL INTRODUCTION 9

Understand Culture – Introduction, Key Concepts, Determinants of Cultural Identity, Dimensions of Culture, Types of Culture. Introduction to Cross-Cultural Management, Culture Shock, Functional and Dysfunctional effects of Organizational Culture, Case Study

UNIT II – CROSS CULTURE MODELS 9

Creating and Sustaining Culture, Cultural Differences and Managerial Implications, Framework for Mapping the Culture – Geert Hofstede, Clyde Cluckhohn, TE Hall, Cross Cultural Research Methodologies. Case Study

UNIT III – CULTURAL INTERFACE 9

Managing the Interface of the Cultures, Cross Cultural Negotiations, Communicating across cultures – Communication Breakdown across cultures, Improving communication effectiveness. Case Study

UNIT IV – CULTURE AND HRM 9

Human Resource Management and Cultures - Motivation across Cultures, Culture on Training, Appraisal and Compensation in Global Perspective. Case Study

UNIT V – GLOBAL CULTURE 9

Managing Global teams, International Assignments and Expatriate Management, Implications for Management Theory and Practice – Adjusting to the New Culture, Cultural Relativity of Management Theory, Competencies of Global Manager. Case Study

TOTAL PERIODS - 45

TEXT BOOKS:

Madhavan Shobana, Cross-Cultural Management – Concepts and Cases, Oxford University Press, 2nd Edition, 2016, New Delhi.

REFERENCE BOOKS:

1. Browaeys, Marie Joelle and Roger Price, Understanding Cross-cultural Management, Pearson Education, New Delhi, 4th Edition, 2019.
2. Sinha, Jai B P, Multinationals in India. Managing the interface of Cultures, Sage Publications, New Delhi, 2004.

ONLINE REFERENCES:

1. https://gsom.spbu.ru/files/en/upload/master_program/materials/2009-2010/cross-cultural_management_and_corporate_social_responsibility_in_the_information_age/ispshenichnikova_gsom_ccm_mitim_ho.pdf
2. <https://mrcet.com/downloads/MBA/Cross%20Culture%20Management.pdf>

MOOC REFERENCES:

1. <https://www.edx.org/course/managing-people-from-a-global-perspective?index=product&queryID=3c74c1aed99c3b2ba85d83fbd289e16f&position=2>
2. <https://www.udemy.com/course/immigration-adapting-as-an-expat-and-culture-shock-2021/>
3. <https://www.udemy.com/course/cross-cultural-communication-how-to-flex-your-style/>
4. <https://www.udemy.com/course/successful-cross-cultural-management/>
5. <https://www.udemy.com/course/learn-how-to-deal-effectively-with-cultural-differences/>
6. <https://www.coursera.org/learn/international-negotiation>
7. <https://www.coursera.org/learn/intercultural>

COURSE OUTCOMES:

1. Understand the role of culture and the importance of managing cultural differences
2. Gain knowledge on intricacies of cross-culture
3. Apply the influence of culture on different functions of management
4. Analyse the spheres of culture in functions of Human Resource Management
5. Critically evaluate the role of culture on operations of organization
6. Develop a diagnostic ability of cultural and related behavioural variables in the management of global organization

CO-PO MAPPING:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	3	-	-	3	-	2	3
CO2	3	3	2	3	-	3	1	2	3
CO3	3	2	3	3	3	3	-	1	2
CO4	3	2	3	3	2	3	-	2	1
CO5	3	3	-	1	3	3	1	2	3
CO6	3	2	2	3	3	3	3	2	3

COURSE CODE	COURSE TITLE	L	T	P	C
20MBHR304	SOCIAL PSYCHOLOGY	3	0	0	3

COURSE OBJECTIVES:

- To acquaint the basic concept of Theories and applications of Social Psychology.
- To underline the significance of close relationships with others and the impact of interpersonal relations in human behaviour
- To understand the self, others and prosocially behaviour
- To inculcate the effect of attitudes, prejudices and aggression in human behaviour
- To understand environmental impact on human behaviour

UNIT – 1 BASIC CONCEPTS OF SOCIAL PSYCHOLOGY 8

Basic Concept of Social Psychology - Scope – Individual, society and Culture – Psychology in the New Millennium – Social Perception- Non Verbal Communication - Attribution – understanding the causes of others Behaviour –Attribution Theory – Kelly’s Model – Application - Research In Social Psychology - Cases

UNIT – II INTERPERSONAL ATTRACTION, CLOSE RELATIONSHIP 9

Interpersonal Behaviour –Internal Determinants of Attraction – Affiliation- Affect – External Determinants of attraction – Effects of Rejection – Close Relationships – Family - Love – Theories of Love – Application – Marriage Preparedness and Problems – Need for Premarital Marital Counselling - Cases

UNIT – III UNDERSTANDING SELF AND GENDER, PROSOCIAL BEHAVIOUR 10

Understanding Self – What is Self – Real – Ideal and Social Self – Self Concept – Self Presentation – Self Regulation and Impression Management – Gender – Gender Role Development – Gender Differences in Self Esteem – Pro-social Behaviour – Motives – Internal & External Factors Influencing Pro-social Behaviour –Commitment to Socially Responsible Behaviour – Empathy - Altruism - Cases

UNIT IV ATTITUDES, PREJEDICE AND AGRESSION

9

Attitudes - Components – Behaviour - Prejudice – Discrimination in Action – Origin – Methods to Reduce –Aggression – Definitions – Irritation – Anger – Violence - Theories of Aggression – Types of Aggression- Determinants of Aggression – Environmental Causes – Prevention and Control of Aggression - Cases

UNIT V ENVIRONMENTAL INFLUENCE & BEHAVIOUR

9

Environmental Influences - Urban Environment and Social Behaviour – Environmental Stress – Hazards of Noisy Environment – Temperature and Weather as Environmental Stressors – Temperature and aggression - Air Pollution – Effects – Personal Space – Territorial Behaviour – Territorial Dominance - Architectural Designs – Crowding - Effects

TOTAL PERIODS - 45

TEXT BOOKS

1. Baron R, Byrne D. Bransombe N Social Psychology Pearson Publications, New Delhi, 2014
2. Chadha, N.K. Social Psychology. MacMillan Publications, 2012

REFERENCE BOOKS

- Bhardwaj G ,Fundamentals of Social Psychology, Pearson India, March 2011,
David G Myres, Social psychology, McGraw Hill Book Company, New Delhi, 2008

WEB REFERENCES

1. <https://www.coursera.org/learn/social-psychology>
2. <https://www.edx.org/course/introduction-to-social-psychology>
3. <https://www.socialpsychology.org/courses.htm>
4. <https://coursesity.com/free-tutorials-learn/social-psychology>

MOOC REFERENCES

1. <https://www.mooc-list.com/tags/sociology>
2. https://onlinecourses.swayam2.ac.in/cec21_hs07/preview
3. <https://www.mooc-list.com/tags/sociology>
4. <https://www.my-mooc.com/en/categorie/social-sciences>

COURSE OUTCOMES

1. Analyse major concepts, and empirical findings in social psychology to explain human behaviour
2. Describe and explain methodological approaches used in social psychological research
3. Evaluate different perspectives discussed in class to explain human behaviour in everyday life
4. Apply the theories and concepts learned in the class room to real world experiences and your own life
5. Evaluate issues and concepts in the field of Social Psychology
6. Evaluate the impact of environmental influence on human behaviour

CO PO MAPPING

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO6	PO 7	PO 8	PO 9
CO1	1	1	2	-	2	3	2	1	3
CO2	1	2	2	-	1	-	3	1	2
CO3	2	1	2	-	-	3	3	-	2
CO4	-	-	2	-	1	2	3	-	2
CO5	2	2	2	-	2	2	3	-	2
CO6	2	2	2	2	1	2	3	1	2

COURSE CODE	COURSE TITLE	L	T	P	C
20MBHR305	TALENT ACQUISITION AND RETENTION	3	0	0	3

COURSE OBJECTIVES:

- To familiarize the Students with Talent Management
- To help them understand the Acquisition, Retention, Development and Compensation practices
- To enhance understanding of the talent Management practices
- To Understand the emerging trends in HR

UNIT I INTRODUCTION TO TALENT MANAGEMENT: 9

Introduction, Meaning & Objectives, Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Recruitment, Selection, Human Resource Planning, Retention, Talent vs. knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Some suggestive tools for Managing Talent.

UNIT II TALENT ACQUISITION: 9

Job analysis -Method of collecting information, developing questionnaires, interviews, developing job description & job specification. Developing HR planning process. Evaluation of factors affecting HRP, Strategic view of recruitment & selection. Talent Acquisition, Recruitment Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions.

UNIT III EMPLOYEE ENGAGEMENT: 9

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

UNIT IV EMPLOYEE RETENTION: 9

Comprehensive approach to Retaining employees, Managing Voluntary Turnover, dealing

with Job Withdrawal, Strategic Compensation plan for Talent Engagement, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model.

UNIT V EMERGING TRENDS IN HR:

9

Contemporary development, and Cultural development, Business Process Re-engineering, Contemporary Talent Management Issues and Challenges, Human Resource Audits, Human Resource Information System (HRIS), Human Resource Accounting (HRA).

TOTAL PERIODS - 45

TEXT BOOKS:

1. Dessler Gary, A Framework for Human Resource Management, Pearson Publication,16th Edition,2020
2. Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, The Pearson Publication,16th edition,2020

REFERENCE BOOKS:

1. Rao VSP, Human Resource Management, Vikas Publishing, New Delhi,2015
2. K. Aswathappa – Human Resources and Personnel Management, Tata McGraw Hill,2007
3. Robbins SP, Timothy A, Judge & Sanghi Seema, Organizational Behavior, PearsonEducation, New Delhi ,16th edition,2016
4. Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill 2nd edition2017
5. Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges andopportunities, Atlantic Publication ,2019
6. Talent Management Handbook. (2017). Association for Talent Development (ATD) By Lance A. Berger, Dorothy R. Berger. Virginia, USA,2003.

ONLINE REFERENCES

1. <https://askearn.org/inclusion-work/talent-acquisition-retention-processes/>

MOOCS REFERENCES:

1. https://onlinecourses.nptel.ac.in/noc21_mg34

2. <https://www.coursera.org/lecture/growth-strategy/attracting-developing-and-retaining-talent-FZgu7>

COURSE OUTCOMES

1. Understand talent Management practices.
2. Understand employee Acquisition and retention of talent.
3. Develop and implement recruitment process
4. Analyze the strategies for employee retention
5. Analyze Strategic Compensation plan for Talent Engagement
6. Applying emerging trends in Human Resource Management

CO – PO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	1	1	-	-	-	1	1	1	1
CO2	1	2	-	-	-	1	1	1	1
CO3	1	2	1	-	1	1	1	1	1
CO4	1	2	-	-	-	1	1	1	1
CO5	1	2	-	-	-	-	1	1	1
CO6	1	1	-	1	1	2	1	1	1

COURSE CODE	COURSE TITLE	L	T	P	C
20MBHR306	INDUSTRIAL RELATIONS AND LABOUR LEGISLATION	3	0	0	3

COURSE OBJECTIVES:

- To gain a conceptual understanding of industrial relations system and its importance.
- To provide the students to the practical problems inherent in the implementation of labour acts in work place.
- To have a broad understanding of the legal principles governing the employment relationship at individual and collective level.

1. Industrial Relations–Objectives, factors affecting IR, importance of IR. Industrial relations approaches, system of IR in India. 3
2. The Factories Act, 1948, 3
3. The Trade Unions Act, 1926, 3
4. The Payment of Wages Act, 1936, 2
5. The Minimum Wages Act, 1948. 2
6. The Industrial Disputes Act, 1947, 3
7. The Workmen’s Compensation Act, 1923, 2
8. The Payment of Gratuity Act, 1972, 2
9. The Payment of Bonus Act, 1965. 2
10. The Employee’s Provident Fund & Misc. Act, 1952, 3
11. The Employees State Insurance Act, 1948, 2
12. The Industrial Employment (Standing Orders) Act, 1946, 3
13. The Apprentices Act, 1961. 2
14. The Equal Remuneration Act, 1976, 2
15. The Maternity Benefit Act, 1961, 2
16. Contract Labour Regulations and Abolition Act, 1970, 3
17. The Child Labour Prevention and Regulation Act, 1986. 3
18. The Shop and Establishment Act, 1948 3

(45 Hours)

TEXT BOOKS

1. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007.
2. P.K. Padhi, Industrial Laws, PHI, 2008.

REFERENCE BOOKS

1. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
2. D. R. N. Sinha, Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004
3. Respective Bare Acts

COURSE OUTCOMES:

1. Legal provisions relating to Industrial Relations, Wages and Bonus are clarified.
2. Explanation on working condition and labour welfare are provided.
3. Industrial Relations practices are explained and analyzed with case.
4. Social security laws were explained and clearly understood.
5. Overall exposure about labour laws are highlighted with practical cases
6. Provides confidence to face Workplace issues with legal assistance.

CO PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	2	3	2	3	1	2
CO2	3	3	2	3	2	3	3	2	2
CO3	3	3	3	3	2	3	2	1	2
CO4	3	3	2	2	2	3	2	3	2
CO5	3	3	3	3	2	3	2	1	2
CO6	3	3	3	1	2	3	2	3	2

COURSE CODE	COURSE TITLE	L	T	P	C
20MBHR307	PEOPLE ANALYTICS	3	0	0	3

COURSE OBJECTIVES

- To provide a clear understanding of metrics in organizational people management.
- To encourage students to analyse the functional effectiveness through appropriatemodel based analytics.
- To understand the integration of HR Information System towards Business performance.

UNIT I INTRODUCTION 9

Introduction to People Analytics: Evolution of HR Analytics, HRIS/HRMS – Data Sources, HR Metrics and Analytics, Analytical thinking - Overview of Analytics framework models.

UNIT II TALENT ACQUISITION 9

Workforce Planning Analytics - Key Components - Best Practices - Diversity Analysis - Measuring diversity and inclusion - Testing the impact of diversity - Talent Sourcing Analytics – Talent Acquisition Analytics – Working Principles - Recruitment and Selection Analytics - Evaluating selection process - Overcoming selection bias – Optimizing selection decision

UNIT III – TALENT SUSTENANCE 9

Organizational Culture - On-boarding and Culture Fit – On-boarding Process - Stages of On-boarding - OPEN Analytical Framework for Effective Onboarding- Time to Productivity and Other Outcome Measures - Create an On-boarding Predictive Model - Talent Engagement Analytics - Importance of Employee Engagement - Employee Engagement Surveys - Moving Beyond the Survey: Employee Engagement - Measures - Training need identification and process - Evaluating effectiveness of training and development

UNIT IV TALENT RETENTION 9

Analytical Performance Management - Defining Performance Measures - Benefits of Analytical Performance Management - Best Practices - Optimizing Promotion Decision - Using Retention Analytics to Protect Talent, Deploying Retention Analytics - Implement Proactive Talent Retention Models - The Segmentation Strategy of Talent Retention Model

UNIT – V – DATA ANALYTICS TO FUTURE HUMAN CAPITAL 9

Succession Planning – Approaches to Succession Planning- Implementing Succession Planning -

Evaluating stress levels - Strategies for managing stress - Result oriented strategies - Responsible investment - Need for Mediation - Steps in mediation - Job embeddedness - Interaction analysis.

TEXT BOOKS:

Jean Paul Isson and Jesse S Harriott (2016), People Analytics in the Era of Big Data Changing the way you Attract, Acquire, Develop and Retain Talent, Wiley

Edwards Martin R, Edwards Kirsten (2016),“Predictive HR Analytics: Mastering the HR Metric”, Kogan Page Publishers.

REFERENCE BOOKS:

Fitz-enz Jac, Mattox II John (2014), “Predictive Analytics for Human Resources”,Wiley.

Rama Shankar Yadav, Sunil Maheshwari (2020), “HR Analytics - Connecting Dataand Theory”, Wiley

COURSE OUTCOMES

1. Aware of human resource concepts and metrics.
2. Understand importance of HR analytics to support different levels of decision making.
3. Apply standard analytics tools and metrics in multifunctional HR.
4. Analyze appropriate model for HR functions.
5. Evaluate the effectiveness of HR data analytics in business performance
6. Create ethical metrics and norms for various HR functions.

CO PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	3	2	3	2	3	1	2
CO2	3	3	2	3	2	3	3	2	2
CO3	3	3	3	3	2	3	2	1	2
CO4	3	3	2	2	2	3	2	2	2
CO5	3	3	3	3	2	2	2	1	2
CO6	3	3	3	1	2	3	2	3	2

MARKETING STREAM

COURSE CODE	COURSE TITLE	L	T	P	C
20MBM301	SERVICES MARKETING	3	0	0	3

COURSE OBJECTIVE:

- To understand the meaning of services and the significance of marketing the services.

UNIT I INTRODUCTION 10

Introduction- meaning of services- unique characteristics-difference between services and tangible products- classification of services. Services Marketing -Introduction and meaning - concept and evolution of services marketing, need for service marketing, and growth of service sector and Services industries.

UNIT II MARKETING MIX IN SERVICES MARKETING & STP 7

Expanded marketing mix – Service market: segmentation, targeting and positioning- Service Life Cycle.

UNIT III DESIGN AND DEVELOPMENT OF SERVICES 10

New service development – Service Blue Printing – GAP model of service quality- Measuring service quality – SERVQUAL – Service Quality Function Deployment.

UNIT IV PRICING, DELIVERY & PROMOTION OF QUALITY SERVICE 9

Pricing of services, Methods. -Designing service delivery System, Service Channel – Service Marketing Triangle - Integrated Service marketing communication.

UNIT V SERVICE STRATEGIES 9

Service marketing strategies for; Financial Services – Health Service - Hospitality Services including travel, hotels and tourism – Logistics- Public Utility Services - Educational Services- Entertainment.

TOTAL PERIODS - 45

TEXT BOOKS:

1. Jochen Wirtz, Christopher Lovelock, Services Marketing, Pearson 8th Edition, 2017.
2. K. Douglas Hoffman, John E.G. Bateson, Services Marketing Concepts, Strategies and Cases, Cengage India, 5th Edition, 2017.
3. Valarie A. Zeithaml, Mary Jo Bitner et al, Services Marketing Mc Graw Hill India, 7th Edition ,2018.

REFERENCE BOOKS:

1. Vasanti Venugopal, Raghu, Services Marketing, Himalaya Publishing House, 1st Edition 2015 .
2. Prof. Kishloy Roy, Marketing of Services, Everest Publishing House, 1st Edition ,2015
3. Rama Mohan Rao, Services Marketing, Pearson, 2nd Edition.2011

WEB REFERENCES:

1. <https://www.toolshero.com/quality-management/servqual-model/>
2. <https://www.marketing91.com/service-triangle/>
3. <https://www.yourarticlelibrary.com/services/7-elements-used-in-marketing-mix-for-services/34003>

MOOC REFERENCES:

1. <https://www.edx.org/course/services-marketing-concepts-applications>
2. https://onlinecourses.nptel.ac.in/noc20_mg07/preview
3. <https://www.mooc-list.com/course/services-marketing-selling-invisible-openlearning>

COURSE OUTCOMES:

1. Able to understand the meaning of service and significance of marketing the services
2. Gain knowledge about characteristics of services
3. Aware about expanded marketing mix
4. Understand the process of new service development
5. Gain insight into promotion and delivery of services
6. Gain Insight into various marketing strategies

CO-PO, PSO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	1	-	-	-	-	-	-	-
CO2	2	-	1	2	-	1	1	-	-
CO3	3	1	3	1	2	-	1	1	1
CO4	3	2	2	-	1	1	1	1	-
CO5	3	1	3	1	2	2	-	-	-
CO6	3	3	2	2	2	2	1	2	1

COURSE CODE	COURSE TITLE	L	T	P	C
20MBM302	Social and Digital Marketing	3	0	0	3

COURSE OBJECTIVES:

- To gain an overall understanding of Digital Marketing
- To acquaint the learners to create a structured digital marketing plan and budget,
- Identify the correct measures to set objectives and evaluate digital marketing,
- Review and prioritize the strategic options for boosting customer acquisition, conversion, and retention using digital marketing.

UNIT-I: INTRODUCTION & ORIGIN OF DIGITAL MARKETING 9

Introduction-Traditional v/s Digital Marketing, Digital Marketing Strategy, Framework, Segmenting & Customizing Messages, The Digital landscape, Digital Advertising Market in India. Skills required in Digital Marketing. Digital Marketing Plan. Case Study.

UNIT-II: SOCIAL MEDIA MARKETING 9

Meaning, Purpose, types of social media websites. Blogging: Types of blogs, Blogging platforms & recommendations. Social Media Engagement, Target audience, Sharing content on social media, Do's and don'ts of social media. Search Engine Optimization: Meaning, Common SEO techniques, Understanding Search Engines, basics of Keyword search, Google rankings, Link Building, Steps to optimize website. Basics of Email Marketing: Types of Emails, Mailing List, Email Marketing tools, Email Deliverability & Email Marketing automation. Case Study.

UNIT-III: FACEBOOK MARKETING 9

Introduction, Facebook for business, Anatomy of an Ad Campaign, Role of Adverts-Types & Targeting, Adverts Budget & Scheduling, Adverts Objective & Delivery. LinkedIn Marketing-Importance, LinkedIn Strategies, Sales Leads Generation Using LinkedIn, Mobile Marketing-Importance-Mobile Usage, Mobile Advertising, Mobile Marketing tool Kit, Mobile Marketing Features. Case Study.

UNIT-IV: UNDERSTANDING WEB ANALYTICS

9

Purpose, History, Goals and objectives, Web Analytic tools and Methods. Web Analytics Mistakes and Pitfalls. Basics of Content Marketing: Content marketing statistics, Types of Content, Content Creation, Content optimization, Content Management & Distribution, Content Marketing Strategy, Content creation tools and apps, Challenges of Content Marketing. Case Study.

UNIT-V: RECENT TRENDS IN SOCIAL MEDIA MARKETING

9

Emerging trends in social media marketing: Big data, IOT, Google Analytics, Podcasts, and Webinars, LinkedIn Marketing, Designing and Monitoring Video campaigns, Pinterest. Case Study.

Total Periods – 45 hours

TEXT BOOKS:

1. Seema Gupta Digital Marketing Mc-Graw Hill 1 st Edition - 2018
2. Ian Dodson The Art of Digital Marketing Wiley Latest Edition- 2017
3. Puneet Singh Bhatia Fundamentals of Digital Marketing Pearson 1 st Edition - 2017
4. Vandana Ahuja Digital Marketing Oxford University Press Latest Edition
5. Dr.Ragavendra K. and Shruthi P. Digital Marketing Himalaya Publishing House Pvt. Ltd. Latest Edition

REFERENCE BOOKS:

1. Prof. Nitin C. Kamat, Mr.ChinmayNitinK amat Digital Social Media Marketing Himalaya Publishing House Pvt. Ltd. Latest Edition
2. Melissa S. Barker | Donald I. Barker | Nicholas F. Bormann | Debra Zahay | Mary Lou Roberts Social Media Marketing: A Strategic Approach Cengage Latest Edition
3. Ward Hanson , KirthiKaly anam Internet Marketing & eCommerce Cengage Latest Edition
4. Roberts andZahay Internet Marketing: Integrating Online & Offline Strategies Cengage Latest Edition
5. The Beginner's Guide to Digital Marketing (2015).Digital Marketer. Pulizzi,J.(2014) Epic Content Marketing, Mcgraw Hill Education.
6. Social Media Marketing: How to Use Social Media for Business Kindle Edition

WEB REFERENCES:

1. <https://www.hubspot.com/digital-marketing>
2. <http://www.afags.com/>
3. <https://www.linkedin.com/learning/>

MOOC REFERENCES:

1. <https://learndigital.withgoogle.com/digitalunlocked/>
2. <https://digitalskills.fb.com/en-in/>

COURSE OUTCOMES:

- Understand of the basic concepts of Digital marketing and the penetration of Internet and Mobile
- Ability to create a Digital Marketing plan and recognize the Key Performance Indicator of a Digital Marketing program
- Knowledge of Social Marketing platform for Marketing SEO and SEM and its techniques
- Gather insights on Email marketing,FB Marketing ,LinkedIn Marketing and Mobile Marketing
- Develop knowledge on the basic concepts of Web analytics and its metrics and content Marketing
- Understand the recent trends in SMM-Big data,IOT,Google analytics etc.

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	-	2	3	-	1	3
CO2	3	2	3	-	-	3	1	-	-
CO3	2	3	2	3	3	2	2	-	2
CO4	3	2	2	2	2	-	-	3	3
CO5	2	3	2	-	-	2	3	3	-
CO6	3	-	3	2	2	-	3	3	3

COURSE CODE	COURSE TITLE	L	T	P	C
20MBM303	INTEGRATED MARKETING COMMUNICATIONS	3	0	0	3

COURSE OBJECTIVE:

- The objective of the course is to acquaint the students with essential concepts and techniques for the development and designing of an effective integrated marketing communication programme. It provides the learning about various communication tools and its effectiveness, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programme.

UNIT I: AN INTRODUCTION TO IMC 9

Meaning and role of IMC in Marketing process, one voice communication v/s IMC. Introduction to IMC tools – Advertising, sales promotion, Direct marketing, Publicity, Public relations, and event sponsorship - Case Study

UNIT II: PLANNING FOR MARKETING COMMUNICATION (MARCOM) 9

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

UNIT III: DEVELOPING THE IMC 9

Planning and development of creative MARCOM. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of MARCOM - Types of appeals and execution styles. Media planning and selection decisions - steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC. Case Study

UNIT IV: TOOLS & TECHNIQUES - ADVERTISING & SALES PROMOTION 9

Advertising concepts - Campaign, Budgeting, Advertising types - Web / Internet Advertising - Mobile Advertising. Sales Promotion - Concepts - Consumer oriented, Trade Oriented, sales force oriented techniques. Designing of sales promotion campaign. Case Study.

UNIT V: TOOLS & TECHNIQUES - PUBLICITY & PUBLIC RELATIONS 9

Publicity - Introduction – Meaning – Objectives - Tools – Goals of Publicity – Scope of Publicity – Importance of Publicity – Difference between Marketing, PR and Publicity - Tools and techniques. Public Relations - Meaning – Objectives – Scope-Functions-integrating PR in to Promotional Mix - Advantages and disadvantages of PR - PR tools and techniques.

TOTAL PERIODS - 45

TEXT BOOK

1. Advertising & Promotion - An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill

REFERENCE BOOKS

1. Advertising Management, Jaishri Jethwaney & Shruti Jain, Oxford University Press
2. Advertising & Promotions: An IMC perspective, Kruti Shah and Alan D'Souza, Tata McGraw Hill
3. Advertising Management, Aakar, Batra and Myers, Prentice
4. Advertising & Promotions, S H Kazmi and Satish K Batra, Excel
5. Advertising; Principles and Practice, Wells, Moriarty and Burnett, Pearson
6. Advertising & Promotion: An IMC approach, Terence A. Shimp Pub., Cengage Learning
7. Integrated advertising, promotion and marketing communication. Clow, K. E., & Baack, D. Pearson Education India.
8. Principles of advertising and IMC. Thomas, D. Tata McGraw Hill Education.

COURSE OUTCOMES:

1. Knowledge of how IMC fits into the marketing mix.
2. Understanding of the different elements of integrated marketing communication and their integration
3. To give an insight into marketing communications and prepare students for careers in areas of advertising, sales promotion, etc.
4. Designing an advertisement campaign.
5. Designing a Sales promotion campaign.
6. Application of IMC tools and techniques for creating IMC strategies for an organization.

CO PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
CO 1	3	3	1	1	-	3	-	3	3
CO 2	3	3	1	1	-	3	-	3	3
CO 3	3	3	1	1	-	3	-	3	3
CO 4	3	3	1	1	-	3	1	3	3
CO 5	3	3	1	1	-	3	1	3	3
CO 6	3	3	1	1	-	3	1	3	3

COURSE CODE	COURSE TITLE	L	T	P	C
20MBM304	RETAIL MANAGEMENT	3	0	0	3

COURSE OBJECTIVES:

- To provide a framework and scope of retail management
- To be aware of the various marketing and functional retail strategy.
- To analyze the scope of retailing in India.

UNIT I : RETAIL THEORY & PRACTICES 9

Retail: Nature, Scope, History, Retail Institutions, Types, Retail Management Process, Indian Retailing Scenario, Retail Managers – Roles, Skills and Scope, Evolution of Management Theory, Organizational Environment in Retail Sector, Ethical Issues in Retailing Job Opportunities in Retail Industry- Personality Traits of Retailers, Retail Entrepreneur, Employment Opportunities.

UNIT II : RETAIL MARKETING STRATEGY 9

Introduction, Building Retail Brand, Sales Enhancement Strategies, Business Intelligence, Customer Service, Social Media Marketing, Pricing Strategy, Point of purchase communication, Role of Packaging, Pricing Strategy, Merchandise Management, Private Labels, Retail Promotion, Building Store Loyalty

UNIT III : RETAIL ORGANIZATION & FUNCTIONAL MANAGEMENT 9

Introduction, Classification of Retail Organization, Franchising, Human Resource Management in Retail, Building and Sustaining Relationship in Retailing, Customer relationship Management, Store Planning: Location, Layout, Store Operations: POS (Point of Sale) /Cash Process, Customer Service and Accommodation, Retail Floor and Shelf Management, Retail Accounting and Cash Management, Setting up Stores before Opening, Working with Floor Plans and Store Requirements.

UNIT IV : ELECTRONIC RETAILING 9

Introduction, Types of Technology in Retailing, Role of IT in Business; Influencing Parameters for use of IT in Retailing; Efficiency in Operations, Effective Management of

Online catalogues; Direct Retailing Methods, Database Management; Data warehousing; Critical Analysis of E-Retailing Strategies; Customer Relationship Management.

UNIT V : RETAILING GLOBALLY

9

Information system in retailing: Acquiring and using information strategies, technology in retail, information sources, retail information system. Evolution and trends in organised retailing, Indian organised retail market, FDI in Indian organised retail sector, retail scenario in India, future trends of retail in India- Internationalization - Globalization of Retailing.

TOTAL PERIODS - 45

TEXT BOOKS:

1. Levy Michael, Weitz Barton - Retailing Management, V Edition, Tata McGraw Hill, New York, 2006 .
2. Berman Berry, Evans J.R.- Retail Management- A Strategic Management Approach, IX Edition , Pearson Education, New York, 2006.
3. Lucas G.H., Bush Robert, Gresham Larry- Retailing, Houghton Mifflin Company, Boston, 1994.
4. Pradhan Swapna- Retailing Management-Text and Cases, II Edition, Tata Mc Graw Hill, India, 2007.

REFERNCE BOOKS:

1. Nair Suja- Retail Management, V Edition, HPH, Mumbai, 2006.
2. Berman Berry, Evans J.R.- Retail Management- A Strategic Management Approach, IX Edition , Pearson Education, New York, 2006
3. Sinha, Uniyal- Managing Retailing, Oxford University Press, Delhi

WEB REFERENCE :

4. <https://lumenlearning.com/courses/retail-management/>
5. <https://india.oup.com/product/retail-management-9780199467440?>
6. <https://www.amazon.in/Textbook-Retail-Management-Ansuya-Angadi/dp/8121930987>
7. <https://pressbooks.library.ryerson.ca/ryersonoerdiscipline/chapter/retail-management/>

MOOC REFERENCE:

5. <https://www.udemy.com/courses/search/?src=ukw&q=RETAIL+MANAGEMENT>

6. https://onlinecourses.swayam2.ac.in/cec20_mg01/preview
7. <https://www.sarvgyan.com/courses/mba/retail-management>

COURSE OUTCOMES:

1. Demonstrate an understanding of how retailers develop a retail mix to build a sustainable competitive advantage.
2. Explain how retailers use marketing communications to build a brand image and customer loyalty.
3. Understand the integration of merchandise management and supply chain strategies leading to excellent customer service.
4. Understand the financial implication of strategic retail decisions ethically.
5. Demonstrate an understanding of decisions retailers make to satisfy customer needs in a rapidly changing and competitive environment.
6. To be aware of various information in E-retailing aspects nationally and in a Global perspective.

CO – PO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	1	1	3	2	1	2	2
CO2	3	3	-	2	2	2	1	1	1
CO3	3	2	-	-	2	3	1	2	2
CO4	2	3	1	1	3	2	1	2	2
CO5	3	2	1	3	2	1	1	2	2
CO6	3	2	2	-	2	2	1	3	2

COURSE CODE	COURSE TITLE	L	T	P	C
20MBM305	MARKETING ANALYTICS	3	0	0	3

COURSE OBJECTIVES

- Students will learn and implement the various steps needed to obtain insights from marketing data analysis
- Student will develop the ability to critically evaluate business problems and to determine the most appropriate analytical technique

UNIT I INTRODUCTION

7

Introduction to marketing analytics- Need for marketing analytics- Models in marketing analytics- Brand Equity- Challenges in marketing analytics- Trends in marketing analytics- Tools for marketing analytics

UNIT II CUSTOMER ANALYTICS

9

Customer identification through qualitative and quantitative research –Customer satisfaction and customer value- Consumer Panels- Width and depth of Purchase- Buyer groups- Segmentation- Profile Analysis- Brand Loyalty- Trial and Repeat purchase- Consumer data management tools and technologies- Consumer Analytic Techniques and consumer panels

UNIT III PROMOTIONAL PRACTICES

10

Pricing- Basics of pricing research – Pricing research methods- Factors affecting consumer's sensitivity to price- Brand Price trade off; Sales Promotion-Types of sales promotion- Promotion Evaluation- Assessment of sales promotion- Market Modelling ; Advertising- advertising Analytics- Packaging; Biometrics – Eye Tracking- Electroencephalography- Facial coding- Galvanic skin response

UNIT IV RETAIL ANALYTICS

10

Retail Measurement Services- Retail Analytics- Analysis using transaction data- Managing and measuring the right assortment- Portfolio analysis- Fragmentation analysis- Securing retailer support- Allocation of shelf space- cost of stock outs- Market mix modelling- Sales Response formats- Interaction effects- Competitive effects and Market share models- Dynamic effects- Baseline effects

UNIT V DIGITAL MEDIA MARKETING

9

Inbound and outbound marketing- Buzz Marketing- Search Engine Optimization- Web Analytics- Facebook Advert Analytics- Twitter Analysis- Youtube analytics- LinkedIn Analytics- Website grading tools- Google Analytics- Drawbacks of using cookies for tracking users- Challenge facing low involvement category- Challenge of reaching the masses

TOTAL PERIODS - 45

TEXT BOOKS

1. Marketing Analytics: A Practical guide to improving consumer insights using data Techniques, Mike Grigsby- Kogan Page Publishers, 2018
2. Marketing Analytics- A Practitioner's Guide to Marketing Analytics and Research Methods- Ashok Charan- World Scientific Publishers, 2015

REFERENCE BOOKS

1. Principles of Marketing Engineering ,Arnaud De Bruyn, Arvind Rangaswamy, and Gary Lilien, 3rd edition, State College, PA
2. Marketing Analytics: Strategic models and metrics, Stephen Sorger, Amzon

COURSE OUTCOMES

1. To equip students with concepts, frameworks and techniques for marketing analytics
2. To enable students to measure customer preferences towards a brand and a product
3. To equip the students to do a segmentation analysis and to identify promotional strategies for each segment
4. To determine the most effective target markets and how to market to those effectively
5. To illustrate and integrate how tools and frameworks are used in an integrated manner to solve problems
6. To understand and resolve the biases in marketing analytics

CO PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	3	3	3	2	1	3
CO2	3	3	3	3	3	3	2	3	2
CO3	3	3	3	3	3	3	1	2	2
CO4	3	3	3	3	3	3	2	3	2
CO5	3	3	2	3	3	3	2	3	2
CO6	3	3	3	3	3	3	2	1	2

COURSE CODE	COURSE TITLE	L	T	P	C
20MBM306	NEW PRODUCT STRATEGIES & BRAND MANAGEMENT	3	0	0	3

COURSE OBJECTIVES:

- To develop conceptual knowledge of new product development and branding.
- To analyse implications of implementing and evaluating branding strategies.
- To evaluate branding and its relevance to marketing, organization and society.

UNIT I – NEW PRODUCT DEVELOPMENT PROCESS

9

Marketing Innovation & New Product Development – NPD Process. Ideation and Concept Development, Design Thinking and Idea Generation, Consumer psychology in Product Adoption, Connection of product concepts to perceived needs. Concept Testing, Commercialization – Test Marketing, In-Market Test Marketing – Managing beta tests, Trial runs and simulated markets. Time to Market, Breaking into the Market, Managing Growth, Resistance to Change, Leveraging new Product Growth, Sustaining Differentiation. Common failure factors in NPD, Bouncing back from failure, Case Study.

UNIT II – NEW PRODUCT DEVELOPMENT STRATEGIES

9

Planning Product Opportunities – Methods to analyse Opportunities. Linking to Business Strategy – Consumer Marketing Concepts, Break Even Analysis, Strategic Framework to consider Business Viability and Competitive Advantage. Product and theory in Practice – Product Classification, Stages of Product Life Cycle, Managerial Implication of PLC, Criticism of PLC. Advertising of New Product, Unconventional Promotional Programs, Case Study.

UNIT III – PORTFOLIO FOR NEW PRODUCT DEVELOPMENT

9

Product Portfolio – Concept, Factors influencing Product Portfolio, Integration Innovation – Integrating new products into existing portfolios. BCG Growth Matrix, Shell’s Directional Policy Matrix. Competitive Strategy – Target Market Identification, Behavioural Strategies, Positioning Framework. Prototyping & Usage Testing – Alternative approach to product development, Rapid Prototyping, Agile Development. Marketing Communication & CRM – Push vs Pull Decisions. Case Study.

UNIT IV – BRAND MANAGEMENT

9

Branding & Brand Management –Strategic Brand Management Process, Developing Brand Image – Developing Brand Imagery, Identifying and Establishing Brand Positioning, Defining Brand Mantra. Brand Equity Concept, Understanding Brand equity, Sources of Brand Equity, Establishing Brand Equity Management System, Measuring Sources of Brand Equity – Qualitative and Quantitative Research Techniques, Customer Based Brand Equity, Models of Consumer Brand Equity. Case Study.

UNIT V – BRAND DEVELOPMENT STRATEGIES

9

Brand Elements – Criteria for choosing Brand Elements, Tactics for Brand Elements. Leveraging Secondary Brand Association – Conceptualizing leveraging process, Sources of Secondary Brand Association. Measuring and Interpreting Brand Performance – Brand Chain Value, Designing and Implementing Branding Strategies – Brand Architecture, Brand Hierarchy, Designing Branding Strategies, Brand Extension. Managing Brands over Time – Reinforcing and Revitalizing Brands, E-Branding, Case Study.

TOTAL PERIODS - 45

TEXT BOOKS:

1. Jacob Kevin Lane Keller, Vanitha Swaminathan, Ambi M G Parameswaran, Strategic Brand Management, Pearson, 4th Edition, 2020.
2. Kirti Dutta, Brand Management – Principles and Practices, Oxford University Press, 2012.
3. Michael Baker & Susan Hart, Product Strategy and Management, Pearson, 2nd Edition, 2008.
4. Donald R Lehman and Russell S Winer, Product Management, Tata McGraw Hill, 4th Edition, 2005.
5. Ramesh Kumar. S, Managing Indian Brand, Marketing Concepts & Strategies, Vikas Publishing House, 2nd Edition, 2003.

REFERENCE BOOKS:

1. Ramanuj Majumdar, Product Management in India, PHI Learning, 3rd Edition, 2007.
2. Chunawalla S A, Product Management, Himalaya Publishing House, 2009
3. Richard H Elliot & Larry Percy Strategic Brand Management, Oxford University Press, 1st Edition, 2007.

4. Kapfererl J N, The New Strategic Brand Management, Konkan Page, 4th Edition, 2008.
5. Subratu Sen Gupta, Brand Positioning: Strategies for Competitive Advantage, Tata-McGrawHill, 2nd Edition, 2005.

ONLINE REFERENCES:

1. <http://www.eiilmuniversity.co.in/downloads/Brand-Management.pdf>

MOOC REFERENCES

1. https://onlinecourses.swayam2.ac.in/imb20_mg28/preview
2. <https://www.coursera.org/learn/customer-insights-orientation?>
3. <https://www.coursera.org/specializations/branding-the-creative-journey>
4. <https://www.coursera.org/learn/brand>
5. <https://www.coursera.org/learn/brand-identity-strategy>
6. <https://www.udemy.com/course/how-to-develop-a-new-product-and-take-it-to-market/>
7. <https://www.udemy.com/course/new-product-development-how-the-big-brands-do-it/>
8. <https://www.udemy.com/course/new-product-strategy/>

COURSE OUTCOMES:

1. Understand basics of New product development and branding process.
2. Apply knowledge in appreciation of challenges in implementing Branding of New product decision in complex environment
3. Manage brand across geographical boundaries and measuring brand performance.
4. Analyse implications of implementing and evaluating branding strategies.
5. Evaluate branding and its relevance to marketing, organization and society.
6. Develop strategies for new product and for establishing brands.

CO-PO MAPPING:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	-	-	3	-	-	3	2
CO2	2	3	-	-	3	-	-	3	1
CO3	2	3	-	-	3	-	-	3	3
CO4	3	3	-	-	3	-	-	3	2
CO5	3	2	-	2	3	-	-	3	2
CO6	3	3	-	3	3	-	-	3	3

COURSE CODE	COURSE TITLE	L	T	P	C
20MBM307	MANAGING DISTRIBUTION CHANNEL	3	0	0	3

COURSE OBJECTIVES:

- To familiarize the distribution concepts, principles and techniques for marketing situations.

UNIT I INTRODUCTION 9

Distribution Management: Introduction, Need and Scope - Marketing Channel Management- Introduction, Channel Policies- Designing Channels, Channel Motivation- Channel Relationship Management-Selection and Recruitment of Channel Partners, - Functions of Channel Partners- Power Bases in managing Channel Partners Channel Evaluation.

UNIT II CHANNELS STRATEGY 9

Marketing Channels Strategy - Levels of Channels - Evolution & Possible Channel Formats- Channel Institutions: - Retailing & wholesaling. Designing channel systems: Channel Intensity - Managing Channel Conflict -Channel Information Systems -Elements of CIS - Designing of a CIS - Channel Performance Evaluation.

UNIT III WHOLESALING 9

Wholesaling-Introduction -Definition of Wholesalers- Functions of Wholesalers- Types of Wholesalers- Strategic Issues in Wholesaling, Technology in Wholesaling-Trends in Wholesaling- Wholesaling Challenges-Future of Wholesaling.

UNIT IV RETAILING 9

Retailing- Introduction-Definition of Retailers- Origin of Retailing-Scope of Retailing- Retailing Scenario: An Overview, Retailing: Importance and Success Factors- Retail Format.

UNIT V EMERGING TRENDS IN DISTRIBUTION 9

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

TOTAL PERIODS - 45

TEXT BOOKS:

1. Richard R. Still, Edward W Cundiff, Sales and Distribution Management, Pearson India, 6th Edition, 2017
2. Krishna K.Havaldar, Vasant M Cavale , Sales and Distribution Management , Mc Graw Hill 3rd Edition, 2017
3. Tapan K. Panda, Sunil Sahadev, Sales and Distribution Management, Oxford Higher Education 3rd Edition. 2019

REFERENCE BOOKS:

1. Robert W. Palmatier, Marketing Channel Strategy T& F India, 8th Edition, 2018
2. Meenal Dhotre, Channel Management and Retail Marketing Himalaya Publishing House, 1st Edition, 2015
3. S.L. Gupta Sales and Distribution Management, text and cases an Indian Perspective, Laxmi Publications Pvt. Ltd, 3rd Edition 2018

WEB REFERENCES:

1. <https://www.yourarticlelibrary.com/production/what-are-the-different-types-of-channel-of-distribution/1097>
2. <https://www.llrpartners.com/growth-bit/10-types-of-channel-partnerships-that-can-transform-your-companys-growth-potential/>
3. <https://theinvestorsbook.com/channel-conflict.html>

MOOC REFERENCES:

1. <https://www.coursera.org/learn/channel-management>
2. <https://www.coursera.org/learn/marketing-plan>
3. <https://www.udemy.com/course/basics-of-distribution-and-logistics/>

COURSE OUTCOMES:

1. Understand the Distribution function
2. Examine the distribution role as an integral part of marketing function.
3. Able to understand types of channel for distribution
4. Get an insight into technology in wholesaling
5. Understand channel information system
6. Develop an insight into emerging trends in Distribution

CO-PO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	-	1	1	-	-	-	-
CO2	2	2	2	-	-	1	1	1	2
CO3	3	1	-	-	-	1	1	-	-
CO4	2	-	1	1	1	1	-	-	1
CO5	3	1	3	1	2	1	1	1	2
CO6	2	2	1	2	-	2	-	1	2

OPERATIONS STREAM

COURSE CODE	COURSE TITLE	L	T	P	C
20MBO301	SUPPLY CHAIN AND LOGISTICS MANAGEMENT	3	0	0	3

COURSE OBJECTIVES

- The objective of the course is to understand the scope and practice of business logistics and to explore contemporary trends and issues for effective supply chain management.

UNIT I INTRODUCTION 9

Business supply chain and logistics– Scope and importance, objectives and drivers.,Key issues and best practices in logistics & SCM, supply chain strategies, performance measurement. Outsourcing- Make vs buy approach, Components and Functions of Logistics Management-Case Study

UNIT II PLANNING AND MANAGING FLOWS 9

Planning Networks – Decision making under risk – Decision trees – Decision making under uncertainty. Distribution Network Design – Role - Factors Influencing Options, Value Addition.. Supply Chain Network optimization models., Designing Global Supply Chain Network.-Case Study

UNIT III MANAGING INVENTORIES AND WAREHOUSING 9

Inventory–objectives, bullwhip effect, control - Economic Order Quantity Models, Probabilistic inventory models, Risk pooling, Vendor managed inventory, Multi-echelon inventory. Warehousing Functions – Types – Site Selection – Decision Model – Layout Design – Costing – Virtual Warehouse

UNIT IV TRANSPORTATION DECISIONS AND PACKAGING 9

Role of transportation in a supply chain – Drivers, Modes, Measures - Transportation decisions -Strategies for transportation,3PL and 4PL, Vehicle Routing and Scheduling. Packaging- Design considerations, Material and Cost. Packaging as Unitisation. Consumer and Industrial Packaging.-Case Study

UNIT V ROLE OF IT AND CURRENT TRENDS**9**

Supply Chain Integration - Building partnership and trust in SC Value of Information, Logistics information system - Role of IT – Framework for IT adoption. - Business Process Reengineering-ERP and EDI, Supply Chain and CRM, Agile supply chain, Reverse logistics, Green logistics and supply chain.

TOTAL PERIODS - 45**TEXT BOOKS**

1. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, Sixth edition, 2016
2. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5 th Edition, 2011.

REFERENCE BOOKS

1. Chase, R.B., Shankar, R. & Jacobs, F.R. -- Operations & Supply Chain Management (Tata McGraw Hill, 15th Edition) ,2018
2. Joseph Sarkis, Yijie Dou. Green Supply Chain Management: A Concise Introduction, Routledge, 2017
3. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education,2016
4. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, Principles of Supply ChainManagement- A Balanced Approach, South-Western, Cengage, 2015
5. Bowersox, D.J., Closs, D.J., Cooper, M.B., & Bowersox, J.C. Supply Chain Logistics Management. (4 th ed.), McGraw Hill/Irwin,2013
6. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process,Tata McGraw Hill,2011

COURSE OUTCOMES

1. Understand the concepts of business logistics and supply chain
2. Demonstrate the impact of network design decision models of supply chain
3. Evaluate the effectiveness of inventory decisions based on demand and supply
4. Exhibit how transportation decisions affect supply chain and logistics
5. Acquire knowledge about role of IT on logistics and supply chain
6. Gaining knowledge about effective logistics and supply chain decisions

WEB REFERENCES

1. <https://www.michiganstateuniversityonline.com/resources/supply-chain/logistics-fundamental-to-supply-chain-success/>
2. <https://artelogic.net/blog/the-role-of-logistics-in-a-supply-chain-management>
3. <https://www.globaltranz.com/agile-supply-chain/>
4. <https://apuedge.com/information-technology-and-its-impact-on-the-logistics-industry/>
5. <https://www.supplychainbrain.com/blogs/1-think-tank/post/30512-six-ways-that-supply-chains-are-turning-to-green-solutions>
6. <https://www.supplychaindigital.com/>

MOOC REFERENCES

1. <https://nptel.ac.in/courses/110/106/110106045/>
2. <https://nptel.ac.in/courses/110/108/110108056/>
3. <https://www.coursera.org/learn/supply-chain-logistics>
4. <https://www.edx.org/course/supply-chain-fundamentals>
5. <https://www.udemy.com/course/operations-and-supply-chain-management/>

CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	1	2	3	2	2	1	-	1	-
CO2	2	2	3	1	3	2	2	-	1
CO3	-	1	1	3	-	-	1	1	2
CO4	2	3	2	2	2	3	2	2	1
CO5	3	1	1	-	1	-	-	1	-
CO6	2	1	-	3	2	-	1	1	1

COURSE CODE	COURSE TITLE	L	T	P	C
20MBO302	PROJECT MANAGEMENT	3	0	0	3

COURSE OBJECTIVE(S):

- To Understand project management design, development, and deployment
- Ability to use project management tools, techniques, and skills

UNIT I: INTRODUCTION

9

Project – Definition, Programme Vs Project, life cycle, Drivers of Project Management, Project priority system, Portfolio Management system, Project selection model. Project Governance. – **Case study** in Portfolio and selection.

UNIT II: PROJECT PLAN AND ESTIMATION

9

Project scope, Work breakdown structure and its process. Multidisciplinary team and its role. Factors of Project estimates, types of costs, methods, refining estimates- **Case study** in WBS and project estimates

UNIT III: SCHEDULING PROJECT

9

Developing project network- CPM & PERT. Risk Management process, Contingency planning, Opportunity Management and Change control management. Resources allocation- classifications, methods - **Case study** in Risk management and resources allocation

UNIT IV: PROJECT CONTROL

9

Reducing project duration, Project-cost duration graph. Project monitoring information system, Project control process. Monitoring time performance. Monitoring Indexes. Final project cost projections and other control issues - **Case study** in project duration and cost

UNIT V: PROJECT CLOSURE AND INTERNATIONAL PROJECTS

9

Project closure- types and wrap-up activities, Project audits and post implementation evaluation. International projects – environmental factors and cross-culture. Agile PM- traditional Vs agile methods. - **Case studies** in project audits.

TOTAL PERIODS - 45

TEXT BOOKS

1. Clifford Gray, Erik Larson and Gautam V Desai, Project Management, Tata McGraw Hill Edition, 7th Edition, 2018

REFERENCE BOOKS

1. A Guide to the Project Management Body of knowledge PMBOK Guide PMBOK® Guide – Sixth Edition (2017).
2. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 5th Edition 2016
3. Gido and Clements, Successful Project Management, sixth Edition, Cengage, 2015.
4. Harvey Maylor, Project Management, Fourth Edition, Pearson Education, 2010
5. Harold Kerzner Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 11th Edition, Wiley

WEB REFERENCES:

1. <https://www.pmi.org/about/learn-about-pmi/what-is-project-management>
2. <https://www.projectmanager.com/project-management>
3. https://www.projectmanagement.com/default.cfm#_
4. <https://www.pmi.org/pmbok-guide-standards/foundational/pmbok>

MOOC REFERENCES:

1. <https://www.edx.org/learn/project-management>
2. <https://www.coursera.org/specializations/project-management>
3. <https://www.coursera.org/professional-certificates/google-project-management>
4. <https://www.coursera.org/learn/project-management-foundations>
5. <https://www.coursera.org/learn/uva-darden-project-management>

COURSE OUTCOME(S):

1. Comprehend and identify the elements of project management
2. Ability to select alternative courses of action to attain project objectives.
3. Manage the phases and infrastructure of projects
4. Ability to Estimate, plan, calculate, and adjust project variable
5. Can manage project risk, including identifying, analyzing and responding to risk
6. Able to coordinate all the elements from start to end of the project.

CO-PO MAPPING:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	2	1	2	2	1	1	1	1
CO2	1	2	1	1	1	-	1	1	1
CO3	1	-	-	-	1	-	1	-	-
CO4	1	1	-	1	1	-	-	1	-
CO5	1	-	1	-	-	-	-	1	-
CO6	-	1	1	-	-	+	-	1	1

COURSE CODE	COURSE TITLE	L	T	P	C
20MBO303	STRATEGIC OPERATIONS AND INNOVATION	3	0	0	3

COURSE OBJECTIVE –

- To understand the role of innovation and strategic operations by adopting organizational distinctive competencies and using new technologies to increase efficiency in enterprises

UNIT I INTRODUCTION 9

Introduction- Strategic Operations Management- concepts and definitions, Strategic Operations -developing core competences-Competitive advantage through operations, Process Choice and Layouts in Operations, Biases in Operational Decisions. –Case study

UNIT II OPERATIONS STRATEGIES 9

The role and purpose of operations strategies- elements- types, Core operational strategy areas, Make to Stock vs. Make to Order Strategies, Sourcing Strategies: Off-Shoring and In-sourcing - Operational Risk Management Strategies,- Future of operations strategy-Case study

UNIT III MANAGING STRATEGIC OPERATIONS 9

Operations strategy framework- operational strategic plan- steps-Implementation Managing Materials & Inventory; MRPI; MRPII; ERP and JIT,Scheduling & Capacity Management, Making Improvements - Quality, Benchmarking and Business Process Reengineering.

UNIT IV INNOVATION MANAGEMENT 9

Introduction to innovation management -Operations involvement in Innovation, Building innovative capabilities-Dimensions of strategic innovations-Innovation strategy in practice and types, Strategic resonance- need for flexibility and agility, Agile and lean approaches in strategic innovation management-Case study

UNIT V TECHNOLOGY AND INNOVATION 9

Sources of technology and innovation, Driving intra-organizational innovation, Technology and innovation strategy, Technology as vehicle -operational -strategic innovations,

Technology- Product Design and Operations Design, Developing and introducing new products and services, Technology change and productivity.

TOTAL PERIODS - 45

TEXT BOOKS

1. J Bessant, Fu Jia, Steve Brown, Strategic Operations Management, 4th Edition, Routledge 2018
2. Nigel Slack, , Mike Lewis, Operations Strategy, Pearsons, 2020.
3. Frederick Betz, Managing Technological Innovation, John Wiley & Sons, Third Edition, 2011.

REFERENCES

1. Schilling MA. 2013. Strategic management of technological innovation (4th ed.). McGraw-Hill
2. R. Paneerselvam, Production and Operations Management, 3rd Edition, PHI, 2012
3. Mahadevan B, 'Operations management-Theory and Practice' 3rd Edition , Pearson Education, 2018
4. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, McGraw Hill (Special Indian), 15th Edition, 2018.
5. Dr. K. Aswathappa, Production and Operations Management, Himalaya Publishing House, 2009
6. David Walters, Mark Rainbird, 'Strategic operations Management : A Value chain Approach, Macmillan, 2006

COURSE OUTCOMES

1. Evaluate strategic operations management methods for aggressive competition.
2. Develop critical strategic operations management process strategies.
3. Assess strategic operation methods to gain competitive operational advantages.
4. Develop innovation capabilities to increase the efficiency of strategic operations
5. Demonstrate that management of technological innovation requires the integration of people, processes and technology
6. Assess and adopt effective strategic operations techniques to enhance quality and performances across the organization

WEB REFERENCES

1. <https://www.ibm-institute.com/product/strategy-and-operations/>
2. <https://www.futurelearn.com/courses/managing-for-innovation>
3. <https://www.academiccourses.com/Courses/Technology-Innovation/>
4. <https://hbswk.hbs.edu/archive/four-ways-to-innovate-in-operations>
5. <https://searchcio.techtarget.com/definition/process-innovation>

MOOC REFERENCES

1. <http://https://nptel.ac.in/courses/112/107/112107238/>
2. <https://nptel.ac.in/courses/110/107/110107116/>
3. <https://www.coursera.org/learn/operations-management>
4. <https://www.coursera.org/learn/innovation-management>
5. <https://www.edx.org/course/technology-innovation-for-sustainable-development>

CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	2	3	-	1	-	2	3	2
CO2	3	1	1	2	2	1	1	1	2
CO3	1	2	3	1	1	1	-	2	1
CO4	2	1	1	-	-	-	2	1	1
CO5	2	2	1	2	1	-	-	1	-
CO6	2	2	3	1	2	1	1	2	1

COURSE CODE	COURSE TITLE	L	T	P	C
20MBO304	TOTAL QUALITY MANAGEMENT	3	0	0	3

UNIT- I INTRODUCTION 9

Definition of Quality, Dimensions of Quality, Principles of TQM, Quality costs, Concepts of TQM, Top Management Commitment, Quality Council, Quality Statements, Barriers to TQM Implementation, Contributions of Deming, Juran and Crosby, Team Balancing.

UNIT- II TQM PRINCIPLES 9

Customer Perception of Quality, Customer Complaints, Customer Retention, Employee Involvement, Continuous Process Improvement, Supplier Partnership, Performance measures, 5S, Kaizen, Just-In-Time and TPS.

UNIT –III STATISTICAL PROCESS CONTROL 9

Statistical Fundamentals, The traditional tools of quality, New modern Management tools,– Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for variables and attributes, Concept of six sigma.

UNIT- IV TQM TOOLS 9

Benchmarking, Quality Function Deployment (QFD), House of Quality, Taguchi Quality Loss Function, Failure Mode Effective Analysis (FMEA), Total Productive Maintenance (TPM), Quality Policy Deployment (QPD).

UNIT- V QUALITY SYSTEMS 9

Business Process Re-engineering, Quality Awards, Need for ISO 9000 and Other Quality Systems, ISO 9001:2008 Quality System – Elements, Implementation of Quality System, Documentation, Quality Auditing, ISO 14001:2004.

TOTAL PERIODS - 45

TEXT BOOKS:

1. Dale H.Besterfield, “Total Quality Management”, 3rd edition 2011 Pearson Education
2. James R.Evans& William M.Lidsay, —”The Management and Control of Quality”, 9th Edition South-Western (Thomson Learning)

3. Dahlgaard, J., J., Kristensen, K., and Kanji, G., K., 2007. Fundamentals of Total Quality Management, process analysis improvement. UK: Taylor & Francis e-library.

REFERENCE BOOKS:

1. Feigenbaum, A. V. — Total Quality Management; 4th edition (August 1, 1991), McGraw-Hill Professional
2. Dr. K. Maran & Dr. K. Raja – Total Quality Management, Eswar Press, First edition, 2009.
3. Oakland, J. S. — Total Quality Management, 3rd Edition, 2003. Butterworth – Heinemann Ltd Oxford
4. Probability and statistics for Engineers, by I. R. Miller, J. E. Freund & R. Johnson, Prentice Hall of India, 2002
5. Quality Control & Application, B. L. Hanson & P. M. Ghare, Prentice Hall of India, 2009
6. Singhal and Singhal ISO 9001:2012 (PH1 Learning System), 2e, 2012

WEB SOURCES

1. <https://www.managementstudyguide.com/total-quality-management.htm>
2. <http://www.evans.swlearning.com>
3. www.cengage.com/international
4. <https://reqtest.com/testing-blog/total-quality-management/>
5. <https://managementhelp.org/quality/total-quality-management.htm>
6. <https://www.juran.com/blog/what-is-total-quality-management/>
7. <https://open.library.ubc.ca/cIRcle/collections>

COURSE OUTCOMES

1. Understand quality concepts and philosophies of TQM
2. Apply TQM principles and concepts of continuous improvement
3. Apply and analyze the quality tools, management tools and statistical fundamentals to improve quality
4. Understand the TQM tools as a means to improve quality
5. Remember and understand the quality systems and procedures adopted
6. Know prerequisites of evolution of total quality management and significance of quality gurus' works to the management of modern organizations.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	-	2	2	2	3	2	2	3
CO2	2	1	3	1	-	2	3	3	-
CO3	1	-	-	3	3	1	-	3	3
CO4	2	-	-	2	-	-	3	2	2
CO5	-	1	2	-	2	2	-	3	3
CO6	2	2	-	1	2	2	3	2	1

COURSE CODE	COURSE TITLE	L	T	P	C
20MBO305	PRODUCT DESIGN	3	0	0	3

COURSE OBJECTIVE(S):

- Build competency to develop new products
- To develop interdisciplinary tasks in order to achieve a common objective

UNIT I: INTRODUCTION 9

Design – definition, Products – types, Characteristics of product development, Challenges in product development- costs and duration of product development. Development Process- Generic, Front-end. Product development Flow process- **Case study** in identifying product development challenges.

UNIT II: CONCEPT GENERATION 9

User Needs, establishing relative importance, reflect on results and process. Product planning Process, opportunity identification, resources allocation, timing plan and pre-planning completion- Product specifications- establishing and setting final specifications- **Case study** in new product identifications

UNIT III: CONCEPT SELECTION & TESTING 9

Concept selection – Methodology, concept screening and concept scoring. Concept testing – purpose, survey and measure. Product architecture – Implications, establishing, delayed differentiation and platform planning. - **Case study** in product selection and testing

UNIT IV : DESIGN FOR ENVIRONMENT 9

Industrial design- need, impact and process, accessing the quality of Industrial design. Design for environment- definition, environmental impact. Design for environmental process. Estimation of manufacturing cost- methods for reduction - **Case study** in estimation of product manufacturing

UNIT V: ROBUST DESIGN AND PATENT 9

Robust design-definition, design of experiment, design process. Overview of patents, Patent search, ownership and transfers. International patent laws. Contemporary patent laws- **Case study** in IPR.

TEXT BOOKS

1. Karl.T.Ulrich, Steven D. Eppinger, Product Design and Development , Tata McGraw- Hill Education (6th edition)

REFERENCE BOOKS

1. Kenneth B.Kahn, New Product Planning, Sage, 2nd Edition 2011.
2. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
3. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
4. Anil Mital. Anoop Desai, Anand Subramanian, Aashi Mital, Product Development, Elsevier, 2009.
5. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2006.
6. Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata-McGraw Hill, 2007.

WEB REFERENCES:

1. <https://uxplanet.org/what-is-product-design-and-the-product-design-process-41b41a5bf795>
2. <https://www.youtube.com/watch?v=NIkg3Ui7ITY>
3. <https://www.youtube.com/watch?v=tLY0uJEy38M>

MOOC REFERENCES:

1. <https://www.youtube.com/watch?v=HN9GtL21rb4&t=42s>
2. <https://www.youtube.com/watch?v=uYSBevGbn7U>
3. <https://www.youtube.com/watch?v=LsR9qOTSz4g>
4. <https://www.edx.org/course/product-design-the-delft-design-approach>

COURSE OUTCOME(S):

1. Understand the concept and challenges in new product development
2. Ability to understand the customer needs and develop concept for new development
3. Ability to screen the selected product as per the user requirement
4. Ability to commercialise the developed product
5. Understand the IPR process
6. Competency in developing a new commercial product

CO-PO MAPPING:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	2	1	2	2	1	1	1	1
CO2	1	-	1	1	1	-	1	1	1
CO3	-	1	-	-	1	-	1	-	-
CO4	1	1	1	-	1	-	-	1	-
CO5	-	1	1	1	1	-	-	1	-
CO6	-	-	1	1	-	+	-	1	1

COURSE CODE	COURSE TITLE	L	T	P	C
20MBO306	INTELLECTUAL PROPERTY RIGHTS (IPR)	3	0	0	3

COURSE OBJECTIVE:

- To understand Intellectual Property Rights, Patents, GATT, Copyright, Trademarks and Geographical Indications.

UNIT I INTRODUCTION TO INTELLECTUAL PROPERTY 9

Introduction - Invention and Creativity - An Overview of Intellectual Property (IP) - Importance - Protection of IPR - Basic types of property. Forms of Industrial Properties: Patents, Industrial Designs, Plant Varieties, copyrights, Trademarks, Geographical Indications.

UNIT II INTERNATIONAL PROTECTION OF INTELLECTUAL PROPERTY RIGHTS 9

Establishment of WIPO, General Agreement on Trade and Tariff (GATT). Patent Co-Operation Treaty, TRIPS agreement, Bern Convention, Rome convention, WTO and Intellectual Property Rights.

UNIT III PATENTS 9

introduction to Patents – Overview, Historical development, concepts on Novelty, Utility, Non-Obviousness. Patentable and Non Patentable Inventions. Procedure for Filing of patents. Acquisition of patent rights. Compulsory Licenses, patent offices in India and jurisdiction.

UNIT IV COPYRIGHTS, TRADEMARKS, OTHER INTELLECTUAL PROPERTY RIGHTS 9

Copyrights and related rights - Trade Marks and rights arising from Trademark registration - Definitions - Industrial Designs and Integrated circuits - Protection of Geographical Indications at national and International levels, Plant Varieties - Application Procedures, Trade Secret,

UNIT V LEGAL ASPECTS OF INTELLECTUAL PROPERTY RIGHTS 9

Infringement of Patents and Remedies. Modification of granted patents, Case Studies on - Patents - Copyright and related rights - Trade Marks - Industrial design and Integrated circuits - Geographic indications - Protection against unfair competition. Enforcement of Intellectual Property Rights

TOTAL PERIODS – 45

TEXT BOOKS

1. Nithyananda, K V. (2019). Intellectual Property Rights: Protection and Management. India, IN: Cengage Learning India Private Limited.
2. Neeraj, P., & Khusdeep, D. (2014). Intellectual Property Rights. India, IN: PHI learning Private Limited.
3. Ahuja, V K. (2017). Law relating to Intellectual Property Rights. India, IN: Lexis Nexis.
4. Peter Groves, Sourcebook on Intellectual Property Law, Routledge-Cavendish, 1997.
5. Elizabeth Verkey, Law of Patents, Eastern Book Company, 2nd Edition, 2012

REFERENCE BOOKS:

1. P. Narayanan, Intellectual property Rights, Eastern law House, Third Edition, 2008
2. G. P. Reddy, Intellectual Property Rights & Other Law, Gogia Law Agency, 2004
3. P. Narayanan, Patent Law, Eastern Law House, Fourth Edition, 2002
4. V.K. Unni, Trademarks & The Emerging Concepts of Cyber Property Rights, Eastern Law House, 2005.
5. Prof. A. Chandrasekaran, Intellectual Property Law, C. Sitaraman & Co. Pvt. Ltd., 2004.
6. Dr. Vikes Vashishth, Law & Practice of Intellectual Property in India, Bharath Law House Pvt.Ltd., 2002.
7. Journal of Intellectual Property Rights (JIPR): NISCAIR

WEB RESOURCES

1. <http://www.bdu.ac.in/cells/ipr/docs/ipr-eng-ebook.pdf>
2. https://www.wipo.int/edocs/pubdocs/en/intproperty/489/wipo_pub_489.pdf
3. <http://cipam.gov.in/>
4. <https://www.wipo.int/about-ip/en/>
5. <http://www.ipindia.nic.in/>

COURSE OUTCOMES

1. Understanding, defining and differentiating different types of intellectual properties (IPs) and basic need for Intellectual Property
2. Understand the International Protection practical aspects of Intellectual Property Rights
3. Understand they complete their academic projects, shall get an adequate knowledge on patent
4. To provide comprehensive knowledge to the students regarding Indian position of the Copyright & Trademark
5. Identify types of Intellectual Properties (IPs), the right of ownership, Constitutes IP infringement and scope of protection under IP Laws.
6. To strengthen the enforcement and adjudicatory mechanisms for combating IP violations and to promote awareness and respect for IP rights.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	2	3	2	2	3	2	2	3
CO2	2	1	1	2	-	2	3	3	-
CO3	1	-	-	2	3	3	-	3	3
CO4	2	-	2	2	-	-	3	2	3
CO5	2	2	2	-	3	2	3	3	3
CO6	2	2	3	-	2	2	3	2	1

COURSE CODE	COURSE TITLE	L	T	P	C
20MBO307	OPERATIONS ANALYTICS	3	0	0	3

COURSE OBJECTIVE(s):

- To understand effective operations management along with analytical techniques and their applications.
- To Develop an in-depth proficiency in Production Operation Optimization and Data Modelling
- To impart the fundamentals of production tracking and system architecture for data analytics.

UNIT I - INTRODUCTION

4

Scope of analytics- Data vs information and decision making -Scenarios of decision making- Intelligence in business-Manufacturing 4.0 and IOT Patterns and its relevance- Types of analytics -Relation to operational performance metrics

UNIT II -PRODUCTION OPERATION OPTIMIZATION

9

OEE and Other KPI Calculations-Minimize Work in Progress-Product Quality Optimization-Regulatory and Recall Reasons for Tracking-Tracking for Reporting, Documentation and Presentation-Tracking-data Used for Finding Product Failure Causes- Information Modelling of plant types-Plug-flow Plants- Parallel-unit Plants-Feedback-dominated Plants- Object and Data Representation.

UNIT III -DATA MODELLING

9

Semantic Data Models-Plant Information System Domains -OPC UA-OPC UA and Information Modelling- OPC UA Publish/Subscribe (PubSub),SA-95-Hierarchy Models and Domains- Information- Resources and Operational Categories-Object Models-Models of Manufacturing Operations Management (MOM)- Information Exchange

UNIT IV - PRODUCTION TRACKING

11

Production Track and Trace-Tracking Depth, Width and Precision-Material Flow Modelling and Tracking- Material & Process Units-Tracking-data Information Modelling-Tracking Machines for Fixed Plug-flow Processes Shop-floor Tracking-Tagging technology-Plant

Tracking Data and Plant Models-Fish-feed Plant Tracking-Design and Installation of a Factory Tracking System-Macro Tracking Data and Production Chain Analytics-Extraction of Data for Analytics and Modelling

UNIT V- SYSTEM ARCHITECTURE FOR DATA ANALYTICS AND MODELLING

12

Analytics Server-Analytics Data Format (TD)- Database service - plantDB -Operational Model Service-Data Science Client-Simple Views and Analytics-Machine Learning and Analytics-Production use of Models and Machine Learning Algorithms- Modelling Work Flow and the Use of Models-Making and Adapting Models -Different Types of Models in Terms of Data Requirements-Preparations for Modelling- Machine Learning and Modelling Methods -Modelling Based on Tracking Data -Run2Run Control and Estimation-Condition Based Monitoring and Predictive Maintenance

TOTAL PERIODS: 45

TEXT BOOKS

1. Steven Nahmias and Tava Lennon Olsen, Production and Operations Analytics, Wave land press, 2020 edition
2. Steinar Saelid ,Analytics for production optimization: Production tracking and information modelling for machine learning, Steinar Saelid e publishing, 2018 Edition.

REFERENCE BOOKS

1. Hwang, Shiuh-Nan, Lee & Hsuan-Shih, Zhu, JoeHandbook of Operations Analytics Using Data Envelopment Analysis, Springer Science 2016 Edition
2. Matthew J. Drake ,Applied Business Analytics Casebook, The: Applications in Supply Chain Management, Operations Management, and Operations Research (FT Press Analytics) , Perarson Education , 2014 Edition
3. Gert H. N. Laursen & Jesper Thorlund, Business analytics for Managers, Wiley , 2nd Edition (2017)

MOOC RESOURCES:

1. <https://www.my-mooc.com/en/mooc/operations-analytics/>
2. <https://www.coursera.org/learn/wharton-operations-analytics>
3. <https://www.coursera.org/specializations/business-analytics>

WEB REFERENCES:

1. <https://www.informs.org/Resource-Center/INFORMS-Student-Union/FAQs-About-O.R.-Analytics>
2. https://www.cbsicorp.com/ctent/uploads/2012/02/NA50_05_BI_Business_Analytics.pdf

COURSE OUTCOME(s):

1. Able to understand the complexities of operations analytics
2. Recognize the importance of data in analytics
3. Identify and apply the appropriate techniques for production operation.
4. Demonstrate the ability to construct the appropriate optimization models
5. Able to understand the basics in system architecture.
6. Develop the ability to construct models to solve real time issues in operations.

CO-PO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	1			2		2	3		1
CO2	2			3		3	2		2
CO3	3			3		2	3		3
CO4	2			2		2	2		2
CO5	3			1		1	3		3
CO6	2			3		1	2		2

SYSTEMS & IT STREAM

COURSE CODE	COURSE TITLE	L	T	P	C
20MBS301	ENTERPRISE RESOURCE PLANNING	3	0	0	3

COURSE OBJECTIVES

- To provide a contemporary and forward-looking on the theory and industry practice of Enterprise Resource Planning Technology.
- To have a strong emphasis upon the practice of theory in ERP Applications.
- To train the students to develop the basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth.
- To aim at preparing the students technological competitiveness and make them ready to self -upgrade with the higher technical skills.
- To Create awareness on the latest developments and trends in ERP.

UNIT I: INTRODUCTION TO ERP 8

Definition of Enterprise Resource Planning (ERP); Evolution of ERP; Characteristics, Features, Components and needs of ERP; ERP Vendors; Reasons for the Growth of ERP Market, Reasons for the Failure of ERP Implementation, Benefits & Limitations of ERP Packages, Roadmap for successful ERP implementation, Case Studies

UNIT II: ERP RELATED TECHNOLOGIES AND INTEGRATION 10

Business Process Re-engineering, Data Warehousing, Data Mining, On-Line Analytical Processing, Product Life Cycle Management, Supply Chain Management, Customer Relationship Management, ERP Security, Need for Enterprise Integration; Information mapping; Role of common shared Enterprise database; System Integration - Logical vs. Physical System Integration, Benefits & limitations, ERP's Role in Logical and Physical Integration, Case Studies

UNIT III: ERP ARCHITECTURE AND ERP IMPLEMENTATION 10

Generic Model of ERP system; Core Modules functionality; Types of ERP architecture, Client Server Architecture, Web-based Architecture, Service Oriented Architecture (SOA) ; Difficulty in selecting ERP, Evaluation Criteria of ERP packages; Approach to ERP selection, General Implementation Methodology of ERP, Project Implementation Team

Structure ,Data Migration. People Organization in implementation- Consultants, Vendors and Employees. Case Studies.

UNIT IV: ERP AND BUSINESS MODULES 9

Marketing, Finance, Sales and Distribution, Manufacturing and Production Planning - Material and Capacity Planning; Shop Floor Control; JIT/Repetitive Manufacturing; Cost Management; Human Resource, Plant Maintenance - Preventive Maintenance Control; Equipment Tracking; Component Tracking; Plant Maintenance Calibration Tracking; Plant Maintenance Warranty Claims Tracking, Quality Management.

UNIT V: FUTURE DIRECTIONS IN ERP 8

Trends in ERP, ERP to ERP II - Implementation of Organization Wide ERP, Development of New Markets – ERP for SMEs, Latest ERP Implementation Methodologies, ERP and E-business - SOA - Case Studies

TOTAL PERIOD – 45

TEXT BOOKS

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.

REFERENCES

1. Rajesh Ray, Enterprise Resource Planning –Text & Cases, McGraw-Hill ,2011
2. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012
3. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
4. Alexis Leon, Enterprise Resource Planning, third edition, Tata McGraw-Hill, 2014.
5. Mahadeo Jaiswal and Ganesh Vanapalli, first edition,ERP Macmillan India, 2013
6. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, second edition Prentice Hall of India, 2009.

COURSE OUTCOMES

1. Understand the basic use of Enterprise software, and its role in integrating business functions
2. Understand the ERP related technologies and integration in business activities
3. Analyze the strategic options for ERP tool identification and adoption.

4. Design the ERP implementation strategies.
5. Create reengineered business processes for successful ERP implementation.
6. Discover the ERP trends

CO PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
CO 1	3	3	-	1	2	3	-	3	3
CO 2	3	3	-	2	2	3	-	3	3
CO 3	3	3	-	2	2	3	-	3	3
CO 4	3	3	-	2	1	3	-	3	3
CO 5	3	3	-	2	2	3	-	3	3
CO 6	3	3	-	1	2	3	-	3	3

COURSE CODE	COURSE TITLE	L	T	P	C
20MBS302	E-COMMERCE	3	0	0	3

COURSE OBJECTIVE(s):

- Students acquire knowledge and enable to practice in technology to start an online business.

UNIT I INTRODUCTION TO e-BUSINESS 8

e-Business, e-Business vs e-Commerce, Economic forces – Advantages – Myths – e-Business models, Design, Develop and Manage e-Business, Web 2.0 and Social Networking, Mobile Commerce and S-Commerce. Case study.

UNIT II TECHNOLOGY INFRASTRUCTURE 10

Internet and World Wide Web, Internet protocols - FTP, Intranet and Extranet, Cloud service models-SAAS, PAAS, IAAS, Cloud deployment models-Public cloud, Private cloud, Hybrid cloud, Auto scaling in cloud, Information publishing technology- Basics of web server-Hardware and Software. Case study.

UNIT III BUSINESS APPLICATIONS 10

Consumer oriented e-business – e-Tailing and Models -Marketing on web – Advertising, e-Mail marketing, Affiliated programs - e-CRM; Online services, Business oriented e-business, e-Governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals, Social media marketing. Case study.

UNIT IV e-BUSINESS PAYMENTS AND SECURITY 9

E-Payments - Characteristics of payment of systems, Protocols, e-Cash, e-Cheque, e-Wallets and Micro payment systems- Internet security – Cryptography – Security protocols – Network security. Case study.

UNIT V LEGAL AND PRIVACY ISSUES 8

Legal, Ethics and Privacy issues – Protection needs and Methodology – Consumer protection, Cyber laws, Contracts and Warranties, Taxation and Encryption policies. Case study.

TOTAL PERIODS:45

TEXT BOOKS:

1. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-Business and e-Commerce for Managers, Pearson, 2011.
2. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce –A Managerial Perspective, Pearson Education Asia, 2010.
3. Efraim Turban, David King, Jae Kyu Lee, Ting-Peng Liang, Deborrah C. Turban, Electronic Commerce-A Managerial and Social Networks Perspective, Springer Texts in Business and Economics book series (STBE), 2015.

REFERENCE BOOKS:

1. Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e-Business, Oxford University Press, 2012.
2. Hentry Chan & El, E-Commerce – Fundamentals and Applications, Wiley India Pvt. Ltd., 2007.
3. Gary P. Schneider, Electronic Commerce, Thomson Course Technology, Fourth Annual Edition, 2012.
4. Bharat Bhasker, Electronic Commerce – Frame Work Technologies and Applications, Tata McGraw Hill Publications, 3rd Edition, 2009.
5. Kamlesh K. Bajaj and Debjani Nag, e-Commerce- The Cutting Edge of Business, Tata McGraw-Hill Publications, 7th Reprint, 2009.
6. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004
7. Micheal Papaloelon and Peter Robert, e-Business, Wiley India, 2006.

WEB REFERENCES:

1. <https://taxguru.in/chartered-accountant/icai-guiding-note-accounting-e-commerce-entities-discussion.html>
2. <https://cyber.harvard.edu/olds/ecommerce/library.html>
3. <https://en.wikipedia.org/wiki/E-commerce>
4. <https://people.dsv.su.se/~miwebb/kapitel/kap38.pdf>

MOOC REFERENCES:

1. https://onlinecourses.nptel.ac.in/noc19_mg54/preview
2. <https://www.coursera.org/projects/create-your-ecommerce-store-with-shopify>
3. <https://www.coursera.org/learn/digital-business-models>

4. <https://www.edx.org/learn/ecommerce>

COURSE OUTCOME(s):

1. Ability to learn the basic concepts of E-Commerce and E-Business.
2. Understand the various technology infrastructure to start e-business.
3. Enable to enhancing Student skills in business application models of e-business.
4. Students will able to apply various e-business payments and security for performance of the organisation.
5. Student gains the practical knowledge as e-business professionals by applying e-business technology.
6. Enable to design new e-business models and business strategy solutions for sustaining the business.

CO's – PO's MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	2	2	-	3	3	-	2	3
CO2	2	1	1	-	3	-	3	3	3
CO3	1	2	-	-	3	3	-	3	3
CO4	2	2	1	-	3	-	3	3	3
CO5	1	2	2	-	3	2	3	3	3
CO6	1	2	2	-	3	2	3	3	3

COURSE CODE	COURSE TITLE	L	T	P	C
20MBS303	ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING FOR DECISION MAKING	3	0	0	3

COURSE OBJECTIVES:

- To understand a set of well-known supervised, unsupervised and semi-supervised learning algorithms
- To understand the need for machine learning for various problem solving
- To understand the basic concepts of and applications of AI

UNIT I – INTRODUCTION

9

Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems.

UNIT II – ML FUNDAMENTALS

9

Probability: Introduction – Probability theory – Discrete Distributions – Continuous Distributions - Introduction – Bayesian Concept Learning – Beta-binomial model – Naïve Bayes Classifiers - Gaussian Models: Introduction – Gaussian discriminant analysis

UNIT III – ML ANALYSIS

9

Bayesian Statistics: Introduction – Bayesian Model Selection – Hierarchical Bayes – Empirical Bayes – Bayesian Decision Theory - Linear Regression – Introduction – Model Specification – Maximum likelihood estimation (least square) - Logistic Regression: Introduction – Model Specification – Model Fitting – Bayesian Logistic Regression

UNIT IV – ARTIFICIAL INTELLIGENCE

9

Introduction to Artificial Intelligence: History and Evolution, AI Evolution - AI Basics (Divide and Conquer, Gradient Descent) - NN basics (MLP, FFN, Back propagation)

UNIT V - AI APPLICATIONS

9

Recurrent Neural Networks - Building recurrent NN - Time Series Forecasting - AI: Application areas

TOTAL: 45 PERIODS

TEXT BOOKS

1. Introduction to Machine Learning”, Ethem Alpaydin, MIT Press, 2014
2. S. Russell and P. Norvig, "Artificial Intelligence: A Modern Approach", Prentice Hall, Third Edition, 2009.

TEXT BOOKS

1. Tom M. Mitchell, —Machine Learning, McGraw-Hill Education (India) Private Limited, 2013.
2. Ethem Alpaydin, —Introduction to Machine Learning (Adaptive Computation and Machine Learning), The MIT Press 2004.
3. Stephen Marsland, —Machine Learning: An Algorithmic Perspective, CRC Press, 2009.

WEB REFERENCES

1. <https://www.kaggle.com/kanncaa1/machine-learning-tutorial-for-beginners>
2. <https://www.youtube.com/watch?v=mbyG85GZ0PI&list=PLD63A284B7615313A>
3. <https://www.guru99.com/artificial-intelligence-tutorial.html>
4. <https://quantilus.com/ai-explained-understanding-the-basics-of-artificial-intelligence/>

MOOC REFERENCES

1. <https://www.coursera.org/learn/ai-for-everyone>
2. <https://www.coursera.org/specializations/ai-foundations-for-everyone>
3. <https://www.edx.org/professional-certificate/foundations-of-ai>
4. <https://www.my-mooc.com/en/mooc/artificial-intelligence-for-business-course-futurelearn/>

COURSE OUTCOMES

1. Relating the basis and principles of AI & ML
2. Understanding the basic AI & ML concept and its techniques
3. Ability to learn the recent techniques of AI & ML
4. Categorizing the methods and tools adopted in usage of AI & ML
5. Interpret the usage of AI & ML towards business decisions
6. Develop a real time application of AI & ML tools

CO PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	2	2	3	-	3	3	-	2
CO2	2	2	3	3	-	2	2	-	2
CO3	2	2	-	3	-	3	2	3	-
CO4	3	2	-	2	-	-	2	2	-
CO5	2	3	3	2	-	2	3	2	3
CO6	1	3	2	2	-	3	3	2	3

COURSE CODE	COURSE TITLE	L	T	P	C
20MBS304	DATA MINING	3	0	0	3

COURSE OBJECTIVES:

- To understand the basic concept of data management and data mining techniques
- To know how to derive meaning form huge volume of data and information
- To understand the usage and applications of data mining

UNIT I - INTRODUCTION TO DATA 9

Introduction, Types of Data, Enterprise Data Model, Enterprise Subject Area Model, Enterprise Conceptual Model, Enterprise Conceptual Entity Model, Granularity of the Data, Data Reporting and Query Tools, Data Partitioning, Metadata, Total Data Quality Management (TDQM).

UNIT II - DATA MINING 9

Data Mining, parameters, Types of relationships, Architecture of Data Mining, Kinds of Data which can be mined, Functionalities, Classification on Data Mining system, Various risks, Advantages and disadvantages of Data Mining, Ethical issues in Data Mining, Analysis of Ethical issues, Global issues

UNIT III - DATA MINING TOOLS, METHODS AND TECHNIQUES 9

Regression and correlation; Classification- Decision trees; clustering –Neural networks; Market basket analysis- Association rules-Genetic algorithms and link analysis, Support Vector Machine, Ant Colony Optimization

UNIT IV - DATA MINING USAGE 9

Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems

UNIT V - DATA MINING APPLICATIONS 9

Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical.

TEXT BOOKS

1. Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers 3 rd edition, 2011
2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, 3rd edition, Prentice Hall, 2014.

REFERENCE BOOKS

1. W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India pvt. Ltd. 2005.
2. Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 3 rd edition 2011
3. G. K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2014.

WEB REFERENCES

1. <https://www.invensis.net/blog/12-data-mining-tools-techniques/>
2. <https://www.talend.com/resources/data-mining-techniques/>
3. <https://intellipaat.com/blog/top-data-mining-applications/>
4. <https://www.jigsawacademy.com/blogs/data-science/data-mining-applications/>

MOOC REFENCES

1. <https://www.coursera.org/specializations/data-mining>
2. <https://www.edx.org/course/data-mining-theories-and-algorithms-for-tackling-b>
3. <https://www.udemy.com/topic/data-mining/>

COURSE OUTCOMES

1. Relating the basis and principles of data and data mining
2. Understanding the basic data mining concept and its techniques
3. Ability to learn the recent techniques of data mining
4. Categorizing the methods and tools adopted in usage of data mining
5. Interpret the usage of data mining towards business decisions
6. Develop a real time application of data mining tools

CO PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	2	2	3	-	3	3	-	2
CO2	2	2	3	3	-	2	2	-	2
CO3	2	2	-	3	-	3	2	3	-
CO4	3	2	-	2	-	-	2	2	-
CO5	2	3	3	2	-	2	3	2	3
CO6	1	3	2	2	-	3	3	2	3

COURSE CODE	COURSE TITLE	L	T	P	C
20MBS305	BUSINESS ANALYTICS AND BIG DATA	3	0	0	3

UNIT I INTRODUCTION TO BIG DATA 9

Business Analytics -Historical Overview of data analysis - Data Scientist vs. Data Engineer vs. Business Analyst -Career in Business Analytics-What is data science-Why Data Science-Applications for data science -Data Scientists Roles and Responsibility

UNIT II DATA COLLECTING, SAMPLES AND PROCEDURES 9

Data Collection- Data Management -Big Data Management -Organization/sources of data-Importance of data quality -Dealing with missing or incomplete data-Data Visualization-Data Classification Data Science Project Life Cycle: Business Requirement -Data Acquisition-Data Preparation-Hypothesis and Modeling-Evaluation and Interpretation-Deployment-Operations-Optimization.

UNIT III PREDICTIVE ANALYTICS 9

Target Definition -Linear Regression -Logistic Regression -Decision Trees-Neural Networks -Support Vector Machines -Ensemble Methods -Multiclass Classification Techniques -Evaluating Predictive Models

UNIT IV DESCRIPTIVE AND SOCIAL NETWORK ANALYTICS 9

Association Rules -Sequence Rules -Segmentation - Social Network Definitions -Social Network Metrics -Social Network Learning -Relational Neighbour Classifier-Probabilistic Relational Neighbor Classifier -Relational Logistic Regression -Collective Inferencing

UNIT V APPLICATION OF BUSINESS ANALYSIS 9

Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics. Course Outcomes: Upon the successful completion of this course, the student will be able to: Course Outcome Bloom's Taxonomy CO1. Understand the basics of business analysis and Data Science Knowledge (K2) CO2. Understand data management and handling and Data Science Project Life Cycle Comprehending (K3) CO3. Understand the data mining concept and its techniques Applying

TOTAL PERIODS - 45

COURSE CODE	COURSE TITLE	L	T	P	C
20MBS306	DBMS & SQL	3	0	0	3

COURSE OBJECTIVES:

- To Expose the fundamentals of Database Management Systems.
- To Understand and familiarize the relational model and ER diagram.
- To Understand the fundamentals of Transaction Processing, Query Processing and SQL
- To Understand the Security Issues in Databases and trends in Database Technology.

UNIT I INTRODUCTION TO DBMS

10

File Systems Organization – Sequential, Pointer, Indexed, Direct – Purpose of Database System- Database System Terminologies-Database characteristics- Data models – Types of data models – Components of DBMS- Relational Algebra. LOGICAL DATABASE DESIGN: Relational DBMS – Codd’s Rule – Entity- Relationship model – Extended ER Normalization – Functional Dependencies, Anomaly- 1NF to 5NF- Domain Key Normal Form – Denormalization. Case Study.

UNIT II SQL & QUERY OPTIMIZATION

9

SQL Standards – Data types – Database Objects- DDL-DML-DCL-TCL-Embedded SQL- Static Vs Dynamic SQL – QUERY OPTIMIZATION: Query Processing and Optimization – Heuristics and Cost Estimates in Query Optimization.Case Study.

UNIT III TRANSACTION PROCESSING AND CONCURRENCY CONTROL

8

Introduction-Properties of Transaction- Serializability- Concurrency Control – Locking Mechanisms- Two Phase Commit Protocol-Dead lock.Case Study.

UNIT IV DATABASE SECURITY

9

Data Classification-Threats and risks – Database access Control – Types of Privileges – Cryptography- Statistical Databases.- Distributed Databases-Architecture-Transaction Processing-Data Warehousing and Mining-Classification-Association rules-Clustering- Information Retrieval- Relevance ranking-Crawling and Indexing the Web- Object Oriented Databases-XML Databases.Case Study.

UNIT V TRENDS IN DATABASE TECHNOLOGY

9

Overview of Physical Storage Media – Magnetic Disks – RAID – Tertiary storage – File Organization – Organization of Records in Files – Indexing and Hashing – Ordered Indices – B+ tree Index Files – B tree Index Files – Static Hashing – Dynamic Hashing – Introduction to Distributed Databases- Client server technology- Multidimensional and Parallel databases- Spatial and multimedia databases- Mobile and web databases- Data Warehouse-Mining- Data marts.Case Study.

TOTAL PERIODS – 45

TEXT BOOKS:

1. Abraham Silberschatz, Henry F. Korth and S. Sudharshan, “Database System Concepts”, Sixth Edition, Tata Mc Graw Hill, 2011.
2. Ramez Elmasri and Shamkant B. Navathe, “Fundamentals of Database Systems”,
3. G.K.Gupta, “Database Management Systems”, Tata Mc Graw Hill, 2011. Fifth Edition, Pearson Education, 2008.
4. Dr. P.S. Deshpande, SQL and PL/SQL for Oracle 10g, Black Book, Dreamtech Press.
5. Gillenson, Paulraj Ponniah, —Introduction to Database Managementll, Wiley Publication.

REFERENCES:

1. C.J.Date, A.Kannan and S.Swamynathan, “An Introduction to Database Systems”, Eighth Edition, Pearson Education, 2006.
2. Atul Kahate, “Introduction to Database Management Systems”, Pearson Education, New Delhi, 2006.
3. Alexis Leon and Mathews Leon, “Database Management Systems”, Vikas Publishing House Private Limited, New Delhi, 2003.
4. Raghu Ramakrishnan, “Database Management Systems”, Fourth Edition, Tata Mc Graw Hill, 2010.
5. Rob Cornell, “Database Systems Design and Implementation”, Cengage Learning, 2011.

WEB REFERENCES:

1. https://onlinecourses.nptel.ac.in/noc19_cs46/preview

MOOC REFERENCES:

1. https://onlinecourses.swayam2.ac.in/cec19_cs05/preview
2. https://onlinecourses.nptel.ac.in/noc19_cs46/preview

COURSE OUTCOMES:

1. Understand the fundamentals of a database systems
2. Design and draw ER diagram for the real life problem.
3. Convert conceptual model to relational model and formulate relational algebra queries.
4. Design and querying database using SQL.
5. Understand the concept of transaction, concurrency and recovery.
6. Apply security concepts and trends in database Technology.

CO-PO MAPPING:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	-	2	3	-	1	3
CO2	3	2	3	-	-	3	1	-	-
CO3	2	3	2	3	3	2	2	-	2
CO4	3	2	2	2	2	-	-	3	3
CO5	2	3	2	-	-	2	3	3	-
CO6	3	-	3	2	2	-	3	3	3