

S.A.ENGINEERING COLLEGE

(An Autonomous Institution, Affiliated to Anna University, Chennai)

Veeraraghavapuram, Thiruverkadu post, Chennai-600077



MASTER OF BUSINESS ADMINISTRATION

CURRICULUM & SYLLABI R2020

Choice Based Credit System (CBCS)

S.A. ENGINEERING COLLEGE, CHENNAI – 600 077
An Autonomous Institution, Affiliated to Anna University, Chennai
TWO YEAR MBA DEGREE PROGRAMME
(For the batches of students admitted in 2020 - 2021 and subsequently under Choice Based Credit System)

CURRICULUM & SYLLABI

VISION

VISION

To Transform the Department into high quality center imparting world class management education along with value based professional excellence.

MISSION

- To impart quality education in creation of an intellectual capital of competent management professionals and focus on nurturing innovation, entrepreneurship, research, ethics and professional expertise.
- To create an excellent teaching and learning environment for our faculty and students
- To develop leaders of competence, conscience, creativity and compassion.

PEO

PEO1: To provide the students with adequate skill, knowledge and confidence to seek positions (as well as growth) in organisations and excel in nurturing the spirit of entrepreneurship.

PEO2: To inculcate the students with a positive attitude towards work and life thereby resulting in personal and professional growth.

PEO3: To interface with Industry through their professional managers specialised in Marketing, manufacturing, Finance, Human resources and System thereby inculcating professional expertise in the students in their area of specialisation and awareness of business environment.

PEO4: To broaden the mind of the students to ensure that their contributions to the society are ethical, value based and environment friendly.

PO

After completion of the MBA program, graduates will have:

PO1: An understanding of professional, ethical, legal, financial, marketing, sales, logistical security and social issues and responsibilities. (Professional integrity)

PO2: Ability to conceptualize functions such as Manufacturing, Marketing, Finance, Human resources and Systems teams. (Principles of management)

PO3: Ability to systematically collect data, analyse and offer suggestions. (Investigative and Analytical Skills)

PO4: Ability to Communicate effectively in different business contexts and situations so as to be able to receive and give clear instructions, comprehend, write reports, prepare documentation and make effective presentations. (Verbal and Written Communication)

PO5: Ability to analyze a problem, identify, formulate and use the appropriate managerial skills for obtaining its solution. (Decision Making)

PO6: Ability to generate business ideas, develop business plans, understand regulatory requirements, and locate sources of finance and other resources to start new business ventures. (Entrepreneurial Skills)

PO7: Ability to function effectively on multi-disciplinary teams (Team work).

PO8: Ability to have the updated information on environments affecting businesses. (Social awareness)

PO9: Ability to assess and evaluate the competitive business environment (Awareness of Business Environment)

MAPPING OF PEOS WITH POS:

Programme Educational Objectives	Programme Outcomes								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
I	1	1	2	3	3	2	2	1	2
II	3	3	3	2	2	3	2	2	2
III	2	3	3	2	2	3	2	3	1
IV	3	1	2	3	3	3	2	1	3
V	1	3	2	2	3	3	2	3	2

		COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
YEAR I	SEM I	Management Concepts and Organization Behaviour	✓	✓		✓	✓	✓	✓		✓
		Statistics for Management	✓		✓		✓				
		Economic Analysis for Business		✓	✓	✓			✓		✓
		Accounting for Management	✓		✓	✓	✓	✓			
		Communication Skills	✓	✓		✓				✓	✓
		Legal Aspects of Business	✓	✓		✓	✓			✓	✓
		Total Quality Management	✓	✓	✓		✓	✓	✓		✓
		Indian Ethos and Business Ethics (seminar)	✓	✓		✓	✓		✓	✓	✓
YEAR I	SEM II	Operations Management	✓	✓	✓		✓	✓			✓
		Financial Management	✓		✓	✓	✓				✓
		Applied Operations Research	✓		✓		✓	✓			✓
		Information Management	✓	✓		✓	✓			✓	✓
		Marketing Management		✓	✓	✓		✓	✓		✓
		Business Research Methods	✓	✓	✓		✓	✓	✓		✓
		Human Resource Management	✓	✓		✓	✓			✓	✓
		Business Analytics	✓		✓	✓	✓	✓			✓
		Data Analysis and Business Modelling (Laboratory)	✓		✓	✓	✓	✓			✓
YEAR II	SEM III	International Business Management	✓	✓		✓	✓	✓		✓	✓
		Strategic Management	✓		✓	✓	✓	✓			✓
		Elective 1	Given below for each stream/Specialization								
		Elective 2									
		Elective 3									
		Elective 4									
		Elective 5									
		Elective 6									
		Summer Training	✓	✓	✓	✓	✓	✓	✓	✓	✓

		Creativity & Innovation Laboratory #	✓		✓	✓	✓	✓			✓
	SEM IV	Elective 7	Given below for each stream/Specialization								
		Elective 8									
		Non Functional Elective									
		Project work – 12 weeks Project Work + Maximum 4 weeks for report writing	✓	✓	✓	✓	✓	✓	✓	✓	✓

NON FUNCTIONAL ELECTIVES

S.N	SUBJECT	Programme Outcomes								
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
	Entrepreneurship Development	✓		✓	✓	✓				
	Hospitality and Tourism Management	✓	✓		✓		✓		✓	✓
	Management of Health Care Services	✓	✓		✓	✓	✓			✓
	Event Management	✓	✓	✓		✓		✓		✓

FUNCTIONAL ELECTIVES

S.N	SUBJECT	Programme Outcomes								
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Stream/ Specialization : Marketing Management										
1	Digital Marketing	✓		✓		✓				
2	Brand Management	✓	✓		✓	✓	✓		✓	✓
3	New Product Development		✓	✓	✓			✓		✓
4	Retail Management	✓	✓	✓		✓	✓	✓		✓
5	Customer Relationship Management	✓	✓		✓	✓			✓	✓
6	Distribution Management and Sales Force	✓		✓	✓	✓				
7	Marketing Metrics	✓		✓	✓	✓				
8	Integrated Marketing Communications	✓	✓		✓	✓	✓		✓	✓
9	Services Marketing	✓		✓	✓	✓	✓			
10	Business to Business Marketing	✓	✓		✓	✓	✓		✓	✓

Stream/ Specialization : Financial Management										
11	Security Analysis and Portfolio Management	✓		✓		✓	✓			
12	Financial Market and Banking Operations	✓	✓		✓	✓			✓	✓
13	Derivatives Management		✓	✓	✓		✓	✓		✓
14	Behavioural Finance	✓	✓	✓		✓	✓	✓		✓
15	Investment Banking and Financial Services	✓	✓		✓	✓	✓		✓	✓
16	International Trade Finance	✓		✓	✓	✓	✓			
17	Corporate Finance	✓		✓	✓	✓	✓			
18	Business Analysis and Valuation	✓	✓		✓	✓	✓		✓	✓
Stream/ Specialization : Human Resource Management										
19	Employee Relations and Labour Legislations	✓	✓		✓	✓		✓		✓
20	Compensation and Reward Management	✓		✓		✓	✓			✓
21	Organizational Design and Development		✓	✓	✓			✓		✓
22	International Human Resource Management	✓		✓	✓	✓	✓			
23	Manpower planning, Recruitment and Selection	✓	✓		✓				✓	✓
24	Strategic Human Resource Management	✓	✓		✓	✓	✓		✓	
25	Managerial Behaviour and Effectiveness	✓	✓	✓		✓		✓		✓
26	Human Resource Analytics	✓	✓		✓	✓	✓		✓	
Stream/ Specialization : Operations Management										
27	Logistics Management	✓	✓	✓		✓				✓
28	Supply Chain	✓		✓	✓	✓	✓			

	Management									
29	Product Design	✓		✓		✓				✓
30	Process Management	✓	✓		✓	✓			✓	
31	Lean Six Sigma	✓	✓	✓	✓		✓	✓		✓
32	Project Management	✓	✓	✓		✓		✓		✓
33	Production Planning and Control	✓	✓		✓	✓	✓		✓	✓
34	Services Operations Management	✓	✓	✓		✓	✓	✓		✓
Stream/ Specialization : Business Analytics & Systems										
35	Machine Learning Through R	✓	✓		✓	✓	✓		✓	✓
36	Big Data Analytics		✓	✓	✓			✓		✓
37	Block Chain Technology	✓	✓	✓		✓	✓	✓		✓
38	Social Media Web Analytics	✓	✓		✓	✓			✓	✓
39	Python Programming	✓		✓	✓	✓	✓			
40	Internet Of Things	✓		✓	✓	✓				
41	E-Commerce and E Business Management	✓	✓		✓	✓	✓		✓	✓
42	Enterprise Resource Planning	✓		✓	✓	✓				
43	Software Project and Quality Management		✓	✓	✓		✓	✓		✓
44	Cloud Computing	✓		✓	✓	✓				

CHOICE BASED CREDIT SYSTEM
SEMESTER - I

S. N	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
THEORY								
1.	MB2101	Management Concepts and Organizational Behaviour	PC	3	3	0	0	3
2.	MB2102	Statistics for Management	PC	4	4	0	0	4
3.	MB2103	Economic Analysis for Business	PC	4	4	0	0	4
4.	MB2104	Accounting for Management	PC	3	3	0	0	3
5.	MB2105	Communication Skills	PC	3	3	0	0	3
6.	MB2106	Legal Aspects of Business	PC	3	3	0	0	3
7.	MB2107	Total Quality Management	PC	3	3	0	0	3
PRACTICALS								
8.	MB2111	Indian Ethos and Business Ethics (Seminar) #	EEC	4	0	0	4	2
TOTAL				27	23	0	4	25

- No End Semester Examination is required for this course

SEMESTER –II

S. NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
THEORY								
1	MB2201	Operations Management	PC	3	3	0	0	3
2	MB2202	Financial Management	PC	3	3	0	0	3
3	MB2203	Applied Operations Research	PC	3	3	0	0	3
4	MB2204	Information Management	PC	3	3	0	0	3
5	MB2205	Marketing Management	PC	4	4	0	0	4
6	MB2206	Business Research Methods	PC	3	3	0	0	3
7	MB2207	Human Resource Management	PC	3	3	0	0	3
8	MB2208	Business Analytics	PC	3	3	0	0	3
PRACTICALS								
9	MB2211	Data Analysis and Business Modeling(Laboratory)	EEC	4	0	0	4	2
TOTAL				29	0	0	4	27

SUMMER TRAINING

Period of 4 weeks from the end of II semester examination

Summer Project must be done by the student during summer semester (i.e., at the end of the 2nd Semester for a period of 4 weeks). Summer Project Report must include the following:

- Introduction
- Problem Identification
- A statement of Objectives, Review of Literature and Research Methodology used
- (Sample Size: 50).
- Analysis and interpretation
- Finding and suggestions.

The summer project report should be submitted within the eight weeks of the opening date of 3rd semester. The report should contain the details of project undergone, with duration, along with the type of managerial skills developed during the project.

SEMESTER - III

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
THEORY								
1	MB2301	International Business Management	PC	3	3	0	0	3
2	MB2302	Strategic Management	PC	3	3	0	0	3
3		Functional Elective I ***	PE	3	3	0	0	3
4		Functional Elective II***	PE	3	3	0	0	3
5		Functional Elective III***	PE	3	3	0	0	3
6		Functional Elective IV***	PE	3	3	0	0	3
7		Functional Elective V***	PE	3	3	0	0	3
8		Functional Elective VI***	PE	3	3	0	0	3
PRACTICALS								
9	MB2311	Summer Training	EEC	4	0	0	4	2
10	MB2312	Creativity and Innovation Laboratory #	EEC	4	0	0	4	2
TOTAL				32	24	0	8	28

*** Chosen electives should be from two streams of management of four electives each.

SEMESTER - IV

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
1		Functional Elective VII***	PE	3	3	0	0	3
2		Functional Elective VIII***	PE	3	3	0	0	3
3		Non Functional	NFE	4	4	0	0	4

		Elective**						
4	MB2411	Project Work	EEC	24	0	0	24	12
TOTAL				34	10	0	24	22

**One elective to be chosen from non- functional areas of management

TOTAL NO. OF CREDITS: 102

PC - PROFESSIONAL CORE

PE -PROFESSIONALELECTIVES

NFE -NON FUNCTIONAL ELECTIVE

EEC -EMPLOYABILITY ENHANCEMENT COURSES

COURSE	CREDITS
PROFESSIONAL CORE COURSES (PC)	54
PROFESSIONAL ELECTIVE COURSES (PE)	24
NON FUNCTIONAL ELECTIVE COURSES (NFE)	4
EMPLOYABILITY ENHANCEMENT COURSES (EEC)	20
TOTAL CREDITS	102

S.N	STREAM OF FUNCTIONAL ELECTIVES	ELECTIVES
	MARKETING	Students can take four electives from two functional streams for dual specializations.
	FINANCE	
	HUMAN RESOURCE	
	OPERATIONS	
	BUSINESS ANALYTICS AND SYSTEMS	

S.N	STREAM OF NON FUNCTIONAL ELECTIVES	ELECTIVES
	ENTREPRENEURSHIP DEVELOPMENT	Students can take one elective from non- functional specialization.
	HOSPITALITY AND TOURISM MANAGEMENT	
	MANAGEMENT OF HEALTH CARE SERVICES	
	EVENT MANAGEMENT	

PROFESSIONAL CORE (PC)

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
1	MB2101	Management Concepts and Organizational Behavior	PC	3	3	0	0	3
2	MB2102	Statistics for Management	PC	4	4	0	0	4
3	MB2103	Economic Analysis for Business	PC	4	4	0	0	4
4	MB2104	Accounting for Management	PC	3	3	0	0	3
5	MB2105	Communication Skills	PC	3	3	0	0	3
6	MB2106	Legal Aspects of Business	PC	3	3	0	0	3
7	MB2107	Total Quality Management	PC	3	3	0	0	3
8	MB2201	Operations Management	PC	3	3	0	0	3
9	MB2202	Financial Management	PC	3	3	0	0	3
10	MB2203	Applied Operations Research	PC	3	3	0	0	3
11	MB2204	Information Management	PC	3	3	0	0	3
12	MB2205	Marketing Management.	PC	4	4	0	0	4
13	MB2206	Business Research Methods	PC	3	3	0	0	3
14	MB2207	Human Resource Management.	PC	3	3	0	0	3
15	MB2208	Business Analytics	PC	3	3	0	0	3
16	MB2301	International Business Management	PC	3	3	0	0	3
17	MB2302	Strategic Management	PC	3	3	0	0	3

PROFESSIONAL ELECTIVES(PE)**FUNCTIONAL SPECIALIZATIONS****Students can take four electives subjects from two functional specializations**

L. NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
Stream/ Specialization : Marketing Management								
1	MB2001	Digital Marketing	PE	3	3	0	0	3
2	MB2002	Brand Management	PE	3	3	0	0	3
3	MB2003	New Product Development	PE	3	3	0	0	3
4	MB2004	Retail Management	PE	3	3	0	0	3
5	MB2005	Customer Relationship Management	PE	3	3	0	0	3
6	MB2006	Distribution Management and Sales Force	PE	3	3	0	0	3
7	MB2007	Marketing Metrics	PE	3	3	0	0	3
8	MB2008	Integrated Marketing Communications	PE	3	3	0	0	3
9	MB2009	Services Marketing	PE	3	3	0	0	3
10	MB2010	Business to Business Marketing	PE	3	3	0	0	3
Stream/ Specialization : FINANCE								
1	MB2011	Security Analysis and Portfolio Management	PE	3	3	0	0	3
2	MB2012	Financial Market and Banking Operations	PE	3	3	0	0	3
3	MB2013	Derivatives Management	PE	3	3	0	0	3
4	MB2014	Behavioral Finance	PE	3	3	0	0	3
5	MB2015	Investment Banking and Financial Services	PE	3	3	0	0	3
6	MB2016	International Trade And Finance	PE	3	3	0	0	3
7	MB2017	Corporate Finance	PE	3	3	0	0	3
8	MB2018	Business Analysis and Valuation	PE	3	3	0	0	3
Stream/ Specialization : HUMAN RESOURCE								
1	MB2019	Employee Relations and Labour Legislations	PE	3	3	0	0	3
2	MB2020	Compensation and Reward Management	PE	3	3	0	0	3

3	MB2021	Organizational Design and Development	PE	3	3	0	0	3
4	MB2022	International Human Resource Management	PE	3	3	0	0	3
5	MB2023	Manpower planning, Recruitment and Selection	PE	3	3	0	0	3
6	MB2024	Strategic Human Resource Management	PE	3	3	0	0	3
7	MB2025	Managerial Behaviour and Effectiveness	PE	3	3	0	0	3
8	MB2026	Human Resource Analytics	PE	3	3	0	0	3
Stream/ Specialization : OPERATIONS								
	MB2027	Logistics Management	PE	3	3	0	0	3
	MB2028	Supply Chain Management	PE	3	3	0	0	3
	MB2029	Product Design	PE	3	3	0	0	3
	MB2030	Process Management	PE	3	3	0	0	3
	MB2031	Lean Six Sigma	PE	3	3	0	0	3
	MB2032	Project Management	PE	3	3	0	0	3
	MB2033	Production Planning and Control	PE	3	3	0	0	3
	MB2034	Services Operations Management	PE	3	3	0	0	3
Stream/Specialization : BUSINESS ANALYTICS & SYSTEM								
	MB2035	Machine Learning Through R	PE	3	3	0	0	3
	MB2036	Big Data Analytics	PE	3	3	0	0	3
	MB2037	Block Chain Technology	PE	3	3	0	0	3
	MB2038	Social Media Web Analytics	PE	3	3	0	0	3
	MB2039	Python Programming	PE	3	3	0	0	3
	MB2040	Internet Of Things	PE	3	3	0	0	3
	MB2041	E-Commerce and E Business Management	PE	3	3	0	0	3
	MB2042	Enterprise Resource Planning	PE	3	3	0	0	3
	MB2043	Software Project and Quality Management	PE	3	3	0	0	3
	MB2044	Cloud Computing	PE	3	3	0	0	3

NON FUNCTIONAL ELECTIVE (NFE)
Students can take one electives from Non Functional Stream of Management

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
1	MB2045	Entrepreneurship Development	NFE	4	4	0	0	4
2	MB2046	Hospitality and Tourism Management	NFE	4	4	0	0	4
3	MB2047	Management of Health Care Services	NFE	4	4	0	0	4
4	MB2048	Event Management	NFE	4	4	0	0	4

EMPLOYABILITY ENHANCEMENT COURSES (EEC)

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
1	MB2111	Indian Ethos and Business Ethics Seminar	EEC	4	0	0	4	2
2	MB2211	Data Analysis And Business Modeling (Laboratory)	EEC	4	0	0	4	2
3	MB2311	Summer Training/Project	EEC	4	0	0	4	2
4	MB2312	Creativity and Innovation Laboratory	EEC	4	0	0	4	2
5	MB2411	Project Work	EEC	24	0	0	24	12

SEMESTER I

MB2101 MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

L T P C

3 0 0 3

COURSE OBJECTIVE: The objective of this course is to help students understand the conceptual framework of management and organizational behavior.

UNIT – I NATURE AND THEORIES OF MANAGEMENT

9

Nature of Management – Evolution of Management thought- Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning –Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes.

UNIT-II ORGANISING

9

Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralization - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic vs Adoptive Structures - Formal and Informal Organisation.

UNIT – III INDIVIDUAL BEHAVIOUR

9

Perception and Learning - Personality and Individual Differences –Motivation, Motivational theories and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types-Process - Barriers - Making Communication Effective.

UNIT – IV GROUP BEHAVIOUR

9

Group Dynamics - Leadership - Styles –Theories - Approaches – Team Building - Power and Politics - Organisational Climate and Culture - Organisational Change and Development.

UNIT – V EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOUR

9

Comparative Management Styles and approaches – Indian Management Practices- Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic and International Corporations - Management of Diversity.

TOTAL : 45 HOURS

COURSE OUTCOMES

On completion of course, Students will develop

1. Understanding of various management concepts and skills required in the business world
- 2 In-depth knowledge of various functions of management in a real time management context
- 3 Understanding of the complexities associated with management of individual behavior in the organizations
- 4 Develop the skillset to have manage group behaviour in Organizations
- 5 Insights about the current trends in managing organizational behavior

REFERENCES

1. Koontz & Weirich: Management, McGraw-Hill.
2. Hampton: Management, McGraw-Hill.
3. Stoner & Wankel: Management, Prentice Hall.
4. Peter F. Drucker: Practice of Management, Pan Books.
5. Fred Luthans: Organisational Behaviour, McGraw-Hill.
6. Robbins: Organisational Behaviour, McGraw-Hill
7. Important Business Magazines like: Business India, Business World and Fortune

COURSE OBJECTIVE: To learn the applications of statistics in business decision making.

UNIT I INTRODUCTION**12**

Basic definitions and rules for probability, conditional probability independence of events, Baye's theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

UNIT II SAMPLING DISTRIBUTION AND ESTIMATION**12**

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 - PARAMETRIC TESTS**12**

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. ANOVA one and two way.

UNIT IV NON-PARAMETRIC TESTS**12**

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 test. One sample run test.

UNIT V CORRELATION AND REGRESSION**12**

Correlation – Coefficient of Determination – Rank Correlation – Regression – Estimation of Regression line – Method of Least Squares – Standard Error of estimate.

TOTAL : 60 HOURS**COURSE OUTCOMES:**

- 1.To facilitate objective solutions in business decision making.
- 2.To understand and solve business problems
- 3.To apply statistical techniques to data sets, and correctly interpret the results.
- 4.To develop skill-set that is in demand in both the research and business environments
- 5.To enable the students to apply the statistical techniques in a work setting.→

REFERENCES:

1. Richard I. Levin, David S. Rubin, Sanjay Rastogi Masood Husain Siddiqui, Statistics for Management, Pearson Education, 7th Edition, 2016.
2. Prem.S.Mann, Introductory Statistics, 7th Edition, Wiley India, 2016.
3. Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, An Introduction to Statistical Learning with Applications in R, Springer, 2016.
4. Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 6th edition, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2012.
5. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012.
6. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.
7. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.

Course Objective:

To introduce the concepts of scarcity and efficiency; to explain principles of micro economics relevant to managing an organization; to describe principles of macroeconomics to have the understanding of economic environment of business.

UNIT I INTRODUCTION**8**

The themes of economics – scarcity and efficiency – three fundamental economic problems – society's capability – Production possibility frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Micro economies and Macro economies – the role of markets and government – Positive Vs negative externalities.

UNIT II CONSUMER AND PRODUCER BEHAVIOUR**13**

Market – Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply – consumer behaviour – consumer equilibrium – Approaches to consumer behaviour – Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function

UNIT III PRODUCT AND FACTOR MARKET**13**

Product market – perfect and imperfect market – different market structures – Firm's equilibrium and supply – Market efficiency – 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.

UNIT IV PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS**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 – GDP and its Measurement – multiplier effect – Fiscal policy in theory.

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 – reasons for inflation – 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 – the role of monetary policy – Foreign Exchange Market.

TOTAL: 60 PERIODS**COURSE OUTCOMES:**

1. To introduce the concepts of scarcity and efficiency;
2. To explain principles of microeconomics relevant to managing an organization
3. To describe principles of macroeconomics
4. To have the understanding of economic environment of business.
5. To study about the policies that regulates economic variables

REFERENCES:

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2011
2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 7th edition 2008.
3. N. Gregory Mankiw, Principles of Economics, 8th edition, Thomson learning, New Delhi, 2017.
4. Richard Lipsey and Alec Chrystal, Economics, 13th edition, Oxford, University Press, New Delhi, 2015.
5. Karl E. Case and Ray C. Fair, Principles of Economics, 12th edition, Pearson, Education Asia, New Delhi, 2017.
6. Panneerselvam. R, Engineering Economics, 2nd Edition, PHI Learning, 2014

COURSE OBJECTIVE: This course aims to familiarize the students with various accounting concepts, tools and techniques and its application in managerial decision making. It also acquaints the students with the latest accounting practices and reporting standards.

UNIT I FINANCIAL ACCOUNTING

9

Introduction to Financial, Cost and Management Accounting – Generally accepted accounting principles– Double Entry System – Preparation of Journal, Ledger and Trial Balance Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet

UNIT II ANALYSIS OF FINANCIAL STATEMENTS

9

Financial ratio analysis, Interpretation of ratio for financial decisions- Dupont Ratios – Comparative statements - common size statements– Trend Analysis, Cash flow (as per Accounting Standard 3) and Funds flow statement analysis.

UNIT III COST ACCOUNTING

9

Cost Accounts – Classification of costs – Job cost sheet – Job order costing – Process costing – (excluding Interdepartmental Transfers and equivalent production) – Joint and By Product Costing – Activity Based Costing, Target Costing.

UNIT IV MARGINAL COSTING

9

Marginal Costing and profit planning – Cost, Volume, Profit Analysis – Break Even Analysis – Decision making problems -Make or Buy decisions -Determination of sales mix - Exploring new markets - Add or drop products -Expand or contract.

UNIT V BUDGETING AND VARIANCE ANALYSIS

9

Budgetary Control – Sales, Production, Cash flow, fixed and flexible budget – Standard costing and Variance Analysis – (excluding overhead costing) -Accounting standards and accounting disclosure practices in India.

TOTAL : 45 PERIODS

COURSE OUTCOMES:

1. A thorough grounding of financial accounting concepts
2. Preparation of financial statement analysis
3. Understand the management and cost accounting techniques
4. Apply the management and cost accounting techniques for decision making
5. Assess the accountancy standards of practices in India.

REFERENCES :

1. R. Narayanaswamy, Financial Accounting, PHI, sixth edition, 2017.
2. M.Y. Khan & P.K. Jain, Management Accounting, Tata McGraw Hill, 8 the edition, 2018.
3. T.S. Reddy & A. Murthy, Financial Accounting, Margham Publications, 2014
4. Jan Williams, Susan Haka, Mark S bettner, Joseph V Carcello, Financial and Managerial Accounting - The basis for business Decisions, 18th edition, Tata McGraw Hill Publishers, 2017
5. Charles T. Horngren, Gary L.Sundem, David Burgstahler, Jeff Schatzberg, Introduction to Management Accounting, PHI Learning, 2014 , 16th edition.
6. Earl K. Stice& James D.Stice, Financial Accounting, Reporting and Analysis, 8th edition, CengageLearning, 2015.

COURSE OBJECTIVE: To enable learners to speak fluently and flawlessly in all kinds of communicative Contexts with speakers of all nationalities.

UNIT I PERSONAL COMMUNICATION

9

Day-to-day conversation , context specific –agreeing/disagreeing, wishing, consoling, conveying information advising, persuading, and expressing opinions, arguing. mails/emails, SMS, Blog Writing, greeting cards, situation based – accepting/declining invitations, oral reports, extempore.

UNIT II SOCIAL COMMUNICATION

9

Telephone calls (official), colleagues in the work spot, discussing issues (social, political, cultural) clubs (any social gathering), answering questions, talking about films, books, news items, T.V. programmes, sharing jokes. Minutes, Reports of different kinds, proposals, profile of the institution, responding to enquires, complaints. Summarizing, techniques of writing, strategies for writing.

UNIT III GROUP/ MASS COMMUNICATION

9

Brainstorming, debate, panel discussion, anchoring/master of ceremony, welcome address, proposing vote of thanks, introducing speakers, conducting meetings, making announcements, Just-a-minute (JAM),Block and tackle, shipwreck, spoof, conducting quiz, Case studies.

UNIT IV INTEGRATED SPEAKING / PRESENTATION SKILLS & RESEARCH WRITING

9

Listening to speak (any radio programme/ lecture), reading to speak, writing to speak, watching to speak, (any interesting programme on TV) Reading aloud any text/speech, lecturing, PowerPoint presentation, impromptu, Articles for publication (Journals), developing questionnaire, writing abstract, dissertation, qualities of research writing, data (charts, tables) analysis, documentation.

UNIT V EMPLOYABILITY AND CORPORATE SKILLS

9

Interview skills –Types of interview, preparation for interview, mock interview.Group Discussion – Communication skills in Group Discussion, Structure of GD, GD process,. Time management and effective planning –identifying barriers to effective time management,. Stress management –causes and effect, coping strategies Decision making and Negotiation skills, People skills, Team work, and development of leadership qualities.

TOTAL: 45 HOURS

COURSE OUTCOMES: Students should be able to

- 1., To gain knowledge on conversation, conveying information, preparation of oral reports.
2. To understand about social communication .
3. To gain knowledge on Brainstorming and Group communication.
4. To understand about the presentation skillsand Research wrting.
5. To understand about the Employability skills like Group decision, interview skills.

REFERENCES:

1. Raymond V Lesikar, John D Pettit, and Mary E Flatly, 2009. Lesikar's Basic Business Communication, 11th edition. Tata McGraw-Hill, New Delhi.
2. E.H. McGrath, S.J. 2012, Basic Managerial Skills for All. 9th ed. Prentice-Hall of India, New Delhi.
- 3.. Richard Denny, "Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2008
4. "Value Education", VISION for Wisdom, Vethathiri Publications, Erode, 20093. Listening to/Watching great speeches such as Barack Obama, M.A. Chidambaram, Vijay Mallayaetc.TedtalkTV channels (News, documentaries).

COURSE OBJECTIVE:

To create the knowledge of Legal perspective and its practices to improvise the business.

UNIT I COMMERCIAL LAW: THE INDIAN CONTRACT ACT 1872 9

Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.

UNIT II COMPANY LAW 9

Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance. Amendments of Companies Act, 2013

UNIT III INDUSTRIAL LAW 9

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

UNIT IV CORPORATE TAX AND GST 9

Corporate Tax planning, Income Tax, Goods and Services Tax – Introduction, Objective, Classification and practical implications of GST

UNIT V CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS 9

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

TOTAL : 45 HOURS

COURSE OUTCOMES:

1. At the end of this chapter, you will be able to:
2. Understand the Indian Contract Act, 1872.
3. Understand the procedure of registration of a Company, types of companies
4. Comprehend the IT Act 2000 and 2002, understand the cyber law.
5. Understand the provisions of the Patents Act, 1970. Distinguish between Patent & Copyright Act

REFERENCES:

1. Kapoor, N. D.; Elements of Mercantile Law, 30th edition, Sultan Chand & Sons, New Delhi, 2015
2. P. K. Goel, Business Law for Managers, Biztantra Publishers, India, 2008.
3. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2009.
4. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, 11th Edition, 2015
5. Maheshwari, S.N. and S.K. Maheshwari; A Manual of Business Law, 6th Edition, Himalaya Publishing House, 2015.
6. V.S. Datey, GST Ready Reckoner, Taxmann Publishing, July 2017.

COURSE OBJECTIVE: To learn the quality philosophies & tools in the managerial perspective.

UNIT I INTRODUCTION 9

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

UNIT II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT 9

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

UNIT III STATISTICAL PROCESS CONTROL 9

Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed. Process capability – meaning, significance and measurement – Six sigma - concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP), Terotechnology. Business process Improvement (BPI) – principles, applications, reengineering process, benefits and limitations.

UNIT IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT 9

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

UNIT V QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION 9

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

TOTAL : 45 HOURS

COURSE OUTCOMES:

1. To apply quality philosophies & tools to facilitate continuous improvement & ensure customer delight.
2. To gain knowledge on contributions of Deming, Japanese, 5s principles and methodology.
3. To gain knowledge on statistical process control.
4. To understand about the quality function deployment, House of quality. FMEA.
5. To gain knowledge on quality systems, Leadership quality council, TQM framework

REFERENCES :

1. Dale H. Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhware she, Rashmi Urdhware she, Total Quality Management, Revised Third edition, Pearson Education, 2011
2. Shridhara Bhat K, Total Quality Mgt – Text & Cases, Himalaya Publishing House, 2nd Ed. 2010.
3. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited, 2008.
4. James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005.
5. Poornima M. Charantimath, Total Quality Management, Pearson Education, Second Ed, 2011
6. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.

OBJECTIVES :

To enable the learners in understanding of the basic concepts of Indian Ethos and familiarise about ethical behaviour and value systems at work.

To enable the learners to have exposure on business ethics and ethical business perspectives.

NOTE :

The following is the list of topics suggested for preparation and presentation by students twice during the semester.

This will be evaluated by the faculty member(s) handling the course and the final marks are consolidated at the end of the semester. No end semester examination is required for this course.

- 1) Indian Ethos and Personality Development
- 2) Work ethos and values for Professional Managers
- 3) Indian Values, Value Systems and Wisdom for modern managers
- 4) Management Lessons from the Vedas, Puranas, Indian religions
- 5) Spirituality in Business Management
- 6) Individual Culture and Ethics
- 7) Ethical codes of conduct and value Systems
- 8) Loyalty and Ethical Behaviour
- 9) Ethical business issues and solutions
- 10) Social Responsibilities of Business

TOTAL : 60 PERIODS

COURSE OUTCOMES: After the completion of the course, the students will be able to:

1. The learners are able to apply the basic concepts of Indian ethos and value systems at work.
2. The learners can handle issues of business ethics and offer solutions in ethical perspectives
3. The learners are professionally efficient and skilful in value systems and culture
4. The learners are capable in ethically manage business towards well being of the society.
5. The learners can be socially effective in undertaking business responsibilities.

COURSE OBJECTIVES: This course introduces the students to the theory and practice of production management as a functional area in the management of business enterprise.

UNIT I INTRODUCTION TO OPERATIONS MANAGEMENT

9

Operations Management – Nature, Importance, historical development, transformation processes, differences 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 FACILITY DESIGN

9

Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Developing capacity alternatives. Overview of sales and operations planning. Overview of MRP, MRP II and ERP.

Facility Location – Theories, Steps in Selection, Location Models. Facility Layout – Principles, Types, Planning tools and techniques.

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.

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 – Objectives, Costs and control techniques. Overview of JIT.

UNIT V SCHEDULING AND PROJECT MANAGEMENT

9

Project Management – Scheduling Techniques, PERT, CPM; Scheduling - work centers – nature, importance; Priority rules and techniques, shop floor control; Flow shop scheduling – Johnson's Algorithm – Gantt charts; personnel scheduling in services.

TOTAL : 45 HOURS

COURSE OUTCOMES:

- 1: Understanding of the evolution of operations management practices and world class manufacturing processes
- 2: Knowledge about capacity planning, strategic sourcing and procurement in organizations
- 3: Enhances the understanding of product development and design process
- 4: Ability to forecast demand and overcome bottlenecks
- 5: Provides insight to Quality management tools and practices.

REFERENCES :

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12th Edition, 2010.
2. William J Stevenson, Operations Management, Tata McGraw Hill, 11th Edition, 2015.
3. Kanishka Bedi, Production and Operations Management, Oxford University, 3rd Edition, 2013.
4. Chary S. N, Production and Operations Management, Tata McGraw Hill, 5th Edition, 2013.
5. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
6. Mahadevan B, Operations Management Theory and practice, Pearson Education, 3rd Ed, 2015
7. Pannerselvam R, Production and Operations Management, Prentice Hall India, 2nd Edition, 2008.

COURSE OBJECTIVES :Facilitate student to Understand the operational nuances of a Finance Manager and Comprehend the technique of making decisions related to finance function

UNIT I FOUNDATIONS OF FINANCE

9

Introduction to finance- Financial Management – Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions – Time value of money – features and valuation of shares and bonds

UNIT II INVESTMENT DECISIONS

9

Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques - Concept and measurement of cost of capital - Specific cost and overall cost of capital.

UNIT III FINANCING AND DIVIDEND DECISION

9

Leverages - Operating and Financial leverage – measurement of leverages – degree of Operating and Financial leverage – Combined leverage, EBIT – EPS Analysis- Indifference point. Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure.

Dividend decision- Issues in dividend decisions, Importance, Relevance and Irrelevance theories- Walter's – Model, Gordon's model and MM model. – Factors determining dividend policy – Types of dividend policies – forms of dividend.

UNIT IV WORKING CAPITAL MANAGEMENT

9

Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Receivables Management - Inventory management – Cash management - Working capital finance: Commercial paper, Company deposit, Trade credit, Bank finance.

UNIT V LONG TERM SOURCES OF FINANCE

9

Indian capital market- New issues market- Secondary market - Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing.

TOTAL : 45 HOURS

COURSE OUTCOMES:

1. To understand the techniques of managing finance in an organization.
2. To identify the capital budgeting and cost of capital.
3. To understand the capital structure and dividend decisions.
4. To know the needs and determinants of working capital.
5. To gain knowledge on the long term sources of finance

REFERENCES:

1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6th edition, 2011.
2. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10th edition, 2012.
3. AswatDamodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
4. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11th Edition, 2012.
5. Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2012.
6. G.Sudersena Reddy, Financial Management- Principles & Practices, Himalaya Publishing House, 2nd Edition, 2010
7. Srivatsava, Mishra, Financial Management, Oxford University Press, 2011
8. Parasuraman.N.R, Financial Management, Cengage, 2014.

OBJECTIVE:

To learn the concepts of operations research applied in business decision making.

UNIT I INTRODUCTION TO LINEAR PROGRAMMING (LP) 9

Introduction to applications of operations research in functional areas of management. Linear Programming- formulation, solution by graphical and simplex methods.

UNIT II LINEAR PROGRAMMING EXTENSIONS -I 9

Transportation Models (Minimising and Maximising Problems) – 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.

UNIT III LINEAR PROGRAMMING EXTENSIONS -II 9

Assignment Models (Minimising and Maximising Problems) – Balanced and Unbalanced Problems. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.

UNIT IV INTEGER PROGRAMMING AND GAME THEORY 9

Solution to pure and mixed integer programming problem by Branch and Bound and cutting plane algorithms. Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.

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

COURSE OUTCOMES:

1. To Understand the mathematical tools that are needed to solve optimisation problems.
2. To identify the transportation problem with optimality.
3. To understand the Assignment problem using LPP.
4. To Know the Integer programming and game theory with industrial statement.
5. To facilitate queuing theory and replacement models.

REFERENCES:

1. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
2. N. D Vohra, Quantitative Techniques in Management, TataMcgraw Hill, 2010.
3. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Ninth Edition, 2010.
4. Anderson , Sweeney Williams Solutions Manual to Accompany AnIntroduction to Management Science Quantitative Approaches To Decision, Cengage , 12th edition , 2012
5. G. Srinivasan, Operations Research – Principles and Applications, II edition, PHI, 2010.
6. Bernard W.Taylor ,Introduction to Management Science , 12 th edition, 2012

COURSE OBJECTIVES : To enable students to understand the importance of information in business and also to gain knowledge on the technologies and methods used for effective decision making in an organization.

UNIT I : INTRODUCTION**9**

Information Technology, Information System, evolution, types based on functions and hierarchy, Functional Information Systems, MIS, DSS, EIS, KMS, GIS, E-enabled Information System.

UNIT II : SYSTEM ANALYSIS AND DESIGN**9**

System Development Methodologies, SDLC, Case tools - System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER), Object Oriented Analysis and Design (OOAD), UML diagram.

UNIT III : DATABASE MANAGEMENT SYSTEMS**9**

DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart

UNIT IV: SECURITY, CONTROL AND REPORTING**9**

Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.

UNIT V: NEW IT INITIATIVES**9**

Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

TOTAL : 45 HOURS**COURSE OUTCOMES:**

1. Gains knowledge on effective applications of information systems in business
2. Gain knowledge in System Analysis and Design.
3. Understand about Database management System
4. Application of Information Security, Control and Reporting
5. Gaining Knowledge into new insight of IT.

REFERENCES :

1. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.
2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012.
3. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012
4. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008.
5. Haag, Cummings and McCubrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013.
6. Turban, McLean and Wetherbe, Information Technology for Management – Transforming Organisations in the Digital Economy, John Wiley, 6th Edition, 2008.
7. Raymond McLeod and Jr. George P. Schell, Management Information Systems, Pearson Education, 2007.

COURSE OBJECTIVES :

- To Understand the practices and contribution of marketing to the business enterprise.
- Adopt the techniques to conduct market analysis practices including market segmentation and targeting.

UNIT I INTRODUCTION 12

Marketing – Definitions - Conceptual frame work – Marketing environment : Internal and External - Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System. Marketing in global environment – Prospects and Challenges.

UNIT II MARKETING STRATEGY 12

Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing — Services marketing – Competitor analysis - Analysis of consumer and industrial markets – Strategic Marketing Mix components.

UNIT III MARKETING MIX DECISIONS 12

Product planning and development – Product life cycle – New product Development and Management – Market Segmentation – Targeting and Positioning – Channel Management – Advertising and sales promotions – Pricing Objectives, Policies and methods.

UNIT IV BUYER BEHAVIOUR 12

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

UNIT V MARKETING RESEARCH AND TRENDS IN MARKETING**12**

Marketing Information System – Research Process – Concepts and applications : Product – Advertising – Promotion – Consumer Behaviour – Retail research – Customer driven organizations - Cause related marketing - Ethics in marketing –Online marketing trends.

TOTAL : 60 HOURS**COURSE OUTCOMES:**

1. Able to know how to establish the prospects and challenges in marketing environment.
2. Formulate a marketing plan including marketing objectives, marketing mix, strategies, budgetary considerations and evaluation criteria.
3. Determine strategies for developing new products and services that are consistent with evolving market needs.
4. Employ digital tools to analyze the effectiveness of online buyer behavior.
5. Develop a professional sales solution for a product or service to a prospective business-buying customer using appropriate sales methodologies.

REFERENCES :

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 2012
2. KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGrawHill-, First edition, 2010
3. Lamb, hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching- A south Asian perspective, Cengage Learning — 2012
4. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2nd Edition, 2011.
- Micheal R. Czinkota & Masaaki Kotabe, Marketing Management, Cengage, 2000.

COURSE OBJECTIVES: To familiarise the students to the principles of scientific methodology in business enquiry; to develop analytical skills of business research; to develop the skills for scientific communications.

UNIT I: INTRODUCTION

9

Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.

UNIT II: RESEARCH DESIGN AND MEASUREMENT

9

Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.

UNIT III: DATA COLLECTION

9

Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Validation of questionnaire – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non-probability sampling methods.

UNIT IV: DATA PREPARATION AND ANALYSIS

9

Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Bivariate and Multivariate statistical techniques – Factor analysis – Discriminant analysis – cluster analysis – multiple regression and correlation – multidimensional scaling – Conjoint Analysis - Application of statistical software for data analysis.

UNIT V: REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH

9

Research report – Different types – Contents of report – need of executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – ethical behaviour of research – subjectivity and objectivity in research.

TOTAL : 45 HOURS

COURSE OUTCOMES:

1. Students will understand and appreciate scientific inquiry
2. Students would know to write research proposals
3. The students would be able to undertake a systematic outlook towards business situations for the purpose of objective decision making, and the method of conducting scientific inquiry
4. Students would be able to analyze data and find solutions to the problems.
5. Students could prepare research reports.

REFERENCES :

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata McGraw Hill, New Delhi, 2012.
2. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.
3. Uma Sekaran & Roger Bougie, Research methods for Business, 5th Ed, Wiley India, New Delhi, 2012
4. William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Ed, Cengage Learning, New Delhi, 2012.

COURSE OBJECTIVES : To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.

UNIT I : PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT

9

Evolution of human resource management – The importance of the human factor – Challenges – Inclusive growth and affirmative action -Role of human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit.

UNIT II: THE CONCEPT OF BEST FIT EMPLOYEE

9

Importance of Human Resource Planning – Forecasting human resource requirement –matching supply and demand - Internal and External sources. Recruitment - Selection – induction – Socialization benefits.

UNIT III: TRAINING AND EXECUTIVE DEVELOPMENT

9

Types of training methods –purpose- benefits- resistance. Executive development programmes – Common practices - Benefits – Self development – Knowledge management.

UNIT IV: SUSTAINING EMPLOYEE INTEREST

9

Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Development of mentor – Protégé relationships.

UNIT V: PERFORMANCE EVALUATION AND CONTROL PROCESS

9

Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

TOTAL : 45 HOURS

COURSE OUTCOMES:

1. Gains knowledge on effective applications of Human Resource Management
2. Understanding of Best fit Employee
3. Understand about Training and Executive Development.
4. Application of Sustaining employee interest
5. Gaining Knowledge into performance evaluation

REFERENCES :

1. C.B.Mamoria, Personnel management
2. Dessler Human Resource Management, Pearson Education Limited, 14th Edition, 2015.
3. Decenzo and Robbins, Fundamentals of Human Resource Management, Wiley, 11th Edition, 2013.
4. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012
5. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8th edition 2012.
6. Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
7. Ivancevich, Human Resource Management, McGraw Hill 2012.
8. Uday Kumar Haldar, JuthikaSarkar. Human Resource management. Oxford. 2012

OBJECTIVES:

Learn to

1. Use business analytics for decision making
2. To apply the appropriate analytics and generate solutions
3. Model and analyse the business situation using analytics.

UNIT I INTRODUCTION TO BUSINESS ANALYTICS (BA)**9**

Business Analytics - Terminologies, Process, Importance, Relationship with Organizational Decision Making, BA for Competitive Advantage.

UNIT II MANAGING RESOURCES FOR BUSINESS ANALYTICS**9**

Managing BA Personnel, Data and Technology. Organisational Structures aligning BA. Managing Information policy, data quality and change in BA.

UNIT III DESCRIPTIVE ANALYTICS**9**

Introduction to Descriptive analytics - Visualising and Exploring Data - Descriptive Statistics - Sampling and Estimation - Probability Distribution for Descriptive Analytics - Analysis of Descriptive analytics

UNIT IV PREDICTIVE ANALYTICS**9**

Artificial Intelligence - Introduction to Predictive analytics - Logic and Data Driven Models - Predictive Analysis Modeling and procedure - Data Mining for Predictive analytics. Analysis of Predictive analytics

UNIT V PRESCRIPTIVE ANALYTICS**9**

Introduction to Prescriptive analytics - Prescriptive Modeling - Non Linear Optimisation – Web and text analytics - Demonstrating Business Performance Improvement.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

- 1: Ability to understand the role of Business Analytics in decision making
- 2: Ability to identify the appropriate tool for the analytics scenario
- 3: Ability to apply the descriptive analytics tools and generate solutions
- 4: Understanding of Predictive Analytics and applications
- 5: Knowledge of Prescriptive Analytics and demonstrating business process improvement

REFERENCES

1. Marc J. Schniederjans, Dara G. Schniederjans and Christopher M. Starkey, " Business Analytics Principles, Concepts, and Applications - What, Why, and How" , Pearson Ed, 2014
2. Christian Albright S and Wayne L. Winston, "Business Analytics - Data Analysis and Decision Making", Fifth edition, Cengage Learning, 2015.
3. James R. Evans, "Business Analytics - Methods, Models and Decisions", Pearson Ed, 2012.
4. Han and Kamber, Data Mining: Concepts and Techniques, 3rd ed. The Morgan Kaufmann Series in Data Management Systems Morgan Kaufmann Publishers, July 2011. ISBN 978-0123814791

OBJECTIVE :

- To have hands-on experience on decision modeling.

[Business models studied in theory to be practiced using Spreadsheet / Analysis Software]

S.No.	Exp. No.	Details of experiments	Duration
		Name	
1	1	Descriptive Statistics	4
2	2	Hypothesis - Parametric	4
3	3	Hypothesis – Non-parametric	4
4	4	Correlation and Regression	4
5	5	Forecasting	4
6	-	Extended experiment – 1	4
7	6	Portfolio Selection	4
8	7	Risk Analysis and Sensitivity Analysis	4
9	8	Revenue Management	4
10	-	Extended experiment – 2	4
11	9	Transportation and Assignment	4
12	10	Networking Models	4
13	11	Queuing Theory	4
14	12	Inventory Models	4
15	-	Extended experiments – 3	4

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dsheet Software and Data Analysis Tools

TOTAL: 60 PERIODS

COURSE OUTCOMES:

1. Deep knowledge about the nature of data and conducting hypothesis testing using various data analysis techniques
2. Facilitates to identify the relationship between variables using data analytical tools
3. Provides understanding about forecasting in real time business world using analytical tools
4. Ability to conduct Risk and sensitivity analysis and portfolio selection based on business data
5. Enhances knowledge about networking, inventory models and queuing theory using data analytical tools

TEXT BOOKS

1. David M. Levine et al, “Statistics for Managers using MS Excel’ (6th Edition) Pearson, 2010
2. David R. Anderson, et al, ‘An Introduction to Management Sciences: Quantitative approaches to Decision Making, (13th edition) South-Western College Pub, 2011.
3. HansaLysander Manohar , “ Data Analysis and Business Modelling using MS Excel “, PHI Learning private Ltd, 2017.
4. William J. Stevenson, CeyhunOzgur, ‘Introduction to Management Science with Spreadsheet’, Tata McGraw Hill, 2009.
5. Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3rd edition, Microsoft Press, 2011.
6. Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012
7. KiranPandya and SmritiBulsari, SPSS in simple steps, Dreamtech, 2011.

SEMESTER III
MB 2301 INTERNATIONAL BUSINESS MANAGEMENT

L T P C
3 0 0 3

COURSE OBJECTIVE:

To familiarize the students to the basic concepts of international business management.

UNIT I INTRODUCTION

6

International Business –Definition – Internationalizing business-Advantages – factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – Protection Vs liberalization of global business environment.

UNIT II INTERNATIONAL TRADE AND INVESTMENT

11

Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII and 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

UNIT III INTERNATIONAL STRATEGIC MANAGEMENT

11

Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – different forms of international business – advantages - organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system.

UNIT IV PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE

MANAGEMENT OF GLOBAL BUSINESS

11

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.

UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT

6

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.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

1. In Depth knowledge of driving factors of international Business
2. Understanding of theories of trade and investment practiced in the global world
3. Deep Insights in to various market entry strategies followed by Global Organizations
4. Ability to identify the various functional management strategies of global business
5. Understand the ethical issues and conflict resolution in managing international business

REFERENCES :

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata McGraw Hill, New Delhi, 2010.
2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, 12th Edition, New Delhi, 2010
3. K. Aswathappa, International Business, 6th Edition, Tata Mc Graw Hill, New Delhi, 2015.
4. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business,

MB 2302

STRATEGIC MANAGEMENT

L T P C
3 0 0 3

COURSE OBJECTIVE:

To learn the major initiatives taken by a company's top management on behalf of corporates, involving resources and performance in external environments. It entails specifying the organization's mission, vision and objectives, developing policies and plan to understand the analysis and implementation of strategic management in strategic business units.

UNIT I STRATEGY AND PROCESS

9

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.

UNIT II COMPETITIVE ADVANTAGE

9

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-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-Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage-Case study.

UNIT III STRATEGIES

10

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 - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card-case study.

UNIT IV STRATEGY IMPLEMENTATION AND EVALUATION

9

The implementation process, Resource allocation, Designing organisational structure-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 STRATEGIC ISSUES

8

Managing Technology and Innovation-Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study

TOTAL: 45 PERIODS

COURSE OUTCOMES:

1. Ability to understand the Strategic management process and social responsibility of business organizations
2. In-depth understanding about the need for developing competitive advantage for organizations
3. Provides insights into various corporate and business level strategies
4. Facilitates to identify the various control systems required for organizational strategy implementation process
5. Enhances the cognitive knowledge about various strategic issues and development of new business models

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. Adriaan H.Aberberg 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.

MB 2312

CREATIVITY AND INNOVATION LABORATORY

L T P C

0 0 4 2

OBJECTIVES:

To understand the nuances involved in Creativity and Innovation.

To get hands on experience in applying creativity in problem solving.

UNIT I INTRODUCTION

12

Need for Creative and innovative thinking for quality – Essential theory about directed creativity, Components of Creativity, Methodologies and approaches, individual and group creativity, Organizational role in creativity, types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation.

UNIT II MECHANISM OF THINKING AND VISUALIZATION

12

Definitions and theory of mechanisms of mind heuristics and models: attitudes, Approaches and Actions that support creative thinking - Advanced study of visual elements and principles- line, plane, shape, form, pattern, texture gradation, color symmetry. Spatial relationships and compositions in 2 and 3 dimensional space - procedure for genuine graphical computer animation – Animation aerodynamics – virtual environments in scientific Visualization – Unifying principle of data management for scientific visualization – Visualization benchmarking

UNIT III CREATIVITY

12

Nature of Creativity: Person, Process, Product and Environment, Methods and tools for Directed Creativity – Basic Principles – Tools that prepare the mind for creative thought – stimulation – Development and Actions: - Processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and Motivation-The Bridge between man creativity and the rewards of innovativeness – Applying Directed Creativity.

UNIT IV CREATIVITY IN PROBLEM SOLVING

12

Generating and acquiring new ideas, product design, service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking –Individual activity, group activity, contextual influences. Assessing Your Personal Creativity and Ability to Innovate, Enhancing Your Creative and Innovative Abilities

UNIT V INNOVATION

12

Innovation- radical vs evolutionary,– Introduction to TRIZ methodology of Inventive Problem Solving – the essential factors – Innovator’s solution – creating and sustaining successful growth – Disruptive Innovation model – Segmentive Models – New market disruption – Managing the Strategy Development Process – The Role of Senior Executive in Leading New Growth – Passing the Baton, Entrepreneurial Tools for Creativity and Innovation

TOTAL: 60 PERIODS

COURSE OUTCOMES:

1. Provides insights about approaches to creativity and innovation
2. Understanding of heuristic models and its applications
3. Enhances the knowledge of nature of creativity
4. Ability to apply creativity in problem solving
5. Knowledge about radical and disruptive models of innovation

NOTE: Students will undergo the entire programme similar to a Seminar. It is activity based course. Students will undergo the programme with both theoretical and practical content. Each student will be required to come out with innovative products or services. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark. No end semester examination is required for this course

REFERENCES :

1. Rousing Creativity: Think New Now Floyd Hurt, ISBN 1560525479, Crisp Publications Inc.1999
2. Geoffrey Petty,” how to be better at Creativity”, The Industrial Society 2012
3. Clayton M. Christensen Michael E. Raynor,” The Innovator’s Solution”, Harvard Business School Press Boston, USA, 2007
4. Semyon D. Savransky,” Engineering of Creativity – TRIZ”, CRC Press New York USA,” 1st edition 2000

MB 2001	FUNCTIONAL ELECTIVES DIGITAL MARKETING	LTPC 3003
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COURSE OBJECTIVE:

Understand various strategies involved in Marketing products and Services Digitally.

UNIT –I INTRODUCTION TO DIGITAL MARKETING **8**

Evolution of Digital Marketing from traditional to modern era, Role of Internet- Infographics, implications for business and society; Emergence of digital marketing as a tool; Drivers of the new marketing environment; Digital marketing strategy; P.O.E.M. framework, Digital landscape, Digital marketing plan, Digital marketing models.

UNIT-II INTERNET MARKETING AND DIGITAL MARKETING MIX **10**

Internet Marketing, opportunities and challenges; Digital marketing framework; Digital Marketing mix, Impact of digital channels on IMC; Search Engine Advertising: - Pay for Search Advertisements, Ad Placement, Ad Ranks, Creating Ad Campaigns, Campaign Report Generation Display marketing: - Types of Display Ads - Buying Models - Programmable Digital Marketing - Analytical Tools - YouTube marketing

UNIT III SOCIAL MEDIA MARKETING **10**

Role of Influencer Marketing, Tools and Plan– Introduction to social media platforms, penetration and characteristics; Building a successful social media marketing strategy

Facebook Marketing: - Business through Facebook Marketing, Creating Advertising Campaigns, Adverts, Facebook Marketing Tools

Linkedin Marketing: - Introduction and Importance of Linkedin Marketing, Framing Linkedin Strategy, Lead Generation through Linkedin, Content Strategy, Analytics and Targeting

Twitter Marketing: - Introduction to Twitter Marketing, how twitter Marketing is different than other forms of digital marketing, framing content strategy, Twitter Advertising Campaigns

Instagram and Snapchat: - Digital Marketing Strategies through Instagram and Snapchat

Mobile Marketing: - Mobile Advertising, Forms of Mobile Marketing, Features, Mobile Campaign Development, Mobile Advertising Analytics. Introduction to social media metrics

UNIT-IV INTRODUCTION TO SEO **8**

SEM, Web Analytics, Mobile Marketing, Trends in Digital Advertising– - Introduction and need for SEO-internet and search engines usage; search engine - working pattern, On-page and off-page optimization, SEO Tactics - Introduction to SEM Web Analytics: - Google Analytics and Google AdWords; data collection for web analytics- multichannel attribution- Augmented reality.

UNIT-V AFFILIATE MARKETING **9**

Affiliate Marketing-Concept-History, Structure-Performance- Types of affiliate websites- Multi tier programs- Recent Trends in Digital Marketing.

TOTAL PERIODS:45

COURSE OUTCOMES:

1. To understand about the Evolution of Digital Marketing.
2. To know and understand the Digital Channels and Marketing mix.
3. To acquire understanding of the Social media marketing.
4. To familiarize about the Search Engine Optimization.
5. To gain knowledge on structure of Performance Marketing.

REFERENCE BOOKS:

1. Seema Gupta Digital Marketing Mc-Graw Hill 1 st Edition - 2017
2. Ian Dodson The Art of Digital Marketing Wiley Latest Edition
3. Puneet Singh Bhatia Fundamentals of Digital Marketing Pearson 1 st Edition - 2017
4. Vandana Ahuja Digital Marketing Oxford University Press Latest Edition
5. Philip Kotler Marketing 4.0: – Moving from Traditional to Digital Wiley 2017

COURSE OBJECTIVE:

To understand the methods of managing brands and strategies for brand management.

UNIT I INTRODUCTION**8**

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

UNIT II BRAND STRATEGIES**10**

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

UNIT III BRAND COMMUNICATIONS**8**

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

UNIT IV BRAND EXTENSION**9**

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

UNIT V BRAND PERFORMANCE**10**

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

TOTAL PERIODS:45**COURSE OUTCOMES:**

1. To understand about Brands and its concepts.
2. Insights about the strategic Brand management process.
3. To gain knowledge on Brand communication.
4. To understand about sustaining brands and extensions.
5. To enable the students to know measurement of brand performance.

REFERENCE BOOKS:

1. Mathew, Brand Management – Text & cases, MacMillan, 2008.
2. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 3rd Edition, 2007.
3. Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.
4. Tyboust and Kotter, Kellogg on Branding, Wiley, 2008.

COURSE OBJECTIVE: To understand the activities and competencies associated with the new product design and development

UNIT-I INTRODUCTION**9**

The process of technological innovation - factors contributing to successful technological innovation - the need for creativity and innovation - creativity and problem solving - brain storming - different techniques.

UNIT –II PRODUCT SELECTION AND EVALUATION**9**

Collection of ideas and purpose of project - Selection criteria - screening ideas for new products (evaluation techniques).

UNIT –III NEW PRODUCT DEVELOPMENT**9**

Research and new product development - Patents - Patent search - Patent laws - International code for patents - Intellectual property rights (IPR).

UNIT-IV NEW PRODUCT PLANNING**9**

Design of proto type - testing - quality standards - marketing research - introducing new products.

UNIT-V CREATIVITY AND DESIGN**9**

Creative design - Model Preparation - Testing - cost evaluation - Patent application Creativity, ideation, out-of-the-box thinking, product concepts, ideation, product concepts, scenario planning.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. To familiarize on creativity and innovation.
2. To Understand application and evaluation process.
3. To gain knowledge on the application of patents and laws.
4. To acquire insights about the research and standards.
5. To have the overall understanding of concepts in Creative design

REFERENCES:

1. Harry Nystrom, " Creativity and innovation", john wiley & sons, 1979.
2. Brain Twiss, " Managing technological innovation", pitman publishing ltd., 1992.
3. Harry b.Watton, " New product planning ", prentice hall inc., 1992.
4. P.N.Khandwalla - " Fourth eye (excellence through creativity) - wheeler publishing ", allahabad, 1992.

COURSE OBJECTIVE:

To understand the concepts of effective retailing

UNIT I INTRODUCTION**9**

An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.

UNIT II RETAIL FORMATS**9**

Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.

UNIT III RETAILING DECISIONS**9**

Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Merchandising and category management – buying.

UNIT IV RETAIL SHOP MANAGEMENT**9**

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends .

UNIT V RETAIL SHOPPER BEHAVIOUR**9**

Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. To gain knowledge on the global retailing.
2. To understand about grounding of organized retailing formats.
3. To familiarize on the merchandising and Retailing decisions.
4. To acquire knowledge on the role and management of store brands.
5. To gain insights about the shopper behavior and challenges.

TEXTBOOKS

1. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007
2. Ogden, Integrated Retail Management, Biztantra, India, 2008.

REFERENCES

1. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.
2. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford Press, 2007.
3. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3 rd Edition, 2009.
4. Dunne, Retailing, Cengage Learning, 2nd Edition, 2008

COURSE OBJECTIVE

The objective of this course is to understand the need and importance of maintaining a good customer relationship.

UNIT- I INTRODUCTION:**9**

Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders.

UNIT II UNDERSTANDING CUSTOMERS**9**

Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer's - Customer life time value – Selection of Profitable customer segments.

UNIT III CRM STRUCTURE**9**

Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

UNIT IV CRM PLANNING AND IMPLEMENTATION**9**

Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.

UNIT V TRENDS IN CRM**9**

e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. To understand on the Concepts of relationship Management approaches.
2. To gain thorough perception towards customers.
3. To understand and familiarize on issues faced in CRM .
4. To acquire understanding of the planning process and tools implemented.
5. To gain insights about the software packages in CRM.

REFERENCES

1. H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2010.
2. Jim Catheart, The Eight Competencies of Relationship Selling, Macmillan India, 2005.
3. Assel, Consumer Behavior, Cengage Learning, 6th Edition.
4. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2012.
5. Francis Buttle, Customer Relationship Management: Concepts & Tools, Elsevier, 2008.
6. Zikmund. Customer Relationship Management, Wiley 2012.

COURSE OBJECTIVE

To understand and apply concepts and techniques in Personal Selling and Sales Management. To understand and apply the dynamics of channel management and the role of out-bound logistics in effective distribution management

UNIT – I PHYSICAL DISTRIBUTION:**9**

Participants in the physical distribution function, the environment of physical distribution – Channel Design strategies and structures- selecting channel members- setting distribution objectives and tasks – Target markets and channel design strategies.

UNIT – II MANAGING THE MARKETING CHANNEL:**9**

Product, Pricing and Promotion issues in channel Management and Physical Distribution – Motivating channel members – Evaluating channel member performance – Vertical marketing systems – Retail co-operatives- Franchise systems -corporate marketing systems.

UNIT – III PERSONAL SELLING:**9**

Types of selling – Alternative Sales Structures: Network Marketing – Mail order selling – Elements of direct marketing – Teleshopping – Telemarketing – Systems selling. The selling process – Strategies and Styles – formulating sales objectives – Sales forecasting – Estimating market and Sales Potentials.

UNIT – IV THE SALES FORCE:**9**

Size of the sales force, sales organization based on customer, geography, product and combinations and current trends – sales training programs and motivating the sales force – sales force compensation, sales incentives and sales force evaluation – controlling the sales effort – sales quotas, sales territories, sales audit.

UNIT – V E-ENABLED SELLING AND DISTRIBUTION:**9**

E-Commerce and e-retailing as a channel of distribution, Electronic intermediaries, Disintermediation and Re-intermediation, e-enabled logistics management and tracking systems.

TOTAL: 45 PERIODS

COURSE OUTCOMES: Students should be able to

1. To gain knowledge on techniques on setting distribution task.
2. To measure the member performance towards channel
3. To gain knowledge dynamics on direct marketing.
4. To understand about the overall evaluation system.
5. To familiarise on logistics management and E- retailing.

REFERENCES

1. Charles Futrell: Sales Management, Pearson Education Books
2. Eugene M. Johnson, David L. Kurtz & Eberhard E. Scheuing: Sales Management; Mcgraw Hill.
3. Bert Rosenbloom: Marketing Channels: A Management View, Dryden Press.
4. Coughlan, Anderson, Stern & El Ansary: Marketing Channels, Prentice-Hall India.
5. Bowersox & Closs: logistical management, Tata McGraw Hill.
6. Satish K. Kapoor & Purva Kansal: Basics Of Distribution Management – A Logistical Approach, Prentice-Hall India, 2003

COURSE OBJECTIVE:

To understand the key performance indicators, assessment for comparing and tracking the performance. It aims to acquire basic understanding in measuring the customer preference to make marketing more effective.

UNIT I INTRODUCTION**9**

Introduction to Marketing metrics – Linking Marketing to financial performance of a firm – Financial implications of marketing Strategic decisions.

UNIT II CUSTOMER AND BRAND METRICS**9**

Cost of customer acquisition – Retention – Life time value of customers – Balanced Score Card Approach to measure customers' satisfaction - Brand metrics – Brand equity – Brand portfolio management - Brand financial performance.

UNIT III COMMUNICATION AND PRICING METRICS**9**

Communication metrics – Profit impact on sales promotion – Advertisement cost benefit analysis - Measuring financial effectiveness of e-mail campaign - Pricing metric - Pricing simulation and its impact on profitability.

UNIT IV CHANNEL METRICS**9**

Financial Perspectives of Channel Participants - Marketing budget and resource allocation. Return on marketing investment (ROMI) - Marketing audit.

UNIT V ADDITIONAL METRICS**9**

Financial implications on Research and development – Training of sales force. Determination of financial incentives across Product / Service delivery system – Global Marketing Metrics.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. To gain knowledge on Marketing metrics and marketing strategy
2. To know about Brand equity and metrics.
3. To acquire understanding on stimulation and metrics.
4. To understand about the audit and allocation.
5. To gain knowledge on other financial implications.

REFERENCES

1. Paul W. Farris, Neil T. Bendle, Puillip E. Pfeifer and David J. Reibstein, Marketing Metrics : Measuring Salesforce Effectiveness and Channel Management, Wharton School of Publishing.
2. John Davis, Measuring Marketing: 103 Key Metrics, Every Marketer Needs, Wiley Publisher.
3. Ned L. Roberto and John Davis, Metrics Driven Marketing,
4. Paul W. Farris, Marketing Metrics: 50 + Metrics Every Executive should Master, Wharton School Publishing.
5. David J. Reibstein, Marketing Metrics, Pearson Education (USA).
6. Kavin Kale, Strategic Brand Management, Building Measuring & Managing Brand Keller, PHI, 3rd edition, 2008.

COURSE OBJECTIVE: To understand the basic concepts of marketing communication which includes advertising and sales promotion and how business organizations and other institutions carry out such activities.

UNIT I INTRODUCTION TO ADVERTISEMENT

9

Concept and definition of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Ad. Agencies – Selection and remuneration – Advertisement campaigns.

UNIT II ADVERTISEMENT MEDIA

9

Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling.

UNIT III DESIGN AND EXECUTION OF ADVERTISEMENTS

9

Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – Media Research – Concept Testing– Measuring impact of advertisements.

UNIT IV INTRODUCTION TO SALES PROMOTION

9

Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented.

UNIT V SALES PROMOTION CAMPAIGN

9

Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions.

TOTAL: 45 PERIODS

COURSE OUTCOMES: Students should be able to

- 1.To gain knowledge on basics and concepts on Advertisement.
2. To acquire understanding the impact of Media.
3. To gain knowledge on designing of web advertisement
4. To familiarise about the Involvement of salesmen and dealers.
5. To understand about the Public Relations and outsourcing

REFERENCE BOOKS:

1. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, ,2nd edition, 2008.
2. George E Belch and Michel A Belch, Advertising & Promotion, McGraw Hill, Singapore, 7 th edition, 2011.
3. Julian Cummings, Sales Promotion, Kogan Page, London 2003.
4. E. Betch and Michael, Advertising and Promotion, McGraw Hill, 7 th edition, 2003.
5. Jaishri Jefhwaney, Advertising Management, Oxford, 2013.
6. V.S.Padmanabhan, H.S.Murthy. Advertising and Sales Promotion (An Indian Perspective) Anes Books Pvt.Ltd -2011.

MB 2009

SERVICES MARKETING

LT P C

3 0 0 3

COURSE OBJECTIVE: To understand the meaning of services and the significance of marketing the services.

UNIT I INTRODUCTION

9

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.

UNIT II SERVICE MARKETING OPPORTUNITIES

9

Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

UNIT III SERVICE DESIGN AND DEVELOPMENT

9

Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.

UNIT IV SERVICE DELIVERY AND PROMOTION

9

Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication.

UNIT V SERVICE STRATEGIES

9

Service Marketing Strategies for Health – Hospitality – Tourism- Logistics–Educational-Financial- Understanding finance products availability—marketing plan and for financial services—.Marketing of Online Services– Entertainment & public utility Information technique Services.

COURSE OUTCOME:

- 1: Able to apply the concepts of services marketing in promoting service
- 2: Learn segmenting, targeting & positioning in services marketing.
- 3: Be able to design new service as per customer demand.
- 4: Learn strategies for service deliveries and promotion.
- 5: Able to gain knowledge on challenges in service industries.

TOTAL: 45 PERIODS

TEXTBOOKS

1. Christopher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 7th edition, 2011.
2. Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008.

REFERENCES

1. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2 nd Edition, New Delhi, 2004.
2. Halen Woodroffe, Services Marketing, McMillan, 2003. 46
3. Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007.

COURSE OBJECTIVE

Understanding the preliminary aspects of ecommerce and B2B.

UNIT-I E-COMMERCE:**9**

Introduction, meaning and concept; Needs and advantages of e-commerce; Electronic commerce vs Traditional commerce; Challenges of e-commerce.

UNIT-II INTERNET:**9**

Concept and evaluation, Features of Internet: email, WWW, ftp, telnet, newsgroup and video conferencing; Intranet and Extranet, ISDN, TCP/IP, Limitation of internet, Hardware and software requirement of Internet.

UNIT-III ELECTRONIC PAYMENT SYSTEMS:**9**

E-Cash, e-cheque, credit cards, debit cards, smart cards; E-Banking, Manufacturing information systems; Financial information systems; Human resource information system.

UNIT-IV E-MARKETING:**9**

Business to Business (B2B), Business to customer (B2C) e-commerce; Online Sales force, On line Service and Support; EDI: Functions & components.

UNIT-V LEGAL ASPECTS OF E-COMMERCE, SECURITY ISSUES OF E-COMMERCE 9

Firewall, E-locking, Encryption; Cyber laws – aims and salient provisions; Cyber laws in India and their limitations.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. To acquire the overall understanding challenges of E-Commerce
2. To gain knowledge on internet concept & evaluation.
3. To understand about the overall e -payment system.
4. To familiarise on components of business to business.
- 5.To gain knowledge on legal aspects of E-Commerce..

REFERENCES :

1. Agarwala , K.N. and D. Agarwala Business on the Net : What's and How's of E-Commerce , McMillan
2. Frontiers of E-Commerce Ravi Kalkota , TMH
3. O,Brien J. Management Information System, TMH
4. Oberoi , Sundeep E-Security and You , TMH
5. Young , Margret Levine The complete reference to Internet, TMH

COURSE OBJECTIVE:

Enables student to understand the techniques involved in deciding upon purchase or sale of securities.

UNIT I INVESTMENT SETTING**8**

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts.

UNIT II SECURITIES MARKETS**10**

Financial Market - Segments – Types - - Participants in financial Market – Regulatory Environment, Primary Market –Methods of floating new issues, Book building –Role of primary market – regulation of primary market, Stock exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.

UNIT III FUNDAMENTAL ANALYSIS**9**

Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings– Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

UNIT IV TECHNICAL ANALYSIS**9**

Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.

UNIT V PORTFOLIO MANAGEMENT**9**

Portfolio analysis – Portfolio Selection –Capital Asset Pricing model – Portfolio Revision Portfolio Evaluation – Mutual Funds.

COURSE OUTCOMES:**TOTAL: 45 PERIODS**

1. Students will able to understand the Nature and scope of investments
2. Students will able to understand the Investment alternatives, Shares, Bonds and Mutual funds.
3. Understand about the Financial markets in India.
4. Understand about the Risk and types of investment analysis
5. Students will able to understand Portfolio management

REFERENCES :

1. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.
2. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.
3. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage, 10th edition, 2016.
4. S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2012.

COURSE OBJECTIVE:

Enables student to understand the nuances of stock market operations

UNIT I INDIAN FINANCIAL SYSTEM**8**

-meaning, Components, Role and functions-Recent development in the Indian financial system, Capital Market-significance and functions of capital market, Industrial Securities Market, Financial Instruments in Industrial Securities market, Government Securities market

UNIT II SECURITIES MARKETS**9**

Primary market, Functions of new issue market,-Methods of floating new issue, IPO, FPO, Public issue, bonus issue, Right issue, Private placement, Book building, ESOP, Intermediaries in the new issue market, Registrars to the Issue, brokers to the issue, Bankers to the issue, Underwriters

UNIT III INTRODUCTION TO BANKING OPERATIONS**12**

The changing nature of banking operations, importance of customer relationship management in banks – different types of products and services offered to customers – role of technology in banking operations – the need for Asset-Liability Management. Introduction to electronic banking: electronic banking: market assessment, e-banking: an introduction, internet: e-commerce, e-banking in India, internet banking strategies, risks in e-banking. : Payment and settlement systems, RTGS and clearing house

UNIT IV RETAIL BANKING AND CORPORATE BANKING**9**

Basics of retail banking, forms of retail banking and emerging issues. Corporate banking: The nature of corporate banking, developments in corporate banking, consortium finance, multiple banking arrangements, and loan syndication.

UNIT V SECURITIZATION**7**

Follow up and recovery: NPAs, classification, securitization, SARFAESI Act etc. Securitization: meaning of securitization, process of securitization.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. Students will able to understand the Indian financial system
2. To gain knowledge on Securities markets
3. To Understand about Introduction of banking operations
4. To understand about the Retail banking and corporate banking
5. To gain knowledge on Securitization

REFERENCES:

- 1.Donald E.Fischer& Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning,, New Delhi, 8thedition, 2011.
- 2.Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.
- 3.Reilly & Brown, Investment Analysis and Portfolio Management, Cengage, 10thedition, 2016.
- 4.S. Kevin, Securities Analysis and Portfolio Management, PHI Learning, 2012.

COURSE OBJECTIVE:

To understand the nuances involved in derivatives and to understand the basic operational mechanisms in derivatives.

UNIT I INTRODUCTION**9**

Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.

UNIT II FUTURES CONTRACT**9**

Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging uses Futures– Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.

UNIT III OPTIONS**9**

Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts.

UNIT IV SWAPS**9**

Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.

UNIT V DERIVATIVES IN INDIA**9**

Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

COURSE OUTCOMES:**TOTAL: 45 PERIODS**

1. Students will able to understand about Concepts of derivatives
2. To gain knowledge on Forwards and futures trading
3. To Understand about the Basics of SWAPS
4. To familiarize with the Options and options pricing models
5. To gain knowledge on Credit derivatives

REFERENCES :

1. David Dubofsky – ‘Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.
2. Don M. Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 9th edition, Cengage, 2015.
3. John. C. Hull, Options, Futures and Other Derivative Securities’, PHI Learning, 9th Edition, 2012
4. Keith Redhead, ‘Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs’,– PHI Learning, 2011.
5. S. L. Gupta, Financial Derivatives- Theory, Concepts and Practice, Prentice Hall of India, 2011.
6. Stulz, Risk Management and Derivatives, Cengage, 2nd Edition, 2011.
7. Varma, Derivatives and Risk Management, 2nd Edition, 2011.

COURSE OBJECTIVE:

Enables student to understand the behavioral finance techniques.

UNIT 1 INTRODUCTION**8**

Behavioral finance –Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty: Cognitive information perception -Peculiarities (biases) of quantitative and numerical information perception -Representativeness –Anchoring -Exponential discounting -Hyperbolic discounting

UNIT 2 UTILITY/ PREFERENCE FUNCTIONS**8**

Expected Utility Theory and Rational Thought: Decision making under risk and uncertainty -Expected utility as a basis for decision-making –Theories based on Expected Utility Concept -Investor rationality and market efficiency.

UNIT 3 BEHAVIORAL FACTORS AND FINANCIAL MARKETS**10**

The Efficient Markets Hypothesis –Fundamental Information and Financial Markets -Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model -Asset management and behavioural factors -Active Portfolio Management: return statistics and sources of systematic underperformance. -Fundamental information and technical analysis –the case for psychological influence.

UNIT 4 BEHAVIORAL CORPORATE FINANCE**10**

Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy -Capital Structure dependence on Market Timing -. Systematic approach to using behavioral factors in corporate decision making. External Factors and Investor Behavior: Mechanisms of the External Factor influence on risk perception and attitudes -Connection to human psychophysiology and emotional regulation Active portfolio management –the source of the systematic underperformance.

UNIT 5 EMOTIONS AND DECISION –MAKING**9**

Experimental measurement of risk-related -Measuring Risk -Emotional mechanisms in modulating risk-taking attitude -Neurophysiology of risk taking. Personality traits and risk attitudes in different domains. Updated

COURSE OUTCOMES:**TOTAL: 45 PERIODS**

1. Students will be able to understand the basic concepts of behavioral finances.
2. Students will gain knowledge on decision-making Theories based on Expected Utility.
3. Students will gain knowledge on the concept of behavioral factors and financial markets.
4. Students will understand behavioral corporate finance.
5. Students will gain knowledge on concept of emotions and risk-taking attitude

REFERENCES:

1. Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.
2. Understanding Behavioural Finance by Ackert–The Psychology of Investing by John R. Nofsinger, Pearson Prentice Hall, (4th Edition)
3. Behavioral finance -Wiley Finance -Joachim Goldberg, Rüdiger von Nitzsch

OBJECTIVE: To enable student understand the investment banking functioning.

UNIT 1 INVESTMENT BANKING

9

Introduction-Functions of Investment Banks- Types of Investment Banks- Investment Banking Services- Merchant Banking Services-Issue Management-Pre issue and Post issue obligations- Changing landscape of Investment Banking.

Underwriting: Concept – Devolvment - Business model - Underwriting in fixed price offers and book built offers.

UNIT 2 OTHER FEE BASED SERVICES

10

Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.

UNIT 3 LEASING AND HIRE PURCHASING

12

Leasing: Concept, Steps in Leasing Transactions, Types of Lease, Legal frameworks, Advantages and disadvantages of Leasing, Contents of a Lease Agreement, Matters on Depreciation and Tax, Problems in leasing, Factors influencing Buy or Borrow or Lease Decision.

Hire Purchasing: Concepts and features, Hire Purchase Agreement, Comparison of Hire Purchase with Credit sale, Instalment sale and Leasing. Banks and Hire Purchase. Problems related to outright purchase, Hire purchase and Leasing.

UNIT 4 FACTORING, FORFEITING AND SECURITIZATION OF DEBT

8

Factoring: Origin, Types, Factoring mechanism, advantages, factoring charges, International factoring, Factoring in India.

Forfeiting: Origin, characteristics, benefits, difference between factoring and forfeiting, growth of forfeiting in India.

UNIT 5 NON-BANKING FINANCE COMPANIES

6

Types, Growth, Functions, RBI Guidelines, Prudential Norms.

Securitization of debt: Meaning, Features, Special Purpose Vehicle, Types of securities assets, Benefits of Securitization, Issues in Securitization

TOTAL:45 PERIODS

.COURSE OUTCOMES

1. Students will able to understand about investment banking
2. To gain knowledge on depository system management
3. To gain knowledge on leasing and hire purchasing
4. To Understand about the factoring, forfeiting and securitization of debt
5. To Understand about the non-banking finance companies services

REFERENCES::

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 12thEdition, 2012
2. NaliniPravaTripathy, Financial Services, PHI Learning, 2011.
3. Machiraju, Indian Financial System, Vikas Publishing House, 2nd 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.
6. Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 2nd Edition, 2011.

OBJECTIVE:

To enable student understand export import finance and forex management

UNIT 1 INTRODUCTION**8**

International Trade –Benefits – Basis of International Trade Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – Indian EXIM Policy.

UNIT 2 EXPORT AND IMPORT FINANCE**9**

Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.,) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfaiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

UNIT 3 FOREIGN EXCHANGE MARKETS**9**

Spot Prices and Forward Prices Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA Determination of Foreign Exchange rate and Forecasting – Law of one price – PPP theory – Interest Rate Parity – Exchange rate Forecasting.

UNIT 4 EXPORT TRADE DOCUMENTS**10**

Financial Documents – Bill of Exchange – Type – Commercial Documents – Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents – Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.

UNIT 5 EXPORT PROMOTION**9**

Export Promotion Schemes – Government Organizations Promoting Exports – Export Incentives: Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts Export Promotion – EPZ – EQU – SEZ, and Export House.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. Students will able to understand the introduction of Foreign Trade
2. To gain Knowledge on export and import finance
3. To Understand about the foreign exchange markets
4. To gain knowledge export trade documents
5. To gain knowledge on export promotion

TEXT BOOKS

1. Apte P.G., International Financial Management, Tata McGraw Hill, 2011.
2. Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2011.

REFERENCES

1. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2010.
2. Eun and Resnik, International Financial Management, Tata McGraw Hill, 5th Edition, 2011.
3. Website of Indian Government on EXIM policy

COURSE OBJECTIVE:

Student will acquire nuances involved in short term corporate financing

UNIT I INDUSTRIAL FINANCE

9

Indian Capital Market – Basic problem of Industrial Finance in India. Equity – Debenture financing – Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance - Finance from international sources, financing of exports – role of EXIM bank and commercial banks– Finance for rehabilitation of sick units.

UNIT II SHORT TERM-WORKINGCAPITAL FINANCE

6

Estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper- Public deposits and inter corporate investments.

UNIT III ADVANCED FINANCIAL MANAGEMENT

12

Appraisal of Risky Investments - certainty equivalent of cash flows and risk adjusted discount rate - risk analysis in the context of DCF methods using Probability information - nature of cash flows - Sensitivity analysis - Simulation and investment decision, Decision tree approach in investment decisions.

UNIT IV FINANCING DECISION

10

Simulation and financing decision - cash inadequacy and cash insolvency - determining the probability of cash insolvency- Financing decision in the Context of option pricing model and agency costs- Inter- dependence of investment- financing and Dividend decisions.

UNIT V CORPORATE GOVERNANCE

8

Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics-Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. Students will able to understand the Industrial financing
2. To gain knowledge on short term-working capital finance practice
3. To gain knowledge on advanced financial management
4. To Understand about the financing decision
5. To learn and understand about the corporate governance

REFERENCES :

1. Richard A. Brealey, Stewart C. Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 9th Edition, 2011
2. I. M. Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition, 2012.
3. Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 2nd Edition, 2011.
4. M. Y. Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2011
5. Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2011.
6. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2011.
7. Website of SEBI
8. Besley, Brigham, Parasuraman, Corporate Finance, Cengage Learning, 2015
9. Michael C. Ehrhardt, Eugene F. Brigham, Corporate Finance – A focused approach, Cengage Learning, 2011.
10. Madura, International Corporate Finance, 10th edition, Cengage Learning, 2014.

COURSE OBJECTIVES

- To familiarize the students with basic concepts and principles of valuation.
- To enable the students to grasp the essentials of valuation techniques.
- To educate the students on valuation of tangible and intangible assets.

UNIT I BUSINESS ANALYSIS AND FINANCIAL STATEMENT**9**

Introduction of Business analysis -Business Valuation – need for valuations/ analysis – basic concepts – principles and techniques of valuation- Financial reporting- financial statements.

UNIT II METHODS OF VALUATION**9**

Discounted cash flow valuation – relative valuation –contingent claim valuation-Assets and Cash Flows – strengths and weaknesses of various valuation method - Recognition of interest of various stakeholders - Selection of appropriate cost of capital for valuation - Synergistic benefits -- Implications of regulations for business combinations - Types of exit strategies and their implications - Shareholder Value Analysis - Exchange Ratio- Bases used for Computation

UNIT III VALUATION OF ASSETS**9**

Valuation of tangible and intangible assets – valuation of intellectual property rights.

UNIT IV VALUATION IN MERGER AND ACQUISITION**9**

Introduction of Merger and acquisition -Forms of Consideration and terms of acquisitions - Post merger integration process - Net physical assets method – yield method – value Vs growth dilemma

UNIT V ACCOUNTING STANDARDS**9**

Fair value Measurement- Disclosures- Measurement techniques and standards

TOTAL : 45 PERIODS**COURSE OUTCOMES:**

1. Students will be able to understand about the Business valuation and Financial statement
2. To Understand about the methods of valuation.
3. To Understand about the valuation of assets tangible and intangible assets.
4. To Understand about the valuation in merger and acquisition.
5. To Understand about the fair value measurement techniques and standards.

REFERENCE BOOKS:

1. Bernard, Victor L., Paul M. Healy, and Krishna G. PalepuIntroduction to Business Analysis and Valuation. South-Western College Publishing, 1996.
2. Krishna G. PalepuBusiness Analysis and Valuation: Using Financial Statements
3. Gerald I White , Sondhi Ashin paul C , Dov Fried The Analysis and Use of Financial Statements

COURSE OBJECTIVE:

Give students insight into the IR scenario in India and Make students understand important laws governing IR. Create understanding about role of Govt., society and trade union in IR.

UNIT – I CONCEPTUAL FRAMEWORK OFFER**9**

Concept, Philosophy, Approaches of ER - The Dunlop's Approach, The Social Action Approach, The Human Relations Approach, The Gandhian Approach, Evaluation of ER Constitutional & Legal framework of Industrial Relations

UNIT – II INDUSTRIAL RELATIONS LAWS**9**

Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.

UNIT – III TRADE UNION ACT 1926**9**

Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.

UNIT – IV INDUSTRIAL SAFETY**9**

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

UNIT -V WELFARE OF SPECIAL CATEGORIES OF LABOUR**9**

Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour –BPO & KPO Labour - Social Assistance – Social Security – Implications.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

On completion of course, Students will develop

1. Understanding of various conceptual framework in Human Resources approach
2. Gain the depth knowledge on various Industrial relations law.
3. Facilitate the Importance and Growth of Trade Union
4. The learners are able to apply the Hygiene of Organisation and Occupational Hazards in the Industrial Safety
5. Comprehend the special categories of Labour.

REFERENCES :

1. Mamoria C.B., SathishMamoria, Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2012.
2. ArunMonappa, RanjeetNambudiri, PatturajaSelvaraj. Industrial relations & Labour Laws.Tata McGraw Hill. 2012.
3. RatnaSen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
4. C.S.VenkataRatnam, Globalisation and Labour Management Relations, Response Books, 2007.
5. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
6. P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.
7. P.R.N Sinha, InduBalaSinha, SeemaPriyadarsiniShekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2004

COURSE OBJECTIVE: The objective of this course is to help students understand the compensation and its issues in the management.

UNIT I WAGES AND SALARY

9

Concept of Wages and Salary, Minimum Wage, Fair Wage and Living Wage and Salary Fixation— Statutory provisions governing different components of reward systems— Wage criteria and wage machinery— Wage Components—Salary Benchmarking, designing KRA and KPI

UNIT II PACKAGES AND ITS BENEFITS

9

Pay Grade, and understanding inter and intra-industry compensation , differentials: Concept of Internal Equity, External Equity: Designing pay structure and administering compensation package; understanding different components of compensation package like fringe benefits, incentives and retirement plans; Profit Sharing plans and pay for performance plans.

UNIT III ISSUES RELATED TO COMPENSATION

9

Dearness Allowance Concept -Emergence and Growth in India. Computation of CPI and Dearness Allowance. The role of fringe benefits in reward systems Retirement Plans including VRS/Golden Handshake Schemes.

UNIT IV COMPANY TAXATION OF SALARY

9

Cost to the Company - Valuation of Perquisites - Taxability of various components of salary and wages; Fixation of Tax Liability - Tax deduction at source - Deductions and Tax Rebates to be considered while deciding tax deducted at source - Tax Deduction Certificates.

UNIT V EXECUTIVE COMPENSATION

9

Executive Compensation - Compensation and Systems in Multinational Companies and IT companies including ESOP.

TOTAL : 45 PERIODS

COURSE OUTCOMES:

On completion of course, Students will develop

1. Understand the HR PROFESSIONAL understands the nuances of the crucial issues in compensation management.
2. Acquire knowledge in various techniques of employee retentions
3. Acquaint students with various salary structures
4. Assess the company taxation and procedures.
5. A thorough understands the compensation and Systems in Multinational Companies and IT companies including ESOP.

REFERENCES :

1. Belchor, David W. "Compensation Administration", Prentice Hall, Englewood Cliffs. NT.
2. Henderson, R.I. Compensation Management in a Knowledge Based World. New Delhi: Pearson Education Department of Commerce, University of Delhi 38 Milkovich.G; Newman.J and Ratnam, C.S.V, Compensation, Tata McGraw Hill, Special Indian Edition.
3. Armstrong, M. & Murlis, H. Reward Management: A Handbook of Salary administration, London: Kegan Paul
4. Supplementary Reading Material - Government of India Report of the National Commission on Labour Ministry of Labour and Employment, New Delhi (latest) Relevant bare Acts and Rules.

COURSE OBJECTIVE: The objective of this course is to help students understand the conceptual framework of management and organizational behaviour.

UNIT I ORGANISATIONAL THEORY

9

Organizations and Organizational Theory: Definition, Prospective Dimensions, Strategy, Organization design and effectiveness

UNIT II STRUCTURAL DESIGN

9

Organizational Purpose and Structural Design: Basic challenges of organizational Design - Fundamentals of Organizational structure, Internal Design Elements. Organization size and life cycle

UNIT III ORGANISATIONAL ETHICS

9

Organizational Culture and Ethics: Innovation & change, Decision making processes and organizational learning

UNIT IV INNOVATION AND INTERVENTIONS

9

Managing Innovation and Change: Process of OD, Individual and Interpersonal Interventions, Team / Group Interventions, Intergroup Interventions, Techno structural Interventions, Strategic Change

UNIT V ORGANISATION AND CULTURE

9

Organizational Transformation - Desk Research: Students need to study organizational culture and design of 2 organizations each and present a report on the same.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

On completion of course, Students will develop

1. A thorough grounding of the nature, functioning and design of organization
2. Understand the Structural Design and basic challenges of organizational Design.
3. Apply decision making processes & organizational learning.
4. Develop Individual and Interpersonal Interventions.
5. Comprehend organizational culture.

REFERENCES:

1. Organizational Development & Transformation by French, Bell, Zawacki- TMGH Organization theory & Design by Richard L. Daft, Cengage Press.
2. Organization Development & Change by Cummings & Worely Cengage Learning's India Ltd, 8th Edition.
3. Managing Organizational Change by Nilkant & Ramnarayan, Response Books
- Organization Change & Development by Kavita Singh, Excel Books
4. The Oxford Handbook of Organizational Theory by Tsoukas & Knudsen, Oxford University Press
5. Supplementary Reading Material Creating Performing Organization by Pattanayak & Gupta, Response Books
6. Organizational Effectiveness & Change Management by Kondalkar, PHI learning
7. Organizational Theory Text & Cases by Gareth Jones, Pearson Publishing

COURSE OBJECTIVE: The objective of this course is to help students understand various initiatives and issues in global Human Resource

UNIT I INTRODUCTION**9**

Introduction: Defining international HR, difference between domestic and international human resource, Variables determining difference between domestic and international human resource, the path to global status, Talent management, International business ethics and human resource management

UNIT II STAFFING FOR INTERNATIONAL FUNCTIONS**9**

Managing and supporting international assignments: Linking international assignments with organizational strategy, Staffing for international assignments, Issues in staff selection, selection criterion, the role of expatriate, the role of non-expatriate, dual career couples, female expatriate -Role of the corporate in HR function.

UNIT III IMPORTANCE AND ASSIGNMENT**9**

International HR: Importance of pre departure training, programs, the effectiveness of pre departure training, developing staff through international assignments. Objectives of international compensation, key components of international compensation program, approaches to international compensation. Performance management in multinational - PM of international employees - Appraisal of international employees.

UNIT IV KEY ISSUES IN INTERNATIONAL HUMAN RESOURCES**9**

Key issues in international HR: Trade unions and international HR, the response of trade unions to multi nationals, the issue of social dumping, the impact of digital economy

UNIT V HUMAN RESOURCE GLOBALLY**9**

Human Resources in a comparative study – International Recruitment and Selection –Cultural Factors / Issues in performance management – developing international staff and multinational teams – Repatriation – Global unions, Regional Integration and framework agreements

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

On completion of course, Students will develop

1. Understanding of International business ethics and Human Resource Management.
2. Develop the skillset to understand the role of the corporate in human resource function
3. Insights about the approaches to international compensation.
4. Understand the various key issues in international Human Resource.
5. Gain knowledge on virtual organization field study or desk research.

REFERENCES:

1. International Human Resource Management by Peter j Dowling, Devise E Welch, 4th Edition.
2. International Human Resource Management by Hilary Harris, Chris Brewster and Paul Sparrow, VMP Publishers and Distributors
3. Aspects of Labour Welfare & Social Security by A.M. Sharma
4. Labour Welfare, Trade Unionism by S.D. Punekar
5. Mamoria C.B., Sathish Mamoria, Gankar, Dynamics of Industrial Relations, Himalaya Publishing, New Delhi, 2012.

MB2023 MANPOWER PLANNING, RECRUITMENT AND SELECTION L T P C
3 0 0 3

COURSE OBJECTIVE: To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.

UNIT I MANPOWER FORECASTING 9

Manpower Forecasting: Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting –Manpower Planning, Recruitment, and Selection: Strategic staffing–HR planning process,–Job analysis and description.

UNIT II DEVELOPING A MANPOWER PLAN 9

Developing a Manpower Plan: Introduction, Developing a Manpower Plan, Qualitative Side of Manpower Planning, Behavioural Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory), Problems in Manpower Planning, Sample Manpower Plan Competency mapping – procedures and steps, methods of data collection for mapping, developing competency models from raw data.

UNIT III SOURCING & RECRUITMENT 9

Sourcing and Recruitment: Introduction, Sources of candidates, Recruitment, Outsourcing, Attracting candidates, E–Recruitment, Person specifications Online recruitment; employee referrals; recruitment process outsourcing, head hunting.

UNIT IV SELECTION TESTS 9

Selection Tests: Introduction, Selection Process, Selection Methods, Psychological tests, Types of tests, Validity of tests, interpreting test results, Psychometric tests, online test, Importance of tests, Interviews, Final stages – Induction: Introduction, Benefits of an Induction program, designing an induction program, Documentation, Types of Induction, On–the–Job Training

UNIT V CAREER MANAGEMENT 9

Career Management: Introduction, Career management process, Career dynamics, Career management policies, Career planning process, Tips for successful career planning, Talent management, Succession planning, Entrepreneurship, Intrapreneurship, Employer branding related to Indian and international perspectives.

TOTAL: 45 PERIODS

COURSE OUTCOMES

On completion of course, Students will develop

1. Understanding the necessity for forecasting and demand forecasting techniques.
2. Apply developing a Manpower Plan and developing competency models from raw data.
3. Comprehend recruitment process outsourcing.
4. Gain knowledge on Selection Tests.
5. Understanding the concept of Talent Engagement.

REFERENCES:

1. Manpower planning and the development of human resources by Thomas Henry Patten published by Wiley–Interscience, 1971
2. Dessler Human Resource Management, Pearson Education Limited, 14th Edition, 2015.
3. Peter Drucker, Management, Harper Row, 2005.

4. T.V.Rao, Appraising and Developing Managerial Performance, Excel Books, 2000.

MB2024 STRATEGIC HUMAN RESOURCE MANAGEMENT

L T P C
3 0 0 3

COURSE OBJECTIVE:

The objective of this course is to help students understand the concepts and strategic Human Resource Management.

UNIT – I HUMAN RESOURCE DEVELOPMENT

9

Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability, Benchmarking and HRD Audit.

UNIT – II E-HUMAN RESOURCE MANAGEMENT

9

e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – e- Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.

UNIT – III CROSS CULTURAL HUMAN RESOURCE MANAGEMENT

9

Domestic Vs. International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, Cross border M and A- Repatriation - Building Multicultural Organisation - International Compensation.

UNIT – IV CAREER AND COMPETENCY DEVELOPMENT

9

Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation

UNIT – V EMPLOYEE COACHING AND COUNSELING

9

Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs – Work Stress – Sources - Consequences – Stress Management Techniques.- Eastern and Western Practices - Self Management and Emotional Intelligence.

TOTAL : 45 PERIODS

COURSE OUTCOMES:

1. Understand the basics of Human resource Development.
2. Comprehend the e-Human Resource Management with its performance and compensation design
3. Understand the cross cultural education and training program
4. Gain the knowledge of career stages and planning process.
5. Understand the coaching and counselling of employee in the organisation

REFERENCES:

1. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 2007.
2. Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 2007.
3. Bernadin, Human Resource Management, Tata McGraw Hill, 2006.
4. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.
5. Rosemary Harrison, Employee Development – University Press, India Ltd, New Delhi, 2007.
6. Tony Edwards and Chris Rees, International Human Resource Management, Pearson, 2007.
7. Chris Brewster, Paul Sparrow, Guy Vernon, International HRM, University Press 1st Ed. 2008.

UNIT – I DEFINING THE MANAGERIAL JOB	9
Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job behaviour – Functional and level differences in Managerial Job behaviour	

UNIT – II DESIGNING THE MANAGERIAL JOB **9**

Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balanced Scorecard - Feedback – Career Management – Current Practices.

UNIT – III THE CONCEPT OF MANAGERIAL EFFECTIVENESS **9**

Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

UNIT – IV ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS **9**
Organisational Processes – Organisational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles

UNIT – V DEVELOPING THE WINNING EDGE	9
Organisational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation	

TOTAL : 45 PERIODS

1. Understand the Managerial methods and model in the organisation.
2. Comprehend the design of managerial skills and development
3. Apply the concept of managerial effectiveness in the government practices
4. Gain the knowledge of organisational climate and challenges.
5. Understand the HR skills and knowledge management in the organisation

1. Peter Drucker, Management, Harper Row, 2005.
2. Milkovich and Newman, Compensation, McGraw-Hill International, 2005.
3. Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2006.
4. Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, 2008.
5. Joe Tidd , John Bessant, Keith Pavitt , Managing Innovation ,Wiley 3rd edition,2006.
6. T.V.Rao,Appraising and Developing Managerial Performance, Excel Books,2000.
7. R.M.Omkar, Personality Development and Career Management, S.Chand 1stedition,2008.
8. Richard L.Daft, Leadership, Cengage, 1 st Indian Reprint 2008.

COURSE OBJECTIVE:

The objective of this course is to analyse the applications and approaches of the HR analytics.

UNIT- I HUMAN RESOURCE ANALYTICS IN PERSPECTIVE 9

Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey Understanding the organizational system (Lean) , Locating the HR challenge in the system , Valuing HR Analytics in the organizational system, Typical problems (working session)

UNIT- II HUMAN RESOURCE ANALYTICS FRAMEWORKS 9

Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM: 21 Framework and (c) Talent ship Framework, 5 overarching components of an effective Analytics framework.

UNIT – III BASICS OF HUMAN RESOURCE ANALYTICS 9

Basics of HR Analytics, what is Analytics, Evolution, Analytical capabilities, Analytic value chain, Analytical Model, Typical application of HR analytics

UNIT- IV INSIGHT INTO DATA DRIVEN HUMAN RESOURCE ANALYTICS 9

Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit (case studies), Techniques for establishing questions, Building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data.

UNIT – V HUMAN RESOURCE METRICS 9

Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

1. Understand the HR challenges in the organisation
2. Comprehend the approaches of Benchmarking and scorecards in Strategic HR
3. Apply the Model and applications of HR analytics
4. Gain the knowledge of HRA by building, cleaning and supplementing the data.
5. Understand the HR metrics in data sources and requirements

REFERENCES:

1. Mamoria C.B. & Mamoria S. Personnel Management, Himalaya Publishing , 5 th edition, 2011
2. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,6th edition 2012.
3. EugenceMckenna and Nic Beach, Human Resource Management, Pearson Education 2 ed., 2008.
4. Wayne Cascio, Managing Human Resource, McGraw Hill, 8 th edition, 2009.
5. Ivancevich, Human Resource Management, McGraw Hill, 7th edition, 2010.

COURSE OBJECTIVE :

To learn the need and importance of logistics in product flow.

UNIT I INTRODUCTION**9**

Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of logistics in Competitive strategy – Customer Service

UNIT II DISTRIBUTION CHANNELS AND OUTSOURCING LOGISTICS**9**

Distribution channel structure - channel members, channel strategy, role of logistics and support in distribution channels. Logistics requirements of channel members. Logistics outsourcing – catalysts, benefits, value proposition. Third and fourth party logistics. Selection of service provider.

UNIT III TRANSPORTATION AND PACKAGING**9**

Transportation System – Evolution, Infrastructure and Networks. Freight Management – Vehicle Routing – Containerization. Modal Characteristics, Inter-modal Operators and Transport Economies. Packaging- Design considerations, Material and Cost. Packaging as Unitisation. Consumer and Industrial Packaging.

UNIT IV PERFORMANCE MEASUREMENT AND COSTS**9**

Performance Measurement – Need, System, Levels and Dimensions. Internal and External Performance Measurement. Logistics Audit. Total Logistics Cost – Concept, Accounting Methods. Cost – Identification, Time Frame and Formatting.

UNIT V CURRENT TRENDS**9**

Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation. Logistics Resource Management eLRM. Automatic Identification Technologies. Reverse Logistics – Scope, design and as a competitive tool. Global Logistics – Operational and Strategic Issues, ocean and air transportation. Strategic logistics planning. Green Logistics

TOTAL: 45 PERIODS**COURSE OUTCOMES :**

1. To enable an efficient method of moving products with optimization of time and cost.
2. Students will gain knowledge on Distribution channels and outsourcing of logistics
3. Students will gain knowledge on Transportation system and Performance measurement.
4. Understand the concept about Performance measurement, & accounting methods of logistics cost.
5. Understand the concept of Logistics information system and Automatic Identification Technologies and Reverse logistics.

REFERENCES :

1. Sople Vinod V, Logistics Management- The Supply Chain Imperative, Pearson Edu, 3rd Ed, 2012.
2. Coyle et al., The Management of Business Logistics, Cengage Learning, 7th Edition, 2004.
3. Ailawadi C Sathish & Rakesh Singh, Logistics Management, PHI, 2011.
4. Bloomberg David J et al., Logistics, Prentice Hall India, 2005.
5. Ronald H. Ballou, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2007.

COURSE OBJECTIVE:

To help understand the importance of and major decisions in supply chain management for gaining competitive advantage.

UNIT I INTRODUCTION**9**

Supply Chain – Fundamentals –Evolution- Role in Economy - Importance - Decision Phases - Supplier- Manufacturer-Customer chain. - Enablers/ Drivers of Supply Chain Performance. Supply chain strategy - Supply Chain Performance Measures.

UNIT II STRATEGIC SOURCING**9**

Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing.

UNIT III SUPPLY CHAIN**9**

Distribution Network Design – Role - Factors Influencing Options, Value Addition – Distribution Strategies - Models for Facility Location and Capacity allocation. Distribution Center Location Models. Supply Chain Network optimization models. Impact of uncertainty on Network Design - Network Design decisions using Decision trees.

UNIT IV PLANNING DEMAND, INVENTORY AND SUPPLY**9**

Managing supply chain cycle inventory. Uncertainty in the supply chain — Analyzing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life - cycle products -multiple item -multiple location inventory management. Pricing and Revenue Management

UNIT V CURRENT TRENDS**9**

Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain. . SC Restructuring - SC Mapping -SC process restructuring, Postpone the point of differentiation – IT in Supply Chain - Agile Supply Chains - Reverse Supply chain. Agro Supply Chains.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. Students will gain Knowledge on Fundamentals of Supply chain management.
- 2: Students will gain knowledge on outsourcing and sourcing strategy.
3. Students will gain knowledge on supply chain management and Network design.
4. Understand the Concept Of inventory, Risk pooling.
5. Understand the concept of Bullwhip Effect , Reverse Supply chain.

TEXT BOOKS:

Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, Sixth edition, 2015

REFERENCE BOOK:

1. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2009.
- 2.. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Edu, 5th Ed, 2007.
- 3.. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2005.

COURSE OBJECTIVE:

To understand the application of structured methods to develop a product

UNIT I PRODUCT DESIGN & DEVELOPMENT

9

Product design and development - characteristics, duration and cost, challenges; Development Process - Generic Process, Concept development, Adapting to product types; Product Planning - Process, Understanding customer need, Product Specification; Concept Generation Evaluation - decay curve, cost expenditure curve; Technology Life Cycle; Disruptive Technologies.

UNIT II PRODUCT CONCEPT

9

Concept Selection – Importance, Methodology, concept Screening, Concept Scoring, Concept Testing; Product Architecture - Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.

UNIT III PRODUCT DATA MANAGEMENT

9

PDM - concept and benefits, functions, Product data and workflow, Product reliability, CIM data, Architecture of PDM systems, Product data interchange, Portal integration, PDM acquisition and implementation; Product Life Cycle management - strategy, Change management for PLM.

UNIT IV DESIGN TOOLS

9

Design Approaches - Industrial Design, Design for Manufacturing, Value Engineering, Ergonomics, Robust Design, Design for Excellence; Collaborative Product development- Prototyping, failure rate curve, product use testing-Product development economics, scoring model, financial analysis.

UNIT V PATENTS

9

Intellectual Property and Patents -Definitions, Patent Searches, Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patents.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. Understanding the designing and developing the product
2. Students will gain knowledge on product architecture.
3. Understanding management of product data
4. Ability to apply design tools to enhance product performance
5. Awareness of patenting new products

REFERENCES:

1. Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development Tata McGraw – Hill, Fourth Edition, reprint 2009.
2. Kenneth B. Kahn, New Product Planning, Sage, 2010.
3. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
4. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill, 2006.
5. Altekhar Rahul V, Supply Chain Management-Concept and Cases, PHI, 2008
6. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.

COURSE OBJECTIVE:

To provide with a comprehensive understanding of various tools that can be used in designing business processes

UNIT I INTRODUCTION**9**

The Process View of Organizations - Service and manufacturing processes – Nature of service Processes, process structure in services, Process structure in Manufacturing , Value Chain – Core and support processes, adding value with processes; Managing processes – process strategy – organization perspective, major process decisions; Embedding strategy into Manufacturing Processes - Process Competencies, Process Design – major factors, technology choice.

UNIT II PROCESS FLOW**9**

Process Flow, Key Measures, Flow Time, Flow Rate, Process flow analysis – tools; process Mapping, Inventory Analysis, Process Flow Chart, Flow Time Measurement, Flow-Rate and Capacity Analysis, Managing Flow Variability; Work flow design principles and flows.

UNIT III PROCESS MODELING**9**

Modeling - empirical models, deterministic models, stochastic models; simulating business Process – Application, simulation process, discrete event simulation, computer simulation

UNIT IV PROCESS IMPROVEMENT**9**

Constraint Management – theory of constraints, Measuring capacity, Utilization , and performance in TOC, key principles ; Strategic Capacity Management –Tools for capacity planning, cycle time and capacity analysis; process layout – designing flexible flow layouts; Lean Systems – Toyota production system, characteristics of lean systems, continuous improvement, Kanban system Value stream mapping, JIT II; Process Synchronization and Improvement

UNIT V PROCESS OPTIMIZATION**9**

Optimizing business process performance, Process Metrics, Business Intelligence, Process Dashboards – creating flexible organizations – optimization process– early management – capability development, sustainability; process benchmarking with data envelopment analysis

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. Students will gain knowledge on ability to design business processes that are in alignment with the external requirements
2. Students will gain knowledge on ability to analyze process flow.
3. Students will gain knowledge on ability to apply models and simulate processes.
4. Understand about the process improvement.
5. Understand about the models to optimise process.

REFERENCES:

- 1 Manuel Laguna, Johan Marklund, Business Process Modeling, Simulation&Design,Pearson Edu,2011.
2. Lee J. Krajewski, Larry P. Ritzman, Manoj K. Malhotra, Operations Management – Processes and Supply Chain, Pearson Education, 9th Edition,2010.
3. Ravi Anupindi, Sunil Chopra, Sudhakar Deshmukh,Jan A. Van Mieghem, and Eitan Zemel, “Managing Business Process Flows: Principles of Operations Management” Pearson Education,2006

COURSE OBJECTIVE:

To gain insights about the importance of lean manufacturing and six sigma practices.

UNIT I LEAN & SIX SIGMA BACKGROUND AND FUNDAMENTALS**9**

Historical Overview – Definition of quality – What is six sigma -TQM and Six sigma - lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes –six sigma capability – six sigma need assessments - implications of quality levels, Cost of PoorQuality (COPQ), Cost of Doing Nothing – assessment questions

UNIT II THE SCOPE OF TOOLS AND TECHNIQUES**9**

Tools for definition – IPO diagram, SIPOC diagram, Flow diagram, CTQ Tree, Project Charter –Tools for measurement – Check sheets, Histograms, Run Charts, Scatter Diagrams, Cause and effect diagram, Pareto charts, Control charts, Flow process charts, Process Capability Measurement, Tools for analysis – Process Mapping, Regression analysis, RU/CS analysis, SWOT, PESTLE, Five Whys, interrelationship diagram, overall equipment effectiveness, TRIZ innovative problem solving – Tools for improvement – Affinity diagram, Normal group technique, PDCA cycle,

UNIT III SIX SIGMA METHODOLOGIES**9**

Design For Six Sigma (DFSS), Design For Six Sigma Method - Failure Mode Effect Analysis (FMEA), FMEA process - Risk Priority Number (RPN)- Six Sigma and Leadership, committed leadership – Change Acceleration Process (CAP)- Developing communication plan – Stakeholder

UNIT IV SIX SIGMA IMPLEMENTATION AND CHALLENGES**9**

Tools for implementation – Supplier Input Process Output Customer (SIPOC) – Quality Function Deployment or House of Quality (QFD) – alternative approach –implementation – leadership training, close communication system, project selection – project management and team –champion training – customer quality index – challenges – program failure, CPQ vs six sigma, structure the deployment of six sigma – cultural challenge – customer/internal metrics

UNIT V EVALUATION AND CONTINUOUS IMPROVEMENT METHODS**9**

Evaluation strategy – the economics of six sigma quality, Return on six Sigma (ROSS), ROI, poor project estimates – continuous improvement – lean manufacturing – value, customer focus, Perfection, focus on waste, overproduction – waiting, inventory in process (IIP), processing waste, transportation, motion, making defective products, underutilizing people – Kaizen – 5S

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. The student would be able to relate the tools and techniques of lean sigma to increase productivity
2. Students will gain knowledge on PDCA tools and on techniques of analysis.
3. Students will gain knowledge Six Sigma Methodologies.
4. Understand about six sigma implementation and challenges.
5. Understand about Continuous improvement methods and 5 S principles.

REFERENCES:

1. Michael L. George, David Rownalds, Bill Kastle, What is Lean Six Sigma, McGraw – Hill 2003
2. Thomas Pyzdek, The Six Sigma Handbook, McGraw-Hill, 2000
3. Forrest W. Breyfogle, III, James M. Cupello, Becki Meadows, Managing Six Sigma: A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success, John Wiley & Sons, 2000
4. Fred Soleimannejad, Six Sigma, Basic Steps and Implementation, AuthorHouse, 2004

COURSE OBJECTIVE:

To learn the concepts of managing projects.

UNIT I INTRODUCTION TO PROJECT MANAGEMENT**9**

Project Management – Definition –Goal - Lifecycles. Project Selection Methods. Project PortfolioProcess – Project Formulation. Project Manager – Roles- Responsibilities and Selection – ProjectTeams.

UNIT II PLANNING AND BUDGETING**9**

The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Budget theProject – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.

UNIT III SCHEDULING & RESOURCE ALLOCATION**9**

PERT and CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources – Goldratt's Critical Chain.

UNIT IV CONTROL AND COMPLETION**9**

The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing thecontrol system. Project Evaluation, Auditing and Termination.

UNIT V PROJECT ORGANISATION & CONFLICT MANAGEMENT**9**

Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict – Origin and Consequences. Managing conflict – Team methods for resolving conflict.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. To apply project management principles in business situations to optimize resource utilization and time optimisation.
2. Students will gain knowledge on Planning and Budgeting , work break down structure.
3. Students will gain knowledge on Scheduling and Resource allocation.
4. Understand control and completion data collecting report and project control.
5. Understand Project organisation structure an conflict.

REFERENCES:

1. Gido and Clements, Successful Project Management, Second Ed. Thomson Learning,2003.
2. Harvey Maylor, Project Management, Third Edition, Pearson Education, 2006
3. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.
4. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.

COURSE OBJECTIVE:

To gain insights about the importance of Production Planning and control

UNIT-I – INTRODUCTION

9

Introduction: Types and characteristics of production systems Objective and functions of Production, Planning and Control, Place of production, Planning in Engineering, manufactures organization. Preplanning: Forecasting and Market Analysis. Factory Location and Layout, Equipment policy and replacement. Preplanning production, capacity planning.

UNIT-II – PRODUCTION PLANNING

9

Production Planning: Aggregate Planning, MPS, Material Resource Planning, Selection of material methods, machines and manpower. Routing, Scheduling and Dispatching and its sheets and charts, Production Line Balancing.

UNIT-III – PRODUCTION AND INVENTORY CONTROL

9

Production and Inventory Control: Progress control through records and charts. Types of inventories, Inventory Classification. Inventory Control under constraints Economic lot (batch) size. Trends in purchasing and store keeping, JIT production MRP II, comparison of Push and Pull systems, ERP, CAPPC.

UNIT-IV – PRODUCTIVITY

9

Productivity: Importance, Productivity patterns, productivity measurements and ratios, improvement-maintenance process. Human Factors and Ergonomics: Human abilities, Training and motivation safety programs, workplace design and working conditions.

UNIT V SCHEDULING AND PROJECT MANAGEMENT

9

Project Management – Scheduling Techniques, PERT, CPM; Scheduling - work centers – nature, importance; Priority rules and techniques, shopfloor control; Flow shop scheduling – Johnson's Algorithm – Gantt charts; personnel scheduling in services.

TOTAL PERIODS : 45 PERIODS**COURSE OUTCOMES :**

1. Students will gain knowledge on Production Planning and control, Forecasting and market analysis.
2. Students will gain knowledge on Aggregate Planning ,MPS and Material Resource planning.
3. Students will gain knowledge on JIT,MRP-II,ERP,CAPPC.
4. Understand the concept about Productivity, Human factors and Ergonomics.
5. Understand the concept of Scheduling Techniques ,PERT and CPM.

REFERENCES

1. William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition,2009.
2. Russel and Taylor, Operations Management, Wiley, 5th Edition,2006.
3. Norman Gaither and Gregory Frazier, Operations Management, South Western,Cengage Learning,9 th edition,2015.
4. Cecil C. Bozarth, Robert B. Handfield, Introduction to Operations and supply Chain Management, Pearson, 4th Edition,2016.
5. Panneerselvam. R, Production and Operations Management, 3rd Ed. PHI Learning 2012.

COURSE OBJECTIVE:

To help understand how service performance can be improved by studying services operations management

UNIT I INTRODUCTION

9

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

UNIT II SERVICE DESIGN

9

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

UNIT III SERVICE QUALITY

9

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

UNIT IV SERVICE FACILITY

9

Services capes – behaviour - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location , location set covering problem

UNIT V MANAGING CAPACITY AND DEMAND

9

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

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

- 1.To design and operate a service business using the concepts, tools and techniques of service operations management.
- 2.Students will gain knowledge on Service design and Service quality gap model.
- 3.Students will gain knowledge on Service facility and service facility location and layout.
- 4.Understand about Facility Design
- 5.Students will gain knowledge on Managing capacity demand, Waiting lines and Queuing system.

REFERENCES

1. James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 7th Edition 2013.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition ,2012
3. Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
4. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006
5. J.Nevan Wright and Peter Race, The management of service operations, Cengage, 2nd Edi, 2004
6. Robert Johnston, Graham Clark, Service Operations Management, Pearson Edu, 2nd Ed, 2005.

COURSE OBJECTIVE:

To study the fundamentals of R programming to apply in quantitative analysis.

UNIT I GETTING STARTED WITH R**9**

Installing R - The R environment - R packages - Basics of R - Data Structures - Reading data into R - Graphics in R

UNIT II FUNCTIONS AND STATEMENTS**9**

Writing R functions - Control Statements (if and else, switch, if else, compound tests) – Loops in R (for, while, controlling loops) - Applications using the functions and loops.

UNIT III DATA MANIPULATION AND ANALYSIS**9**

Group manipulation - Data Reshaping - Manipulating Strings - Basic Statistics using R (Summaries, Correlation, t-tests, ANOVA)

UNIT IV LINEAR MODELS USING R**9**

Linear Models - Simple and Multiple regression, GLM - Logit Regression, Model diagnostics - Residuals, Cross validation, Boot strapping.

UNIT V NON-LINEAR MODELS, TIME SERIES AND CLUSTERING USING R**9**

Nonlinear Models - Non-Linear least square, Splines, Generalised Additive Models, Decision trees, Random forests. Time Series - Autoregressive moving average, VAR, GARCH. Clustering - K means, PAM and Hierarchical Clustering.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. Explore R language fundamentals, including basic syntax, variables, and types.
2. How to create functions and use control flow.
3. Work with data in R.
4. Understand the liner models using R.
5. The student will learn to use R programming to solve decision models.

TEXT BOOK :

1. "An Introduction to Statistical Learning: with Applications in R" by James, Witten, Hastie and Tibshirani, Springer, 1st. Edition, 2013. Please note that the authors of this book have a free PDF version on their website: <http://www-bcf.usc.edu/~gareth/ISL/ISLR%20First%20Printing.pdf>

REFERENCES :

1. Jared P.L., R for Everyone - Advanced Analytics and Graphics, Addison Wesley Data and Analytics series, 2015.
2. SandipRakshit, R Programming for Beginners, McGraw Hill Education, 2017.
3. ISLR Textbook authors' lectures and videos: <http://fs2.american.edu/alberto/www/analytics/ISLRLectures.html> Optional (Recommended for R):
4. "R for Everyone: Advanced Analytics and Graphics" by Lander, J., Addison-Wesley Data & Analytics Series, 1 edition, 2013

COURSE OBJECTIVE:

This course aims to familiarise the students with the processes involved by getting a better understanding of how data set analysis is applied in different commercial situations.

UNIT I : INTRODUCTION TO BIG DATA AND HADOOP**9**

Types of Digital Data, Introduction to Big Data, Big Data Analytics, History of Hadoop, Apache Hadoop, Analysing Data with Unix tools, Analysing Data with Hadoop, Hadoop Streaming, Hadoop Echo System, IBM Big Data Strategy, Introduction to Info sphere Big Insights and Big Sheets.

UNIT II : HDFS(Hadoop Distributed File System)**9**

The Design of HDFS, HDFS Concepts, Command Line Interface, Hadoop file system interfaces, Data flow, Data Ingest with Flume and Scoop and Hadoop archives, Hadoop I/O: Compression, Serialization, Avro and File-Based Data structures.

UNIT III : MAP REDUCE**9**

Anatomy of a Map Reduce Job Run, Failures, Job Scheduling, Shuffle and Sort, Task Execution, Map Reduce Types and Formats, Map Reduce Features.

Unit IV : HADOOP ECO SYSTEM PIG**9**

Introduction to PIG, Execution Modes of Pig, Comparison of Pig with Databases, Grunt, Pig Latin, User Defined Functions, Data Processing operators. Hive :Hive Shell, Hive Services, Hive Metastore, Comparison with Traditional Databases, HiveQL, Tables, Querying Data and User Defined Functions.Hbase :HBasics, Concepts, Clients, Example, Hbase Versus RDBMS.

UNIT-V NOSQL DATA MANAGEMENT FOR BIG DATA**9**

Introduction- NOSQL databases: Mongo DB: Introduction – Features - Data types - Mongo DB Query language - CRUD operations – Arrays - Functions: Count – Sort – Limit – Skip – Aggregate- Data types – CQLSH - Key spaces - CRUD operations – Collections – Counter – TTL - Alter commands - Import and Export - Querying System tables.:Schema-lessModels|:IncreasingFlexibilityforDataManipulation-Key Value Stores- Document Stores - Tabular Stores - Object Data Stores - Graph Databases

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. Students will able to understand about Big data.
2. To gain knowledge on clustering and classification.
3. To gain knowledge on Association and Recommendation system.
4. To Understand about Stream theory.
5. To learn about Data management for big data and visualisation.

REFERENCES:

1. Anand Rajaraman and Jeffrey David Ullman, "Mining of Massive Datasets", Cambridge University Press, 2012.
2. David Loshin, "Big Data Analytics: From Strategic Planning to Enterprise Integration with Tools, Techniques, NoSQL, and Graph", Morgan Kaufmann/El sevier Publishers, 2013.
3. EMC Education Services, "Data Science and Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting Data", Wiley publishers, 2015.
4. EMC Education Services, "Data Science and Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting Data", Wiley publishers, 2015.
5. Bart Baesens, "Analytics in a Big Data World: The Essential Guide to Data Science and its Applications", Wiley Publishers, 2015.

COURSE OBJECTIVE :

1. To understand Blockchain and its main application.
2. Students will learn how this system works.

UNIT I INTRODUCTION

9

Distributed Database, Two General Problem, Byzantine General problem and Fault Tolerance, Hadoop Distributed File System, Distributed Hash Table, ASIC resistance, Turing Complete. Cryptography: Hash function, Digital Signature - ECDSA, Memory Hard Algorithm, Zero Knowledge Proof.

UNIT II BLOCKCHAIN & APPLICATIONS

9

Introduction to Blockchain, Gartner's Hype Curve and Evolution of Blockchain Technology, Blockchain Need and Genesis, Key Characteristics of Blockchain, Blockchain Structure, Blockchain types and Network, Mining and Consensus, How Blockchain Works, Bitcoin Whitepaper, Understanding Bitcoin, Components of a Block, Forks: soft and hard forks, Ummmer blocks, Different forks from Bitcoin, Wallets, Transactions, Public and Private keys, Blockchain Applications : Internet of Things, Medical Record Management System, Do-main Name Service and future of Blockchain.

UNIT III CRYPTO CURRENCY

9

History, Distributed Ledger, Bitcoin protocols - Mining strategy and rewards, Ethereum - Construction, DAO, Smart Contract, GHOST, Vulnerability, Attacks, Sidechain, Namecoin. Cryptocurrency Regulation: Stakeholders, Roots of Bitcoin, Legal Aspects – Cryptocurrency Exchange, Black Market and Global Economy.

UNIT IV ETHEREU

9

Need of Ethereum, Ethereum Foundation, Ethereum Whitepaper, How Ethereum Works, Ethereum network, Ethereum Virtual Machine, Transactions and Types, Mining and Consensus, Smart Contracts.

UNIT V HYPER LEDGER FABRIC

9

Hyper ledger, Hyper ledger Fabric, Comparison between Fabric and Other Technologies, Fabric Architecture, Components of Hyper ledger Fabric, Advantages of Hyper ledger Fabric Block chain, How Hyper ledger Fabric Works.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. To get an idea about history of Block chain.
2. Understand key features, different types of platforms & languages of block chain technology.
3. Students will be familiar with crypto currency concepts.
4. Understand the design principles of ethereal.
5. Learn about hyper ledger fabric model and its architecture

TEXT BOOK:

1. Imran Bashir, Mastering Blockchain, Packt Publishing, March 2017

REFERENCES :

1. DebajaniMohanty, BlockChain : From Concept to Execution, BPB Publications, 2nd edition, 2018
2. Artemis Caro, Blockchain: Bitcoin, Ethereum &Block chain: The Beginners Guide to Understanding the Technology Behind Bitcoin & Crypto currency, 2017
3. Andreas M. Antonopoulos, Gavin Wood, Mastering Ethereum: Building Smart Contracts and DApps, O'REILLY, 2018

4. Nitin Gaur, Luc Desrosiers, Venkatraman Ramakrishna, Petr Novotny, Dr. Salman A. Baset and Anthony O'Dowd, Hands-on Blockchain with Hyperledger, Packt Publishing, 2018.

MB 2038

SOCIAL MEDIA WEB ANALYTICS

L T P C
3 0 0 3

COURSE OBJECTIVE:

To showcase the opportunities that exist today to leverage the power of the web and social media

UNIT I INTRODUCTION

9

Evolution of online communities - History and Evolution of Social Media- Social Media vs. traditional media - Social Media Audience and Goals for using Social Media – Understanding Social Media: Strong and weak ties – Influencers - How ideas travel – Virality – Social theory and social media - technological determinism in popular discourse on social media technologies.

UNIT II COMMUNITY BUILDING AND MANAGEMENT

9

Science of Social Media - Keys to Community Building - Promoting Social Media Pages-Linking Social Media Accounts-The Viral Impact of Social Media-Digital PR-Encourage Positive Chatter in Social Media - Identity in social media: formation of identities, communities, activist movements, and consumer markets - Social Media as business.

UNIT III SOCIAL MEDIA POLICIES AND MEASUREMENTS

9

Social Media Policies-Etiquette, Privacy- ethical problems posed by emerging social media technologies - The road ahead in social media- The Basics of Tracking Social Media – social media analytics- Insights Gained From Social Media- Customized Campaign Performance Reports - Observations of social media use.

UNIT IV WEB ANALYTICS

9

Web Analytics - Present and Future, Data Collection - Importance and Options, Overview of Qualitative Analysis, Business Analysis, KPI and Planning, Critical Components of a Successful Web Analytics Strategy, Web Analytics Fundamentals, Concepts, Proposals and Reports, Web Data Analysis.

UNIT V SEARCH ANALYTICS

9

Search engine optimization (SEO), non-linear media consumption, user engagement, user generated content, web traffic analysis, navigation, usability, eye tracking, online security, online ethics, content management system, data visualization, RSS feeds, Mobile platforms, User centered design, Understanding search behaviors.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

1. The students will be able to enhance the social media skills.
2. The students will be able to develop a mass communication strategy and guide campaigns.
3. To get an idea of social media policies.
4. Understand the fundamentals and concepts of web analytics.
5. How to effectively use the resulting insights to support website design decisions, campaign optimisation, search analytics, etc

REFERENCES :

1. Christian Fuchs, Social Media a critical introduction, SAGE Publications Ltd, 2014
2. Bittu Kumar, Social Networking, V & S Publishers, 2013
3. Avinash Kaushik, Web Analytics - An Hour a Day, Wiley Publishing, 2007
4. Eric T. Peterson, Web Analytics Demystified, Celilo Group Media and Café Press, 2004

5. Takeshi Moriguchi, Web Analytics Consultant Official Textbook, 7th Edition, 2016
6. K. M. Shrivastava, Social Media in Business and Governance, Sterling Publishers Pvt.Ltd. 2013

MB 2039

PYTHON PROGRAMMING

L T P C

3 0 0 3

COURSE OBJECTIVES :

1. To explore the programming skills in the Python environment.
2. To employ the programming in the Applications.

UNIT I INTRODUCTION

9

Introduction to Computer Systems – Computer Hardware – Computer Software – Programming Languages – Algorithmic Problem Solving – Building Blocks of a Program – Fundamentals of Python Programming – Syntax and Styles: Data types – Literals – Variable – Operators and Expressions- Python Programming and its applications.

UNIT II DATA COLLECTIONS AND LANGUAGE COMPONENT

9

Control Flow: If, While, For, Break, Continue, Pass Statements – Entry Controlled Loop –Exit Controlled Loop – Counter Controlled Loop – Condition Controlled Loop – Nested Loops– Sample Programs – Sequences– Lists – Tuples: Need of Tuple - Sequence Unpacking -Methods. Machine learning , Deep Learning.

UNIT III FUNCTIONS AND MODULES

9

Dictionaries: Making a Dictionary – Basic Operations – Dictionary Operations – Sets –Iterators and Generators – Functions: Introduction – Defining Functions – Calling Functions –Passing Arguments – Keyword Arguments – Default Arguments – Required Arguments –Variable –length Arguments – Return Statement – Nesting of Passing Arguments –Anonymous Functions – Recursive Function – Scope of Local and Global Variable – Sample Programs – Modules. Simulation modules

UNIT IV OBJECT AND CLASSES

9

Basic Alogritham, Object Oriented Programming Principles: Class Statement – Class Body – Objects – Class Methods – Self Variable – Class Properties and Instance Properties – Static Method – Data Hiding – Deleting an Object – Constructor – Method Overriding – Inheritance – Packages – Strings and Regular Expressions

UNIT V I/O, ERROR HANDLING AND THREADS

9

Files and Directory Access: Files and Streams – Opening a File – Reading/Writing Operations on a File – Other File Operations – Iterating through Files – Splitting Words –Serialization and De-serialization – Hash files – Directory Access – Errors and Exceptions –Multithreading: Introduction to Thread – Differences between Process and Thread –Threading Module – Thread Synchronization.

TOTAL : 45 PERIODS

COURSE OUTCOMES :

1. Knowledge of programming in Python Environment.
2. Ability to apply Programming in the application specified.
3. Ability to apply programming as modules
4. Ability to develop program as objects and instances
5. Knowledge to handle errors

REFERENCE BOOKS:

1. Kenneth A. Lambert, B.L. Juneja, M. Arunachalam, G. Balakrishnan, “Problem Solving and Python Programming”, Cengage Learning India Pvt. Ltd.
2. Allen B. Downey, “Think Python: How to Think Like a Computer Scientist”, II edition, Updated for Python 3, Shroff/O’Reilly Publishers, 2016 (<http://greenteapress.com/wp/thinkpython/>)
3. Robert Sedgewick, Kevin Wayne, Robert Dondero, —Introduction to Programming in Python: An Inter-disciplinary Approach, Pearson India Education Services Pvt. Ltd., 2016.

4. Timothy A. Budd, —Exploring Pythonll, Mc-Graw Hill Education (India) Private Ltd., 2015.
5. Kenneth A. Lambert, —Fundamentals of Python: First Programsll, CENGAGE Learning, 2012.

MB 2040

INTERNET OF THINGS

L T P C
3 0 0 3

COURSE OBJECTIVES :

1. To experiment the technical aspects of Internet of Things.
2. To expose the application of Internet of Things.

UNIT I INTRODUCTION

9

Introduction to Internet of Things - Physical Design of IoT - Logical Design of IoT - IoT Enabling Technologies - IoT Levels and Deployment Templates - Domain Specific to IoTs.

UNIT II IoT ARCHITECTURE

9

ETSI, IETF, OGC architectures - IoT reference model - Domain model - information model - functional model - communication model - IoT reference architecture.

UNIT III BUILDING IoT

9

IoT Systems - Logical Design using Python - IoT Physical Devices and Endpoints: What is an IoT Device - Basic building blocks of an IoT device - Exemplary Device: Raspberry Pi - Programming Raspberry Pi with Python - Other IoT Devices.

UNIT IV IoT DATA PLATFORM

9

Data Analytics for IoT: Introduction - Apache Hadoop - Using Hadoop Map Reduce for Batch Data Analysis - Apache Oozie - Apache Spark - Tools for IoT - Introduction - Chef: Setting up Chef.

UNIT V MODERN TRENDS IN IOT AND REAL-WORLD APPLICATIONS

9

IoT Physical Servers and Cloud Offerings - Case Studies Illustrating IoT Design: Introduction - Home Automation – Smart Cities - Environment - Agriculture - Productivity Applications.

TOTAL : 45 PERIODS

COURSE OUTCOMES :

1. Students can able to know the Technical knowledge of Internet of Things.
2. Students can know the Ability to understand IoT Architecture
3. Students can able to understand the building blocks of IoT
4. Students can able to know the Deep insights about IoT Data Platform
5. Students can able to gain the Knowledge of real world applications

REFERENCES :

1. Dieter Uckelmann, Mark Harrison, Michahelles, Florian (Eds), —Architecting the Internet of Thingsll, Springer, 2011.
2. Honbo Zhou, —The Internet of Things in the Cloud: A Middleware Perspectivel, CRC Press, 2012.
3. Jan Ho" ller, VlasiosTsiatsis , Catherine Mulligan, Stamatis , Karnouskos, Stefa
4. Avesand. David Boyle, "From Machine-to-Machine to the Internet of Things - Introduction to a New Age of Intelligence", Elsevier, 2014.
5. Olivier Hersent, David Boswarthick, Omar Elloumi , —The Internet of Things – Key applications and Protocolsll, Wiley, 2012
6. Adrian McEwen and Hakim Cassimally, "Designing the Internet of Things", John Wiley & Sons, 2013.
7. CunoPfister, "Getting Started with the Internet of Things: Connecting Sensors and Microcontrollers to the Cloud", Maker Media, 2011.

8.ArshdeepBahga, Vijay Madiseti, - Internet of Things - Ahands-on approach, University Press, 2015

MB 2041 E-COMMERCE AND E BUSINESS MANAGEMENT

L T P C
3 0 0 3

COURSE OBJECTIVE:

To understand the practices and technology to start an online business.

UNIT I INTRODUCTION TO E-Commerce and E-BUSINESS

8

Electronic Commerce Meaning– Electronic Commerce and Media Convergence – The Anatomy of E-Commerce Applications – Electronic Commerce Consumer Applications – Electronic Commerce Organization Applications. e-business,e-businessvse-commerce,Economicforces–advantages–myths–e-business models, design, develop and manage-business, Web2.0 and Social Networking, Mobile Commerce, S-commerce.

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, AutoScaling in the Cloud, Internet information publishing technology- basics of web server hardware and software

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

UNIT IV e-BUSINESS PAYMENTS AND SECURITY

9

E-payments - Types of Electronic Payment Systems – Digital Token based Electronic Payment Systems – Smart Cards and Credit Card – Based Electronic Payment Systems – Risk and Electronic Payment Systems – Designing Electronic Payment Systems-Characteristics of payment of systems, protocols, e-cash, e-cheque, e-Wallets and Micro payment systems- internet security–cryptography – security protocols–network security.

UNIT V EMERGING TRENDS AND LEGAL AND PRIVACY ISSUES

8

The New Age of Information based marketing and Advertising on the Internet – Consumer Search and Resource Discovery Paradigms and Retrieval - Electronic Commerce Catalogs or Directories – Information filtering – Consumer – Data Interface : Emerging Tools. On Demand Education and Digital Copyrights: Computer based Education and Training – Technological Components of Education on demand. Software Agents: Characteristics and Properties of Agents – The Technology behind Software Agents – Applets, Browsers and Software Agents- Software Agents in Action-Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies

TOTAL:45 PERIODS

COURSE OUTCOMES:

1. Student can able to learn the meaning of ecommerce and ebusiness management.
2. Student can able to know the technology infrastructure available in e-commerce and e-business management.
3. Student can able to learn various business applications available in internet.
4. Student can able to identify the e-business payment and security system used in various industries.
5. Student can able to know the emerging trends and legal and privacy issues in e-commerce and e-business management.

REFERENCES

1. EfraimTurban, Jae K.Lee, DavidKing,TingPengLiang,DeborrahTurban,Electronic Commerce– A managerial perspective, Pearson Education Asia,2010.
2. Kelly Goetsch - e Commerce in the Cloud, O Reilly Media,2014.
3. Parag Kulkarni, Sunita Jahirabad kao, Pradeep Chande, ebusiness, Oxford University Press, 2012.
4. Hentry Chan &el, E-Commerce–fundamentals and Applications, Wiley India Pvt Ltd, 2007.
5. GaryP.Schneider,Electroniccommerce,Thomsoncoursetechnology,Fourthannualedition,2007
6. Bharat Bhasker, Electronic Commerce, Framework technologies and Applications, 3 rd Edition. Tata McGraw Hill Publications, 2009
7. Harvey M. Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.

MB 2042

ENTERPRISE RESOURCE PLANNING

**L T P C
3 0 0 3**

COURSE OBJECTIVE :

To exhibit the theoretical aspects of Enterprise Resource Planning. → To provide practical implication on ERP Suite implementation.

UNIT I	INTRODUCTION	8
ERP-Meaning, Definition. Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - warehouse management.		
UNIT II	ERP SOLUTIONS AND FUNCTIONAL MODULES	10
Overview of ERP software solutions, BPR, Project management, Functional modules, Organisational data, master data and document flow.		
UNIT III	ERP IMPLEMENTATION	10
Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation- Consultants, Vendors and Employees.		
UNIT IV	POST IMPLEMENTATION	8
Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.		
UNIT V	EMERGING TRENDS ON ERP	9
Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics - Future trends in ERP systems-web enabled, Wireless technologies, cloud computing .		

TOTAL: 45 PERIODS

COURSE OUTCOMES :

1. Knowledge of risk and benefits associated with Enterprise Resource Planning.
2. Knowledge or ERP solutions and functional modules
3. Exposure to the implementation environment
4. Understanding of post implementation impact and maintenance of ERP
5. Knowledge of emerging trends on ERP

REFERENCES :

1. Simha R. Magal , Jeffrey Word, Integrated Business processes with ERP systems, John Wiley & Sons, 2012.
2. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
3. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.
4. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009
5. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2006.
7. Summer, ERP, Pearson Education, 2008. 75
- 6.Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.

COURSE OBJECTIVES:

- To understand the various project management phases – Initiation, Planning, Tracking and Closure
- To study various project estimation methodologies, process models and risk management
- To understand quality assurance in software development

UNIT I PROJECT MANAGEMENT OVERVIEW 8

What is Project and Project Management, Various phase of Project Management, Project Stakeholders, Project Management Organisation (PMO); Roles and Responsibilities of Project Manager. Brief introduction to various process models - Waterfall, RAD, V, Spiral, Incremental, Prototyping, Agile–SCRUM, Extreme Programming (XP) and Kanban Project Initiation - Project Charter; Statement of Work (SoW)

UNIT II PROJECT PLANNING 10

Project Planning Activities- Project Scope, Work Breakdown Structures (WBS), Software estimation methodologies - COCOMO Model and Function Point Project Scheduling Techniques – Program Evaluation and Review Technique (PERT), Gantt Chart and Critical Path Method (CPM)

UNIT III PROJECT TRACKING 10

Monitoring and Control, Project Status Reporting; Project Metrics; Earned Value Analysis (EVA); Project Communication Plan and Techniques; Steps for Process Improvement. Risk Management: Concepts of Risks and Risk Management; Risk Management Activities; Effective Risk Management; Risk Categories; Aids for Risk Identification; Potential Risk Treatments; Risk Components and Drivers; Risk Prioritization.

UNIT IV PROJECT CLOSURE 8

Project Closure Analysis, Lesson Learnt Software Quality Assurance-Software Quality Assurance Activities; Software Qualities; Software Quality Standards – ISO Standards for Software Organization, Capability Maturity Model (CMM), Comparison between ISO 9001 and SEI CMM, Other Standards.

UNIT V AGILE PROJECT MANAGEMENT WITH SCRUM 9

Agile Manifesto and Agile Principles Agile Scrum - Purpose, Values, Scrum Framework, Scrum Roles – Product Owner, Scrum Master and Team, Scrum Events – Sprint Planning, Daily Scrum/Stand-up Meeting, Sprint Review, Sprint Retrospective, Scrum Artefacts – Product Backlog, Sprint Backlog, Increment and Definition of Done (DoD), Agile estimation – Story Point

TOTAL:45 PERIODS**COURSE OUTCOMES:**

At the end of this course, student should be able to:

1. To learn the meaning and process models available in software project management.
2. To know the techniques and evaluation methods in software project management
3. To know how to track the projects Risk and creating the risk mitigation plan in software project management
4. To apply software quality assurance for better quality software delivery
5. To identify the scrum and its principles in software project management

REFERENCES:

1. Jalote, "Software Project Management in Practice", Pearson Education
2. Ramesh, Gopalaswamy, "Managing Global Projects", Tata McGraw Hill
3. Ken Schwaber, Agile Project Management with Scrum, Microsoft Press
4. Mike Cohn, Agile Estimating & Planning, Pearson • Royce, "Software Project Management", Pearson Education, 1999. 55
5. Bob Hughes and Mike Cotterell, Software Project Management, Tata McGraw Hill, 5 th Edition

COURSE OBJECTIVES:

1. To expose the students to the frontier areas of Cloud Computing
2. To provide an in-depth and comprehensive knowledge of the Cloud Computing fundamental issues, technologies, applications and implementations.
3. To shed light on the Security issues in Cloud Computing
4. To introduce about the Cloud Standards.

UNIT I HISTORY OF CLOUD COMPUTING**9**

Cloud Computing, Types, Evolution of Centralized and Distributed Computing - Overview of Distributed Computing, Cluster computing, Grid computing. Technologies for Network based systems- System models for Distributed and cloud computing- Software environments for distributed systems and clouds.

UNIT II INTRODUCTION TO CLOUD COMPUTING**9**

Introduction to Cloud Computing- Cloud issues and challenges - Properties - Characteristics - Service models, Deployment models. Cloud resources: Network and API - Virtual and Physical computational resources - Data-storage. Virtualization concepts - Types of Virtualization- Introduction to Various Hypervisors - High Availability (HA)/Disaster Recovery (DR) using Virtualization, Moving VMs .

UNIT III CLOUD COMPUTING APPLICATIONS**9**

Cloud Programming and Software Environments – Parallel and Distributed Programming paradigms – Overview on Amazon AWS and Microsoft Azure – Overview on Google App Engine – Emerging Cloud software Environment.

UNIT IV CLOUD SECURITY**9**

Cloud Access: authentication, authorization and accounting - Cloud Provenance and metadata - Cloud Reliability and fault-tolerance - Cloud Security, privacy, policy and compliance Cloud federation, interoperability and standards.

UNIT V GOVERNANCE AND THE FUTURE OF CLOUD**9**

Organizational Readiness and Change Management in the Cloud Age, Legal Issues in Cloud Computing, Achieving Production Readiness for Cloud Services, How Cloud Will Change Operating Systems, Future of Cloud TV and Cloud-Based Smart Devices, Cloud and Mobile, Home-Based Cloud Computing.

COURSE OUTCOMES:

1. Students will get to know the history of cloud computing.
2. Identify the architecture and infrastructure of cloud computing, including SaaS, PaaS, IaaS, public cloud, private cloud, hybrid cloud, etc.
3. Provide the appropriate cloud computing solutions and recommendations according to the applications used.
4. Understand the core issues of cloud computing such as security, privacy.
5. Students will get the idea about the future of cloud computing.

TOTAL: 45 PERIODS**REFERENCES:**

1. RajkumarBuyya, James Broberg and Andrzej Goscinski, Cloud Computing – Principles and Paradigms, John Wiley & Sons, 2011
2. Kris Jamsa, Cloud Computing, Jones & Bartlett Learning, 2013
3. Kumar Saurabh, Cloud Computing – Insights into new era infrastructure, Wiley India, 2nd Ed, 2012
4. Barrie Sosinsky, “Cloud Computing Bible” John Wiley & Sons, 2011
5. Tim Mather, Subra Kumaraswamy, and Shahed Latif, Cloud Security and Privacy An Enterprise Perspective on Risks and Compliance, O'Reilly 2009
6. Kai Hwang, Geoffrey C. Fox and Jack J. Dongarra, Distributed and cloud computing from Parallel

**SEMESTER IV
NON FUNCTIONAL ELECTIVES SUBJECTS**

MB2045

ENTREPRENEURSHIP DEVELOPMENT

**L T P C
4 0 0 4**

COURSE OBJECTIVE:

To develop and strengthen entrepreneurial quality and motivation in students. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.

UNIT I ENTREPRENEURIAL COMPETENCE

12

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur.

UNIT II ENTREPRENEURIAL ENVIRONMENT

12

Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations - International Business.

UNIT III BUSINESS PLAN PREPARATION

12

Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

UNIT IV LAUNCHING OF SMALL BUSINESS

12

Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital, IT startups.

UNIT V MANAGEMENT OF SMALL BUSINESS

12

Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.

TOTAL : 60 PERIODS

COURSE OUTCOMES:

1. Students will gain knowledge and skills needed to run a business.
2. Students will gain knowledge about Business Environment and Government policies.
3. To gain knowledge on how to prepare a Business plan .
4. To understand about how to launch a small business.
5. To understand about how to manage small business.

REFERENCES

1. Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra ,2nd Edition ,2005
2. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 1996.
3. P.Saravanavel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai -1997.
4. Arya Kumar. Entrepreneurship. Pearson. 2012
5. Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage Learning. 2012
- Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2001.

6. S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2001.

MB 2046
T P C

HOSPITALITY AND TOURISM MANAGEMENT

L

4 0 0 4

COURSE OBJECTIVE:

The aim of the course is to provide elementary knowledge of tourism industry including transportation, hotel, destination and future scopes.

UNIT – I HOSPITAL MANAGEMENT

12

Hospitality Management/Industry: Introduction of the Hospitality Industry. Origin and Nature, Evolution and Growth of Hospitality Industry, Hospitality Industry in Today's Scenario, Importance of Hospitality Management, Training for Hospitality Management.

UNIT – II TOURISM MANAGEMENT

12

Tourism and Hospitality: Definition of Tourism, Evolution of Tourism Industry, Components of Tourism, Concept of Domestic and International Tourism, Basic Travel Regulation, Significance and Impacts of Tourism: Socio- Cultural, Economic and Environmental. Typologies of Tourism, Travel Motivators. Tourism products of India (Worlds Heritage Countries)

UNIT – III HOTEL MANAGEMENT

12

Hotel Management Overview of the Accommodation Industry, Hotel Organization Structure. Classification of Hotels, Departments of Hotel, Hotel Categories – Star Rating, Types of Hotel Rooms, Plans and Rates. Front Office and its Co-ordination with Other Departments. Food & Beverages: Organization Chart of House keeping Departments, Responsibilities, Traits & Duties of House Keeping Staff, Knowledge of other Departments, Menu, The cover, Service Equipments: Linen, Furniture, Chinaware, Glassware, Tableware, Briefing, Banquets, Alcoholic and Non Alcoholic Beverages, Conference and Convention Management.

UNIT – IV TRAVEL AGENCY GUIDELINES

12

Laws & Guidelines: Recognition of Travel Agency, Tour Operator and Travel Guide License and Permits required for Hotels National and International Organization: IATA, PATA, ICAO, WTO, UFTAA, FHRAI, TAAL.

UNIT-V MARKETING AND SERVICES

12

Marketing for Hospitality and Tourism: Service Characteristics Segmentation, Targeting and Positioning of Hospitality Industry, Marketing Mix and Marketing Strategies for Hospitality and Tourism.

TOTAL : 60 PERIODS

COURSE OUTCOMES:

1. Students will gain knowledge on Hospital Management and Understand about Hospitality Industry in Today's Scenario.
2. Students will gain knowledge on Tourism Management
3. To Understand about the Hotel management and categories of Hotel management.
4. To gain knowledge on Travel industry guidelines and procedure for obtaining license.
5. To Understand about the marketing and services of Tourism and Hospital Industry.

REFERENCES

1. Stephen Ball, Jones Peter, Kirk David and Lockwood Andrew – Hospitality Operations. A System Approach (Cengage Learning, 1st Ed.)
2. James A Bardi – Hotel Front Office Management (Wiley).
3. G. Raghubalan, Smritee Raghubalan – Hotel House Keeping (Oxford University Press)
4. Sudhir Andrews – Hotel House Keeping Training Manual (Tata McGraw Hill, 1st Ed.)

5. Negi Jagmohan – Hotel and Tourism Laws (Frank Brothers)

6. Michael Flynn, Caroline Ritchie – Public House and Beverage Management (Butterworth).

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MANAGEMENT OF HEALTH CARE SERVICES

L T P C

4 0 0 4

Course Objective:

To understand services in hospitals, Managing Front office operations in hospitals, Record Keeping, Waste disposal management, Pharmacy and ICU maintenance.

UNIT I INTRODUCTION

12

Functional areas in hospital services management – Different types of hospital services – Human capital in hospitals- Specific characteristics of hospital services- Principles of hospital planning and execution-Government – Private – Corporate and public hospital systems in India.

UNIT II MANAGING FRONT OFFICE

12

Front office –Administration of outpatient and inpatient –Emergency services in hospital- Communication system – Admission and discharge procedures.

UNIT III RECORDS MANAGEMENT

12

Significance of record keeping- Types of medical records – Management – Medical statistics – Materials records –Creation and management of patient records and personnel records – Discharge records – Legal and other operational records- Automated hospital services management solution.

UNIT IV LABORATORY SERVICES AND HOUSE KEEPING

12

Need for managing laboratories- Classification, functions and management of laboratories – Accreditation of laboratory procedure and process – Case studies. Sanitation of hospital environment Basic and special cleaning –Odor control Waste disposal –Safety – Pest control- Interior decoration – outsourcing hospital housekeeping services.

UNIT V PHARMACY AND INTENSIVE CARE

12

Location, layout and functions duties of Chief pharmacist – Equipment and facilities – Pricing –Drug information centre. Types of ICU – Functions and Objective – Daily Scheduling –Safety issues and other problems – Major responsibilities of nursing service – Relationship with non- nursing personnel.

TOTAL : 60 PERIODS

COURSE OUTCOMES:

1. Students will be able to understand the functional areas of hospital services management.
2. To gain knowledge on how to manage front office administration.
3. To gain knowledge about the records management.
4. To Understand about the laboratory services and house keeping.
5. To understand about the Pharmacy and Intensive care.

REFERENCES

1. Goel, S.L & Kumar, Hospital Supportive Services Deep & Deep Publications, New Delhi, 2004.
2. NHS Guide to Good Practices in Hospital Administration National Health Services, London.
3. Syed Amin Tabish Hospital and Health Services Administration Jaypee Brothers Medical Publishers, New Delhi, 2001.
4. G. D. Kunders Designing for Total Quality in Healthcare Prism Books Pvt., Ltd, Bangalore, 2004.

COURSE OBJECTIVE :

This course is designed to provide an introduction to the principles of event management. The course aims to impart knowledge on the various events and how these events can be organized successfully.

UNIT I EVENT CONTEXT**12**

History and Evolution – Types of events – MICE – Types of Meeting, Trade Shows, Conventions, Exhibitions- Structure of event industry – Event Management as a profession –Perspectives on event : Government, Corporate and Community – Code of Ethics.

UNIT II EVENT PLANNING & LEGAL ISSUES**12**

Conceptualizing the event – Host, sponsor, Media, Guest, Participants , Spectators – Crew – Design of concept – Theme and content development – Visualization – Event objectives –Initial planning – Budgeting – Event design and budget checklist – Preparation of functional sheets – Timing – Contracts and Agreements – Insurance, Regulation, Licence and Permits – Negotiation.

UNIT III EVENT MARKETING**12**

Role of Strategic Marketing Planning - Pricing – Marketing Communication Methods and budget – Elements of marketing communication – Managing Marketing Communication –Role of Internet – Sponsorship – Event sponsorship – Strategy – Managing Sponsorships –Measuring and Evaluating sponsorship.

UNIT IV EVENT OPERATION**12**

Site Selection – Types of location – Venue Requirements – Room, Stage, Audi-Visual,Lighting, Performers, Decors, Caterer, Photography and Videography – Protocols – Guest list –Guest demographics – Children at event – Invitation – Media – Freelance Event Operation –Road show - Food and Beverage – Entertainment – Event Logistics – Supply of facilities –Onsite logistics – Control of event logistics – Evaluation and Logistics.

UNIT V SAFETY & EVENT EVALUATION**12**

Risk assessment – Safety officer, Medical Manager – Venue, Structural safety – Food safety – Occupational safety – Fire Prevention – Sanitary facilities – Vehicle traffic – Waste Management. Event Impact – Event Evaluation Process – Service Quality – Customer Satisfaction.

TOTAL: 60 PERIODS**COURSE OUTCOMES :**

1. Learning about structure and code of ethics of events
2. Exploring and getting to know about event planning and regulations
3. Understand about event marketing, planning and strategies
4. Enhance professional skills in event management
5. Analyse the safety measure of event management

REFERENCES :

1. Lynn Van Der Wagen, Event Management for Tourism, Cultural Business & Sporting Events, 4 th Edition, Pearson Publications, 2014.
2. Lynn Van Der Wagen, & Brenda R. Carlos,Sucessful Event Management.
3. Judy Allen, Event Planning 2nd Edition, Wiley & Sons, Canada, 2014.
4. G.A.J. Bowdin, Events Management ,Elseiver Butterworth