

R2019

KIT-CBE (An Autonomous Institution)



**KIT- Kalaigarkarunanidhi Institute of Technology**

**(An Autonomous Institution)**

**Coimbatore – 641 402**

**Department of Management Studies**



**REGULATION 2019**

**CURRICULUM & SYLLABUS**

**(I - IV Semester)**

**CHOICE BASED CREDIT SYSTEM (CBCS)**

**MASTER OF BUSINESS ADMINISTRATION**

**(Applicable for students admitted from the Academic Year 2019- 2020 onwards)**

BoS Chairman



## **KIT- Kalaignarkarunanidhi Institute of Technology**

**(An Autonomous Institution) Coimbatore – 641 402**

### **Institute Vision and Mission**

#### **Vision:**

To shape the institution into a globally renowned centre for education and research in engineering, technology and management. We aim to foster pragmatic, ingenious ideas that would help in the advancement of the individual and the society.

#### **Mission:**

To provide wisdom through educational and job oriented training specially targeting young minds pursuing engineering, technology and management programmes thereby making them intellectually bright, critically intense and creatively powerful.





## **KIT- Kalaigharkarunanidhi Institute of Technology**

**(An Autonomous Institution) Coimbatore – 641 402**

**Department of Management Studies**

**Department Vision and Mission**

### **Vision:**

To enrich a remarkable management education and create transformational thinkers to serve the organizations and communities as responsible managers and entrepreneurs.

### **Mission:**

**Mission 1:** To empower the students with wide application of management philosophies, practices and approaches through teaching, training, research and development for their career achievements.

**Mission 2:** To groom the students into administratively competent, technically skilled, managerially endowed and socially purposeful leaders.

**Mission 3:** To promote the students by transforming entrepreneurial ideas into scalable and sustainable expansion of global managerial trends in the corporate sector.

BoS Chairman



# KIT- Kalaigharkarunanidhi Institute of Technology

(An Autonomous Institution) Coimbatore - 641 402

## Department of Management Studies

### Programme Outcomes (POs) :

<b>PO1-Management knowledge:</b> Apply knowledge of management theories and practices to solve business problems.
<b>PO2-Problem analysis:</b> Foster Analytical and critical thinking abilities for data-based decision making.
<b>PO3-Innovative Leader:</b> Ability to develop Value based Leadership ability.
<b>PO4-Business solutions:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
<b>PO5-Administrative power:</b> Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
<b>PO6-Corporate Social Responsibility:</b> Evaluate knowledge and skills in management and ability to apply its principles and practices to arrive at optimal solution for any corporate problems.
<b>PO7-The Entrepreneur and society:</b> Create a new design and explore in-depth business problem to provide managerial solutions & recommendations to tackle them.

  
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## KIT- Kalaigarkarunanidhi Institute of Technology

(An Autonomous Institution) Coimbatore – 641 402

### Department of Management Studies

#### Programme Educational Objectives (PEOs):

**PEO1:** The students will develop better understanding of the core aspects of business by adopting practical and logical approach.

**PEO2:** The students will equip effectively as skilled managers and entrepreneurs who can respond to changing environment in a social and global context.

**PEO3:** The students will work in multicultural and multidisciplinary teams for effective problem solving and understand the principles of group dynamics, team work and industrial relations.

**PEO4:** The students will pursue higher studies, start independent ventures, thereby contributing to the fields of education and business world with continuous learning.

BOS Chairman





**KIT-KALAI GANARUNANIDHI INSTITUTE OF TECHNOLOGY**  
(An Autonomous Institution)

Coimbatore-641 402.

**MASTER OF BUSINESS ADMINISTRATION**  
**CHOICE BASED CREDIT SYSTEM (CBCS)**  
**CONCEPTUAL FRAMEWORK**

(For Students admitted from the Academic Year 2019-2020 and onwards)

Semester	Level of Course	Hours / Week	No of Courses	Range of Credits/Courses	Total Credits
<b>PART I</b>					
<b>A - Foundation Courses</b>					
I-III	Foundation Courses (FC)	-	-	-	-
<b>B - Professional Core Courses</b>					
I to III	Professional Core (PC)	4-5	18	3-4	60
<b>C - Elective Courses</b>					
III	Professional Elective (PE)	4-5	6	4	24
<b>D - Project Work</b>					
III & IV	Project Work (PW)	24	1	12	12
<b>Total Credit</b>					<b>96</b>
<b>PART II- Career Enhancement Courses (CEC)</b>					
I	Soft Skills - I	3	1	2	2
II	Soft Skills - II	3	1	2	2
	NPTEL / Online Certificate Course	-	-	-	-
III	Internship Training	-	1	2	2
	Professional Certificate Course-I	-	1	-	-
IV	Professional Certificate Course-II	-	1	-	-
<b>Total Credit</b>					<b>06</b>
<b>Total Credit to be Earned</b>					<b>102</b>

  
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**Scheme of Instructions and Examinations**  
(For Students admitted from the Academic Year 2019-20 and onwards)

**Semester - I**

Course Code	Course Name	Category	Instructional Hours				Assessment				Credit
			Contact Periods	T	P	TU	Hrs of Exam. (ESE)	CIA	ESE	Total	
M19MBT101	Management Principles, Practices and Organization Behaviour	PC	3	3	0	0	3	40	60	100	3
M19MBT102	Business Economics	PC	4	4	0	0	3	40	60	100	4
M19MBT103	Entrepreneurship Development	PC	3	3	0	0	3	40	60	100	3
M19MBT104	Accounting for Management	PC	4	3	0	1	3	40	60	100	4
M19MBT105	Total Quality Management	PC	3	3	0	0	3	40	60	100	3
M19MBT106	Legal Aspects of Business	PC	3	3	0	0	3	40	60	100	3
M19MBT107	Business Statistics	PC	4	3	0	1	3	40	60	100	4
M19MBP101	Data Analysis Lab – I	PC	4	0	4	0	3	40	60	100	2
M19MBP102	Corporate Communication	CEC	4	0	4	0	-	100	-	100	2
<b>Total Contact Hours / Week</b>			<b>32</b>	<b>22</b>	<b>08</b>	<b>2</b>	<b>Total Credits</b>				<b>28</b>

**Semester II**

Course Code	Course Name	Category	Instructional Hours				Assessment				Credit
			Contact Periods	T	P	TU	Hrs of Exam. (ESE)	CIA	ESE	Total	
M19MBT201	Marketing Management	PC	3	3	0	0	3	40	60	100	3
M19MBT202	Financial Management	PC	4	3	0	1	3	40	60	100	4
M19MBT203	Human Resource Management	PC	3	3	0	0	3	40	60	100	3
M19MBT204	Information Management	PC	3	3	0	0	3	40	60	100	3
M19MBT205	Production and Operations Management	PC	3	3	0	0	3	40	60	100	3
M19MBT206	Business Research Methods	PC	4	4	0	0	3	40	60	100	4
M19MBT207	Operations Research	PC	4	3	0	1	3	40	60	100	4
M19MBP201	Data Analysis Lab – II	PC	4	0	4	0	3	40	60	100	2
M19MBP202	Corporate Etiquettes	CEC	4	0	4	0	-	100	-	100	2
--	Outbound Training Programme	MC	-	-	-	-	-	-	-	-	-
--	NPTEL / Online Course	CEC	-	-	-	-	-	-	-	-	-
<b>Total Contact Hours / Week</b>			<b>32</b>	<b>22</b>	<b>08</b>	<b>02</b>	<b>Total Credits</b>				<b>28</b>

  
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## SEMESTER - III

Course Code	Course Name	Category	Instructional Hours				Assessment				Credit
			Contact Periods	T	P	TU	Hrs of Exam. (ESE)	CIA	ESE	Total	
M19MBT301	International Business Management	PC	4	4	0	0	3	40	60	100	4
M19MBT302	Strategic Management	PC	4	4	0	0	3	40	60	100	4
	Professional Elective -I	PE	4	4	0	0	3	40	60	100	4
	Professional Elective -II	PE	4	4	0	0	3	40	60	100	4
	Professional Elective -III	PE	4	4	0	0	3	40	60	100	4
	Professional Elective -IV	PE	4	4	0	0	3	40	60	100	4
	Professional Elective -V	PE	4	4	0	0	3	40	60	100	4
	Professional Elective -VI	PE	4	4	0	0	3	40	60	100	4
M19MBP301	Internship Training	CEC	-	-	-	-	-	100	-	100	2
M19CEP301	Professional Certificate Course - I	CEC	-	-	-	-	-	-	-	-	-
<b>Total Contact Hours / Week</b>			<b>32</b>	<b>32</b>	<b>2</b>	<b>0</b>	<b>Total Credit</b>				<b>34</b>

**\* Internship Training (4 WEEKS)**

The Internship Training (Organization Study) report along with the company certificate should be submitted within the two weeks of after the reopening date of 3rd semester. The Internship training report should be around 40 pages containing the details of training undergone, the departments wherein he / she was trained with duration (chronological diary), along with the type of managerial skills developed during training. The organization study report should be submitted before the last working day of the 3rd Semester.

\* Students should Choose two elective streams and should opt three elective courses in each elective stream.

## SEMESTER IV

Course Code	Course Name	Category	Instructional Hours				Assessment				Credit
			Contact Periods	T	P	TU	Hrs of Exam. (ESE)	CIA	ESE	Total	
M19MBP401	Project Work	PW	24	0	24	0	-	40	60	100	12
M19CEP401	Professional Certificate Course - II	CEC	-	-	-	-	-	-	-	-	-
<b>Total Contact Hours / Week</b>			<b>24</b>	<b>0</b>	<b>24</b>	<b>0</b>	<b>Total Credit</b>				<b>12</b>

TOTAL NUMBER OF CREDIT: 102

  
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## PROFESSIONAL CORE (PC)

Course Code	Course Name	Category	Instructional Hours				Assessment				Credit
			Contact Periods	T	P	TU	Hrs of Exam. (ESE)	CIA	ESE	Total	
M19MBT101	Management Principles, Practices and Organization Behaviour	PC	3	3	0	0	3	40	60	100	3
M19MBT102	Business Economics	PC	4	4	0	0	3	40	60	100	4
M19MBT103	Entrepreneurship Development	PC	3	3	0	0	3	40	60	100	3
M19MBT104	Accounting for Management	PC	4	3	0	1	3	40	60	100	4
M19MBT105	Total Quality Management	PC	3	3	0	0	3	40	60	100	3
M19MBT106	Legal Aspects of Business	PC	3	3	0	0	3	40	60	100	3
M19MBT107	Business Statistics	PC	4	3	0	1	3	40	60	100	4
M19MBP101	Data Analysis Lab – I	PC	4	0	4	0	3	40	60	100	2
M19MBT201	Marketing Management	PC	3	3	0	0	3	40	60	100	3
M19MBT202	Financial Management	PC	4	3	0	1	3	40	60	100	4
M19MBT203	Human Resource Management	PC	3	3	0	0	3	40	60	100	3
M19MBT204	Information Management	PC	3	3	0	0	3	40	60	100	3
M19MBT205	Production and Operations Management	PC	3	3	0	0	3	40	60	100	3
M19MBT206	Business Research Methods	PC	4	4	0	0	3	40	60	100	4
M19MBT207	Operations Research	PC	4	3	0	1	3	40	60	100	4
M19MBP201	Data Analysis Lab – II	PC	4	0	4	0	3	40	60	100	2
M19MBT301	International Business Management	PC	4	4	0	0	3	40	60	100	4
M19MBT302	Strategic Management	PC	4	4	0	0	3	40	60	100	4



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## PROFESSIONAL ELECTIVE (PE)

Course Code	Course Name	Category	Instructional Hours				Assessment				Credit
			Contact Periods	T	P	TU	Hrs of Exam. (ESE)	CIA	ESE	Total	
<b>Marketing Management</b>											
M19MBE311	Digital and Social Media Marketing	PE	4	4	0	0	3	40	60	100	4
M19MBE312	Green Marketing	PE	4	4	0	0	3	40	60	100	4
M19MBE313	Integrated Marketing Communication	PE	4	4	0	0	3	40	60	100	4
M19MBE314	Retail Management	PE	4	4	0	0	3	40	60	100	4
M19MBE315	Rural Marketing	PE	4	4	0	0	3	40	60	100	4
M19MBE316	Services Marketing	PE	4	4	0	0	3	40	60	100	4
<b>Financial Management</b>											
M19MBE321	Banking Financial Services Management	PE	4	4	0	0	3	40	60	100	4
M19MBE322	Financial Derivatives	PE	4	4	0	1	3	40	60	100	4
M19MBE323	Merchant Banking and Financial Services	PE	4	4	0	0	3	40	60	100	4
M19MBE324	Project Finance	PE	4	4	0	0	3	40	60	100	4
M19MBE325	Security Analysis and Portfolio Management	PE	4	4	0	0	3	40	60	100	4
M19MBE326	Strategic Investment and Financing Decisions	PE	4	4	0	0	3	40	60	100	4
<b>Human Resource Management</b>											
M19MBE331	Industrial Relations and Labour Welfare	PE	4	4	0	0	3	40	60	100	4
M19MBE332	Leadership and Team Building	PE	4	4	0	0	3	40	60	100	4
M19MBE333	Organizational Change and Development	PE	4	4	0	0	3	40	60	100	4
M19MBE334	Performance Management and Compensation Practices	PE	4	4	0	0	3	40	60	100	4

  
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M19MBE335	Strategic Human Resource Management	PE	4	4	0	0	3	40	60	100	4
M19MBE336	Talent Management	PE	4	4	0	0	3	40	60	100	4
<b>System Management</b>											
M19MBE341	Advanced Database Management System	PE	4	4	0	0	3	40	60	100	4
M19MBE342	Data Mining for Business Intelligence	PE	4	4	0	0	3	40	60	100	4
M19MBE343	Decision Support System	PE	4	4	0	0	3	40	60	100	4
M19MBE344	E- Business Management	PE	4	4	0	0	3	40	60	100	4
M19MBE345	Enterprise Resource Planning	PE	4	4	0	0	3	40	60	100	4
M19MBE346	Software Project Management	PE	4	4	0	0	3	40	60	100	4
<b>Production Management</b>											
M19MBE351	Business Process Reengineering	PE	4	4	0	0	3	40	60	100	4
M19MBE352	Lean Six Sigma	PE	4	4	0	0	3	40	60	100	4
M19MBE353	Logistics and Supply Chain Management	PE	4	4	0	0	3	40	60	100	4
M19MBE354	Product Design and Development	PE	4	4	0	0	3	40	60	100	4
M19MBE355	Project Management	PE	4	4	0	0	3	40	60	100	4
M19MBE356	Services Operations Management	PE	4	4	0	0	3	40	60	100	4
<b>Entrepreneurship Management</b>											
M19MBE361	Agribusiness Management	PE	4	4	0	0	3	40	60	100	4
M19MBE362	Business Plan Development	PE	4	4	0	0	3	40	60	100	4
M19MBE363	Event Management	PE	4	4	0	0	3	40	60	100	4
M19MBE364	Export Management and Documentation	PE	4	4	0	0	3	40	60	100	4
M19MBE365	Innovation, Incubation, Clusters and Technology Entrepreneurship	PE	4	4	0	0	3	40	60	100	4
M19MBE366	Startups and Venture Funding	PE	4	4	0	0	3	40	60	100	4

  
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Business Analytics											
M19MBE371	Data Science Using R	PE	4	4	0	0	3	40	60	100	4
M19MBE372	Data Warehousing and Data Mining	PE	4	4	0	0	3	40	60	100	4
M19MBE373	Human Resources Analytics	PE	4	4	0	0	3	40	60	100	4
M19MBE374	Marketing Analytics	PE	4	4	0	0	3	40	60	100	4
M19MBE375	Supply Chain Analytics	PE	4	4	0	0	3	40	60	100	4
M19MBE376	Web and Social Media Analytics	PE	4	4	0	0	3	40	60	100	4

  
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## CAREER ENHANCEMENT COURSE (CEC)

Course Code	Course Name	Category	Instructional Hours				Assessment				Credit
			Contact Periods	T	P	TU	Hrs of Exam. (ESE)	CIA	ESE	Total	
M19MBP102	Corporate Communication	CEC	4	0	4	0	-	100	-	100	2
M19MBP202	Corporate Etiquettes	CEC	4	0	4	0	-	100	-	100	2
--	NPTEL / Online Course	CEC	-	-	-	-	-	-	-	-	-
M19MBP301	Internship Training	CEC	-	-	-	-	-	100	-	100	2
M19CEP301	Professional Certificate Course - I	CEC	-	-	-	-	-	-	-	-	-
M19CEP401	Professional Certificate Course -II	CEC	-	-	-	-	-	-	-	-	-

## PROJECT WORK (PW)

Course Code	Course Name	Category	Instructional Hours				Assessment				Credit
			Contact Periods	T	P	TU	Hrs of Exam. (ESE)	CIA	ESE	Total	
M19MBP401	Project Work	PW	24	0	24	0	3	40	60	100	12

## MANDATORY COURSE (MC)

SEMESTER II											
Course Code	Course Name	Category	Instructional Hours				Assessment				Credit
			Contact Periods	T	P	TU	Hrs of Exam. (ESE)	CIA	ESE	Total	
--	Outbound Training Programme	MC	-	-	-	-	-	-	-	-	-

  
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**SEMESTER - I**

MBA	M19MBT101 - MANAGEMENT PRINCIPLES, PRACTICES AND ORGANIZATION BEHAVIOUR	T	P	TU	C
		3	0	0	3

**Course Objectives:**

1. To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions,
2. To understand the complexity and wide variety of issues managers face in today's business firms.
3. To know about individual behavior at organizations
4. Students can able to understand Groups in organizations.
5. Understand the role of leadership and power in organizations.

**UNIT- I****INTRODUCTION TO MANAGEMENT****9**

Organization- Management- Nature, Functions and Levels on management - Role of managers- Evolution of management thought- Managing by Objective (MBO) strategies- Types of strategies - Policies - types- Decision Making Types of decision- Decision making process

**UNIT- II****FUNCTIONS OF MANAGEMENT****9**

Planning- planning process -Nature and purpose of organizing- Organization structure- Line and staff authority- Departmentation-Span of control- Centralization and decentralization- Delegation of authority- Staffing- Selection and Recruitment- Career development- Career stages- Training- Performance appraisal - controlling techniques

**UNIT- III****INDIVIDUAL BEHAVIOUR****9**

Personality - types - Factors influencing personality - Theories - Learning - Types of learners - Learning theories - Organizational behaviour modification. Misbehavior-Types - Emotions- Emotional Labour- Emotional Intelligence -Theories. Attitudes- Characteristics Components - Formation - Measurement-Values. Perceptions Importance- Factors influencing perception Interpersonal perception-Impression Management. Motivation - Importance - Types -Theories- Effects on work behavior

**UNIT- IV****GROUP BEHAVIOUR****9**

Organization structure- Formation - Groups in organizations - Influence - Group dynamics - Emergence of informal leaders and working norms - Group decision making techniques - Team building - Interpersonal relations - Communication- Barriers-Types - Control.

**UNIT- V****LEADERSHIP AND POWER****9**

Meaning - Importance - Leadership styles - Theories - Leaders Vs Managers - Sources of power -Power centers - Power and Politics.

**Total Instructional hours: 45**

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MBA	M19MBT102 - BUSINESS ECONOMICS	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To explain principles of micro and macroeconomics relevant to managing an organization
2. To have the understanding of consumer and producer behaviour in market
3. To explain the market structures and factor market with it's pricing.
4. To explain about national income and demand side management
5. To have an understanding about aggregate supply, unemployment and inflation.

**UNIT- I INTRODUCTION**

12

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**

12

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**

12

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. Indian budgetary system - zero based budgeting - current account - capital account - surplus and deficit - Balance of Payments.

**UNIT- IV PERFORMANCE OF AN ECONOMY - MACRO ECONOMICS**

12

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

**UNIT- V AGGREGATE SUPPLY AND THE ROLE OF MONEY**

12

Short-run and Long-run supply curve - Unemployment and its impact - Inflation and the impact - Reasons for inflation - Demand Vs Supply factors - Inflation Vs Unemployment trade-off - Supply side policy and management - Money market - Demand and supply of money - money-market equilibrium and national income - the role of monetary policy.

**Total Instructional hours: 60**

  
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MBA	M19MBT103 - ENTREPRENEURSHIP DEVELOPMENT	T	P	TU	C
		3	0	0	3

**Course Objectives:**

1. Acquire the essentials of Entrepreneurial Competence.
2. To understand the entrepreneurial environment.
3. To know how to develop the Business Plan.
4. Students can able to understand how to launch a small business.
5. Students will gain knowledge about the management of small business functions.

**UNIT- I ENTREPRENEURIAL COMPETENCE 6**

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 10**

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 5**

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

**Total Instructional hours: 45**

**Course Outcomes:**

Students will be able to

- CO1:** Develop the essentials of Entrepreneurial Competence. (K3)  
**CO2:** Identify the entrepreneurial environment. (K3)  
**CO3:** Analyze how to develop the Business Plan. (K4)  
**CO4:** Discover how to launch a small business. (K4)  
**CO5:** Assess the knowledge about the management of small business functions. (K5)

  
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MBA	M19MBT104 - ACCOUNTING FOR MANAGEMENT	T	P	TU	C
		3	0	1	4

**Course Objectives:**

1. Acquire a reasonable knowledge in accounts.
2. To understand the accounting practices followed in companies.
3. To lay a foundation for developing their skills in interpreting financial statements.
4. To describe the fundamentals of cost accounting, budget and budgetary and its practical applications.
5. To understand the budget and budgetary control and its practical applications.

**UN IT - I****FINANCIAL ACCOUNTING**

12

Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts-Balance sheet and related concepts- Profit and Loss account and related concepts.

**UN IT - II****COMPANY ACCOUNTS**

12

Meaning of Company -Maintenance of Books of Account-Statutory Books- Profit or Loss Prior to incorporation- Final Accounts of Company- Alteration of share capital- Preferential allotment, Employees stock option- Buyback of securities.

**UN IT - III****ANALYSIS OF FINANCIAL STATEMENTS**

12

Analysis of financial statements - Financial ratio analysis, cash flow (as per Accounting Standard 3) and funds flow statement analysis.

**UN IT - IV****COST ACCOUNTING**

12

Cost Accounts - Classification of manufacturing costs - Accounting for manufacturing costs. Cost sheet preparation-Marginal costing including decision making - Variance Analysis - Standard cost system.

**UN IT - V****BUDGETING AND BUDGETARY CONTROL**

12

Budget: Needs, Classifications, Uses and Limitations -Concept of Budgetary Control: Meaning, Objectives, Process, Advantages and Disadvantages of Budgetary control - Zero Based Budgeting-Human Resource accounting- Inflation Accounting -Emerging trends in Computerized Accounting.

**Total instructional hours: 60**

**Course Outcomes:**

Students will be able to

CO1: Identify events that need to be recorded in the accounting books. (K3)

CO2: Apply the concept to maintenance of books, incorporation and share allotments. (K3)

  
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MBA	M19MBT105 - TOTAL QUALITY MANAGEMENT	T	P	TU	C
		3	0	0	3

**Course Objectives:**

1. To understand the essentials of Total Quality management.
2. To learn the quality philosophies and concepts in the managerial perspective.
3. To know the Statistical techniques for Quality control.
4. To identify tools and techniques for quality Management.
5. To know how to organize and implement the quality system in organisations.

**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 - 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 9000 – ISO 14000 - 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. Emerging trends in TQM.

**Total instructional hours: 45**

  
BoS Chairman



MBA	M19MBT106 - LEGAL ASPECTS OF BUSINESS	T	P	TU	C
		3	0	0	3

**Course Objectives:**

1. To create the knowledge of Legal perspective and its practices to improvise the business.
2. To impart basic knowledge of the provisions of the Companies Act 2013.
3. To familiarize the Acts in industrial law
4. To create awareness of legal principles involved in GST.
5. To enrich the knowledge about consumer protection act and cyber law.

**UNIT-I 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.

**THE SALE OF GOODS ACT 1930**

Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller - Negotiable Instruments Act 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments-GST.

**UNIT- II COMPANIES ACT 2013 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.

**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 - Cybercrimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR - Copy rights, Trade marks, Patent Act.

**Total instructional hours: 45**

  
BoS Chairman

MBA	M19MBT107 - BUSINESS STATISTICS	T	P	TU	C
		3	0	1	4

**Course Objectives:**

1. To learn the applications of statistics in business decision making.
2. To understand the basic concepts of probability and random variables to introduce some standard distributions applicable in business management this can describe real life phenomenon.
3. It is framed to address the issues and the principles of estimation theory, testing of hypothesis.
4. To learn non-parametric test.
5. To introduce the concepts of correlation and regression.

**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, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, Criteria of a Good Estimator – Unbiasedness – Efficiency – Consistency determining the sample size.

**UNIT-III****TESTING OF HYPOTHESIS - PARAMETIRC 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 variance. 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 instructional hours: 60**


BoS Chairman



MBA	M19MBP101 - DATA ANALYSIS LAB - I	T	P	TU	C
		0	4	0	2

**Course Objectives:**

1. To make understand use of spread sheet for management.
2. To expertise the various options of Excel in decision making.
3. To understand the purpose of data manipulation and validation.
4. To expertise in data sorting and filtering in MS Excel.
5. To have hands-on experience on preparing charts for presentation and decision making using MS excel.

**UNIT- I OVERVIEW OF THE BASICS OF MS WORD AND EXCEL 12**

Understanding the basics of MS word, Excel files, Ribbon and shortcuts - Protecting and un-protecting worksheets and cells - Excel Versions - Entering data using Autofill (Number Series) - Creating your own custom list - Cell referencing (Relative, Absolute and Mixed) - Named ranges - Using merger and centre - Text Wrapping.

**UNIT- II WORKING WITH FUNCTIONS 12**

Basic Excel Functions(Sum, Max, Min, Count, Average) - Logical Functions (AND, OR, NOT) - Writing conditional expressions (using IF) - Nesting: Combining simple functions to create complex functions - Calculation of CAGR - Aggregation / Power Functions (CountIF, CountIFS, SumIF, SumIFS, AveragelF, AveragelFS, OFFSET, INDIRECT), Filtering IFS Functions by a Variable Value - Using lookup and reference functions (VLOOKUP, HLOOKUP, MATCH, INDEX, LOOKUP) - VlookUP with Exact Match, Approximate Match - Using VLookUP to consolidate Data from Multiple Sheets - Date and time functions -Text functions - CHOOSE Function - Database functions (Daverage, Dcount, Dcounta, Dget, Dmax, Dmin, Dproduct, Dstdev) - Formula Error, Array formula -Simple finance functions.

**UNIT- III DATA VALIDATIONS 12**

Specifying a valid range of values for a cell - Specifying a list of valid values for a cell - Specifying custom validations based on formula for a cell.

**UNIT- IV SORTING AND FILTERING DATA 12**

Sorting tables - Using multiple-level sorting - Using custom sorting - Filtering data for selected view (AutoFilter) & Removing Duplicates - Using advanced filter options - spark lines

**UNIT-5 V WHAT IF ANALYSIS AND FORMATTING 12**

Goal Seek - Data Tables - Scenario Manager - Sensitivity analysis- Formatting - Using auto formatting option for worksheets - Using conditional formatting option for rows, columns and cells - Rows to repeat at the top etc., gridlines - Using Charts - Formatting Charts.

**Total instructional hours: 60**

  
BoS Chairman

MBA	M19MBP102 - CORPORATE COMMUNICATION	T	P	TU	C
		0	4	0	2

**Course Objectives:**

1. To familiarize learners with the mechanics of writing.
2. To enable learners to write in English precisely and effectively.
3. To enable learners to speak fluently and flawlessly in all kinds of communicative contexts with all nationalities.
4. To help the learners to know the techniques for research writing.

**UNIT-I COMMUNICATION**

9

Business Communication-components & Types, non – verbal communication – Cross cultural communication, Understanding Corporate Communication, Employee Communication

**UNIT-II BUSINESS PRESENTATION**

9

Oral presentation, team presentation, delivering the business presentation, visual aids, hand-outs, Time management techniques and effective planning

**UNIT-III WRITTEN COMMUNICATION**

9

Characterizing & business reports, Types and forms of reports, Project proposals, collection of data, charts, writing the report, documenting the sources, Resume Preparation

**UNIT-IV INTERVIEW & GD SKILLS**

9

Interview skills: Expectation of employer HR and technical types of interview, preparation for interview, mock interview, Group Discussion: Structure of GD, successful GD techniques.

**UNIT-5 V INTERPERSONAL SKILLS**

9

Team building, networking professionally, understanding and respecting social protocols, Telephone etiquette.

# No end semester examination required for this course. Only continues evaluation.

**Total instructional hours: 45**

**Course Outcomes:**

Students will be able to

- CO1: Develop Communication skills.
- CO2: Explain their opinions efficiently in different genres of writing.
- CO3: Demonstrate various concepts and ideas in English by developing speaking skills.
- CO4: Interpret appropriately and effectively within various organizational contexts Interpret appropriately and effectively within various organizational contexts.
- CO5: Develop the employability skills.

  
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**SEMESTER – II**

<b>MBA</b>	<b>M19MBT201 - MARKETING MANAGEMENT</b>	<b>T</b>	<b>P</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Objectives:**

1. Developing an understanding of ideas and nuances of modern marketing.
2. Describe the process to formulate and manage the B2B marketing strategy including all key components.
3. Explain the techniques to conduct market analysis practices including market segmentation and targeting.
4. Compare and contrast different perspectives that characterize the study of consumer behaviour.
5. Explain the role of IMC in the overall marketing program.

**UNIT-I INTRODUCTION 9**

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 MIX DECISIONS 9**

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-III MARKETING STRATEGY 9**

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, 8Ps.

**UNIT-IV BUYER BEHAVIOUR 9**

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 & TRENDS IN MARKETING 9**

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 - Emerging trends.

**Total instructional hours: 45**

  
BoS Chairman

MBA	M19MBT202 - FINANCIAL MANAGEMENT	T	P	TU	C
		3	0	1	4

**Course Objectives:**

1. To understand the fundamentals of Financial management and operations nuances of a Finance Manager.
2. Familiarizing the students with the valuation of firm and Comprehend the technique of making decisions related to finance function.
3. To make a student's familiarize with capital structure and design the dividend policy.
4. Demonstrate the importance of working capital management and the tools to manage it.
5. To understand the significance of long term sources of finance.

**UNIT-I FOUNDATIONS OF FINANCE** 12  
 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 - Concept of risk and return - single asset and of a portfolio.

**UNIT- II INVESTMENT DECISIONS** 12  
 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** 12  
 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 & 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** 12  
 Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital- Accounts Receivables Management and factoring - Inventory management - Cash management -Working capital finance: Trade credit, Bank finance and Commercial paper.

**UNIT- V LONG TERM SOURCES OF FINANCE** 12  
 Indian capital and stock market, New issues market Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.

**Total instructional hours: 60**

  
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MBA	M19MBT203 - HUMAN RESOURCE MANAGEMENT	T	P	TU	C
		3	0	0	3

**Course Objectives:**

1. To provide knowledge about human resource management functions.
2. To understand Human Resource Planning.
3. Familiarizing Executive development Programme.
4. To utilize the various Compensation Plans.
5. To know the Performance Evaluation and Control process.

**UNIT- I                      PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT                      5**

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                      8**

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                      10**

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

**UNIT- IV                      SUSTAINING EMPLOYEE INTEREST                      12**

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

**UNIT- V                      PERFORMANCE EVALUATION AND CONTROL PROCESS                      10**

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 – Emerging trends.

**Total instructional hours: 45**

**Course Outcomes:**

Students will be able to

- CO1:** Plan an in-depth understanding on the perspectives in human resource management. (K3)  
**CO2:** Identify the concept of Best Fit Employee. (K3)  
**CO3:** Experiment with the various training methods and executive development. (K3)

  
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MBA	M19MBT204 - INFORMATION MANAGEMENT	T	P	TU	C
		3	0	0	3

**Course Objectives:**

1. To understand the importance and concepts of information management in business.
2. To know the methods used for effective decision making in an organization.
3. To Utilize the Technologies used for Data Base Management System.
4. Familiarizing in providing the information security and controls.
5. To identify the new initiatives in Electronic Information System at Business.

**UNIT-I INTRODUCTION**

9

Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System development methodologies, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.

**UNIT-II SYSTEM ANALYSIS AND DESIGN**

9

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 - Emerging trends in Information System Management.

**Total instructional hours: 45****Course Outcomes:**

Students will be able to

- CO1: Outline the importance and concepts of information management in business. (K2)
- CO2: Identify the methods used for effective decision making in an organization. (K3)
- CO3: Analyze the Technologies used for Data Base Management System. (K4)
- CO4: Discover the information system, security and controls. (K4)
- CO5: Assess the new initiatives in Electronic Information System at Business. (K4)



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MBA	M19MBT205 - PRODUCTION AND OPERATIONS MANAGEMENT	T	P	TU	C
		3	0	0	3

**Course Objectives:**

1. Understanding the strategic and operational decisions of an organization
2. Apply the concepts of forecasting, planning and their associated techniques
3. Develop an operative system for capitalizing the efficiency
4. Optimize production process by qualitative and quantitative approaches used in material management system.
5. Utilize the project management system with use of latest techniques.

**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 instructional hours: 45**

  
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MBA	M19MBT206 - BUSINESS RESEARCH METHODS	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To understand the fundamentals of research and its importance.
2. Familiarizing the students with the research design and measurement concepts.
3. To expertise with data collection methods to make a solution for business problem.
4. To develop the knowledge in data coding and analysis.
5. Develop the skills of the students in ethical way of report preparation.

**UNIT-I INTRODUCTION 12**

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 12**

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 12**

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 12**

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 12**

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 behavior of research - subjectivity and objectivity in research.

**Total instructional hours: 60**


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MBA	M19MBT207 - OPERATIONS RESEARCH	T	P	TU	C
		3	0	1	4

**Course Objectives:**

1. To enable the students appreciate the importance and role of operations research techniques in business.
2. To train the students in formulating mathematical models of business situations requiring decisions.
3. To familiarize the students in using the different techniques and tools used in arriving at optimal decisions to business problems.
4. To learn the concepts of operations research applied in business decision making, simulation and inventory models.
5. To enable the students acquire the knowledge and skills of applying Queuing models and replacement models technique to the business problems.

<b>UNIT-I</b>	<b>LINEAR PROGRAMMING- BASIC CONCEPTS</b>	<b>12</b>
Introduction to applications of operations research in functional areas of management- Formulation of LPP -Graphical solution to Linear Programming Problems - Simplex method –The Big M Method - Two Phase Method		
<b>UNIT-II</b>	<b>TRANSPORTATION PROBLEM</b>	<b>12</b>
Transportation Problem - Initial Basic feasible solution by North -West Corner Rule, Least cost method and Vogel's approximation methods – Optimality in Transportation Problem - Solution by MODI / Stepping Stone method.		
<b>UNIT-III</b>	<b>ASSIGNMENT MODEL</b>	<b>12</b>
Assignment Models (Minimizing and Maximizing Problems) - Balanced and Unbalanced Problems - Solution by Hungarian and Branch and Bound Algorithms - Travelling Salesman problem.		
<b>UNIT-IV</b>	<b>INVENTORY MODELS, SIMULATION AND DECISION THEORY</b>	<b>12</b>
Inventory Models - EOQ and EBQ Models (With and without shortages) - Quantity Discount Models - Decision making under risk - Decision trees - Decision making under uncertainty - Monte-carlo simulation.		
<b>UNIT-V</b>	<b>QUEUING THEORY AND REPLACEMENT MODELS</b>	<b>12</b>
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 instructional hours: 60**

  
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MBA	M19MBP201 - DATA ANALYSIS LAB II	T	P	TU	C
		0	4	0	2

**Course Objectives:**

1. To make understand use of SPSS.
2. To get expertise the SPSS in data analysis.
3. To understand the output and interpret it.
4. To make them understand advanced tools in MS Excel.
5. To make them understand TORA and POM.

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

Exp. No.	Description of the Experiments
1	Descriptive Statistics
2	Hypothesis - Parametric
3	Hypothesis - Non-parametric
4	Correlation & Regression
5	Forecasting
-	Extended experiment
6	Portfolio Selection
7	Risk Analysis & Sensitivity Analysis
8	Revenue Management
-	Extended experiment
9	Transportation & Assignment
10	Networking Models
11	Queuing Theory
12	Inventory Models
-	Extended experiments

Spreadsheet Software and Data Analysis Tools

**Total Instructional hours: 60**

  
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MBA	M19MBP202 - CORPORATE ETIQUETTE	L	T	P	C
		0	0	4	2

**Course Objectives:**

1. To learn the concepts of personal communication in business.
2. To know the social etiquette at corporates.
3. To understand Group/Mass Communication at corporates.
4. To develop Integrated Speaking and Presentation Skills.
5. To optimize the Employability and Corporate Skills.

**UNIT- I PERSONAL COMMUNICATION 9**

Day-to-day conversation with family members, neighbours, relatives, friends on various topics, context specific – agreeing/disagreeing, wishing, consoling, advising, persuading, and expressing opinions, arguing.

**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.

**UNIT- III GROUP/MASS COMMUNICATION 9**

Group discussion (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, negotiations, oral reports.

**UNIT- IV INTEGRATED SPEAKING AND PRESENTATION SKILLS 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, Interviews of different kinds (one to one, many to one, stress interview, telephonic interview).

**UNIT- V EMPLOYABILITY AND CORPORATE SKILLS 9**

Time management and effective planning – identifying barriers to effective time management, prudent time management techniques, relationship between time management and stress management. Stress management, causes and effect, coping strategies – simple physical exercises, simple Yoga and Meditation techniques, Relaxation techniques, stress and faith healing, positive forces of nature, relaxation by silence and music. Decision making and Negotiation skills, People skills, Team work, developing leadership qualities.

**Total Instructional hours: 45**

**NOTE:** Students will undergo the entire programme similar to a Seminar. It is an activity based course. Student individually or as a group can organize event(s), present team papers etc. This

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**SEMESTER- III**

<b>MBA</b>	<b>M19MBT301 – INTERNATIONAL BUSINESS MANAGEMENT</b>	<b>T</b>	<b>P</b>	<b>TU</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Course Objectives:**

1. To familiarize the students to the basic concepts of international business in order to aid in understanding the business functions.
2. To understand the roles of international agencies, trade and negotiation, agreements and competitiveness in today's business firm.
3. To know the different forms in global portfolio management.
4. Students can able to understand the various functional departments.
5. To understand various conflict and ethics followed in international business management.

**UNIT- I****INTRODUCTION****12**

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****12**

Promotion of global business - the role of GATT/WTO - multilateral trade negotiation and agreements- VIII & IX, round discussions and agreements - Challenges for global business - global trade and investment - theories of international trade and theories of international investment - Need for global competitiveness - Regional trade block - Types - Advantages and disadvantages - RTBs across the globe (Covid 19 blocks) - brief history.

**UNIT- III****INTERNATIONAL STRATEGIC MANAGEMENT****12**

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****12**

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

  
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management - strategic orientation - selection of expatriate managers - Training and development - compensation.

**UNIT- V                      CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT                      12**

Challenges 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 Instructional hours: 60**

**Course Outcomes:**

Students will be able to

**CO1:** Apply the concepts of international business environment. (K3)

**CO2:** Identify the roles of GATT/WTO, investment theories and regional trade blocks. (K3)

**CO3:** Analyse the different forms in global portfolio management, global entry strategy. (K4)

**CO4:** Assess the various functions of organization in global level. (K5)

**CO5:** Determine the conflicts, negotiation and ethical issues in international business. (K5)

**Text Books:**

- 1- Charles W.I. Hill and Arun Kumar Jain, *International Business*, Tata McGraw Hill, New Delhi, 6th edition, 2010.
- 2- John D. Daniels and Lee H. Radebaugh, *International Business*, Pearson Education Asia, New Delhi, 12th Edition, 2010.

**Reference Books:**

- 1- K. Aswathappa, *International Business*, Tata Mc Graw Hill, New Delhi, 6th Edition, 2015.
- 2- Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, *International Business*, Cengage Learning, New Delhi, 7th Edition, 2010.
- 3- Rakesh Mohan Joshi, *International Business*, Oxford University Press, New Delhi, 2009.
- 4- Vyuptakesh Sharan, *International Business*, Pearson Education in South Asia, New Delhi, 3rd Edition, 2011

  
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MBA	M19MBT302 - STRATEGIC MANAGEMENT	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To learn the major initiatives taken by a company's top management on behalf of corporate, involving resources and performance in external environments.
2. To learn about the organization's mission, vision and objectives.
3. To equip with skills required to manage business and non-business organizations at senior levels.
4. To study about the functional approach towards management developing policies and plan.
5. To understand the analysis and implementation of strategic management in strategic business units.

**UNIT-I****STRATEGY AND PROCESS**

12

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**

12

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalization 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****STRATEGIC ALTERNATIVES**

12

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy- Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice – Managing Growth - 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.

  
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**UNIT- IV STRATEGY IMPLEMENTATION & EVALUATION 12**

The implementation process, Resource allocation, Designing organizational 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 12**

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

**Total Instructional hours: 60**

**Course Outcomes:**

Students will be able to

- CO1: Outline the framework – vision, mission statement and understand their importance in the process of an organization. (K2)
- CO2: Make use of the social, economic and political forces on the design, planning and implementation of organization's policy towards its competitive advantage. (K3)
- CO3: Organize the relationship between the various elements of organizational policy and time frame in which they take place. (K3)
- CO4: Discover and learn about the implementation and formulation of framed processes. (K4)
- CO5: Analysis of critical and synthesis in solving complex multidisciplinary issues in the field of Strategic Management. (K4)

**Text Books:**

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.

**Reference Books:**

1. Adria H A berberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
2. Lawrence G. Hrebiniak, Making strategy work, Pearson, 2 nd edition, 2013.
3. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.
4. Dr.Dharma Bir Singh, Strategic Management & Business Policy, Ko Gent Learning Solutions Inc., Wiley, 2012.
5. John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, McGraw Hill, 12th Edition, 2012.

  
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MBA	M19MBE311 – DIGITAL AND SOCIAL MEDIA MARKETING	T	P	TU	C
		4	0	0	4

**COURSE OBJECTIVES**

1. Introduction to Digital and Social media marketing
2. Learn to plan, create and implementation of various campaigns
3. Understand various Marketing Strategies
4. Getting familiar with Google Ad, Analytics accounts and dashboards
5. Understand the real scene of marketing integration.

**UNIT- I SOCIAL MEDIA MARKETING AND ADVERTISEMENT**

12

Introduction to Social media-Understanding various social media platforms- Social Media communication-Social Media Landscape-Social Media Content Marketing-Introduction to Social Media Advertising Campaigns -Choosing right platforms-Advertising key factors-Face book - Ads Creation, Targeting, Insights-Summary.

**UNIT- II WEBSITE AND SEO**

12

Introduction to Website-Website design and infrastructure-Off-site optimization, engagement and Link building-Introduction to SEO-Understanding SEO website and Mobile-Design and Architecture of Search engine-SEO measurements-Content marketing-SEO and Analytics-A successful SEO plan- Summary

**UNIT- III SEM AND GOOGLE ADS**

12

Introduction to Search Engine Marketing and Google Ads-Understanding Cookies, Targeting, Sales Models-Understanding various measurements and metrics-Understanding Ad Rank and Bidding in Google Ads-What is Google AdWords and how it works-Google Display advertising-Google Networks- Google Ads account management and Dashboard overview-Summary

**UNIT- IV EMAIL MARKETING AND GOOGLE ANALYTICS**

12

Introduction to Email Marketing-Elements of Email Marketing-List generation, Email planning- Creating an Email marketing campaign and managing-Measurements of Email marketing campaigns and evaluating results-Introduction to Google Analytics-Understanding Audience and behavior-Getting familiar with Google Analytics Dashboard and account management-Campaign creation and tracking- Understanding various measurements and metrics-Whatsapp Marketing-features – advantages – Summary

**UNIT- V INTEGRATED MARKETING**

12

Developing a real use case scenario-Planning and building effective campaigns-Designing Keywords, Ads, campaigns-Strategize and running campaigns-Analyzing the campaign insights-Measuring and Evaluating the campaign.

**Total Instructional hours: 60**


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**COURSE OUTCOMES**

Students will be able to

**CO1:** Utilize Digital and Social Media Marketing concepts. (K3)

**CO2:** Plan, manage, strategize and execute multi-channel campaigns. (K3)

**CO3:** Apply, SEO tools, Social media tools, Analytics tools in real time scenario. (K3)

**CO4:** Examine the insights on Google analytics, measurements and metrics. (K4)

**CO5:** Assess and build effective campaigns. (K5)

**Text Books:**

1. Puneet Singh Bhatia, Fundamentals of Digital Marketing (1st ed), Pearson, 2017
2. Ian Dodson , The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns (1st ed), Wiley, 2016.

**Reference Books:**

1. Avinash Kaushik , Web Analytics 2.0(1st, ed), Wiley, 2014.
2. Mark Jeffery , Data – Driven Marketing (1st ed), Wiley, 2015.



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MBA	M19MBE312 – GREEN MARKETING	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To make the students understand the concept of green marketing and green products.
2. To learn the factors that affect purchase decisions of consumers and laws that promotes green marketing.
3. To learn techniques that create impact on purchase decisions and business economy.
4. To make students to produce societal benefits by applying their insights on environmentalism.
5. Understand the market and power of green marketing.

**UNIT- I GREEN MARKETING: INTRODUCTION 12**

Green Marketing – Evolution of Green Marketing – Importance of green marketing – Benefits of Green marketing – Adoption of Green Marketing – Green Marketing Mix – Strategies to Green marketing.

**UNIT- II APPROACHES AND CONCEPTS OF GREEN MARKETING 12**

Green Marketing paradigm – Designing green products – A life cycle Approach: Life cycle strategies for sustainable product design, Green Spining – Green Selling – Green Harvesting – Compliance Marketing – Green washing – Climate Performance Leadership Index.

**UNIT- III GREEN MARKETING INITIATIVES 12**

Eco-design to eco-innovation – Five strategies for eco innovation – The challenges of communicating with sustainability – Fundamentals of green marketing – strategies of sustainable marketing communication. IBM's Green Solution – case studies.

**UNIT- IV PURCHASE DECISION PROCESS 12**

Meaning of purchase decision – Factors affecting purchase decisions – steps in decision making process – Five stages in consumer buying decision process – Models of buyer decision making.

**UNIT- V GREEN MAREKTING – SOCIETAL CONSIIOUSNESS 12**

Sustainability leaders addressing the new rules- Green Marketing. Importance of environmentalism- Environmental movement - Benefits of green environment to the society – E-waste exchange – Guideline for Environmentally Sound Recycling of E-waste.

**Total Instructional hours: 60**

  
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**Course Outcomes:**

Students will be able to

**CO1:** Utilize green marketing mix and its strategies. (K3)

**CO2:** Apply the knowledge and skills of green marketing practices for designing green products. (K3)

**CO3:** Examine green marketing Initiative.(K4)

**CO4:** Inference the purchase decision process.(K4)

**CO5:** Interpret the green marketing importance into environmentalism.(K5)

**Text Books:**

- 1 – Esakki and Thangasamy, Green Marketing and Environmental Responsibility in Modern Corporations, (e-book) , Global , 2017.
- 2 - Robert Thalstrom, Green Marketing Management, 1<sup>st</sup> edition , Cengage Learning.

**Reference Books:**

- 1- Jacquelyn Ottman – Berrett, The new rules of Green Marketing: Strategies, Tools and Inspiration for Sustainable Branding, 1<sup>st</sup> edition, Koehler Publishers.
- 2- Joel Makeover, Strategies for the Green Economy: Opportunities and Challenges in the new World of Business, 1<sup>st</sup> edition, McGraw Hill.
- 3 - Chris Arnold, Ethical Marketing and The New Consumer, 1<sup>st</sup> edition, wiley.



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MBA	M19MBE313 – INTEGRATED MARKETING COMMUNICATION	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To familiarize the students to the basic concepts in advertisement.
2. To know various media strategy and advertisements.
3. To explain about sales promotion techniques.
4. Students can able to understand the personal selling process.
5. To compare and understand about publicity and public relations.

**UNIT- I INTRODUCTION TO ADVERTISEMENT 12**

Concept -definition-scope-Objectives-functions-principles of advertisement - Social, Economic and Legal Implications of advertisements - setting advertisement objectives - Advertisement Agencies -Selection and remuneration - Advertisement campaigns - case studies.

**UNIT- II ADVERTISEMENT MEDIA 12**

Media plan - Type and choice criteria Reach and frequency of advertisements - Cost of advertisements - related to sales - Media strategy and scheduling. design and execution of advertisements - Message development - Different types of advertisements - advertisement through social media - Layout – Design appeal - Copy structure - Advertisement production - Print - Radio, T.V. and Web advertisements - Media Research - Testing validity and Reliability of ads - Measuring impact of advertisement case studies.

**UNIT- III SALES PROMOTION 12**

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

**UNIT- IV PERSONAL SELLING 12**

Introduction - Meaning – Functions - Personal selling process – Evaluation - Compensation – Motivation - Territory Management - Sales Report Preparation and Presentation- Ethical Issues.

**UNIT- V PUBLICITY AND PUBLIC RELATIONS 12**

Introduction - Meaning - Objectives -Scope-Functions-integrating PR in to Promotional Mix Marketing Public Relation function- Process of Public Relations-advantages and disadvantages of PR-Measuring the Effectiveness of PR- PR tools and techniques. Difference between

  
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Marketing, PR and Publicity - Social publicity - Web Publicity and Social media - Publicity Campaigns

**Total Instructional hours: 60**

**Course Outcomes:**

Students will be able to

**CO1:** Apply principles of advertisement, Social and Legal Implications in advertisement campaign. (K3)

**CO2:** Analyze the cost of advertisement, media strategies for measuring impact of advertisement. (K4)

**CO3:** Examine sales promotion techniques, customer requirements identification and international promotion strategies. (K4)

**CO4:** Evaluate the personal selling process and sales report (K5)

**CO5:** Compare functions, promotional mix and process of public relations. (K5)

**Text Books:**

- 1- Terence A. Shimp and J.Craig Andrews, *Advertising Promotion and other aspects of Integrated Marketing Communications*, Cengage Learning, 9th edition, 2016.
- 2- Kenneth Clow. Donald Baack, *Integrated Advertisements, Promotion and Marketing Communication*, Prentice Hall of India, New Delhi, 3rd Edition, 2006.

**Reference Books:**

- 1- George E Belch and Michel A Belch, *Advertising & Promotion*, Tata McGraw Hill, 10th edition, 2014.
- 2- Wells, Moriarty & Burnett, *Advertising, Principles & Practice*, Pearson Education, 7th Edition, 2007.
- 3- S. H. H. Kazmi and Satish K Batra, *Advertising & Sales Promotion*, Excel Books, New Delhi, 3rd Revised edition edition, 2008.
- 4- Julian Cummings, *Sales Promotion: How to Create, Implement and Integrate Campaigns that Really Work*, Kogan Page, London, Fifth Edition Edition ,2010.
- 5- Jaishri Jefhwaney, *Advertising Management*, Oxford University Press, 2nd Edition, 2013.

  
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MBA	M19MBE314 – RETAIL MANAGEMENT	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To help the students to develop insights into the concept of effective retailing functions and strategies
2. To enable the students to apply theoretical concepts of retailing in practical business.
3. To enrich students into the real time situations in retail store branding.
4. To impart significance inputs of visual merchandising and retail location for market sustainability.
5. To understanding of Retail shopper behavior.

**UNIT I INTRODUCTION**

12

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**

12

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**

12

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**

12

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**

12

Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management, Challenges – Emerging trends in Retailing- Retail Practices –E-CRM- Virtual retailing strategies and its behaviour- Case Study.

**Total Instructional hours: 60**


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**Course Outcomes:**

Students will be able to

**CO1:** Summarize about the basic concepts of retailing. (K2)

**CO2:** Construct the modern formats, characteristics and trends in retailing. (K3)

**CO3:** Apply the knowledge about the retail location, atmospherics and retail supply chain management decisions. (K3)

**CO4:** Analyze the entire retail shop management, and emerging trends in retail promotions. (K4)

**CO5:** Appraise the effective retail functions and shopper behavior. (K5)

**Text Books:**

1. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007
2. J K Nayak, Prakash C.Dash, Retail Management, Cengage, 2017

**Reference Books:**

1. Dr.Harjit Singh, Retail Management A Global Perspective, S.Chand Publishing, 3rd Edition,2014
2. Levy – Weitz & Pandit, Retail Management, Tata McGraw Hill, 6th Edition, 2015.
3. Berman and Evans, Retail Management, PHI, 12<sup>th</sup> Edition, 2014.
4. Patrick M. Dunne and Robert F Lusch, Retailing, Cengage, 8th edition, 2013.
5. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 3rd Edition 2016.
6. Swapna Pradhan, Retail Management , Tata McGraw Hill, 5th Edition, 2013.
7. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008.



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MBA	M19MBE315 – RURAL MARKETING	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To enable students to develop professional capabilities through field work in real life work situations in the field of rural markets
2. To give opportunity to engage with future potential employers and to give them an insight in the practicalities of working environment.
3. To develop the skills to study the prevailing rural market and apply techniques.
4. To develop knowledge to create new models to face new challenges in the rural market.
5. To develop communication skills in rural marketing.

**UNIT - I INTRODUCTION TO THE RURAL MARKETING**

12

Agriculture marketing, Scope Importance of Agricultural sector for the National economy. Characteristics and dimensions of rural markets-Rural Market Profile-Rural Market-Size and Scope- Environment and Emerging profile of rural markets in India-Constraints in rural Marketing and Strategy to overcome the constraints. Impact of Green revolution and upcoming of industries in rural and backward areas and the resultant impact on rural marketing- Role of Government institutions in agricultural marketing.

**UNIT - II RURAL MARKET BEHAVIOUR**

12

Rural Consumer dimensions-Rural Demand Dimension-Tapping the rural markets-Rural Market Segmentation-Basis and Strategies-Consumer Behaviour in Rural markets - PEST factors in rural marketing - Marketing Surplus, estimation, Factors affecting Marketable surplus, Regulated Markets, Co-op. Marketing, role of Government and Statutory mechanisms, Socio -economic and political environment and its impact on Rural Marketing – micro finance in rural marketing.

**UNIT - III MARKETING MIX FOR RURAL MARKETING**

12

Product Planning for Rural Products-Pricing Methods and Strategies for products of rural markets product management in rural markets - information system for rural marketing – concepts, significance, internal reporting system, marketing research system, decision support system. Selecting and attracting markets – concepts and process, segmentation, degrees, bases, and guides to effective segmentation, targeting and positioning.

  
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**UNIT – IV CHANNELS OF DISTRIBUTION 12**

Distribution pattern and methods in rural markets –Special characteristics of rural channels-Channel Management in rural markets-Managing physical distribution in rural markets-Storage, Warehousing and Transportation.

**UNIT - V MARKETING COMMUNICATION IN RURAL MARKETS 12**

Promotion as a component in marketing communication-Advertising and sales promotion for Rural Markets - Major challenges in Media Planning-Sales force management in rural markets-Selecting the media mix - Evaluation of promotional activities

**Total Instructional hours:60**

**COURSE OUTCOMES**

Students will be able to

**CO1:** Outline the rural market structure in India. (K2)

**CO2:** Identify the rural market strategies and its behaviour. (K3)

**CO3:** Analyze the marketing mix in rural market. (K4)

**CO4:** Examine the channel of distribution. (K4)

**CO5:** Assess various promotional activities. (K5)

**Text Books:**

1. C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan, Rural Marketing – Text and Cases (2nd ed), Pearson education, 2011.
2. C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan, Cases in rural marketing an integrated Approach (4 th ed), Pearson education, 2011.

**Reference Books:**

1. Robert Chambers, Rural Development: Putting the last first (3rd ed) Pearson education, 2014.
2. Sanal Kumar Velayudhan ,Rural Marketing (2nd ed), SAGE Publication, 2014

  
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MBA	M19MBE316 – SERVICES MARKETING	KIT-CBE (An Autonomous Institution)			
		T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To understand the need for services marketing.
2. To learn and know the opportunities in services.
3. To know about the services design and development.
4. To study the challenges involved in managing the services and analyse the strategies to deal with these challenges.
5. To give insights about the foundations of services marketing, customer expectations of services and gap existing in the service delivery processes and service Quality.

**UNIT- I**

**INTRODUCTION**

12

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**

12

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**

12

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

**UNIT- IV**

**STRATEGY IMPLEMENTATION & EVALUATION**

12

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

**UNIT- V**

**SERVICE STRATEGIES**

12

Service Marketing Strategies for health - Hospitality - Tourism - Financial - Logistics - Educational - Entertainment & public utility Information technique Services- Recent trend in Service Strategy - Digital Marketing for service industries.

**Total Instructional hours: 60**

  
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**Course Outcomes:**

Students will be able to

- CO1:** Identify the historical aspects of services evolution and the importance of services marketing for the national economy. (K3)
- CO2:** Select the services opportunities and implement in the current market for establishment. (K3)
- CO3:** Apply the service design and development in order to be stable in the current trend. (K3)
- CO4:** Inspect the need for services delivery and promotion. (K4)
- CO5:** Assess the digital marketing strategies in various service marketing industries. (K5)

**Reference Books:**

1. Christopher H. Lovelock and JochenWirtz, Services Marketing: People, Technology, strategy Pearson Education, New Delhi,8th edition, 2016.
2. John.E.G.Bateson, K.Douglas Hoffman, Services Marketing, South Western Cengage learning, 4th Edition, 2011.
3. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
4. Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007.
5. Christian Gronroos, Services Management and Marketing a CRM in Service Competition, 3<sup>rd</sup> Edition,Wiley,2007.
6. R. Srinivasan, SERVICES MARKETING, Prentice Hall of India Private Limited,4th Edition 2014, New Delhi.
7. Vinnie Jauhari&kirti Dutta (2017), Services Marketing, Text and cases, 2nd edition.

  
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MBA	M19MBE321 – BANKING FINANCIAL SERVICES MANAGEMENT	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To familiarize the students to the basic concepts of banking in order to understand banking functions.
2. To understand the deposit and non-deposit sources, lending and credit analysis.
3. To grasp how banks raise their sources and how they deploy it and manage the associated risks
4. To describe the fundamentals of merger and diversification of banks and performance analysis.
5. Understand e-banking and the threats that go with it.

**UNIT- I OVERVIEW OF INDIAN BANKING SYSTEM**

12

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

**UNIT- II SOURCES AND APPLICATION OF BANK FUNDS**

12

Capital adequacy, BASEL Norms - Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, loan delivery system - credit appraisal techniques -Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.

**UNIT- III CREDIT MONITORING AND RISK MANAGEMENT**

12

Need for credit monitoring, Signals of borrowers financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.

**UNIT- IV MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION**

12

Mergers and Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.

**UNIT- V HIGH-TECH E-BANKING**

12

Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking

  
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and RBI's initiatives. Virtual Banking Universal and Narrow Banking, offshore banking and Multinational banking.

**Total Instructional hours: 60**

**Course Outcomes:**

Students will be able to

- CO1:** Analyze the various act governing the Indian banking system and inference the bank balance sheet and income statement. (K4)
- CO2:** Classify the deposit, non-deposit source, types of lending and credit analysis. (K4)
- CO3:** Examine the financial sickness, risk management and non-performing asset. (K4)
- CO4:** Determine the merger and diversification of banks and appraise the performance of banks. (K5)
- CO5:** Evaluate the payment systems, current trends in online banking system and security threats in e-banking. (K5)

**Text Books:**

1. Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi, 2015.
2. Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management", PHI Learning Pvt. Ltd., New Delhi 2016.

**Reference Books:**

1. Peter S. Rose and Sylvia C. and Hudgins, "Bank Management and Financial Services", Tata McGraw Hill, New Delhi, 2012.
2. Madura, Financial Institutions & Markets, 10th edition, Cengage, 2016.
3. Mukund Sharma, Banking and Financial Services, Himalaya publishing, 2015.

  
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MBA	M19MBE322 – FINANCIAL DERIVATIVES	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To equip young managers with the knowledge of derivative practices in India and of risk associated with derivatives and their synergic effect on financial returns.
2. To explain the forward and future contract for equity indexes, commodities and currencies.
3. To explain the options contract for commodities and currencies.
4. To explain the swap contract for equity indexes, commodities and currencies.
5. To have the better understanding of commodity, equity and currency market derivative instruments

**UNIT- I INTRODUCTION**

12

Derivatives, types, Participants: hedgers, speculators, arbitrageurs and scalpers – traders- types of settlement – OTC and Exchange Trade Securities – Uses and advantages of derivatives, risk in derivatives.

**UNIT- II FORWARD AND FUTURE CONTRACT**

12

Forward contract concept – features – classifications - Forward trading mechanism – valuation of short and long forward contract. Future contract – concept, Specifications of future contract – clearing house -margin requirements – marking to market – hedging using –theories of future price – types of future contract – securities – stock index futures, currencies and commodities – delivery options, relationship between future prices, forward prices and spot prices.

**UNIT- III OPTIONS**

12

Definition, Exchange traded options & OTC options- specifications of options, call and put options & American and European options, intrinsic value and time value of options – options payoff, options on securities, stock indices, currencies and futures – difference between future and option contracts, options pricing models- option trading strategies.

**UNIT- IV SWAPS**

12

Definition of SWAP, interest rate SWAP & currency SWAP – role of financial intermediary – warehousing – valuation of interest rate SWAPs and currency SWAP bonds – FRNs & credit risk.

**UNIT- V OTHER DERIVATIVES CONTRACT**

12

Commodity market derivative instruments - equity market derivative instruments – interest rate market derivative instruments – currency derivative instruments

**Total Instructional hours: 60**

  
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**Course Outcomes:**

Students will be able to

- CO1: Build a financial derivatives knowledge. (K3)
- CO2: Analyze the forward and future contract for equity indexes, commodities and currencies. (K4)
- CO3: Examine the knowledge of options contract and option trading strategies. (K4)
- CO4: Inference the valuation of interest rate swap and currency swap. (K4)
- CO5: Compare the various derivative instruments. (K5)

**Text Books:**

- 1-Gupta S I . Financial Derivatives, theory, concept and practices, 10<sup>th</sup> edition, PHI, 2018.
- 2- Parasuraman N.R. Fundamentals of Financial Derivatives, 5<sup>th</sup> edition, Wiley India, 2014.

**Reference Books:**

- 1- Kumar S S S, Financial Derivatives, theory, concept and practices, 4<sup>th</sup> edition, PHI, 2018
- 2- John C Hull, Options, Futures and other derivative securities , 5th edition, Pearson, New Delhi, 2014.
- 3-Stulz, Risk Management and Derivatives, 6<sup>th</sup> edition, Cengage, 2011.
- 4-David Duffo, options and financial futures – valuation and uses, 6th edition, Tata McGraw Hill International Edition, 2014.



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MBA	M19MBE323 – MERCHANT BANKING AND FINANCIAL SERVICES	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To familiarize the students to understand the modes of issuing securities.
2. To understand the financial evaluation technique of leasing and hire purchase.
3. To know about fee based financial services offered.
4. Students can able to understand fund based financial services.
5. Financing services rendered by various financial institutions are made familiar.

**UNIT- I                      MERCHANT BANKING                      12**

Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – merchant banking services offered by banks – NBFC'S offering merchant banking – Legal and Regulatory Framework – Relevant Provisions of Companies Act- SCRA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI

**UNIT- II                      ISSUE MANAGEMENT                      12**

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FII, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.

**UNIT- III                      OTHER FEE BASED SERVICES                      12**

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

**UNIT- IV                      FUND BASED FINANCIAL SERVICES                      12**

Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

**UNIT- V                      OTHER FUND BASED FINANCIAL SERVICES                      12**

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – Venture Capital - venture debt funds – start up financing – crowd funding – peer to peer lending - Emerging Trends in Merchant Banking and Financial Services.

**Total Instructional hours: 60**

  
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**Course Outcomes:**

Students will be able to

- CO1: Explain merchant banking in India by illustrating the services rendered by these bankers. (K2)
- CO2: Applying the knowledge of roles played by merchant bankers in issue management. (K3)
- CO3: Identifying other fee based services developed by merchant bankers in India. (K3)
- CO4: Analyzing fund based financial services by evaluating leasing and hire purchasing. (K4)
- CO5: Determining other fund based financial services by valuing consumer credit, venture capital etc. (K5)

**Text Books:**

- 1- M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012.
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.

**Reference Books:**

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

  
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MBA	M19MBE324 – PROJECT FINANCE	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To familiarize the students to the basic concepts of capital budgeting techniques
2. To provide an in-depth knowledge about financial appraisal of projects and financial projections.
3. To understand the risks associated with projects and the ways of handling them.
4. Students can familiarize with export finance.
5. Understand the essential features of infrastructure financing.

**UNIT- I OVERVIEW OF PROJECT AND CAPITAL BUDGETING 12**

Project characteristics – project selection – project formulation – project cost estimation – order of magnitude estimate of project cost – time value of money, investment criteria, capital budgeting – non-discounted cash flow techniques – discounted cash flow techniques –project cash flow-cash flow estimations, cost of capital and capital budgeting techniques.

**UNIT- II FINANCIAL APPRAISAL OF PROJECTS 12**

Financial projections- profitability estimate – projected cash flow statement – break-even point estimation –sensitivity analysis of profitability estimate – DCSR: Importance of DCSR – use of DCSR in financial appraisal – inflation: effect on financial appraisal of projects.

**UNIT- III PROJECT RISK MANAGEMENT 12**

Project risks – identification of risks : Operational risk, Exchange risk, Credit Risk, Settlement risk, in a portfolio of investments – capital rationing among multiple projects – CAPM – Risk in international projects: country risk, currency risk, interest rate risk – risk management instruments: forward rate agreement, interest rate swap, interest rate liquidity risk, market risk, legal risk, country risk, sovereign risk – risk response strategies: risk avoidance, risk reduction, risk sharing and transfer – measurement of risk- risk adjusted discount rate – certainty equivalent method of risk assessment – risk reduction.

**UNIT- IV EXPORT FINANCE 12**

EXIM bank on India-Pre-shipment export finance – post-shipment export finance- export finance against collection of bills – deferred export finance – export finance against allowances and subsidies – Export Credit Guarantee Corporation: roles and activities.

**UNIT- V INFRASTRUCTURE FINANCING 12**

Definition of infrastructure – multiplier effect of infrastructure development on the economy – sources of financing infrastructure projects: infrastructure development through PPP made –

  
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types of PPP models – risks associated with infrastructure projects – credit rating of infrastructure projects.

**Total Instructional hours: 60**

**Course Outcomes:**

Students will be able to

- CO1: Analyze the projects using various cash flow techniques. (K4)
- CO2: Discover the financial projections and assess the financial viability of projects. (K4)
- CO3: Categorize the various risk associated with projects. (K4)
- CO4: Interpret the financial aspects of export oriented projects. (K5)
- CO5: Determine the financing sources of infrastructure projects. (K5)

**Text Books:**

1-prasanna chandra, Project Analysis, Selection, Implementation and Review, 8th edition, Tata McGraw-Hill Education, 2014,

**Reference Books:**

- 1- Yescombe E. R. Principles of project finance, Academic Press, 2nd edition 2017.
- 2- Nagarajan K, Project *management, new age international P. Limited*, 8th edition, 2017.
- 3- Sarda D P, Handbook of project finance appraisal and follow up, Horizon Press, 1st edition 2017.

  
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MBA	M19MBE325 – SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
		4	0	0	4

**Course Objectives:**

1. To enable students understand the conceptual framework of Investment, Securities Market and Portfolio Management.
2. To equip the students to gain expertise in valuation of securities.
3. To facilitate the students to understand the functioning of Securities Market in India.
4. To familiarize the students to evaluate the performance of Portfolio of Securities.
5. To acquaint the students with Portfolio analysis and management

**UNIT – I INVESTMENT SETTING**

12

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**

12

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**

12

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**

12

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**

12

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

**Total Instructional hours: 60**

  
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**Course Outcomes:**

Students will be able to

- CO1:** Construct and Develop Investment setting and choose various types of investments. (K3)  
**CO2:** Experiment with securities market. Identify participants in financial market and make use of stock exchanges in India. (K3)  
**CO3:** Analyze the various forecasting and stock investment decisions and techniques. Examine the Industry life cycle. (K4)  
**CO4:** Compare fundamental analysis with Technical analysis. Discover the list of market indicators and trends in market analysis. (K4)  
**CO5:** Evaluate portfolio management Assess portfolio selection & CAPM. (K5)

**Text Books:**

- 1 - Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.
- 2 - Prasanna chandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.

**Reference Books:**

- 1 - Reilly& Brown, Investment Analysis and Portfolio Management, Cengage, 10th edition, 2016.
- 2 - S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2012.

  
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MBA	M19MBE326 – STRATEGIC INVESTMENT AND FINANCING DECISIONS	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To familiarize the students to the basic concepts of project investment decisions.
2. To understand the project selection methods. To grasp how they deploy it and manage the associated risks
3. To understand the significance of long term sources of finance
4. To make a student's familiarize with capital structure and design the dividend policy.
5. To understand the basic concept of bankruptcy and liquidation.

**UNIT- I INVESTMENT DECISIONS 12**

Project Investment Management Vs Project Management – Introduction to profitable projects – evaluation of Investment opportunities – Investment decisions under conditions of uncertainty – Risk analysis in Investment decision – Types of investments and disinvestments.

**UNIT- II CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES 12**

Significance of Information and data bank in project selections – Investment decisions under capital constraints – capital rationing, Portfolio – Portfolio risk and diversified projects.

**UNIT- III STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS 12**

Lease financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire Purchase Vs Lease Decision – Mergers and acquisition – Cash Vs Equity for mergers.

**UNIT- IV FINANCING DECISIONS 12**

Capital Structure – Capital structure theories – Capital structure Planning in Practice.

**UNIT- V FINANCIAL DISTRESS 12**

Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy.

**Total Instructional hours: 60**

**Course Outcomes:**

Students will be able to

**CO1:** Identify the financial techniques in light of conflicting rankings with valuation of project. (K3)

**CO2:** Analyze the project and risks associated with diversified projects. (K3)

**CO3:** Examine the fund raising mechanism including merger and acquisition. (K4)

**CO4:** Appraise the value and earnings of the firms through leverages, capital structure and dividend decision. (K5)

**CO5:** Evaluate the consequences of bankruptcy and liquidation. (K5)

  
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**Text Books:**

1. Prasanna Chandra, Financial Management, Tata McGraw Hill, 9th Edition, 2012.
2. Prasanna Chandra, Projects : Planning, Analysis, Financing Implementation and Review, TMH, New Delhi, 2011.

**Reference Books:**

1. Bodie, Kane, Marcus: Investment, Tata McGraw Hill, New Delhi, 2010.
2. Brigham E. F & Houston J.F. Financial Management, Thomson Publications, 9 th edition, 2010.
3. M. Pandey, Financial Management, Vikas Publishing House, 10th edition, 2010.
4. M. Y. Khan and P. K. Jain, Financial Management Text and Problems, Tata McGraw Hill Publishing Co, 2011.
5. Website of IDBI Related to Project Finance

  
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MBA	M19MBE331 – INDUSTRIAL RELATIONS AND LABOUR WELFARE	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To explain the concept of labour relations.
2. To have the understanding of industrial conflicts.
3. Students will understand the importance of labour welfare.
4. Industrial safety and hygiene needs are made clear to students.
5. To have an understanding about special category of employees.

**UNIT- I INDUSTRIAL RELATIONS****12**

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

**UNIT- II INDUSTRIAL CONFLICTS****12**

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

**UNIT- III LABOUR WELFARE****12**

Concept – Objectives – Scope – Need – Voluntary Welfare Measures –Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.

**UNIT- IV INDUSTRIAL SAFETY****12**

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

**UNIT- V WELFARE OF SPECIAL CATEGORIES OF LABOUR****12**

Amendment of labour law (Covid 19 impact) - Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour –BPO & KPO Labour – Social Assistance – Social Security- Implications – Emerging Trends in Industrial Relations and Labour welfare.

**Total Instructional hours: 60****Course Outcomes:**

Students will be able to

- CO1:** Organize the importance of industrial relations including its problems and relate trade unions with it. (K3)
- CO2:** Develop the knowledge of industrial disputes and its control measures. (K3)
- CO3:** List the labour welfare measures, education and the training schemes. (K4)
- CO4:** Analyzing the causes of accidents by measuring its prevention and safety provisions with the knowledge of industrial health and hygiene. (K4)
- CO5:** Determining the various schemes for the welfare of special categories of labour. (K5)

  
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**Text Books:**

- 1- Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007
- 2- Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012 9<sup>th</sup> edition, Tata McGraw Hill, New Delhi, 2010.

**Reference Books:**

- 1- Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
- 2- C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007.
- 3-Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
- 4-P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.
- 5-P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson, 2004.



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MBA	M19MBE332 –LEADERSHIP AND TEAM BUILDING	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To familiarize the students in basic knowledge about collaborative leadership.
2. To have the understanding of building trust and decision making.
3. To explain in developing fundamentals for being a collaborative leader for building collaborative partnerships within and across work teams.
4. To know about in effectiveness of delegation.
5. To know the art and science of team problem solving

**UNIT- I                      COLLABORATIVE LEADERSHIP                      12**

Traditional bureaucracy - transformed enterprise - contingency leadership - internal operations of the transformed enterprise - collaboration - core elements for collaborative partnerships - three structural ingredients - three behavioral ingredients - positive consequences and cautions of organizational collaboration - planning and facilitation for organizational collaboration.

**UNIT- II                      TRUST BUILDING AND DECISION MAKING                      12**

Trust building: competence, character, communication - model for building and sustaining mutual trust - super trust destroyers- Decision making - eight basic decision options - four shared options - key trade-off considerations.

**UNIT- III                      CONSENSUS BUILDING AND CONFLICT MANAGEMENT                      12**

Consensus building - process model for consensus decision making - converging on win-win consensus solutions - making progress without consensus - Conflict management - constructive vs. Destructive differences - strategies for managing conflict - model for collaborative conflict management - integration phase

**UNIT- IV                      DELEGATION EFFECTIVENESS                      12**

Authority, responsibility, accountability: core elements of delegation - four principles for integrating authority, responsibility, and accountability - process model for increasing capacity to act through excellent delegation - degrees of delegation - benefits of excellent delegation - barriers to delegation - gauging ongoing delegation.

**UNIT- V                      TEAM PROBLEM SOLVING FOR BUILDING A COLLABORATIVE PARTNERSHIP                      12**

Team problem solving-orientation to systematic, collaborative problem solving - six-step collaborative problem solving model - structured methods for creating, displaying, and analyzing problem solving data- Tools for generating, scrubbing, and prioritizing information lists- transition to collaborative leader.

**Total Instructional hours:                      60**

  
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**Course Outcomes:**

Students will be able to

**CO1:** Explain the fundamental principles of a collaborative leadership. (K2)

**CO2:** Make use of building trust and decision making. (K3)

**CO3:** Identify the effectiveness team from among the employees and direct them towards effective performance. (K3)

**CO4:** Analyze the effectiveness of delegation. (K4)

**CO5:** Determine the designing strategies for team problem solving. (K5)

**Text Books:**

- 1-Thomas Kayser, *Building Team Power: Flow to Unleash the Collaborative Genius of teams for Increased Engagement, Productivity, and Results*, 1st edition, McGraw-Hill, 2010.
- 2-Archer, David, and Alex Cameron, *Collaborative leadership: How to succeed in an interconnected world*, 1st edition, Routledge, 2009.
- 3-Gibson, Cristina B., and Susan G. Cohen, eds, *Virtual teams that work: Creating conditions for virtual team effectiveness*, 1st edition, John Wiley & Sons, 2003.

**Reference Books:**

- 1-Frydman, Bert, Iva Wilson, and JoAnne Wyer (2000). *The power of collaborative leadership: lessons for the learning organization*, 1st edition, Routledge, 2000.
- 2-Spillane, James P., and John B. Diamond, eds, *Distributed leadership in practice*, 1st edition, New York, NY: Teachers College, Columbia University, 2007.



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MBA	M19MBE333 –ORGANIZATIONAL CHANGE AND DEVELOPMENT	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To familiarize the students with the basic concept of organizational development in managing its process.
2. To have the understanding of Need and Importance of Organizational Change.
3. To explain the types and process involved in OD interventions.
4. To understand the applicability of OD interventions.
5. To have the understanding of power and politics in practicing OD.

**UNIT- I ORGANIZATIONAL DEVELOPMENT 12**

Introduction - History of OD - Values, Assumptions & Beliefs in OD - Managing the OD process - Global Organization Development Intervention-OD intervention Practices in Fortune 500 companies.

**UNIT- II ORGANIZATIONAL CHANGE 12**

Introduction to Organizational change - Need and Importance of Organizational Change-Forces of change - Types of change -Models of Change -Overcoming: resistance to change.

**UNIT- III DESIGNING OD INTERVENTIONS 12**

Designing Organizational Development Interventions: Characteristics of Organizational Development Interventions - Overview and Types of Interventions - Process involved in Designing Interventions -Action Research.

**UNIT- IV OD INTERVENTIONS 12**

Team interventions-Inter group and Third - Party Peace-making Interventions-Comprehensive Interventions -Structural Interventions - Issues in consultant - client Relationships.

**UNIT- V POWER, POLITICS AND ORGANIZATION DEVELOPMENT 12**

Power defined and explored -Theories about the sources of social power - Organizational politics defined and explored - Role of power and politics in the practice of OD-Acquiring and using power skills - Assessing the effects of OD - OD's future- Organizational creativity-Emerging Trends.

**Total Instructional hours: 60**

  
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**Course Outcomes:**

Students will be able to

**CO1:** Explain the basic concept of organizational development in managing its process. (K2)

**CO2:** Summarize the Need and Importance of Organizational Change. (K3)

**CO3:** Identify the types and process involved in OD interventions. (K3)

**CO4:** Make use of the applicability in OD interventions. (K3)

**CO5:** Examine the power and politics in the organization development. (K4)

**Text Books:**

1-Cummings T.G, *Theory of Organization development and change*, South Western, 9th edition, 2014.

2-Donald L. Anderson, *Organizational Development: The Process of Leading Organizational Change*, SAGE, 2nd edition, 2011.

3-French W.L & Bell Jr, C.H, *Organization Development: Behavioral Science Interventions for Organization Improvement*, Prentice-Hall, 6th edition, 2006.

**Reference Books:**

1-Hersey, P and Blanchard H.B, *Management of Organizational Behavior: Utilizing Human Resources*, Prentice-Hall, 5th edition, 2013.

2-Harvey, D.F. and Brown, D.R, *An experimental approach to organization development*, Prentice-Hall, Englewoods Cliffs N.J, 2nd edition, 2011.



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MBA	M19MBE334 – PERFORMANCE MANAGEMENT AND COMPENSATION PRACTICES	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To familiarize the students to equip with comprehensive knowledge on Performance Management.
2. To develop practical skills to improve their ability for Performance Management and Appraisal
3. To understand the components of the organization.
4. To explain on designing a package that motivates the stakeholders.
5. To explain about strategic reward and compensation.

**UNIT- I      PERFORMANCE MANAGEMENT****12**

Performance Management-Introduction-Role of Performance in Organization - Performance Management Process-Performance Planning-Performance Analysis-Key Performance Areas-Process of Performance Analysis.

**UNIT- II      PERFORMANCE APPRAISAL****12**

Appraisal Systems - Introduction, Purpose of Appraisal - Pros and Cons of Appraising - Methods of Appraising-Who Can Appraise-Performance Rating-Performance Appraisal Factors-Methods and Errors - Reducing Raters Bias.

**UNIT- III      OPERATIONALIZING CHANGE****12**

Performance Management System-Implementation Process-Factors Affecting Implementation-Pitfalls in Implementation, Legal and Ethical Issues - Managing Team Performance-Performance challenges in outsourcing.

**UNIT- IV      REWARD MANAGEMENT****12**

Reward Management: Concepts- Role of Reward in organization-Reward as a motivational tool-360°, 720° and assessment centre appraisal - Job evaluation schemes- Grade and Pay structures- Designing Incentive Scheme - Rewarding and Reviewing Contribution and Performance.

**UNIT- V      STRATEGIC REWARD AND EXECUTIVE COMPENSATION****12**

Strategic Reward and Reward Management-Developing reward strategy-Communicating reward strategy- Implementing reward strategy- Executive Compensation - using financial, and market performance indicators- Emerging Trends.

**Total Instructional hours: 60**


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**Course Outcomes:**

Students will be able to

- CO1:** Explain key concepts and theories of Performance Management. (K2)
- CO2:** Apply key concepts to compensation problems arising in firms. (K3)
- CO3:** Identify how workers behave strategically in response to the structure of, and changes in, the compensation system. (K3)
- CO4:** Identify a package that motivates the stakeholders. (K3)
- CO5:** Analyse the various features of compensation systems influence the composition of workers attracted to the firm. (K4)

**Text Books:**

- 1- Dewakar Goel, *Performance Appraisal and Compensation Management: A Modern approach*, 2nd edition, PHI Learning Pvt.Ltd. 2012.
- 2- Bhattacharyya, D.K, *Performance Management Systems and Strategies*, 1st edition, Person education, 2011.
- 3- Robert,B, *Performance Management*, 1st edition, McGraw-Hill Education India, 2011.
- 4- Herman Aguinis, *Performance Management*, 3rd edition, Person education, 2008.

**Reference Books:**

- 1- Rao,T.V, *Performance Management and Appraisal Systems*, 2nd edition, Response Book, 2007.
- 2- Armstrong, M & Stefens, T, *A Handbook of employee reward management and practices*, 2nd edition, Kogan Page Publisher, 2005.
- 3- Singh,B.D, *Compensation and reward management*, 3rd edition, Excel Books, 2007.
- 4- Prem Chandha, *Performance Management*, 3rd edition, Macmilian, 2008.



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MBA	M19MBE335 – STRATEGIC HUMAN RESOURCE MANAGEMENT	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To help students understand the transformation in the role of HR functions from being a support function to strategic function.
2. To understand the importance of E-HRM, HRIS and designing HR portals.
3. To understand the culture dynamics, expatriate and repatriation in international environments.
4. To know how to derive career planning, effective career development system and competency mapping models.
5. Understand employee coaching and counselling in organization.

**UNIT-I HUMAN RESOURCE DEVELOPMENT 12**

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, Bench Marking and HRD Audit.

**UNIT- II E-HRM 12**

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 HRM 12**

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 Mergers and Acquisitions - Repatriation etc - Building Multicultural Organisation - International Compensation.

**UNIT- IV CAREER & COMPETENCY DEVELOPMENT 12**

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 & COUNSELING 12**

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

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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 Instructional hours: 60**

**Course Outcomes:**

Students will be able to

- CO1:** Applying the effective HR functions, practices and recent trends. (K3)
- CO2:** Develop the online practices of selection, recruitment and e- performance management in organization. (K3)
- CO3:** Compare various culture dynamics and strategic issues in international assignments. (K4)
- CO4:**Analyze the career stages, competency development and career motivation techniques. (K4)
- CO5:** Evaluate the effectiveness of coaching, counseling stress management techniques practices followed in an organization. (K5)

**Text Books:**

- 1.Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, Edition 6, 2016.
- 2.Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2012.

**Reference Books:**

1. Jeffrey A Mello, Strategic Human Resource Management, Cengage, South western 2017.
2. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage, 2017.
3. Monir Tayeb. International Human Resource Management. Oxford. 2015
4. Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley India. 2nd edition.
5. McLeod. The Counsellor's workbook. Tata McGraw Hill. 2011

  
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MBA	M19MBE336 – TALENT MANAGEMENT	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To explain the students to understand the principles and importance of Talent Management.
2. To understand the attracting and selecting factors in the Talent Management System.
3. To know about developing and rewarding talents.
4. The students can able to understand the specific programs and practices for achievement of effective Talent Management.
5. To know about the manager's role in building a leadership pipeline, developing succession plans and utilizing the Human Resource function to maximize organizational performance.

**UNIT-I TALENT MANAGEMENT****12**

Introduction on Talent Management - Four Steps for Creating Talent Management System - Building Block of Talent Management: Competencies - Performance Management - Evaluating Employee Potential - Recruiting Super keepers - Job Analysis - Job Specifications - Issues in Talent Management System-Strategic Talent Management.

**UNIT- II ATTRACTING AND SELECTING TALENT****12**

The strategy-driven brand - Key branding points - Social media for attracting non-employee talent -selecting talent - Internships, gigs, and simulations - Ability and personality testing - Interviews - Social media -Segmentation

**UNIT- III DEVELOPING AND REWARDING TALENTS****12**

Developing talent - the talent mix - onboarding and retaining talent - target talent development - career models and agility - retaining talent - human capital reporting - Rewarding Talent - Performance based Rewards- Reward Segmentation and Choice

**UNIT- IV PERFORMANCE MANAGEMENT AND ORGANISING FOR TALENT MANAGEMENT****12**

Performance management - Executives led process - Technology based performance management-Social media and crowdsourcing-appraisal process - organizing for talent management - Corporate Board -Chief talent officer

**UNIT- V REINVENTING TALENT MANAGEMENT****12**

Talent management change -Talent managers as change agents - Leverage change capability to create a change-ready culture - Building an engaging culture -Building a leadership development strategy -Building the leadership pipeline -Approaches for broad-based leadership development - Future of talent management.

**Total Instructional hours: 60**

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**Course Outcomes:**

Students will be able to

- CO1:** Identify the principles and importance of Talent Management. (K3)
- CO2:** Make use of the attracting and selecting factors in the Talent Management System.(K3)
- CO3:** Make use of developing and rewarding talents. (K3)
- CO4:** Inference the specific programs and practices for achievement of effective Talent Management. (K4)
- CO5:** Interpret the manager's role in building a leadership pipeline, developing succession plans and utilizing the Human Resource function to maximize organizational performance. (K5)

**Text Books:**

- 1- Edward E. Lawler III, *Reinventing talent management-principles and practices for new world of work*, Darrett - Koehier publishers, Inc, 1st edition, 2017.
- 2- Terry Bickham, *ATD Talent Management Handbook*, Association for Talent development, 1st edition, 2015.
- 3- Lance A. Berger and Dorothy R. Berger, *The Talent Management Handbook*, 3rd edition, Tata McGraw Hill, New delhi, 2011.

**Reference Books:**

- 1- Scullion, Hugh and David Collings, *Global Talent Management*, 1st edition, Routledge, 2011.
- 2- Storey, John, *Human Resource Management: A Critical text*, Cengage Learning, 1st edition, 2007.

  
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MBA	M19MBE341 – ADVANCED DATABASE MANAGEMENT SYSTEM	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To understand the various advanced databases used in the organization
2. To know about the database implementation for business decision.
3. To explain the strategies for database distribution system.
4. The students will be able to know about the object oriented database management in business.
5. To be aware of recent trends in database management.

**UNIT- I INTRODUCTION 12**

DBMS Models - Multimedia Databases, Parallel Databases, embedded, web, spatial, temporal databases, Virtualization, Active Databases - Embedded databases - Web databases.

**UNIT- II DATABASE IMPLEMENTATION 12**

Query Processing basics and optimization - Heuristic Optimization - Transactions Models Concurrency Control - Recovery - Security and Authorization - Storage - Indexing and Hashing - ISAM - B-Trees - Kd Trees - X Trees - Dynamic Hashing.

**UNIT- III DISTRIBUTED DATABASES 12**

Distributed Databases - Queries- Optimization Access Strategies - Distributed Transactions Management - Concurrency Control - Reliability.

**UNIT- IV OBJECT ORIENTED DATABASES 12**

Object Oriented Concepts - Data Object Models - Object Oriented Databases - Issues in OODBMS - Object Oriented Relational Databases - Object Definition Languages - Object Query Languages.

**UNIT- V EMERGING TRENDS 12**

Data Mining - Data warehousing - Star, Snowflake, Fact Constellation; open source database systems, Scripting Language, JDBC, ODBC.

**Total Instructional hours: 60**

**Course Outcomes:**

Students will be able to

CO1: Classify the different types of database system. (K2)

CO2: Explain the database implementation process. (K2)

CO3: Identify database distribution strategies and concurrency management. (K3)

  
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**CO4:** Develop object oriented database management models. (K3)

**CO5:** Make use of data warehousing and open source database system. (K3)

**Text Books:**

- 1- Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 8<sup>th</sup> edition, Cengage, 2017
- 2- Ramez Elmasri and Shamkant B. Navethe, Fundamentals of Database Systems, 7<sup>th</sup> edition, Pearson Education, 2015.

**Reference Books:**

1. Jeffrey A Hoffer et al, Modern Database Management, 12<sup>th</sup> Edition, Pearson Education, 2016.
- 2- Abraham Silberchatz, Henry F. Korth and S.Sudarsan, Database System Concepts, 6th Edition, McGraw-Hill, 2015.
- 3- Thomas M. Connolly and Carolyn E. Begg, Database Systems - A Practical Approach to Design, Implementation and Management, 6th edition, Pearson Education, 2015.
- 4- Jeffrey D. Ullman and Jennifer Widom, A First Course in Database Systems, 3<sup>rd</sup> edition, Pearson Education Asia, 2013.
- 5- Stefano Ceri and Giuseppe Pelagatti, Distributed Databases Principles and Systems, McGraw-Hill International Editions, 2008.
- 6- Rajesh Narang, Object Oriented Interfaces and Databases, 1<sup>st</sup> edition, Prentice Hall of India, 2004.
- 7- Mark L.Gillenson & el, Introduction to database management, 2nd edition, Wiley India Pvt. Ltd, 2012.
- 8- Charkrabarti, Advanced Database Management Systems, Wiley India Pvt Ltd, 2011.

  
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MBA	M19MBE342 – DATA MINING FOR BUSINESS INTELLIGENCE	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To understand Data Mining and its applications.
2. To understand the concept of Data Warehousing and its design.
3. To know about Data Mining methods and techniques.
4. Students will have a glance on the modern information technology and its business opportunities.
5. Students will be familiar with the BI and data mining applications.

**UNIT- I INTRODUCTION****12**

Data mining, Text mining, Web mining, Spatial mining, Process mining, BI process- Private and Public intelligence, Strategic assessment of implementing BI.

**UNIT- II DATA WAREHOUSING****12**

Data ware house - characteristics and view - OLTP and OLAP - Design and development of data warehouse, Meta data models, Extract/ Transform / Load (ETL) design.

**UNIT- III DATA MINING TOOLS, METHODS AND TECHNIQUES****12**

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

**UNIT- IV MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES****12**

Business intelligence software, BI on web, Ethical and legal limits, Industrial espionage, modern techniques of crypto analysis, managing and organizing for an effective BI Team.

**UNIT- V BI AND DATA MINING APPLICATIONS****12**

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

**Total Instructional hours: 60****Course Outcomes:**

Students will be able to

- CO1: Outline data mining and business intelligence process. (K2)  
 CO2: Summarize the concept of data warehousing and its applications. (K2)  
 CO3: Develop knowledge of data mining tools, methods and techniques. (K3)  
 CO4: Identify the business opportunities in modern information technology. (K3)

  
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**CO5:** Assume how business intelligence and data mining is applied in various sectors. (K4)

**Text Books:**

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

**Reference Books:**

- 1- W.H Inmon, Building the Data Warehouse, fourth edition Wiley India Pvt. Ltd. 2005.
- 2- Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 2005.
- 3- Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc, 3rd Edition, 2011
- 4- Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 3rd edition 2011
- 5- G. K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2014.
- 6- Giudici, Applied Data mining - Statistical Methods for Business and Industry, John Wiley. 2009
- 7- Elizabeth Vitt, Michael Luckevich Stacia Misner, Business Intelligence, Microsoft, 2011
- 8-Michalewicz Z., Schmidt M. Michalewicz M and Chiriac C, Adaptive Business Intelligence, Springer - Verlag, edition 2016
- 9-Galit Shmueli, Nitin R. Patel and Peter C. Bruce, Data Mining for Business Intelligence Concepts, Techniques and Applications Wiley, India, 3rd edition, 2016

  
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MBA	M19MBE343 – DECISION SUPPORT SYSTEM	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To make the students to understand the concept-Decision support system
2. To inculcate knowledge about the data models in DSS.
3. To know about the different tools in DSS.
4. To know an idea of what is Knowledge based DSS.
5. To know about the advanced intelligent systems in DSS.

**UNIT- I INTRODUCTION**

12

Management Support systems, Decision making, Models, DSS Overview, Data, Model, Knowledge Management system.

**UNIT- II DATA AND MODEL MANAGEMENT SYSTEMS**

12

Data Collection, Data Warehousing, Data Mining, Data visualization, Modeling, Static and dynamic, Optimization, Heuristic, Simulation, Multidimensional modeling

**UNIT- III GSS, ENTERPRISE DSS, KMS**

12

Group support system, Technologies, Enterprise DSS, Knowledge management methods, Technologies, Tools.

**UNIT- IV KNOWLEDGE BASED DSS**

12

Artificial Intelligence, Expert System, Knowledge Acquisition and validation, Knowledge representation, Inference techniques.

**UNIT- V ADVANCED INTELLIGENT SYSTEMS IN DSS**

12

Neural Computing, Quantum computing, Fuzzy Logic, Intelligent Agents, Implementation, Integration, Intelligent DSS.

**Total Instructional hours: 60**

**Course Outcomes:**

Students will be able to

- CO1: Summarize concept-Decision support system. (K2)  
 CO2: Apply the data and model management in DSS. (K3)  
 CO3: Identify the different tools in DSS. (K3)  
 CO4: Analyze Knowledge based DSS for artificial intelligence. (K4)  
 CO5: Examine the advanced intelligent systems in DSS. (K4)

  
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**Text Books:**

- 1- Efraim Turban and Jay E. Aronson, Decision Support System and Intelligent Systems, Prentice Hall international, 9<sup>th</sup> Edition, 2010.

**Reference Books:**

- 1- Janakiraman V. S and Sarukesi K, Decision Support Systems, Prentice Hall of India, 6<sup>th</sup> Printing, 2006.
- 2- Lofti, Decision Support System and Management, McGraw Hill Inc, International Edition, New Delhi 1996
- 3- Marakas, Decision Support System, Prentice Hall International, Paperback Edition, New Delhi, 2003.



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MBA	M19MBE344 – E- BUSINESS MANAGEMENT	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To understand the practices and technology to start an online business management.
2. To know about the technology infrastructure for e-business management.
3. To understand the concepts of e-business applications.
4. To know about the electronic payment system and security protocols for e-business.
5. To understand the legal, ethical and privacy issues in e- business..

**UNIT- I INTRODUCTION TO e-BUSINESS 12**

E-business, e-business vs e-commerce, Economic forces-advantages-myths-e-business models, design, develop and manage-business, Web2.0 and Social Networking, Mobile Commerce, S-commerce.

**UNIT- II TECHNOLOGY INFRASTRUCTURE 12**

Internet and World Wide Web, internet protocols- FTP, intranet and extranet, Cloud Service Models - SAAS, PAAS, IAAS, Cloud Deployment Models - Public Cloud, Private Cloud, Hybrid Cloud, Auto- Scaling in the Cloud, Internet information publishing technology- basics of web server hardware and software

**UNIT- III BUSINESS APPLICATIONS 12**

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 12**

E-payments -Characteristics of payment of systems, protocols, e-cash, e-cheque, e-Wallets and Micro payment systems- internet security-cryptography -security protocols-network security.

**UNIT- V LEGAL AND PRIVACY ISSUES 12**

Legal, Ethics and privacy issues - Protection needs and methodology - consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.

**Total Instructional hours: 60**

  
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**Course Outcomes:**

Students will be able to

**CO1:** Outline the elements of e-commerce. (K2)

**CO2:** Identify the various technology infrastructures. (K3)

**CO3:** Develop the various consumer oriented e-business applications. (K3)

**CO4:** Identify the various payment and security network systems in e-commerce. (K3)

**CO5:** Analyze the legal, ethical and privacy issues related to e-commerce. (K4)

**Text Books:**

- 1- Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.
- 2- Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborah Turban, Electronic Commerce- A managerial perspective, Pearson Education Asia, 2010.

**Reference Books:**

- 1 Kelly Coetsch, e- Commerce in the Cloud, O'Reilly Media, 2014.
- 2- Parag Kulkarni, Sunita Jahirabad ka, Pradeep Chande, e-business, Oxford University Press, 2012.
- 3- Henry Chan & el, E-Commerce-fundamentals and Applications, Wiley India Pvt Ltd.
- 4- Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007.
- 5- Bharat Bhasker, Electronic Commerce, Framework technologies and Applications, 3rd Edition. Tata Mc Graw Hill Publications, 2009.
- 6- Kamlesh K. Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, 7th reprint, Tata McGraw Hill Publications, 2009.
- 7- Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004.
- 8- Micheal Papaloelon and Peter Robert, (2006), e-business, Wiley India, 2006.
- 9- Michael Miller, Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Online, Que Publishing, 2009.

  
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MBA	M19MBE345 – ENTERPRISE RESOURCE PLANNING	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To understand the business process of an enterprise.
2. To grasp the activities of ERP project management cycle.
3. To understand the emerging trends in ERP developments.
4. To know about the post implementation maintenance of ERP in business.
5. To identify the emerging trends for extended ERP.

**UNIT- I INTRODUCTION 12**

Overview of enterprise systems - Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems.

**UNIT- II ERP SOLUTIONS AND FUNCTIONAL MODULES 12**

Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, BPR, and best business practices - Business process Management, Functional modules.

**UNIT- III ERP IMPLEMENTATION 12**

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 12**

Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.

**UNIT- V EMERGING TRENDS ON ERP 12**

Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics- Future trends in ERP systems-web enabled, Wireless technologies, cloud computing.

**Total Instructional hours: 60**

**Course Outcomes:**

Students will be able to

CO1: Outline the Evolution of ERP and cross functional ERP systems. (K2)

CO2: Apply the concept of ERP software solutions and functional modules for business enterprises. (K3)

CO3: Identify the various techniques of ERP implementation methodology and framework. (K3)

  
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**CO4:** Analyze the post implementation issues of ERP. (K4)

**CO5:** Discover the knowledge about emerging trends in ERP. (K4)

**Text Books:**

- 1- Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.
- 2- Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012.

**Reference Books:**

- 1- Jagan Nathan Vaman, (2008), ERP in Practice, Tata McGraw-Hill.
- 2- Alexis Leon, Enterprise Resource Planning, third edition, Tata McGraw-Hill, 2014.
- 3- Mahadeo Jaiswal and Ganesh Vanapalli, Enterprise Resource Planning, first edition, Macmillan India, 2013.
- 4- Vinod Kumar Grag and Venkita krishnan N K, ERP- Concepts and Practice, second edition Prentice Hall of India, 2009.
- 5- Summer, Enterprise Resource Planning, Pearson Education, 2016.

  
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MBA	M19MBE346 – SOFTWARE PROJECT MANAGEMENT	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To understand the various project management phases - Initiation, Planning, Tracking and Closure.
2. To study various project estimation methodologies, process models and risk management.
3. To know about software project tracking and its risk management.
4. To understand quality assurance in software development.
5. To know about agile project management with SCRUM.

**UNIT-I****PROJECT MANAGEMENT OVERVIEW****12**

What is Project and Project Management, Various phase of Project Management, Project Stakeholders, Project Management Organization (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****12**

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****12**

Monitoring and Control, Project Status Reporting; Project Metrics; Earned Value Analysis (EVA); Project Communication Plan & 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****12**

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 & SEI CMM, Other Standards.

**UNIT- V****AGILE PROJECT MANAGEMENT WITH SCRUM****12**

Agile Manifesto and Agile Principles Agile Scrum - Purpose, Values, Scrum Framework, Scrum Roles - Product Owner, Scrum Master & Team, Scrum Events - Sprint Planning, Daily Scrum/Stand-up Meeting, Sprint Review, Sprint Retrospective, Scrum Artefacts - Product

  
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Backlog, Sprint Backlog, Increment and Definition of Done (DoD), Agile estimation - Story Point.

**Total Instructional hours: 60**

**Course Outcomes:**

Students will be able to

**CO1:** Classify various phases of software project management. (K2)

**CO2:** Apply the project planning and scheduling techniques. (K3)

**CO3:** Develop the control and risk assessment management. (K3)

**CO4:** Analyze the software quality standard. (K4)

**CO5:** Examine the agile project management with scrum. (K4)

**Text Books:**

1- Bob Hughes and Mike Cotterell, Software Project Management, 5th Edition, Tata McGraw Hill.

2- Jalote, Software Project Management in Practice, Pearson Education.

**Reference Books:**

1- Ramesh, Gopaldaswamy, Managing Global Projects, Tata McGraw Hill.

2- Ken Schwaber, Agile Project Management with Scrum, Microsoft Press Mike Cohn, Agile Estimating & Planning, Pearson.

3- Royce, Software Project Management, Pearson Education.

  
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MBA	M19MBE351 – BUSINESS PROCESS REENGINEERING	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To understand concepts and philosophy of Business Process Reengineering.
2. To learn various BPR and alternate methodologies – TQM, Work Study, ISO standards practiced in the industry.
3. To understand and analyze the role of Information Technology and change management in the implementation of BPR.
4. To expose practically BPR implementation and best practices through research papers and case discussions.
5. To apply the concept of Business process reengineering to practical business problems

**UNIT I INTRODUCTION****12**

Definition, need and importance of business process management - Scope and evolution – core elements of business process management – Business process lifecycle – Business process classification – evolution of process architecture – work flow management

**UNIT II PROCESS MODELLING****12**

Concepts and terminologies –six sigma and business process management - business process model abstraction – activity models, process models, process – models, instances and interactions, process orchestrations – control flow patterns – Petri Nets - event process chains – workflow nets – work flow languages – Yet Another – graph based – semantic business process management – business process modeling notation

**UNIT III PROCESS CHOREOGRAPHY & QUALITY MANAGEMENT****12**

Terminologies – development phases – design – implementation – choreography modeling in BPMN – properties of business process – data dependencies – object life cycle conformance – soundness – structural – relaxed – weak – lazy – soundness criteria – business process quality management

**UNIT IV ARCHITECTURES AND METHODOLOGIES****12**

Workflow management – flexible workflow – resource driven workflow – service enabled process management – service oriented architecture – BPM and semantic interoperability – dependencies between processes – methodology – phases

**UNIT V BPM AND GOVERNANCE****12**

Business process governance – BPM governance – process of BPM – business process standardization – expertise in BPM – BPM curriculum - dealing human driven process – knowledge engineering in BPM -cultural change in process management

**Total instructional hours: 60**

  
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**Course Outcomes:**

Students will be able to

**CO1:** Apply the concepts of BPM in business situations. (K3)

**CO2:** Identify the roles of Process Modelling in Business analysis. (K3)

**CO3:** Analyse the different issues in Process quality issues in Business. (K4)

**CO4:** Assess the various control tools in business process. (K5)

**CO5:** Determine the kind of Organizational governance required for effective business reengineering. (K5)

**Text Books:**

1. Mathias Weske, Business Process Management Concepts, Languages and Architecture, Springer, 2nd edition, 2012.
2. Brocke and Rosemann, Handbook on Business Process management Introduction, Methods and Information Systems, Springer, 2012.

**Reference books:**

1. Brocke and Rosemann, Handbook on Business Process management Strategic Alignment, Governance, People and Culture, Springer, 2012.
2. Naresh varma, Business process Management Profiting from Process, Global Publications, 2009.

  
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MBA	M19MBE352 – LEAN SIX SIGMA	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To introduce the basic concepts of six sigma and quality management.
2. To understand the significance of tools and techniques to implement six sigma.
3. To study the various six sigma methodologies.
4. To design and develop solutions for six sigma problems.
5. To effectively control cost using six sigma tools.

**UNIT I LEAN & SIX SIGMA BACKGROUND AND FUNDAMENTALS 12**

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 Poor Quality (COPQ), Cost of Doing Nothing – assessment questions

**UNIT II THE SCOPE OF TOOLS AND TECHNIQUES 12**

Tools for definition – IPO diagram, SIPOC diagram, Flow diagram, CTQ Tree, Project Charter – Tools for measurement –Tools for analysis –Tools for improvement.

**UNIT III SIX SIGMA METHODOLOGIES 12**

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 12**

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 12**

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 Instructional hours:60:**

  
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**Course Outcomes:**

Students will be able to

**CO1:** Apply the concepts of six sigma. (K3)

**CO2:** Identify the tools and techniques for application of Six sigma. (K3)

**CO3:** Analyse the different six sigma methodologies. (K4)

**CO4:** Assess the various six sigma implementation challenges. (K5)

**CO5:** Determine the various process improvements for organizations using six sigma. (K5)

**Text Books:**

1. Michael L.George, David Rowlands, Bill Kastle, What is Lean Six Sigma, McGraw – Hill 2003.
2. Thomas Pyzdek, The Six Sigma Handbook, McGraw-Hill, 2000.

**References:**

1. Fred Soleimannejed , Six Sigma, Basic Steps and Implementation, Author House, 2004
2. 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.
3. James P. Womack, Daniel T.Jones, Lean Thinking, Free Press Business, 2003.



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MBA	M19MBE353 – LOGISTICS AND SUPPLY CHAIN MANAGEMENT	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To introduce the basic concepts of Logistics and supply chain management.
2. To understand the significance of logistics in an organization strategy.
3. To study the various issues in supply chain and control tools for supply chain.
4. To design and develop logistics and supply chain strategies.
5. To effectively control cost using the supply chain strategies studied.

**UNIT- I INTRODUCTION.****12**

Business logistics and supply chain – importance, objectives and drivers. Strategy – planning, selecting proper channel, performance measurement. Outsourcing- Make vs buy approach – sourcing strategy.

**UNIT- II MANAGING FLOWS.****12**

Planning Networks – Decision making under risk – Decision trees – Decision making under uncertainty. Distribution Network Design – Role - Factors Influencing Options, Value Addition. Supply Chain Network optimization models. Logistics information system - Role of IT – Framework for IT adoption.

**UNIT- III INVENTORY AND WAREHOUSING.****12**

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

**UNIT- IV TRANSPORTATION AND PACKAGING.****12**

Transportation – Drivers, Modes, Measures - Strategies for Transportation, 3PL and 4PL, Vehicle Routing and Scheduling. Packaging- Design considerations, Material and Cost. Packaging as Unitization. Consumer and Industrial Packaging.

**UNIT- V ORGANISATION AND CONTROL.****12**

Organization Structure – need and development. Organizational – Choices, Orientation and positioning. Interfunctional and interorganisational management – alliances and partnerships. Control – Process framework, system details, information, measurement and interpretation.

**Total Instructional hours: 60**


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**Course Outcomes:**

Students will be able to

- CO1: Apply the concepts of Logistics & Supply Chain. (K3)
- CO2: Identify the roles of supply chain operation in the Strategies of a firm. (K3)
- CO3: Analyse the different issues in Warehouse and Inventory. (K4)
- CO4: Assess the various functions of transportation in supply chain. (K5)
- CO5: Determine the kind of Organizational control required for an effective strategy. (K5)

**Text Books :**

1. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition.
2. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, 2007.

**Reference books:**

1. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 2010.
2. Vinod V. Sople, Logistics Management-The Supply Chain Imperative, Pearson. 2012.
3. Coyle et al., The Management of Business Logistics, Thomson Learning, 7<sup>th</sup> Edition, 2004.
4. Mohanty R.P and Desh mukh S.G, Supply chain theories and practices, Biztantra publications, 2007.
5. Leenders, Johnson, Flynn, Fearon, Purchasing and supply management, Tata McGraw Hill, 2010.

  
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MBA	M19MBE354 – PRODUCT DESIGN AND DEVELOPMENT	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. Appreciate the strategic role of product design in creating and enhancing a firm's competitive advantages
2. Understand key concepts of Product planning and product life cycle
3. Analyze the concept of scoring modularity and product architecture to product design
4. Identify the design tools for effective product design
5. Apply their knowledge of product design and developments to study patents and patentability

**UNIT - I INTRODUCTION**

12

Defining Product, Types of products. Successful Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Stage-gate model - New Service Development Process

**UNIT - II PRODUCT PLANNING**

12

Product Planning Process – Steps. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies- Product Specification - Concept Generation – Activity-Steps- Brain Storming,

**UNIT - III PRODUCT CONCEPT**

12

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

**UNIT - IV INDUSTRIAL DESIGN AND DESIGN TOOLS**

12

Industrial Design, Design for Manufacturing-Value Engineering-Ergonomics-Prototyping-Robust Design- Collaborative Product development- Product development economics.

**UNIT - V PATENTS**

12

Defining Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patent Law.

Total Instructional hours: 60


  
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**Course Outcomes:**

Students will be able to

**CO1:** Apply the concepts of product design and development to strategic advantage. (K3)

**CO2:** Identify the roles of various product planning and development tools. (K3)

**CO3:** Analyse the different product design concepts. (K4)

**CO4:** Assess the various design tools for effective product development. (K5)

**CO5:** Determine the patent potential of a newly designed product. (K5)

**TEXT BOOKS**

1. Karl T. Ulrich and Steven D. Eppinger, Product Design and Development, Tata McGraw – Hill, Third Edition, reprint 2008.

**REFERENCES**

1. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2006.
2. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
3. Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata- McGraw Hill, 2007.

  
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MBA	M19MBE355 – PROJECT MANAGEMENT	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To make them understand the concepts of Project Management for planning to execution of projects.
2. To make them understand the feasibility analysis in Project Management and network analysis tools for cost and time estimation.
3. To enable them to comprehend the fundamentals of Contract Administration, Costing and Budgeting.
4. Make them capable to analyze, apply and appreciate contemporary project management tools and methodologies in Indian context.
5. To effectively control cost using the supply chain strategies studied.

**UNIT I INTRODUCTION TO PROJECT MANAGEMENT 12**

Project Management -Définition –Goal - Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. Project Manager Roles Responsibilities and Selection – Project Teams

**UNIT II PLANNING AND BUDGETING 12**

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

**UNIT III SCHEDULING & RESOURCE ALLOCATION 12**

PERT & 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 12**

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

**UNIT V PROJECT ORGANISATION & CONFLICT MANAGEMENT 12**

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

  
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**Total Instructional hours: 60****Course Outcomes:**

Students will be able to

- CO1:** Apply the concepts of Project Management. (K3)
- CO2:** Identify the roles of planning and budgeting in Projects. (K3)
- CO3:** Analyse the different issues in Scheduling and resource allocation. (K4)
- CO4:** Assess the various control tools. (K5)
- CO5:** Determine the kind of Organizational control required for an effective Project strategy. (K5)

**Text Books:**

1. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.
2. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.

**References Books;**

1. Gido and Clements, Successful Project Management, Second Edition, Thomson Learning.
2. Harvey Maylor, Project Management, Third Edition, Pearson Education, 2006.

  
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MBA	M19MBE356 – SERVICES OPERATIONS MANAGEMENT	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. Appreciate the strategic role of OM in creating and enhancing a firm's advantage.
2. Understand key concepts of OM in both manufacturing and service organizations.
3. Analyze business processes in services / manufacturing for improvement.
4. Identify the operational issues in the value addition processes of a firm.
5. Apply analytical skills and problem-solving tools to resolve the operational issues.

**UNIT I INTRODUCTION.**

12

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.**

12

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.**

12

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.**

12

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.**

12

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 instructional hours: 60**

  
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**Course Outcomes:**

Students will be able to

- CO1: Apply the concepts operations management to supply of services. (K3)
- CO2: Identify the roles of service design in management of resources. (K3)
- CO3: Analyse the different issues in services facility management. (K4)
- CO4: Assess the various functions involved in service facility management. (K5)
- CO5: Determine the kind of tools required to manage demand effectively. (K5)

**Text Books:**

1. James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 5<sup>th</sup> Edition 2006.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2<sup>nd</sup> Edition.

**References:**

1. Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
2. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2<sup>nd</sup> Edition, 2005.
3. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006.
4. J.Nevan Wright and Peter Race, The management of service operations, Thomson, 2<sup>nd</sup> Edition, 2004.

  
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MBA	M19MBE361 – AGRIBUSINESS MANAGEMENT	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To make the students understand the nuances of agribusiness.
2. To introduce the students to the agribusiness environment and policies
3. To understand the features of agricultural marketing
4. To make the students understand the scope for and recent trends in agribusiness and agro based industries.
5. To acquaint the students with agro based industries.

**UNIT – I INTRODUCTION TO AGRI BUSINESS 12**

Agribusiness – Definition and nature – Components of agribusiness management, changing dimensions of agricultural business. Structure of Agriculture – Linkages among sub-sectors of the Agribusiness sectors economic reforms and Indian agriculture; impact of liberalization, privatization and globalization on Agribusiness sector-Modern farming practices.

**UNIT – II AGRIBUSINESS ENVIRONMENT AND POLICY 12**

Emerging trends in production, processing, marketing and exports; policy controls and regulations relating to the industrial sector with specific reference to agro-industries. Agribusiness policies – concept and formulation; and new dimensions in Agribusiness environment and policy, public distribution system and other policies.

**UNIT – III AGRICULTURAL MARKETING 12**

Agricultural Marketing in a developing economy – Indian marketing environment, structure, conduct and performance analysis – marketable and marketed surplus – marketing functions, channels in agricultural marketing. Agricultural price and marketing policies – AGMARK – Public agencies involved in agricultural marketing: FCI, NAFED and STC – Agricultural Processed Products and Export Development Authority (APEDA) – Warehousing: Central and State warehousing corporation – objectives, functions, advantages, speculation, future trading and hedging – Co-operative marketing and processing institutions – The Directorate of Marketing and Inspection (DMI) – National Dairy Development Board (NDDB).

**UNIT – IV RECENT TRENDS AND SCOPE FOR AGRIBUSINESS 12**

Agricultural marketing system, government interventions including regulated markets, procurement, buffer stock operations, co-operative marketing, price stabilization measures and policies etc. – Forward trading and futures market – Marketing of agricultural inputs – Rural marketing- Cold Storage chains.

**UNIT – V AGRO BASED INDUSTRIES 12**

Agro based industries – meaning – Types of agro based industries: Agro-produce processing units, Agro-produce manufacturing units, Agro-inputs manufacturing units, Agro service centers – Factors influencing growth of agro based industries – Location factors for Agro based industries – Role of agro based industries in Indian economy – Contribution to GDP –

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Institutional arrangements for the promotion of agro based industries in India: Ministry of Agriculture, Khadi and Village Industries Commission, Director General of Trade and development, Small Industry Development Organization

**Total Instructional hours: 60**

**Course Outcomes:**

Students will be able to

- CO1: Infer agribusiness activities effectively. (K2)
- CO2: Identify the agribusiness environment and policies and make use of them in real life business. (K3)
- CO3: Analyze marketing activities of agricultural products successfully. (K4)
- CO4: Classify agro based industries successfully in close coordination with the concerned public agencies. (K4)
- CO5: Assess the various avenues on Institutional arrangements for the promotion of agro based industries in India. (K5)

**Text Books:**

- 1 - Dr.Smita Diwase, Agri business Management 3<sup>rd</sup> edition, Everest Publishing House, 2017.
- 2 - Freddie L.Barnard, Agri business Management 3rd edition, Routledge Publishing, 2012

**Reference Books:**

- 1- Johl, S.S and T.R.Kapur, Fundamentals of Farm Business Management 3rd edition, Kalyani Publishers, 2015.
- 2- SanketS.Kadam, A Textbook of Agri-Business Management 2<sup>nd</sup> edition Universal Prakashan Publications, 2016.
- 3 - Jay T Akridge, Agribusiness Management, 5<sup>th</sup> edition, Routledge, 2012.

  
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MBA	M19MBE362 – BUSINESS PLAN DEVELOPMENT	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. Develop the technique to estimate the market potential for new product and learn how to build successful companies.
2. This course will equip the students to familiarize with the challenges in starting a new business.
3. Emphasize collection and organization of the fundamental information necessary to prove the viability of your business idea
4. Articulate the factors to be considered to create a DPR
5. To acquaint the students with feasibility study

**UNIT – I FORMS OF ORGANISATION**

12

Forms of business organization: Sole Proprietorship, Partnership Firm, Limited Liability Partnership (LLP), Private Limited Company, Public Limited Company.

**UNIT – II PROCEDURE FOR STARTING AN ENTERPRISE**

12

Procedure for starting a business enterprise - Procedures for startups - Open a Current Account - Permanent Account Number (PAN) -Apply for TAN - Service Tax - Customs Duty - Employee's Provident Fund - Excise Duty - Sales Tax - Employees State Insurance (ESI) Scheme -Shop and Establishment Act -Value Added Tax (VAT) & Sales Tax -Profession Tax -IPR.

**UNIT – III BUSINESS PLAN**

12

Executive Summary - Background Information: Current Status of Company, History of company, Profile of the management team - Marketing Plan: Product, Pricing, Distribution/Positioning, Demand Management, Promotion and Brand Development, User Experience - Operational Plan: Manufacturing Plan, Information and Communications Technology Plan, Team Building, Intellectual Property Plan- cost allocation model. Financial Plan: Current Financing- Funding Plan - Financial Forecasts- balance sheets, income statements, cash flow statements - Risk Analysis- Risk Evaluation: Market Risks, Operational Risks, Staffing Risks, Financing Risks, Managerial Risks, Regulatory Risks-Risk Management Plan

**UNIT – IV PRELIMINARIES FOR DPR PREPARATION**

12

Introduction to project: Promoters background/experience, Product with capacity to be built up and processes involved, Project location, Cost of the Project and Means of financing, Availability of utilities, Technical arrangements, Market Prospects and Selling arrangements, Environmental aspects, Profitability projections and Cash flows for the entire repayment period of financial assistance - Management Evaluation: Memorandum and Articles of Association , Company as the Promoter , New Promoters , Management and Organisation set up

**UNIT – V REPORTING FEASIBILITY STUDY**

12

Technical Feasibility : Technology and manufacturing process, Location of the Project , Plant and Machinery , Raw material, Utilities and Manpower, Contracts , Project monitoring

  
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and implementation - Environmental Aspects - Commercial Viability -Financial Appraisal : Cost of the Project, Means of Financing , Profitability Projections - Economic Viability – Preparing the final DPR

**Total Instructional hours: 60**

### **COURSE OUTCOMES**

the students will be able to:

**CO1:** Identify the different forms of business organization. (K3)

**CO2:** Analyze the procedure for starting an enterprise. (K4)

**CO3:** Assume a business plan. (K4)

**CO4:** List a detailed project report for a new venture. (K4)

**CO5:** Assess the various feasibilities associated to a project. (K5)

### **Text Books:**

- 1 - Radjou, Navi, JaideepPrabhu, and Simone Ahuja. Jugaad, Innovation: Think frugal, be flexible, and generate breakthrough growth, 1<sup>st</sup> edition, John Wiley & Sons, 2012.
- 2 -Hal Shelton, The Secrets to Writing a Successful Business Plan: A Pro Shares a step- By- Step Guide to Creating a Plan That Gets Results Paperback, 2<sup>nd</sup> edition, Summit Valley Press, 2017.

### **Reference Books:**

- 1 - Crawford, Charles Merle, and C. Anthony Di Benedetto, New products management, 11<sup>th</sup> edition, Tata McGraw-Hill Education, 2015.
- 2- Scarborough, Norman M, Essentials of entrepreneurship and small business management, 9<sup>th</sup> edition, Upper Saddle River, 2018.
- 3- Kumar, S. Anil, Entrepreneurship development, 17<sup>th</sup> edition, New Age International, 2017.
- 4- Gupta C. B, Srinivasan. N.P, Entrepreneurial Development (13th ed), Sultan Chand and Sons, 2015.
- 5 - Brian Finch, How to write a business plan?, 3<sup>rd</sup> edition, Kogan, 2010.

  
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MBA	M19MBE363 – EVENT MANAGEMENT	T	P	TU	C
		4	0	0	4

**Course Objectives:**

- 1 -To develop and strengthen entrepreneurial quality and motivation in students.
- 2 -To equip the students to familiarize with the challenges in starting a new business.
- 3 - To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.
- 4 – To enrich the students to assess the cost of event management.
- 4 -To provide the students with inputs for team presentation.

**UNIT – I INTRODUCTION TO EVENT MANAGEMENT 12**  
 Understanding Event management – Resources – Activities – Risk management – Delegation – Project selection – Role of the Event Manager.

**UNIT – II PREPARATION OF PROPOSAL 12**  
 Aim of Event – Developing a mission – Establishing objectives – Preparation of Event proposal - Conducting market research – Establishing viability – Capacities – Costs and facilities – Plans – Timescales– Contracts. Clarity – SWOT analysis – Estimating attendance – Media coverage – Advertising – Budget – Special considerations – Evaluating success.

**UNIT – III CRISIS MANAGEMENT AND SPONSORSHIP PLAN 12**  
 Crisis planning – Prevention – Preparation – Provision – Security and occupational safety, Crowd management – Emergency Planning - Action phase – Handling negative publicity – Structuring the plan. Different types of sponsorship – Target market – budget – strategic development –Implementation – evaluation.

**UNIT – IV EVENT COSTING 12**  
 Budget – Components of event costs – Breakeven point – profit and Loss statement – Cash flow analysis – Financial control system – Return on investment – Panic payments.

**UNIT – V EVENT MARKETING & ADVERTISING 12**  
 Types of advertising – Merchandising – Give aways – Website and text messaging – Media mix and Promotional mix : Media invitations – Photo-calls – Press releases – TV & Radio interviews – Flyers – Posters –Newsletters – Ezone – Blogs – Tweets – Media coverage – Attendance – Feedback.

**Total Instructional hours: 60**

**Course Outcomes:**

Students will be able to

- CO1: Outline the role of event management in the current business environment. (K2)  
 CO2: Construct event management proposals. (K3)  
 CO3: Discover the crisis management steps in execution of event management. (K4)  
 CO4: Examine the costing principles in estimating the cost for an event. (K4)  
 CO5: Interpret the methods available in marketing of an event management company. (K5)

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**Text Books :**

- 1 - Anton Shone & Brya Parry, Successful Event Management: A Practical Handbook, 2<sup>nd</sup> edition, Cengage Learning, 2013.
- 2 - Lynn Van der Wagen and Lauren White, Events management: for tourism, cultural, business and sporting events, 2<sup>nd</sup> edition, Pearson Education, 2018.

**Reference Books:**

- 1-Swarup K Goyal, Event Management, 2<sup>nd</sup> edition, Adhyayan Publishers, 2013.
- 2- Savith Mohan, Event Management and Public Relations, 2<sup>nd</sup> edition, Enkay Publishing House, 2012.
- 3 - Lynn Van Der Wagen & Brenda R Carlos, Event Management, 4<sup>th</sup> edition, Pearson, 2010.
- 4- Anton Shone & Bryn Parry, Successful Event Management, e-book, 2004.

  
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MBA	M19MBE364 – EXPORT MANAGEMENT AND DOCUMENTATION	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To acquaint the student with the Export and Import policies and procedures
2. To highlight about various authorities of the government, export organization, commodity, Boards and services institutions operating in the field of foreign trade.
3. To understand the various incentives and facilities offered to exporters
4. To familiarize with the licensing formalities in export trade
5. To help students understand various promotional schemes for imports and exports

**UNIT – I PRELIMINARIES FOR EXPORTS AND IMPORTS 12**

Definition of Export – Classification – Strategy and Preparation for Export Marketing - An Overview: Nature, importance and scope; Environmental analysis – economic, geographic, socio-cultural, commercial, legal and political environments.– Export Marketing Organizations – Registration Formalities – IEC, RCMC, EPC, Central Excise - Categories of Export- Export Licensing – Selection of Export Product – Identification of Markets – Methods of Exporting – Pricing Quotations – Payment Terms – Letter of Credit- Foreign Trade Policy – Highlights – Special Focus Initiatives - Liberalization of Imports – Negative List for Imports – Categories of Importers – Special Schemes for Importers

**UNIT – II EXPORT IMPORT DOCUMENTATION 12**

Aligned Documentation System – Commercial Invoice – Shipping Bill – Certificate of Origin – Consular Invoice – Mate's Receipt – Bill of Lading – GR Form – ISO 9000 – Procedure for obtaining ISO 9000 – BIS 14000 Certification – Types of Marine Insurance Policies. Import Documents – Transport Documents – Bill to Entry – Certificate of Inspection – Certificate of Measurements – Freight Declaration

**UNIT – III EXPORT PROCEDURE 12**

Steps in Export Procedure -Shipment & Transport – Sea, Air, Rail, Road, Pipeline – Export Contract – Forward Cover – Export Finance – Institutional framework for Export Finance – Excise Clearance – Pre-shipment Inspection – Methods of Pre-shipment Inspection – Marine Insurance – Role of Clearing and Forwarding Agents – Shipping and Customs Formalities – Customs EDI System – Negotiation of Documents – Realisation of Exports Proceeds- Excise clearance Benefit / Rebate - Income Tax Benefit

**UNIT – IV IMPORT PROCEDURE 12**

Pre-Import Procedure – Steps in Import Procedure – Legal Dimensions of Import Procedure – Customs Formalities for Imports – Warehousing of Imported goods – Exchange Control Provisions for Imports – Retirement of Export Documents.

**UNIT – V INSTITUTIONAL FRAMEWORK FOR EXPORTS AND IMPORTS 12**

Overview of various export promotion schemes - Duty Drawback - Advance License - Remission Scheme - DEPB Scheme - Export Promotion Capital Goods Scheme - Diamond & Jewelry,

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MBA	M19MBE365 – INNOVATION, INCUBATION, CLUSTERS AND TECHNOLOGY ENTREPRENEURSHIP	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To understand the importance of innovation and commonalities among the business incubators and draft a strategy for the effectiveness of the incubator based on the local conditions and environment.
2. To enrich knowledge and skill regarding Cluster Development programs and developing common facility centers.
3. To devise tools and techniques in enhancing Technology entrepreneurship.
4. To provide the students with inputs for team presentation.
5. To acquaint the students with gathering resources for technology ventures

**UNIT – I DEMAND DRIVEN INNOVATION 12**  
 Nurturing Innovations –Types of Innovation: Incremental, total and disruptive Innovation - Product Innovation - Service Innovation- Process Innovations –Technological Innovation & Entrepreneurship - Demand opportunity analysis - Creativity and innovation for deciphering customer needs - Product solution and market needs understanding competition and role of teams - Commercializing Innovation.

**UNIT – II INCUBATION 12**  
 Incubating Innovations– Technology Business Incubation -Establish relationships and alliances that strengthen the business incubator and Services rendered to businesses –Train innovative, entrepreneurial and committed teams to conduct the business Incubation Process - Adjust business incubation models to the Economic – Cultural - Social and Political realities of each region or country- Government support schemes for innovation and incubation.

**UNIT – III CLUSTER DEVELOPMENT 12**  
 Clusters and their Internal Dynamics – Cluster Interventions in Developed and Developing Countries –Business Profiling Instrument and Value Chain Analysis - Cluster Diagnostic and Developing a Long Term Vision for the Cluster – Action Plan Preparation- Case studies on industrial clusters in Tamilnadu.

**UNIT – IV CLUSTER MANAGEMENT 12**  
 Implementation of Cluster Development Programs – Developing Business Development Service Market and Capacity Building of Business Management Organizations (BMOs) - Establishing Common Facility Centre (CFC) under Private-Public-Partnership (PPP) approach – Monitoring and Evaluation – Study Visit.

**UNIT – V GATHERING RESOURCES FOR TECHNOLOGY VENTURES 12**  
 Prototyping to product development - Effective business models that deliver customer value - Protecting Intellectual Property Rights – Patenting and licensing - Importance of human capital- Cost effective marketing in technology ventures - Raising money for technology based

  
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ventures- Communicating your idea – Writing fundable business plans - Designing and delivering a techno- venture – Emerging Trends.

**Total Instructional hours: 60**

**Course Outcomes:**

Students will be able to

- CO1: Identify and analyze the various types of innovation and devise appropriate strategies. (K3)
- CO2: Apply business incubation activities for developing a business. (K3)
- CO3: Analyse the various cluster interventions prevailing across countries. (K4)
- CO4: List a long term vision for cluster development after diagnosing. (K4)
- CO5: Prioritize the environment for extending timely assistance and support required for establishment of technology based business ventures. (K5)

**Text Books:**

- 1- Robert D.Hisrich, Mathew J.Manimala, et.al, Entrepreneurship, 9<sup>th</sup> edition, McGraw Hill Education (India), New Delhi, 2014.
- 2- Poornima M. Charantimath, Entrepreneurship Development and Small Business Enterprises, 3<sup>rd</sup> edition, Pearson -New Delhi, 2018.

**Reference Books:**

- 1- Robi A. Burgelman, Modesto A. Maidique, Steven C. Wheelwright, Strategic management of technology and innovation, 3<sup>rd</sup> edition, McGraw Hill Book, 2016.
- 2 - Donald F Kuratko, T.V Rao, Entrepreneurship: A South Asian perspective, 3<sup>rd</sup> edition, Cengage Learning, 2012.
- 3 – Hisrich, Entrepreneurship, 11<sup>th</sup> edition, Tata McGraw Hill, New Delhi, 2014.
- 4 - Elaine Dundon. The Seeds of innovation: Cultivating the synergy that fosters new ideas, 1<sup>st</sup> edition, Prentice Hall of India Pvt. Ltd, 2007.

  
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MBA	M19MBE366 – STARTUPS AND VENTURE FUNDING	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To help the students understand how start-up ventures are started
2. To expose the students to the various avenues for getting funds for start-ups
3. To make the students aware of the legal framework under which the funding agencies/individuals operate
4. To create interest in students to aspire for starting their own ventures using their innovative business ideas
5. To help the students understand stages in venture capital financing.

**UNIT – I STARTUP VENTURES – AN OVERVIEW 12**

Entrepreneur vs. Startup founder – Startups – Definition – Evolution – Startup culture – Startup Business partnering – Co-founders – Startup investing – Crowd funding – seed invest, Circleup – Internal Startups – Restarters – Famous Indian start-ups: Snapdeal – Ola – Flipcart – Bigbasket – Patym – Quikr – Nearbuy – Smart Air Trip – Loginexl

**UNIT – II FUNDING OF STARTUP VENTURES 12**

Financing opportunities for startups - Private Equity – Meaning – Private Equity Investment Process - Private Equity firms in India - Angel Investors –How to approach Angel investor - Angel Investment Funding process - Top Angel investors on India : Sunil Karla – Sharad Sharma – RajanAnandan – Krishnan Ganesh – Anupa Mittal -Online Crowd funding platforms in India – Ketto – Start51 – Wishberry – BitGiving – The HotStart – Fund Dreamsindia, peer to peer lending-

**UNIT – III LEGAL ASPECTS OF STARTUPS FUNDING 12**

Private Equity Investment in India – Legal framework – types of company and its differences - Incorporation – commencement of business- registration of a company- Articles of Association – Memorandum of Association - SEBI (AIF) Regulation 2012 –FDI policy of FIPB - Constitution of PE firms: Trust , LLP, Company Exit route for PE firms – SEBI Guidelines for Angel investments in India

**UNIT – IV VENTURE CAPITAL – AN OVERVIEW 12**

Venture Capital – Meaning – Features – Origin and Growth of Venture Capital in India Institutional set up in India for Venture Capital funding: Technology Development and Information Company of India Ltd. (TDICI) – Risk Corporation Ltd. (RCTC) – APIDC Venture Capital Ltd., Credit Capital Venture Fund(India) Ltd., Venture funding arms of Commercial banks

**UNIT – V VENTURE CAPITAL FUNDING 12**

Stages of Venture Capital Financing : Seed Capital – Start-up Financing – Early stage Financing – Follow- on Financing – Expansion Financing – Replacement financing – Turnaround Financing

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– Management Buy-outs – Management Buy-ins – Analysing V.C. Proposals –Factors to be considered- Exit strategy for Venture Capital funds.

**Total Instructional hours: 60**

**Course Outcomes:**

Students will be able to

- CO1: Choose the way startups are promoted. (K3)
- CO2: Analyze the different ways of mobilizing funds required for promotion of start-ups. (K4)
- CO3: Inference the legal framework in which Angel funds, Private Equity firms and Venture Capital firms operate. (K4)
- CO4: List the financing options at different stages of business. (K4)
- CO5: Assess the Venture Capital proposals. (K5)

**Text Books:**

- 1- Sharma J.C, Venture Capital Financing in India, 3<sup>rd</sup> edition, Sage Publications, 2013.
- 2- Anjum Zafar, Startup Capitals, 3<sup>rd</sup> edition, Random House India, 2014

**Reference books:**

- 1-Peter Ryan, How Venture capital works? 5<sup>th</sup> edition, Rosen Publishing Group, 2012.
- 2-Pandeyl.M, Venture Capital –The Indian Experience, 3<sup>rd</sup> edition, Prentice Hall of India.
- 3-Venture Capital for Dummies, Kindle Edition, 2013.

  
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MBA	M19MBE371 – DATA SCIENCE USING R	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To understand the basic principles and concepts of Data Science.
2. To develop fundamental knowledge of concepts underlying data science with R.
3. To understand the manipulation of data.
4. To give a hands on experience with real time data analysis.
5. To understand and develop predictive modelling techniques.

**UNIT- I INTRODUCTION 12**

Key principles to data science – Process in data science – Machine Learning Problem Types – Machine Learning Tasks to Models to Algorithm – Introduction to R – Install R / R Studio – Data Structure – R Studio – GUI – Syntax and Structure – Basic functions – Exploration – Plotting, Visualizing, Cleaning data.

**UNIT- II R PACKAGES AND FUNCTIONS 12**

Data import and export – Type conversions – Packages – Installations and libraries – Package structure – Check available R Packages – Get the list of all the packages installed – Install directly from CRAN – Install package manually – Load package to library Conditionals – Looping – Apply family of functions.

**UNIT- III DATA MANIPULATION 12**

Introduction to dplyr – Data manipulation in R with dplyr – selecting, mutating, filtering, arranging and summarizing – Pipe operator – Data blending and joining – Merging Data Frames – Melting and Casting – Melt the Data – Cast the Molten Data – Outliers and Missing values treatment.

**UNIT- IV EXPLORATORY DATA ANALYSIS 12**

Data Visualization Grammar of Graphics, Exploring ggplot – Tidying data – Variables to visuals, Aesthetics – Attributes and visual aesthetics – Geometrics – Histogram, Scatter plots, Line graphs, Bar graphs, stacked Bar charts – Pie Charts – Box plots.

**UNIT- V PREDICTIVE MODELLING 12**

Regression – Simple, Multiple and Logistic – Model building – Normal Distribution – Binomial Distribution – Poisson Regression – Time Series Analysis – Chi Square Test – Survival Analysis

  
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– Turning and prediction – Intuitions of Machine Learning Algorithms – Decision trees – Random Forest – Support Vector Machine – Clustering.

**Total Instructional hours: 60**

**Course Outcomes:**

Students will be able to

**CO1:** Understand the concept of data science. (K2)

**CO2:** Classify the standard methods of data analysis and information retrieval. (K2)

**CO3:** Develop complex analytical reasoning using R. (K3)

**CO4:** Discover about the implementation and formulation of processes. (K4)

**CO5:** Evaluate the predictive data models for business problems using R. (K5)

**Reference Books:**

1. John Mount (2018), Practical data science with R(2<sup>nd</sup> Ed), Manning Publishers.
2. Paul Teetor (2011), Proven recipes for Data Analysis, Statistics and Graphics (1<sup>st</sup> Ed), O-Reilly.
3. Kjell Johnson, Max Kuhn (2013), Applied Predictive Modeling (1<sup>st</sup>ed), Springer
4. Jeeva Jose 2018, Beginners Guide for Data Analysis using R programming (1<sup>st</sup>ed), Khanna Publishers.
5. Roger D.Peng (2016), R Programming for Data Science (2<sup>nd</sup>ed), Leanpub.
6. Garrett Grolemund (2017), R for Data Science (1<sup>st</sup>ed), O' Reilly.

  
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MBA	M19MBE372 – DATA WAREHOUSING AND DATA MINING	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To understand the basic principles, concepts and applications of Data Warehousing and Data Mining.
2. To design a Data Warehouse or Data Mart to present information needed by the management in a usable form.
3. To introduce a task of Data Mining as an important phase of knowledge recovery process.
4. To introduce the concept of Data Mining with in detail coverage of basic tasks, metrics, issues, and implications.
5. To understand the recent trends in data mining

**UNIT-I DATA PREPROCESSING AND DATA PROCESSING 12**

Data preprocessing. Missing values – Noisy data – Data cleaning, Data integration: Entity identification – Redundancy and Correlation Analysis – Tuple Duplication – Data value conflict detection and resolution, Data Reduction: Data reduction strategies – Wavelet transforms – Principal component Analysis - Attribute subset selection – Histograms – Clustering – Data Cube Aggregation, Data Transformation and Discretization: Data transformation by Normalization – Discretization by Binning - Discretization by Histogram Analysis - Discretization by Cluster, Decision-Tree, Correlation Analysis.

**UNIT- II DATAWAREHOUSING - FUNDAMENTALS 12**

Introduction – Operational Database systems vs. Data Warehouse – Data Warehouse Models: Enterprise Warehouse – Data Mart – Virtual Warehouse – Metadata Repository, Data Cube – Efficient Data Cube computation, OLAP – Typical OLAP operations – Indexing OLAP Data – Bitmap Index and Join Index – Efficient processing of OLAP.

**UNIT- III DATA MINING - FUNDAMENTALS 12**

From Warehousing to Data Mining – Fundamentals of Data Mining – Data Mining Functionalities – Classification of Data Mining systems – Data Mining Task Primitives – Integration of a Data Mining system – Major issues in Data Mining.

  
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**UNIT- IV DATA MINING – CONCEPTS AND METHODS 12**

Frequent item sets – Closed item sets – Association Rules – Market Basket Analysis – Apriori Algorithm – Generating association rules from frequent item sets, Pattern – Growth approach for mining frequent item sets, Mining closed and Max patterns, Association analysis to Correlation analysis.

**UNIT- V RECENT TRENDS 12**

Multidimensional Analysis and Descriptive Mining of Complex Data Objects – Spatial Databases – Multimedia Databases – Time Series and Sequence Data – Text Databases – World Wide Web – Application and trends in Data Mining.

**Total Instructional hours: 60**

**Course Outcomes:**

Students will be able to

- CO1:** Build a Data Mart or Data Warehouse for any organization. (K3)
- CO2:** Apply the knowledge using data mining techniques. (K3)
- CO3:** Analyze recent trends in Data Mining such as Web-Mining, Spatial-Temporal Mining.(K4)
- CO4:** Evaluate new Data Mining techniques suited to given situation. (K5)
- CO5:** Asses the recent trends in data warehousing and data mining. (K5)

**Reference Books:**

1. Bharat BhusanAgarwal(2009), Data Mining and Data Warehousing(8<sup>th</sup>ed), Lakshmi Publications.
2. J.Han, M.Kamber(2006), Data Mining: Concepts and Techniques(2<sup>nd</sup>ed), Harcourt India / Morgan Kauffman.
3. Margaret H.Dunham, S.Sridhar(2008), Data Mining: Introductory and Advanced Topics(2<sup>nd</sup>ed) Pearson Education.
4. JiaweiHan(2012), Data Mining: Concepts and Techniques(3r ed), The Morgan Kaunmann Publishers.
5. Alex Bezon, Stephen J.Smith(2004), Data Warehousing, Data Mining & OLAP(4<sup>th</sup>ed), McGraw Hill.
6. Arun K Pujari(2013), Data Mining Techniques(4<sup>th</sup>ed) University Press.
7. Sam Aanhory& Dennis Murray(2015), Data Warehousing in the Real World(1<sup>st</sup>ed) Pearson Education.

  
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MBA	M19MBE373 – HUMAN RESOURCES ANALYTICS	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To offer the students a unique experience to understand the importance of measuring human resource performance and their contribution for strategic decision making procedures.
2. To familiarize students on various HR metrics to measure the contribution of various HR initiatives to the firm's growth.
3. To develop a structured approach to apply judgement, and generate insight from data for enhanced decision making.
4. To build analytical and presentation skills that support the business to guide decisions and providing actionable support for key stakeholders.

**UNIT- I HR ANALYTICS – AN OVERVIEW 12**

Changing role of HR – HR as a strategic partner – The need of measuring HR – Evolution of HR Analytics, Importance of HR Analytics, HR metrics and HR Analytics – LAMP, HCM: 21 Frameworks.

**UNIT- II CREATING BUSINESS UNDERSTANDING FOR HR INITIATIVES 12**

Descriptive, Predictive and Prescriptive Analysis – Using HR metrics and Workforce Analytics – choosing the right measures – Fundamental analytical concepts from Statistics Research Design - Economic and Finance – Identifying the metrics – Leading and lagging indicators – Selection of appropriate metrics – Types of design: post only, both pre and post measures – Time series measures with a comparison group.

**UNIT- III COST AND INVESTMENTS IN HUMAN RESOURCE 12**

Cost of Employee Separation – Absenteeism – Turnover rates – ROI on Employee Health, Wellness and Welfare – Cause and Effect Analysis – Cost – Benefit and Return on Business Analysis.

**UNIT- IV PREDICTIVE MODELLING IN HUMAN RESOURCES 12**

Employee Attitudes and Engagement – Connecting Attitudes and Behavior and financial outcomes – The Behaviour Costing Approach – Financial effects of Work Life programme – Remixing Rewards – Analytics and measures: Connecting Work Life.

  
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**UNIT- V COMMUNICATING WITH DATA AND VISUALS****12**

Data requirements; identifying data needs and gathering data, using Historical data; Data exploration; Data visualization tools; Association between variables; Insights from reports; Root cause analysis of HR issues – Pivot tables, Slicers, Dashboards and Infographics.

**Total Instructional hours: 60****Course Outcomes:**

Students will be able to

- CO1: Apply the theoretical knowledge gained for enhanced Human Capital Management. (K3)
- CO2: Analyse HR data from practical perspective and determine what analytical techniques to apply based on the business context. (K4)
- CO3: Examine how to connect HR results to business results. (K4)
- CO4: Appraise the fundamental strategic priorities of the business and to create meaningful HR reports. (K5)
- CO5: Evaluate how to communicating with data and visuals. (K5)

**Reference Books:**

1. Wayne F Cascio and John Boudreau (2010), Investing in people: Financial impact of human resource initiatives(3<sup>rd</sup>ed), Ft Press.
2. Gene Pease, Boyce Byerly and Jac Fitz – en (2012). Human Capital Analytics: How to Harness the potential for your organisation's greatest assets (4<sup>th</sup>ed), John Wiley & Sons.
3. Phillips, Jack and Patricia Pulliam Phillip(2015) Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes(3<sup>rd</sup>ed) McGraw Hill Professional.
4. Dave Ulrich (2014), Human Resource Champions, Harvard Business School Press (3<sup>rd</sup>ed), Boston, USA.
5. Dave Ulrich and Wayne Brock Bank(2014), The HR Value Proposition (4<sup>th</sup>ed), Harvard Business School Press, Boston, USA
6. Cole NussbaumerKnaflie (2015), Storytelling with data : A Data Visualization Guide for Business Professionals(4<sup>th</sup>ed), Wiley.



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MBA	M19MBE374 – MARKETING ANALYTICS	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To understand the importance and need for marketing analytics.
2. To understand the various marketing metrics.
3. To know market segmentation and targeting techniques.
4. To be familiar with price, promotion and sales analytics.

**UNIT-I BASICS OF MARKETING ANALYTICS 12**

Introduction – Scope of Analytics – Data of Marketing Analytics – Decisions Models – Descriptive, Predictive and Prescriptive Models – Model styles: Verbal, Pictorial, Mathematical – Descriptive and Predictive Models – Introduction to Metrics – Market Segmentation techniques: Cross Tabulation segmentation – Regression-based segmentation – Positioning using Perceptual map.

**UNIT- II MARKETING METRICS 12**

Metrics: Contribution Margin – Return on marketing investment – Year-on-Year growth – CAGR – Brand Equity Index – Cost of customer acquisition – Retention – Life time value of customers – Balanced Score Card approach to measure customer's satisfaction customer life time value - Customer Profit – Product/Service development metrics.

**UNIT- III SEGMENTATION AND TARGETING 12**

The Segmentation process and defining the market with models – Segmentation research – Methods using Factor analysis and Cluster analysis – Behaviour based segmentation – Cross classification – Regression and choice based segmentation, Customer heterogeneity – Issues and challenges.

**UNIT- IV PRICE AND PROMOTION ANALYTICS 12**

An overview of Pricing Techniques – Pricing Assessment: Break-Even Analysis, NPV Capital Budgeting Model – IRR Capital Budgeting Model – Project Budget estimation methods – Promotion Budget allocation – Promotion Metrics: Reach, Frequency, Gross Rating Points, Target rating points, Cost per Thousand, Cost per Point.

**UNIT- V SALES ANALYTICS 12**

Sales metrics: Sales at Market Level – Sales at Geography Level - Sales at Segment Level - Sales at Channel Level - Sales at Brand Level - Sales at Product/Service Level - Sales at

  
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Customer Level; Profitability Metrics: Profitability at Company Level -Profitability at Channel Level - Profitability at Product/Service Level - Profitability at Customer Level.

**Total Instructional hours: 60**

**Course Outcomes:**

Students will be able to

- CO1: Develop descriptive, predictive and prescriptive decision models. (K3)
- CO2: Build appropriate marketing metrics for the given situation. (K3)
- CO3: Analyze the Segment and target the market on the basis of data. (K4)
- CO4: Discover appropriate price, promotion and sales metrics to the benefit of the organization. (K4)
- CO5: Appraise the market level of sales analytics. (K5)

**Reference Books:**

1. Rao PurbalHalady(2011), Predictive Modelling for Strategic Marketing, (2<sup>nd</sup>ed), Prentice Hall India.
2. Stephan Sorger(2016), Marketing Analytics – Strategic Models and Metrics(4<sup>th</sup>ed) Admiral Press.
3. Lilien, Gary L. and ArvindRangaswamy (2004), Marketing Engineering: Computer-Assisted Marketing Analytics and Planning (2<sup>nd</sup>ed), Trafford Publishing.
4. Christopher.J.Zappe, Wayne L.Winston, S. Christian Albright (2010), Data Analysis and Decision making using Microsoft Excel (3<sup>rd</sup>ed), Cengage Learning.
5. Evans, J.R (2016), Business Analytics Methods, Models and Decisions (3<sup>rd</sup>ed) Pearson.

  
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MBA	M19MBE375 – SUPPLY CHAIN ANALYTICS	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To make them understand the importance of Context of today's supply chains (SC) analytics.
2. To facilitate the students for role and applications of Descriptive Analytics in a Supply Chain.
3. To equip them to Foundation of Business Analytics (BA).
4. To provide insight on Network Planning in a Supply Chain and Foundation of Modelling Coordination Decisions & Role of ICT in Supply Chains.

**UNIT- I INTRODUCTION 12**

Context of today's supply chain (SC) analytics – Understanding and defining the supply chain analytics (SCA) – Revisions of Basic Lessons of Supply Chain Management – Analytics important in a supply chain – Relating Operations Management with supply chain concepts with SC Analytics – The importance of supply chain analytics – A case study of Supply Chain Analytics.

**UNIT- II SUPPLY CHAIN ANALYTICS 12**

Key issues in supply chain analytics – Contents in supply chain analytics – Concept of Descriptive Analytics in a Supply Chain – Discussions on a Few Supply Chain Analytics applications in India – Decision Domains in supply chain analytics – A Case Study of Supply Chain Analytics.

**UNIT- III FOUNDATION OF BUSINESS ANALYTICS 12**

Introduction to Modeling, Approaches for Optimization and Simulation – Supply Chain (SC) Decisions that requires mathematical or interpretative – Modelling Understanding of data and its role of Analytics – Analytics of a Transportation problem in a Supply Chain – Managerial Implication of results of analytics – Case Studies.

**UNIT- IV FOUNDATION OF PRESCRIPTIVE ANALYTICS IN NETWORK PLANNING IN A SUPPLY CHAIN 12**

Foundation of Prescriptive Analytics in Network Planning – Supply Chain Network Planning in Supply Chain – Importance of Network Planning – Design of Logistics Network using Heuristics/Optimization – Concept of 3PL/4PL in a Supply Chain – Case Studies.

  
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MBA	M19MBE376 – WEB AND SOCIAL MEDIA ANALYTICS	T	P	TU	C
		4	0	0	4

**Course Objectives:**

1. To give an exposure to significance of analyzing the humongous amount of web data for businesses.
2. To understand the analytics implementation in multiple social media platform and evaluating its performance.
3. To understand the methods involved in the web analytics procedures.
4. To learn the business practices and influence of web analytics as an indicator of business growth.

**UNIT- I INTRODUCTION & GOOGLE ANALYTICS 12**

What & Why Web & Social Media Analytics – Impacts of analytics upon small, medium and large scale businesses – Analysis vs intuition – Getting started with Google Analytics & Understanding how google analytics works accounts, profiles and users navigation - Google Analytics basic metrics - Google Analytics reports on Traffic sources, Direct, Referring, Search traffic, Campaigns, Adwords, Adsense.

**UNIT- II CONTENT PERFORMANCE & VISITOR ANALYSIS 12**

Pages and Landing pages – Event Tracking and AdSense – Site Search – Unique visitors, Geographic and language information – Technical Reports –Benchmarking.

**UNIT- III SOCIAL MEDIA ANALYTICS & E-COMMERCE TRACKING 12**

Tracking Facebook insights – Twitter Analytics – Youtube Analytics – Social Ad Analytics / ROI measurement- Setting up goals – Goal reports - Ecommerce tracking.

**UNIT- IV ACTIONABLE INSIGHTS AND THE BIG PICTURE 12**

Recap of Google Analytics reports and tools – Finding actionable insights – Getting the Organization involved – Creatinf a data – driven culture & resources – Common mistakes analysts make – Additional Web analytics tools.

**UNIT- V SOCIAL CRM & ANALYSIS 12**

Radian – Sentiment Analysis – Workflow Management – Text Analytics.

**Total Instructional hours: 60**

  
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**Course Outcomes:**

Students will be able to

- CO1: Identify the use of Google Analytics for business analysis. (K3)
- CO2: Develop the Content performance & Visitor analysis. (K3)
- CO3: Analyze the marketing research through social media data. (K4)
- CO4: Examine and solve Business research problems using Google Analysis. (K4)
- CO5: Evaluate the social CRM and Analysis. (K5)

**Reference Books:**

1. Brian Clifton (2012), Advanced Web Metrics with Google Analytics(3<sup>rd</sup>ed), Wiley.
2. Waisberg Daniel (2015), Google Analytics Integrations (Kindle Edition), Wiley.
3. Marshall Sponder (2013), Social Media Analytics: Effective Tools for Building, Interpreting and using metrics, (1<sup>st</sup>ed) McGraw Hill Education.
4. Olivier Blanchard (2011), Social Media ROI: Managing and Measuring Social Media Efforts in Organization (1<sup>st</sup>ed), Que Publishing.

  
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MBA	M19MBP301 – INTERNSHIP TRAINING	T	P	TU	C
		0	0	0	2

**Course Objectives:**

1. To enable the students to understand about organization behaviour.
2. To analyse the various functional department activities.
3. To know the strength and weakness of the organization.

**Course Description:****Internship Training (4 WEEKS)**

The Internship Training (Organization Study) report along with the company certificate should be submitted within the two weeks of after the reopening date of 3rd semester. The Internship training report should be around 40 pages containing the details of training undergone, the departments wherein he / she was trained with duration (chronological diary), along with the type of managerial skills developed during training. The organization study report should be submitted before the last working day of the 3rd Semester.

**Course Outcomes:**

Students will be able to

- CO1: Make use of management theories that are practiced in organization. (K3)
- CO2: Build a record of work experience. (K3)
- CO3: Analyze the work culture of various departments. (K4)
- CO4: Select career alternatives and determine their area of interest. (K5)
- CO5: Develop employability and problem solving skill. (K6)



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## Semester- IV

MBA	M19MBP401 - PROJECT WORK	T	P	TU	C
		0	24	0	12

**Course Objectives:**

1. To enable the students to do an individual project work based on their specialization.
2. To analyse a problem both theoretically and practically.
3. To motivate the students to involve in research activities leading to analyze the current issues of industry and society which is help to economic development.

**Course Description:**

Project work shall be carried out by each and every individual student under the supervision of a faculty of the department. A student may however, in certain cases, be permitted to work for the project in association with Industry / Research Organization, on the recommendation of the Head of the Department. In such cases, the project work shall be jointly supervised by a faculty of the Department and organization. The student shall meet the supervisor periodically and attend the periodic reviews for evaluating the progress.

Project work shall be pursued for 24 periods per week. There will be three reviews for continuous internal assessment and one final review and viva voce at the end of the semesters. The Project Report prepared according to approved guidelines and duly signed by the supervisor(s) and the Head of the Department shall be submitted to the concerned department.

**Course Outcomes:**

Students will be able to

- CO1: Analyze the research problem and classify the research objectives. (K4)
- CO2: Determine the data collection method, research methodology and decide the appropriate research tool for analysis. (K5)
- CO3: Compile the results from various research tools and suggest their recommendations. (K6)

  
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