



*We Make You Shine*  
**St. JOSEPH'S INSTITUTE OF TECHNOLOGY**  
(An Autonomous Institution)  
**St. Joseph's Group of Institutions**  
Jeppiaar Educational Trust  
OMR, Chennai - 119



# Faculty of Management Sciences

**REGULATIONS – 2022**  
**(CURRICULUM & SYLLABUS)**

**MASTER OF BUSINESS ADMINISTRATION**

*Choice Based Credit System (CBCS)*

**I to IV Semesters**

## **Vision of the Department**

- To produce competitive managerial workforce by offering quality management education with commitment towards instilling values and augmenting positive impact on the society.

## **Mission of the Department**

- ❖ To impart quality education for improving the knowledge and skill, using innovative pedagogy.
- ❖ To develop creativity and encourage entrepreneurship.
- ❖ To equip students with employability skills to meet the industrial challenges and shape their career.
- ❖ To inculcate ethical behaviour and social values among students
- ❖ To promote industry institute interaction for gaining industry exposure and value addition to the curriculum.

## **PROGRAM EDUCATIONAL OBJECTIVES (PEOs)**

1. **Business Concepts:** To have a thorough understanding of the core aspects of the business.
2. **Business Analysis:** To provide the learners with the management tools to identify, analyze and create business opportunities as well as solve business problems.
3. **Business Functional application:** To prepare them to have a holistic approach towards management functions.
4. **Business Ethics:** To inspire and make them practice ethical standards in business.

## **PROGRAM OUTCOMES (POs)**

1. **Business knowledge:** Ability to apply the business acumen gained in practice.
2. **Problem Solution:** Ability to understand and solve managerial issues.
3. **Communication Skills:** Ability to communicate and negotiate effectively, to achieve organizational and individual goals.
4. **Self-Development:** Ability to understand one's own ability to set achievable targets and complete them.
5. **Social Benefit:** Ability to fulfill social outreach
6. **Competitive jobs:** Ability to take up challenging assignments
7. **Managerial Skills:** Ability to upgrade their professional and managerial skills in their workplace.
8. **Complex Environment Analysis:** Ability to explore and reflect about managerial challenges, develop informed managerial decisions in a dynamically unstable environment.
9. **Sustainability Learning:** Ability to pursue lifelong learning.
10. **Professional Development:** To have a fulfilling business career.
11. **Financial Learning:** Ability to have financial literacy.
12. **Business Intelligence Tools for problem solving:** Ability to understand business analytics.

### PROGRAM SPECIFIC OUTCOMES (PSOs)

1. **Efficacy:** Ability to acquire expertise and competencies to become an effective manager.
2. **Strategic Development:** Ability to provide appropriate skill and knowledge to understand professional practices for sustainable development and socially acceptable technical solutions to complex managerial problems.
3. **Team Building:** Ability to use moral, ethical and management principles necessary to work in group and demonstrate the importance of team dynamics.

### MAPPING OF PROGRAM OUTCOMES (POS) WITH PROGRAM EDUCATIONAL OBJECTIVES (PEOs) & PROGRAM SPECIFIC OUTCOMES(PSOs)

Program Outcomes (POs)	Program Educational Objectives (PEOs)				Program Specific Outcomes (PSOs)		
	Business Concepts	Business Analysis	Business Functional application	Business Ethics	Efficacy	Strategic Development	Team Building
Business knowledge	3	3	3	2	3	3	1
Problem Solution	3	3	3	3	3	3	2
Communication Skills	3	3	3	1	3	3	3
Self Development	3	2	2	3	3	2	1
Social Benefit	2	2	3	3	2	2	3
Competitive jobs	3	3	3	2	3	3	2
Managerial Skills	3	3	3	2	3	3	2
Complex Environment Analysis	3	3	3	1	3	3	1
Sustainability Learning	3	3	3	2	3	3	1
Professional Development	3	3	3	2	3	3	2
Financial Learning	3	3	3	1	3	2	1
Business Intelligence Tools for problem solving	3	3	3	1	3	2	1

**Correlation Level 1, 2 or 3 as defined below:**

1. Slight (Low)
2. Moderate (Medium)
3. Substantial (High)

## MAPPING OF COURSE OUTCOMES WITH PROGRAM OUTCOMES (REGULAR COURSES)

A broad relation between the Course Outcomes and Program Outcomes (POs) and Program Specific Outcomes (PSOs) are given in the following table:

Sem	Course Title	Program Outcomes (POs)												PSOs		
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3
I	Management Concepts and Organizational Behavior	√	√				√	√	√		√		√	√	√	
	Managerial Economics	√	√	√	√	√	√	√	√	√	√			√	√	√
	Accounting for Management	√	√			√	√	√	√		√		√	√	√	
	Legal Aspects of Business	√	√				√	√	√		√	√	√	√	√	
	Information Management	√				√	√	√	√		√			√		
	Statistics for Management	√	√				√	√	√				√	√	√	
	Research Methodology for Business	√	√				√		√	√	√		√	√	√	
	Seminar - I Indian Ethos and Business Ethics*	√		√		√				√	√			√		√
	Business Communications (Lab)	√	√	√	√		√	√		√	√			√		√
	II	Financial Management	√	√				√	√	√		√		√	√	√
Human Resource Management		√	√				√		√		√	√	√	√		
Operations Management		√	√	√	√	√	√	√		√				√	√	√
Marketing Management		√	√				√	√	√		√		√	√	√	
Business Analytics		√	√				√	√	√	√			√	√	√	√
Quantitative Techniques For Decision Making		√	√	√			√	√	√		√		√	√	√	
Entrepreneurship Development		√	√		√	√	√	√	√	√	√			√	√	√
Business Ethics and Corporate Governance		√		√		√	√			√	√			√	√	√
Event Management		√		√	√	√	√	√	√	√				√	√	√
Sustainable Management		√				√		√	√	√				√	√	
Seminar – II Pro-social Behaviour *		√		√	√	√		√	√					√	√	√
Data analysis and Business Modeling (Laboratory)		√	√		√		√	√	√		√	√	√	√	√	

## CURRICULUM

### SEMESTER I

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
<b>THEORY</b>								
1.	MB4101	Management Concepts and Organizational Behavior	PCC	3	0	0	3	3
2.	MB4102	Managerial Economics	PCC	3	0	0	3	3
3.	MB4103	Accounting for Managers	PCC	3	0	0	3	3
4.	MB4104	Legal Aspects of Business	PCC	3	0	0	3	3
5.	MB4105	Information Management	PCC	3	0	0	3	3
6.	MB4106	Business Research Methods	PCC	3	0	0	3	3
7.	MA4171	Statistics for Management	PCC	3	0	0	3	3
<b>PRACTICALS</b>								
1.	MB4107	Seminar -1 Indian Ethos and Business Ethics*	EEC	0	0	4	4	2
2.	MB4108	Business Communications (Lab)	PCC	0	0	4	4	2
3.	MB4109	Comprehensive Viva-I**	EEC	0	0	0	0	1
4.	MB4110	Personality Enrichment	VAC	0	0	2	2	1
<b>TOTAL</b>				21	0	10	31	26

\*No end semester examination is required for this course.

\*\* Viva will be conducted at the end of 1<sup>st</sup> semester which will cover all theory subjects of 1<sup>st</sup> semester.

## SEMESTER II

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
<b>THEORY</b>								
1.	MB4201	Financial Management	PCC	3	0	0	3	3
2.	MB4202	Human Resource Management	PCC	3	0	0	3	3
3.	MB4203	Operations Management	PCC	3	0	0	3	3
4.	MB4204	Marketing Management	PCC	3	0	0	3	3
5.	MB4205	Business Analytics	PCC	3	0	0	3	3
6.	MB4206	Quantitative Techniques For Decision Making	PCC	3	0	0	3	3
7.		Non-Functional Elective	NEC	3	0	0	3	3
<b>PRACTICALS</b>								
1.	MB4207	Seminar – II* Pro-social Behaviour	EEC	0	0	4	4	2
2.	MB4208	Data analysis and Business Modeling (Laboratory)	PCC	0	0	4	4	2
3.	MB4209	Comprehensive Viva-II**	EEC	0	0	0	0	1
4.	MB4210	Fundamentals of Capital Markets / R Programming	VAC	0	0	2	2	1
<b>TOTAL</b>				21	0	10	31	26

NOTE: In the second Semester

- Students need to choose one elective from the Non-Functional stream.
- Summer internship–minimum of 4 weeks of internship. The internship report has to be submitted to the department within two weeks of the reopening date of the 3<sup>rd</sup> semester. The report should contain the Training undergone, skills acquired and the internship diary.

\* No end semester examination is required for this course.

\*\*Viva will be conducted at the end of 2<sup>nd</sup> semester which will cover all theory subjects of 2<sup>nd</sup> semester.

### SEMESTER III

SL. NO.	COURSE CODE	COURSE TITLE	CATE GORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
<b>THEORY</b>								
1.	MB4301	Strategic and Environment Management	PCC	3	0	0	3	3
2.	MB4302	International Business	PCC	3	0	0	3	3
3.		Professional Elective I	PEC	3	0	0	3	3
4.		Professional Elective II	PEC	3	0	0	3	3
5.		Professional Elective III	PEC	3	0	0	3	3
6.		Professional Elective IV	PEC	3	0	0	3	3
7.		Professional Elective V	PEC	3	0	0	3	3
8.		Professional Elective VI	PEC	3	0	0	3	3
<b>PRACTICALS</b>								
9.	MB4309	Creativity and Innovation Laboratory*	EEC	0	0	4	4	2
10.	MB4310	Summer Internship	EEC	0	0	4	4	2
11.	MB4311	Comprehensive Viva–III**	EEC	0	0	0	0	1
<b>TOTAL</b>				24	0	8	32	29

**NOTE:**

- In the third semester Students need to choose Three electives subjects from two functional streams for Dual Specialization.
- \* No end semester examination is required for this course.
- \*\*Viva will be conducted at the end of 3<sup>rd</sup> semester which will cover all theory subjects of 3<sup>rd</sup> semester.

### SEMESTER IV

SL. NO.	COURSE CODE	COURSE TITLE	CATE GORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
<b>PRACTICALS</b>								
1.	MB4401	Project Work	EEC	0	0	4	24	12
<b>TOTAL</b>				0	0	4	24	12

**TOTAL NO. OF CREDITS: 93**

**PROFESSIONAL ELECTIVE COURSE – OTHER DEPT.**

SL. NO.	COURSE CODE	COURSE TITLE	CATE GORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
1.	MB4751	Principles of Management	PEC	3	0	0	3	3
2.	MB4741	Total Quality Management	PEC	3	0	0	3	3
3.	MB4043	Engineering Economics & Financial Accounting	PEC	3	0	0	3	3
4.	MB4044	Knowledge Management	PEC	3	0	0	3	3

**OPEN ELECTIVE COURSE – OTHER DEPT.**

SL. NO.	COURSE CODE	COURSE TITLE	CATE GORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
1.	OMB415	Design Thinking	OEC	3	0	0	3	3
2.	OMB416	Entrepreneurship Skill Development	OEC	3	0	0	3	3
3.	OMB443	Fintech Technology	OEC	3	0	0	3	3
4.	OMB423	Hospital Management	OEC	3	0	0	3	3
5.	MB4007/ OMB413	Digital Marketing	OEC	3	0	0	3	3

**NON -FUNCTIONAL ELECTIVES**

SL. NO.	COURSE CODE	COURSE TITLE	CATE GORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
1.	MB4211	Entrepreneurship Development	NEC	3	0	0	3	3
2.	MB4212	Business Ethics and Corporate Governance	NEC	3	0	0	3	3
3.	MB4213	Event Management	NEC	3	0	0	3	3
4.	MB4214	Sustainable Management	NEC	3	0	0	3	3
5.	MB4215	Intellectual Property Rights	NEC	3	0	0	3	3



## PROFESSIONAL ELECTIVE COURSES – (III SEMESTER)

### FUNCTIONAL SPECIALISATIONS

Students can take three elective subjects from two functional specialisations.

### MARKETING MANAGEMENT

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
1.	MB4001	Retail Marketing	PEC	3	0	0	3	3
2.	MB4002	Consumer Behavior	PEC	3	0	0	3	3
3.	MB4003	Integrated Marketing Communications	PEC	3	0	0	3	3
4.	MB4004	Services Marketing	PEC	3	0	0	3	3
5.	MB4005	Sales and Distribution Management	PEC	3	0	0	3	3
6.	MB4006	Brand Management	PEC	3	0	0	3	3
7.	MB4007	Digital Marketing	PEC	3	0	0	3	3

### FINANCIAL MANAGEMENT

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
1.	MB4008	Security Analysis and Portfolio Management	PEC	3	0	0	3	3
2.	MB4009	Financial Markets	PEC	3	0	0	3	3
3.	MB4010	Banking and Financial Services	PEC	3	0	0	3	3
4.	MB4011	Financial Derivatives	PEC	3	0	0	3	3
5.	MB4012	Financial Modeling	PEC	3	0	0	3	3
6.	MB4013	International Trade Finance	PEC	3	0	0	3	3
7.	MB4014	Behavioral Finance	PEC	3	0	0	3	3

## HUMAN RESOURCE MANAGEMENT

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
1.	MB4015	Strategic Human Resource Management	PEC	3	0	0	3	3
2.	MB4016	Industrial Relations and Labour Welfare	PEC	3	0	0	3	3
3.	MB4017	Organizational, Design, Change and Development	PEC	3	0	0	3	3
4.	MB4018	Negotiation and Conflict Management	PEC	3	0	0	3	3
5.	MB4019	Reward and Compensation Management	PEC	3	0	0	3	3
6.	MB4020	International Human Resource Management	PEC	3	0	0	3	3

## OPERATIONS MANAGEMENT

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
1.	MB4021	Logistics Management	PEC	3	0	0	3	3
2.	MB4022	Materials Management	PEC	3	0	0	3	3
3.	MB4023	Project Management	PEC	3	0	0	3	3
4.	MB4024	Services Operations Management	PEC	3	0	0	3	3
5.	MB4025	Supply Chain Management	PEC	3	0	0	3	3
6.	MB4026	Quality Management	PEC	3	0	0	3	3

## BUSINESS ANALYTICS

SL. NO.	COURSE CODE	COURSE TITLE	CATE GORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
1.	MB4027	Data Mining for Business Intelligence	PEC	3	0	0	3	3
2.	MB4028	Deep Learning and Artificial Intelligence	PEC	3	0	0	3	3
3.	MB4029	Social Media Web Analytics	PEC	3	0	0	3	3
4.	MB4030	E-Business Management	PEC	3	0	0	3	3
5.	MB4031	Enterprise Resource Planning	PEC	3	0	0	3	3
6.	MB4032	Multivariate Data Analysis	PEC	3	0	0	3	3

## SYLLABUS SEMESTER - I

MB4101	MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOR	L	T	P	C	
		3	0	0	3	
<b>OBJECTIVES</b>						
<ul style="list-style-type: none"> <li>To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.</li> <li>To acquaint the students with the fundamentals of managing business and to understand individual and group behaviour at workplace so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases.</li> </ul>						
<b>UNIT I</b>	<b>NATURE AND THEORIES OF MANAGEMENT</b>					<b>9</b>
Evolution of management Thought - Classical, Behavioral and Management Science Approaches Management - meaning, levels, management as an art or science, Managerial functions and Roles, Evolution of Management Theory - Classical era - Contribution of F. W. Taylor, Henri Fayol, Neo – Classical - Mayo & Hawthorne Experiments. Modern era –system & contingency approach Managerial Skills.					<b>CO1</b>	
<b>UNIT II</b>	<b>PLANNING AND ORGANISING</b>					<b>9</b>
Planning - Steps in Planning Process - Scope and Limitations - Forecasting and types of Planning - Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Types, Techniques and Processes. Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation – Interdepartmental Coordination – Impact of Technology on Organisational					<b>CO2</b>	

design – Mechanistic vs Adoptive Structures -Formal and Informal Organisation. Control: meaning, function, Process and types of Control.

<b>UNIT III</b>	<b>INDIVIDUAL BEHAVIOUR</b>	<b>9</b>
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Meaning of Organizational behavior, contributing disciplines, importance of organizational behavior, Perception and Learning - Personality and Individual Differences - Motivation theories and Job Performance - Values, Attitudes and Beliefs – Communication Types - Process – Barriers – Making Communication Effective.	<b>CO3</b>
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<b>UNIT IV</b>	<b>GROUP BEHAVIOUR</b>	<b>9</b>
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Groups and Teams: Definition, Difference between groups and teams, Stages of Group Development, Group Cohesiveness, Types of teams, Group Dynamics - Leadership – Styles - Approaches – Power and Politics – Organisational Structure – Organisational Climate and Culture, Conflict: concept, sources, Types, Stages of conflict, Management of conflict Organisational Change and Development.	<b>CO4</b>
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<b>UNIT V</b>	<b>EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOUR</b>	<b>9</b>
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Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation – Organizational behavior across cultures - Conditions affecting cross cultural organizational operations, Managing International Workforce, Productivity and cultural contingencies, Cross cultural communication, Management of Diversity.	<b>CO5</b>
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**TOTAL: 45 PERIODS**

**TEXT BOOKS**

1. Stephen P. Robbins, David DeCenzo and Mary Coulter, Fundamentals of Management, Prentice Hall of India, 2019.
2. Andrew J. Dubrin, Essentials of Management, Thomson South western, 10th edition, 2017.
3. Samuel C. Certo and S. Trevis Certo, Modern Management: Concepts and Skills, Pearson education, 15th edition, 2018.
4. Charles W. L Hill and Steven L McShane, Principles of Management, McGraw Hill Education, Special Indian Edition, 2017.

**REFERENCE BOOKS**

1. Harold Koontz and Heinz Weihrich, Essentials of Management: An International, Innovation, And Leadership Perspective, 11th edition, Tata McGraw – Hill Education, 2020.
2. Neharika Vohra, Stephen P. Robbins, Timothy A. Judge, Organisational Behavior, PHIL earning / Pearson Education, 18th edition, 2022.
3. Fred Luthans, Organisational Behavior, McGraw Hill, 12th Edition, 2017.
4. Don Hellriegel, Susan E. Jackson and John W, Jr Slocum, Management: A competency – Based Approach, Thompson South Western, 11th edition, 2008.
5. Heinz Weihrich, Mark V Cannice and Harold Koontz, Management – A global entrepreneurial perspective, Tata McGraw Hill, 15th edition, 2019

**COURSE OUTCOMES**

**Upon completion of the course, students will be able to**

CO1	Understanding of various management concepts and skills required in the business world
CO2	In-depth knowledge of various functions of management in a real time management context

CO3	Understanding of the complexities associated with management of individual behavior in the organizations
CO4	Develop the skill set to have manage group behaviour in Organizations
CO5	Insights about the current trends in managing organizational behavior

**MAPPING OF COs WITH POs AND PSOs**

Cos	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	3	2	2	1	1	1	2	2	1	1	2	3	2
<b>CO2</b>	3	2	3	3	2	2	1	1	2	2	1	2	2	3	3
<b>CO3</b>	2	3	3	3	2	3	2	1	1	2	2	1	3	3	3
<b>CO4</b>	3	2	3	2	1	2	2	2	1	1	2	1	2	3	2
<b>CO5</b>	2	3	2	3	3	1	1	3	1	2	2	1	3	2	3

<b>MB4102</b>	<b>MANAGERIAL ECONOMICS</b>				<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
					<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVES**

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

<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
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 – Microeconomics and Macroeconomics – the role of markets and government – Positive Vs negative externalities.		<b>CO1</b>
<b>UNIT II</b>	<b>CONSUMER AND PRODUCER BEHAVIOUR</b>	<b>9</b>
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.		<b>CO2</b>
<b>UNIT III</b>	<b>PRODUCT AND FACTOR MARKET</b>	<b>9</b>
Product market – perfect and imperfect market – different market structures – Firm’s equilibrium and supply – Market efficiency – Economic costs of imperfect competition –factor market – Land, Labour and capital – Demand and supply – determination of factor price – Interaction of product and factor market – General equilibrium and efficiency of competitive markets.		<b>CO3</b>
<b>UNIT IV</b>	<b>PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS</b>	<b>9</b>
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.		<b>CO4</b>
<b>UNIT V</b>	<b>AGGREGATE SUPPLY AND THE ROLE OF MONEY</b>	<b>9</b>
Short – run and Long – run supply curve – Unemployment and its impact – Okun’s law – Inflation and the impact – reasons for inflation – Demand Vs Supply factors –Inflation Vs Unemployment tradeoff – Phillips’s curve – short-run and long-run – Supply side Policy and management -		<b>CO5</b>

Money market - Demand and supply of money – money - market equilibrium and national income – the role of monetary policy.

**TOTAL: 45 PERIODS**

**TEXT BOOKS**

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 20<sup>th</sup> edition, Tata McGraw Hill, New Delhi, 2019.
2. N. Gregory Mankiw, Principles of Economics, 8th edition, Thomson learning, New Delhi, 2017.
3. D N Dwivedi, Managerial Economics, Sultan Chand, 2021.

**REFERENCE BOOKS**

1. William Boyes and Michael Melvin, Economics, Cengage Learning, 10th edition 2015.
2. Richard Lipsey and Ale Chrystal, Economics, 13th edition, Oxford, University Press, New Delhi, 2015.
3. Karl E. Case and Ray C. Fair, Principles of Economics, 12th edition, Pearson, Education Asia, New Delhi, 2017.
4. Soument Sikdar, Principles of Macroeconomics, OUP India Publication, 2020.
5. H. L. Ahuja, Principles of Microeconomics, Sultan Chand, 2019.

**COURSE OUTCOMES**

**Upon completion of the course, students will be able to**

CO1	To introduce the concepts of scarcity and Efficiency
CO2	To explain principles of microeconomics relevant to managing an organization
CO3	To describe principles of macroeconomics
CO4	To have the understanding of economic environment of business.
CO5	To study about the policies that regulate economic variables

**MAPPING OF COs WITH POs AND PSOs**

Cos	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	3	1	1	1	3	3	2	2	3	3	3	3	3	3	2
<b>CO2</b>	3	3	3	3	3	3	2	2	2	2	2	2	3	3	1
<b>CO3</b>	3	2	1	2	2	2	2	2	3	3	3	3	3	3	2
<b>CO4</b>	3	3	3	3	3	3	1	1	1	2	2	2	3	3	1
<b>CO5</b>	3	3	3	2	2	1	2	2	2	2	3	3	3	3	1

<b>MB4103</b>	<b>ACCOUNTING FOR MANAGERS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVES**

- Acquire a reasonable knowledge in accounts analysis and evaluate financial statements

<b>UNIT I</b>	<b>FINANCIAL ACCOUNTING</b>	<b>9</b>
Introduction to Financial, Cost and Management Accounting – Generally accepted accounting principles – Double Entry System – Preparation of Journal, Ledger and Trial Balance Preparation		<b>CO1</b>

of Final Accounts: Trading, Profit and Loss Account and Balance Sheet – Reading the financial statements.		
<b>UNIT II</b>	<b>ANALYSIS OF FINANCIAL STATEMENTS</b>	<b>9</b>
Financial ratio analysis, Interpretation of ratio for financial decisions – DuPont Ratios – Comparative statements – common size statements. Cash flow (as per Accounting Standard 3) and Fund’s flow statement analysis –Trend Analysis.		<b>CO2</b>
<b>UNIT III</b>	<b>COST ACCOUNTING</b>	<b>9</b>
Cost Accounts – Classification of costs – Job cost sheet – Job order costing – Process costing (excluding Interdepartmental Transfers and equivalent production) – Joint and By Product Costing – Activity Based Costing, Target Costing.		<b>CO3</b>
<b>UNIT IV</b>	<b>MARGINAL COSTING</b>	<b>9</b>
Marginal Costing and profit planning – Cost, Volume, Profit Analysis – Break Even Analysis – Decision making problems -Make or Buy decisions -Determination of sales mix - Exploring new markets - Add or drop products -Expand or contract.		<b>CO4</b>
<b>UNIT V</b>	<b>BUDGETING AND VARIANCE ANALYSIS</b>	<b>9</b>
Budgetary Control – Sales, Production, Cash flow, fixed and flexible budget – Standard costing and Variance Analysis – (excluding overhead costing) - Accounting standards and accounting disclosure practices in India.		<b>CO5</b>

**TOTAL: 45 PERIODS**

**TEXT BOOKS**

1. M. Y. Khan & P. K. Jain, Management Accounting, Tata McGraw Hill, 8th edition, 2018.
2. T. S. Reddy & A. Murthy, Financial Accounting, Margham Publications, 2014
3. M. Y. Khan & P. K. Jain, Management Accounting, Tata McGraw Hill, 8<sup>th</sup> edition, 2018.

**REFERENCE BOOKS**

1. Jan Williams, Susan Haka, Mark S Bettner, Joseph V Carcello, Financial and Managerial Accounting The basis for business Decisions, 18th edition, Tata McGraw Hill Publishers, 2020.
2. Charles T. Horngren, Gary L. Sundem, David Burgstahler, Jeff Schatzberg, Introduction to Management Accounting, PHIL earning, 2014, 16th edition.
3. Earl K. Stice & James D. Stice, Financial Accounting, Reporting and Analysis, 8th edition, Cengage Learning, 2015.
4. N. M. Singhvi, Ruzbeh J. Bodhanwala, Management Accounting–Text and cases, 3rd edition PHIL earning, 2018.
5. Ashish K. Bhattacharyya, Financial Accounting For Business Managers, 5<sup>th</sup> edition, PHI Learning, 2016.

**COURSE OUTCOMES**

**Upon completion of the course, students will be able to**

CO1	A thorough grounding of financial accounting concepts
CO2	Preparation of financial statement analysis
CO3	Understand the management and cost accounting techniques
CO4	Apply the management and cost accounting techniques for decision making
CO5	Assess the accountancy standards of practices in India

**MAPPING OF COs WITH POs AND PSOs**

Cos	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	3	1	1	2	1	1	1	1	3	3	1	1	1	2	1
<b>CO2</b>	3	2	1	2	2	2	1	2	1	3	1	2	1	2	2
<b>CO3</b>	3	3	2	2	3	2	1	2	1	3	1	1	2	2	3
<b>CO4</b>	3	3	2	3	3	2	1	1	1	2	1	1	2	3	3
<b>CO5</b>	3	2	3	2	2	2	1	2	1	2	1	1	3	2	2

<b>MB4104</b>	<b>LEGAL ASPECTS OF BUSINESS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	
<b>OBJECTIVES</b>						
<ul style="list-style-type: none"> <li>The objective of this course is to familiarize the students with various laws that will help them to refine their understanding of how law affects the different aspects of business.</li> </ul>						
<b>UNIT I</b>	<b>COMMERCIAL LAW</b>					<b>9</b>
<p><b>THE INDIAN CONTRACT ACT 1872:</b> 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.</p> <p><b>THE SALE OF GOODS ACT 1930:</b> 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-</p> <p><b>NEGOTIABLE INSTRUMENTS ACT 1881:</b> 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.</p>					<b>CO1</b>	
<b>UNIT II</b>	<b>COMPANY LAW</b>					<b>9</b>
<p>COMPANY ACT 2013 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.</p>					<b>CO2</b>	
<b>UNIT III</b>	<b>INDUSTRIAL LAW</b>					<b>9</b>
<p>An Overview of Factories Act – Payment of Wages Act – Payment of Bonus Act – Industrial Disputes Act. – 4 Codes of Industrial Law – Recent Trends.</p>					<b>CO3</b>	
<b>UNIT IV</b>	<b>CORPORATE TAX &amp; GST</b>					<b>9</b>
<p>Corporate Tax Planning, Corporate Taxes and Overview of Latest Developments in Indirect tax Laws relating to GST: An introduction including constitutional aspects, Levy and collection of CGST &amp; IGST, Basic concept of time and value of supply, Input tax credit, Computation of GST Liability, Registration, Tax Invoice, Credit &amp; Debit Notes, Electronic Way bill, Returns, Payment of taxes including Reverse Charge.</p>					<b>CO4</b>	



<b>UNIT V</b>	<b>CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS</b>	<b>9</b>
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Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums - Cyber-crimes, IT Act 2000 and 2002, Cyber Laws.

**CO5**

**TOTAL: 45 PERIODS**

**TEXT BOOKS**

1. N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 38<sup>th</sup> edition, 2020.
2. P. K. Goel, Business Law for Managers, Biztantra Publishers, India, 2017.
3. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill, 6th Edition, 2018.

**REFERENCE BOOKS**

1. Ravinder Kumar, Legal Aspects of Business, New Delhi: Cengage Learning, 4th edition, 2016.
2. CMA V.S. Datey, CA (Dr.) Mahesh Gour, CA (Dr.) K.M Bansal, Taxmann's Indirect Tax Laws, Taxman Publication, New Delhi. 2022.
3. Taxmann, GST Manual with GST Law Guide & Digest of Landmark Rulings, 11th Edition, 2019
4. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2015.
5. Richard Stim, Intellectual Property - Copy Rights, Trade Marks, and Patents, Cengage Learning, 15th edition 2017.
6. Daniel Albuquerque, Legal Aspect of Business, Oxford, 2nd edition, 2017
7. Ravinder Kumar, Legal Aspect of Business, Cengage Learning, 4th Edition 2016.

**COURSE OUTCOMES**

**Upon completion of the course, students will be able to**

CO1	Understand the fundamental legal principles in developing various contracts and commercial laws in the business world
CO2	Identify the common forms of business associations and elements of corporate governance
CO3	Develop insights regarding the laws related to industrial environment
CO4	Ability to understand the fundamentals of corporate tax and GST
CO5	Understand the role of consumer rights and cyber laws in the modern business environment

**MAPPING OF COs WITH POs AND PSOs**

Cos	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	2	1	2	2	3	3	2	1	1	2	2	3
CO2	3	3	2	3	2	1	1	3	1	1	1	2	1	2	2
CO3	2	3	3	2	2	1	1	3	2	2	2	1	2	2	3
CO4	3	3	3	2	2	2	1	2	1	2	1	1	2	1	2
CO5	3	2	1	3	2	2	2	3	2	1	2	1	2	2	1

	<b>INFORMATION MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MB4105</b>					
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVES**

- To understand the importance of information in business
- To know about the recent information systems and technologies.

<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
Data, Information, Information System, evolution, types based on functions and hierarchy, Enterprise and functional information systems.		<b>CO1</b>
<b>UNIT II</b>	<b>SYSTEM ANALYSIS AND DESIGN</b>	<b>10</b>
System development methodologies, Systems Analysis and Design, Data flow Diagram (DFD), Decision table, Entity Relationship (ER), Object Oriented Analysis and Design (OOAD), UML diagram.		<b>CO2</b>
<b>UNIT III</b>	<b>INTRODUCTION TO DATA BASE MANAGEMENT SYSTEMS</b>	<b>8</b>
DBMS – types and evolution, RDBMS, OODBMS, RODBMS, Data warehousing, DataMart, Datamining.		<b>CO3</b>
<b>UNIT IV</b>	<b>INTEGRATED SYSTEMS, SECURITY AND CONTROL</b>	<b>9</b>
Knowledge based decision support systems, integrating social media and mobile technologies in Information system, Security, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web.		<b>CO4</b>
<b>UNIT V</b>	<b>NEW IT INITIATIVES</b>	<b>9</b>
Introduction to Deep learning, Big data, Pervasive Computing, Cloud computing, Advancements in AI, IoT, Blockchain, Crypto currency, Quantum computing.		<b>CO5</b>
<b>TOTAL: 45 PERIODS</b>		

#### TEXT BOOKS

1. Rahul de, MIS: Management Information Systems in Business, Government and Society, Wiley India Pvt Ltd, 2012
2. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 2017.
3. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 9th edition, 2013.

#### REFERENCE BOOKS

1. Robert Schultheis and Mary Sumner, Management Information Systems –The Manager’s View, Tata McGraw Hill, 2008.
2. Kenneth C. Laudon and Jane P Laudon, Management Information Systems –Managing the Digital Firm, 15<sup>th</sup> edition, 2018.
3. R Database Management Systems, 3<sup>rd</sup> Edition, PHI Learning, 2018

#### COURSE OUTCOMES

Upon completion of the course, students will be able to

CO1	Learn the basics of data and information system.
CO2	Understand the system development methodologies.
CO3	Understand database management system and its types.
CO4	Learn the various technologies in information system and its security.
CO5	Gains knowledge on effective applications of information systems in business.

#### MAPPING OF COs WITH POs AND PSOs

Cos	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	1	2	3	3	2	1	3	3	2	1	2	1	3	2	1
<b>CO2</b>	3	2	2	1	1	2	2	3	3	1	2	2	1	1	2
<b>CO3</b>	3	3	2	2	1	1	1	2	3	1	2	3	2	1	1
<b>CO4</b>	2	1	3	2	3	1	1	2	3	2	3	1	2	3	1
<b>CO5</b>	2	2	1	1	3	3	3	2	1	1	2	3	1	3	3

<b>MB4106</b>	<b>BUSINESS RESEARCH METHODS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### OBJECTIVES

- To make the students understand the principles of scientific methodology in research enquiry, develop analytical skills of research, to prepare scientific reports and help them to get patent and copy right of their research work.

<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
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.		<b>CO1</b>
<b>UNIT II</b>	<b>RESEARCH DESIGN AND MEASUREMENT</b>	<b>9</b>
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.		<b>CO2</b>
<b>UNIT III</b>	<b>DATA COLLECTION AND SAMPLING DESIGN</b>	<b>9</b>
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.		<b>CO3</b>
<b>UNIT IV</b>	<b>DATA PREPARATION AND ANALYSIS</b>	<b>9</b>
Data Preparation – editing – coding – data entry – data analyses – parametric and non-parametric techniques - applications of bivariate and multivariate statistical techniques – Multiple regression analysis, Factor analysis, Discriminant analysis, Cluster analysis, Multidimensional scaling – Conjoint Analysis – Application of statistical software for data analysis.		<b>CO4</b>
<b>UNIT V</b>	<b>REPORT WRITING AND ETHICS IN BUSINESS RESEARCH</b>	<b>9</b>
Research report –Types – Contents of report – need for 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 – Ethics in research – Subjectivity and Objectivity in research.		<b>CO5</b>

**TOTAL: 45 PERIODS**

### TEXT BOOKS

- Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 12th Edition, Tata Mc Graw Hill, New Delhi, 2018.
- Alan Bryman and Emma Bell, Business Research methods, 5th Edition, Oxford University Press, New Delhi, 2018.
- William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2016.

### REFERENCE BOOKS

- Wilson, J (2013), Essential of Research Methods, SAGE Publication.
- Lee, Nick & Lings, Ian (2009), Doing Business Research, Sage South Asia.
- Mark Saunders, Lewis, P. & Thornhill, A. (2015), Research Methods for Business Students, Pearson Education.

<b>COURSE OUTCOMES</b>															
<b>Upon completion of the course, students will be able to</b>															
CO1	To understand the concept of research methods and apply in problem solving.														
CO2	To apply the research design.														
CO3	To understand the guidelines for sampling design.														
CO4	To understand and acquire the knowledge on data analysis and report writing.														
CO5	To understand and acquire the knowledge on Intellectual Property Rights.														
<b>MAPPING OF COs WITH POs AND PSOs</b>															
Cos	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	1	3	2	3	1	2	2	1	1	2	3	2	3
CO2	3	3	2	2	1	2	2	2	2	1	1	2	2	1	2
CO3	3	3	2	3	3	3	1	1	2	1	1	2	3	3	3
CO4	3	2	1	2	3	2	2	2	2	1	1	3	2	3	2
CO5	3	2	1	2	2	2	1	2	2	1	1	2	2	2	2

MA4171	STATISTICS FOR MANAGEMENT				L	T	P	C
					3	0	0	3
<b>OBJECTIVES</b>								
<ul style="list-style-type: none"> <li>To learn the applications of statistics in business decision making.</li> </ul>								
UNIT I	PROBABILITY							9
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.								CO1
UNIT II	SAMPLING DISTRIBUTION AND ESTIMATION							9
Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.								CO2
UNIT III	TESTING OF HYPOTHESIS - PARAMETIRC TESTS							9
Hypothesis testing: one sample and two sample tests for means and proportions of large samples(z-test), one sample and two sample tests for means of small samples (t-test), F- test for two sample standard deviations. ANOVA one and two way.								CO3
UNIT IV	NON-PARAMETRIC TESTS							9
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.								CO4
UNIT V	CORRELATION, REGRESSION AND TIME SERIES ANALYSIS							9
Correlation analysis, estimation of regression line. Time series analysis: Variation in time series, trend analysis, cyclical variations, seasonal variations and irregular variations.								CO5
<b>TOTAL: 45 PERIODS</b>								

**TEXT BOOKS**

1. Richard I. Levin, David S. Rubin, Masood H. Siddiqui, Sanjay Rastogi, Statistics for Management, Pearson Education, 8th Edition, 2017.
2. Prem S. Mann, Introductory Statistics, Wiley Publications, 9th Edition, 2015.
3. T N Srivastava and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 3rd Edition 2017.

**REFERENCE BOOKS**

1. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
2. David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, James J. Cochran, Statistics for business and economics, 13th edition, Thomson (South – Western) Asia, Singapore, 2016.
3. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2017.

**COURSE OUTCOMES**

**Upon completion of the course, students will be able to**

CO1	To facilitate objective solutions in business decision making.
CO2	To understand and solve business problem
CO3	To apply statistical techniques to datasets, and correctly interpret the results.
CO4	To develop skill-set that is in demand in both their search and business environments
CO5	To enable the students to apply the statistical techniques in a work setting.

**MAPPING OF COs WITH POs AND PSOs**

Cos	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2				2	1	1		1		3	2	2	
CO2	3	3				3	1	2		1		3	2	3	
CO3	3	2				2	1	1		1		3	2	2	
CO4	3	2				3	1	2		1		2	2	3	
CO5	3	3				3	1	2		1		2	2	3	

**SEMINAR - 1**

<b>MB4107</b>	<b>INDIAN ETHOS AND BUSINESS ETHICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>
<b>OBJECTIVES</b>					
<ul style="list-style-type: none"> <li>• To enable the learners in understanding of the basic concepts of Indian Ethos and familiarize about ethical behaviour and value systems at work.</li> <li>• To enable the learners to have exposure on business ethics and ethical business perspectives.</li> </ul>					
<b>NOTE:</b>					
<ul style="list-style-type: none"> <li>• The following is the list of topics suggested for preparation and presentation by students twice during the semester.</li> <li>• This will be evaluated by the faculty member(s) handling the course and the final marks are consolidated at the end of the semester. No end semester examination is required for this course.</li> </ul>					
<ol style="list-style-type: none"> <li>1. Indian Ethos and Personality Development</li> <li>2. Work ethos and values for Professional Managers</li> </ol>					

3. Indian Values, Value Systems and Wisdom for modern managers
4. Management Lessons from the Vedas, Puranas, Indian religions
5. Spirituality in Business Management
6. Individual Culture and Ethics
7. Ethical codes of conduct and value Systems
8. Loyalty and Ethical Behaviour
9. Ethical business issues and solutions
10. Social Responsibilities of Business

**TOTAL: 60 PERIODS**

### **COURSE OUTCOMES**

**Upon completion of the course, students will be able to**

- |     |  |
|-----|--|
| CO1 | To apply the basic concepts of Indian ethos and value systems at work.                   |
| CO2 | To handle issues of business ethics and offer solutions in ethical perspectives          |
| CO3 | The learners are professionally efficient and skillful in value systems and culture      |
| CO4 | The learners are capable in ethically manage business towards well-being of the society. |
| CO5 | The learner can be socially effective in under taking business responsibilities.         |

### **MAPPING OF COs WITH POs AND PSOs**

Cos	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	3	2	2	3	3	2	3	2	3	2	2	3	2
<b>CO2</b>	2	1	2	3	1	3	2	2	3	3	3	3	3	3	3
<b>CO3</b>	1	3	2	1	2	2	3	3	2	3	2	2	3	2	2
<b>CO4</b>	3	2	1	2	2	1	2	3	2	3	2	2	3	2	2
<b>CO5</b>	3	2	2	3	2	3	1	2	3	2	2	3	2	2	3

<b>MB4108</b>	<b>BUSINESS COMMUNICATION (LABORATORY)</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>

### **OBJECTIVES**

- To help the students to acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as - making speeches, controlling one-to-one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, minutes, reports

<b>UNIT I</b>	<b>INTRODUCTION AND TYPES OF BUSINESS COMMUNICATION</b>	<b>15</b>
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Introduction to Business Communication: Principles of effective communication, Target group profile, Barriers of Communication, Reading Skills, Listening, Feedback - Principles of Nonverbal Communication: Professional dressing and body language. Role Playing, Debates and Quiz. Types of managerial speeches - Presentations and Extempore - speech of introduction, speech of thanks, occasional speech, theme speech - Group communication: Meetings, group discussions – Other Aspects of Communication: Cross Cultural Dimensions of Business Communication Technology and Communication, Ethical & Legal Issues in Business Communication.	<b>CO1</b>
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<b>UNIT II</b>	<b>BUSINESS COMMUNICATION WRITING MODELS AND TOOLS</b>	<b>15</b>
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Business letters, Routine letters, Bad news and persuasion letters, sales letters, collection letters, Maintaining a Diary, Resume / CV, job application letters, proposals. Internal communication	<b>CO2</b>
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through - notices, circulars, memos, agenda and minutes, reports. Case Studies. Exercises on Corporate Writing, Executive Summary of Documents, Creative Writing, Poster Making, Framing Advertisements, Slogans, Captions, Preparing Press Release and Press Notes.

<b>UNIT III</b>	<b>EFFECTIVE PRESENTATIONS</b>	<b>10</b>
Principles of Effective Presentations, Principles governing the use of audio-visual media.		<b>CO3</b>
<b>UNIT IV</b>	<b>INTERVIEW SKILLS</b>	<b>10</b>
Mastering the art of giving interview sin-selection or placement interviews, discipline interviews, appraisal interviews, exit interviews, web / video conferencing, tele-meeting.		<b>CO4</b>
<b>UNIT V</b>	<b>REPORT WRITING</b>	<b>10</b>
Objectives of report, types of report, Report Planning, Types of Reports, developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing.		<b>CO5</b>

**TOTAL: 60 PERIODS**

**Note: The emphasis of the entire subject should be on practical aspects.**

**Practical: Module 1-**This module introduces both written and spoken communication skills to students to build their confidence in delivering clear and logical messages to their audience. They will develop written communication skills through crafting business messages such as business letters, emails, and meeting minutes. In addition, students will work through presentations and simulated meetings to refine their spoken communication skills, discussion techniques and people skills.

**Practical-Module2-**This module builds on the foundation of Business Communication and creates opportunities for students to strengthen their oral and written communication. Students will be required to enhance their presentation skills through impromptu speeches. Students will also learn how to prepare a formal business report. Job hunting and employment skills will be introduced to prepare students for a positive start to their careers. Students will be taught to write application letters and resumes. Additionally, students will learn job interview techniques through role-plays and simulations

**Practical - Module 3 -** This practical module aims to help students be persuasive in the business world. Students will learn listening and data gathering skills to better understand their target audience's needs and requirements and persuasive skills to convince the audience to accept a new policy / suggestion / product through role-playing a boardroom presentation. Students will also be taught business networking skills including conversation techniques, dining etiquette and personal branding through role-plays and simulations.

#### **REFERENCE BOOKS**

1. Rajendra Pal, J.S. Korlahalli, Essentials of Business Communication by, Sultan Chand & Sons, 13<sup>th</sup> Edition, 2012.
2. Meenakshi Raman, Prakash Singh, Business Communication, Oxford, 2<sup>nd</sup> edition, 2012
3. Raymond V. Lesikar, Flatley, Basic Business Communication Skills for Empowering the Internet Generation by, M.E., Tata McGraw-Hill Higher Education, New Delhi, 10<sup>th</sup> edition, 2004.
4. Ludlow R, Panton, The Essence of Effective Communications, Prentice Hall of India Pvt. Ltd. 2, 1995
5. C.S. Rayadu, Communication by, HPH, 2015
6. R.C. Sharma, Krishna Mohan, Business Correspondence & Report Writing, Tata McGraw Hill, 5<sup>th</sup> Edition, 2017
7. Bailey Richardson, Communication Skills, CreateSpace Independent Publishing Platform, 2016.
8. Supplementary Reading Material, Business Communication – Harvard Business Essentials Series, HBS Press, 2003.

9. Adair, John, Effective Communication, Pan Macmillan, UK, 2022  
 10. Mary Ellen Guffey, Dana Loewy, Business Communication: Process & Product, Cengage Learning, 2017.

**COURSE OUTCOMES**

**Upon completion of the course, students will be able to**

CO1	Develop good managerial communication skills
CO2	Ability to excel in different forms of written communication required in a business context
CO3	Develop good presentation skills
CO4	In-depth understanding of interview skills
CO5	Ability to prepare Business reports

**MAPPING OF COs WITH POs AND PSOs**

Cos	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	3	3	2	2	1	3	3	1	1	1	2	2	2
<b>CO2</b>	2	3	3	2	2	1	1	3	3	2	2	2	2	3	2
<b>CO3</b>	3	2	1	2	2	2	3	1	2	1	2	1	2	2	3
<b>CO4</b>	3	1	2	3	2	1	1	3	2	1	2	2	2	2	1
<b>CO5</b>	3	1	2	3	2	1	1	1	2	2	1	1	2	2	1

**SEMESTER – II**

<b>MB4201</b>	<b>FINANCIAL MANAGEMENT</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
		3	0	0	3
<b>OBJECTIVES</b>					
<ul style="list-style-type: none"> <li>To learn the fundamentals of Finance</li> <li>To understand the importance of Investment Decisions</li> <li>To understand the fundamentals of Financing and Dividend Decision</li> <li>To understand the role of working capital management</li> <li>To understand the long-term sources of finance</li> </ul>					
<b>UNIT I</b>	<b>FOUNDATIONS OF FINANCE</b>	<b>9</b>			
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.					<b>CO1</b>
<b>UNIT II</b>	<b>INVESTMENT DECISIONS</b>	<b>9</b>			
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.					<b>CO2</b>



<b>UNIT III</b>	<b>FINANCING AND DIVIDEND DECISION</b>	<b>9</b>
<p>Leverages – Operating and Financial leverage – measurement of leverages – degree of Operating &amp; 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 &amp; Irrelevance theories - Walter’s – Model, Gordon’s model and MM model – Factors determining dividend policy – Types of dividend policies– forms of dividend.</p>		<b>CO3</b>
<b>UNIT IV</b>	<b>WORKING CAPITAL MANAGEMENT</b>	<b>9</b>
<p>Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital – Receivables Management - Inventory management – Cash management – Working capital finance: Commercial paper, Company deposit, Trade credit, Bank finance.</p>		<b>CO4</b>
<b>UNIT V</b>	<b>LONG TERM SOURCES OF FINANCE</b>	<b>9</b>
<p>Indian capital market – New issues market – Secondary market – Long-term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.</p>		<b>CO5</b>

**TOTAL: 45 PERIODS**

**TEXT BOOKS**

1. I. M. Pandey, Essential of Financial Management, Vikas Publishing House Pvt. Ltd., 11<sup>th</sup> edition, 2022
2. M.Y. Khan and P.K. Jain Financial management, Text, Problems and cases Tata McGraw Hill, 8<sup>th</sup> edition, 2018.
3. Aswath Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.

**REFERENCE BOOKS**

1. James C. Van Horne – Fundamentals of Financial Management – PHI Learning, 13th Edition, 2015.
2. Brigham, Ehrhardt, Financial Management Theory and Practice, 14th edition, Cengage Learning 2016.
3. Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2017.
4. Srivatsava, Mishra, Financial Management, Oxford University Press, 2012.

**COURSE OUTCOMES**

**Upon completion of the course, students will be able to**

CO1	To understand the fundamentals of finance
CO2	To understand the investment decisions
CO3	To understand the applications of financing and Dividend decision
CO4	To understand working capital management
CO5	To understand and applications of long-term sources of finance

**MAPPING OF COs WITH POs AND PSOs**

COs	PROGRAM OUTCOMES (POs)										PROGRAM SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	2	3	2	3	3	3	1	2	2	3	2
<b>CO2</b>	3	3	2	3	1	1	2	3	1	2	2	3	1
<b>CO3</b>	3	3	2	3	1	1	1	3	1	2	2	3	1
<b>CO4</b>	3	3	2	3	2	1	1	3	1	2	2	3	2
<b>CO5</b>	3	3	2	3	1	2	1	3	1	2	2	3	1

<b>MB4202</b>	<b>HUMAN RESOURCE MANAGEMENT</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
		3	0	0	3

**OBJECTIVES**

- To learn the basic concepts of Human Resource Management
- To understand the importance of Human Resource Planning and Recruitment
- To understand the fundamentals and importance of Training and Development
- To understand the intricacies in Employee Engagement
- To understand the importance of Performance Evaluation and Control

<b>UNIT I</b>	<b>PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT</b>	<b>9</b>
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Evolution of human resource management – The importance of the human capital – Role of human resource manager – Challenges for human resource managers - trends in Human resource policies – Computer applications in human resource management – Human resource accounting and audit.

**CO1**

<b>UNIT II</b>	<b>HUMAN RESOURCE PLANNING AND RECRUITMENT</b>	<b>9</b>
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Importance of Human Resource Planning – Forecasting human resource requirement – matching supply and demand – Internal and External sources – Organizational Attraction - Recruitment, Selection, Induction and Socialization - Theories, Methods and Process.

**CO2**

<b>UNIT III</b>	<b>TRAINING AND DEVELOPMENT</b>	<b>9</b>
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Types of training methods – purpose – benefits - resistance. Executive development programme – Common practices – Benefits – Self-development – Knowledge management.

**CO3**

<b>UNIT IV</b>	<b>EMPLOYEE ENGAGEMENT</b>	<b>9</b>
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Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Mentoring - Development of mentor – Protégé relationships- Job Satisfaction, Employee Engagement, Organizational Citizenship Behavior: Theories, Models.

**CO4**

<b>UNIT V</b>	<b>PERFORMANCE EVALUATION AND CONTROL</b>	<b>9</b>
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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.

**CO5**

**TOTAL : 45 PERIODS**

**TEXT BOOKS**

1. Gary Dessler and Biju Varkkey, Human Resource Management, Pearson Education Limited, 2020.
2. David A. Decenzo, Stephen. P. Robbins, and Susan L. Verhulst, Human Resource Management, Wiley, International Student Edition, 11<sup>th</sup> Edition, 2016.
3. Luis R. Gomez - Mejia, David B. Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2016.

**REFERENCE BOOKS**

1. H John Bernardin, Human Resource Management, Tata McGraw Hill, 8<sup>th</sup> edition 2012.
2. Wayne Cascio, Managing Human Resource, McGraw Hill, 2018.
3. Ivancevich, Human Resource Management, McGraw Hill 2012.
4. Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2013

**COURSE OUTCOMES**

Upon completion of the course, students will be able to

CO1	To understand the various aspects of HR
CO2	To gain knowledge on Human Resource Management skills
CO3	To develop the skills needed to be an Human Resource Manager
CO4	To understand the concepts of work place management
CO5	To understand and applications of new trends in the area of Human Resource management

**MAPPING OF COs WITH POs AND PSOs**

COs	PROGRAM OUTCOMES (POs)										PROGRAM SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	2	2	1	2	2	2	1	1	2	1	3	3	3
CO2	3	3	2	3	2	2	2	2	3	1	3	3	3
CO3	3	3	3	3	3	3	2	2	3	1	3	2	2
CO4	3	3	2	3	3	2	2	2	2	1	3	3	3
CO5	3	3	1	2	2	2	2	2	2	1	3	2	3

<b>MB4203</b>	<b>OPERATIONS MANAGEMENT</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
		3	0	0	3

**OBJECTIVES**

- To learn the basic concepts of Operations Management
- To understand the importance of Operations and the value chain
- To understand concepts of Designing Operations
- To understand the importance of Planning and Control
- To understand the importance of Quality Management

<b>UNIT I</b>	<b>INTRODUCTION TO OPERATIONS MANAGEMENT</b>	<b>9</b>
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. Productivity; World-class manufacturing practices		<b>CO1</b>
<b>UNIT II</b>	<b>OPERATIONS AND THE VALUE CHAIN</b>	<b>9</b>
Capacity Planning – Long range, Types, Developing capacity alternatives, tools for capacity planning. Facility Location–Theories, Steps in Selection, Location Models. Sourcing and procurement-Strategic sourcing, make or buy decision, procurement process, managing vendors		<b>CO2</b>
<b>UNIT III</b>	<b>DESIGNING OPERATIONS</b>	<b>9</b>
Product Design–Criteria, Approaches. Product development process-stage-gate approach tools for efficient development Process- design, strategy, types, analysis. Facility Layout–Principles, Types, Planning tools and techniques.		<b>CO3</b>
<b>UNIT IV</b>	<b>PLANNING AND CONTROL OF OPERATIONS</b>	<b>9</b>
Demand Forecasting–Need, Types, Objectives and Steps- Overview of Qualitative and Quantitative methods. Operations planning-Resource planning-Inventory Planning and Control. Operations Scheduling- Theory of constraints-bottle necks, capacity constrained resources, synchronous		<b>CO4</b>

<b>UNIT V</b>	<b>QUALITY MANAGEMENT</b>	<b>9</b>
Definitions of quality, The Quality revolution, quality gurus; TQM philosophies; Quality management tools, certification and awards. Lean Management - philosophy, elements of JIT manufacturing, continuous improvement. Six sigmas.		<b>CO5</b>

**TOTAL : 45 PERIODS**

**TEXT BOOKS**

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Operations and Supply Chain Management, McGraw Hill Education (India) Pvt. Ltd, 14<sup>th</sup> Edition, 2014.
2. Mahadevan B, Operations management: Theory and practice. Pearson Education India; 2015
3. William J Stevenson, Operations Management, Tata McGraw Hill, 12<sup>th</sup> Edition, 2018.
4. Russel and Taylor, Operations Management, Wiley, 5<sup>th</sup> Edition, 2020.

**REFERENCE BOOKS**

1. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 9<sup>th</sup> edition, 2015.
2. Cecil C. Bozarth, Robert B. Handfield, Introduction to Operations and Supply Chain, Management, Pearson, 2018.
3. Panneerselvam. R, Production and Operations Management, 3<sup>rd</sup> Edition, PHI Learning, 2012

**COURSE OUTCOMES**

**Upon completion of the course, students will be able to**

CO1	To understand the various aspects of Operations Management
CO2	To gain knowledge on Operations and value chain
CO3	To gain the knowledge on Designing Operations
CO4	To understand the concepts of Planning and Control of Operations
CO5	To understand and applications of Quality Management

**MAPPING OF COs WITH POs AND PSOs**

COs	PROGRAM OUTCOMES (POs)										PROGRAM SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
<b>CO1</b>	2	3	2	3	2	1	1	3	1	2	2	3	2
<b>CO2</b>	3	2	2	2	2	2	1	2	2	2	2	2	2
<b>CO3</b>	3	3	2	2	1	1	2	2	2	1	2	2	1
<b>CO4</b>	3	3	2	1	3	1	2	2	1	1	2	1	3
<b>CO5</b>	3	3	1	2	2	1	1	2	2	1	1	2	2

<b>MB4204</b>	<b>MARKETING MANAGEMENT</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
		3	0	0	3

**OBJECTIVES**

- To learn the fundamentals of Marketing Management
- To understand the strategy followed in marketing
- To understand the fundamentals of marketing mix decisions
- To understand the role of buyer behaviour
- To understand the concepts of Marketing research & recent trends in marketing

<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
Defining Marketing – Core concepts in Marketing – Evolution of Marketing – Marketing Planning Process – Scanning Business environment: Internal and External – Value chain – Core Competencies – PESTEL – SWOT Analysis – Marketing interface with other functional areas– Production, Finance, Human Relations Management, Information System – Marketing in global environment – International Marketing – Rural Marketing–Prospects and Challenges.		<b>CO1</b>
<b>UNIT II</b>	<b>MARKETING STRATEGY</b>	<b>9</b>
Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing – Services marketing – Competition Analysis – Analysis of consumer and industrial markets – Influence of Economic and Behavioral Factors–Strategic Marketing Mix components.		<b>CO2</b>
<b>UNIT III</b>	<b>MARKETING MIX DECISIONS</b>	<b>9</b>
Product planning and development – Product life cycle – New product Development and Management – Defining Market Segmentation – Targeting and Positioning – Brand Positioning and Differentiation – Channel Management – Managing Integrated Marketing Channels – Managing Retailing, Wholesaling and Logistics – Advertising and Sales Promotions – Pricing Objectives, Policies and Methods		<b>CO3</b>
<b>UNIT IV</b>	<b>BUYER BEHAVIOUR</b>	<b>9</b>
Understanding Industrial and Consumer Buyer Behavior–Influencing factors – Buyer Behaviour Models – Online buyer behavior – Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection – Creating Long Term Loyalty Relationships.		<b>CO4</b>
<b>UNIT V</b>	<b>MARKETING RESEARCH &amp; TRENDS IN MARKETING</b>	<b>9</b>
Marketing Information System–Marketing Research Process–Concepts and applications: Product – Advertising – Promotion – Consumer Behaviour – Retail research –Customer driven organizations - Cause related marketing – Ethics in marketing – Online marketing trends – social media and digital marketing		<b>CO 5</b>

**TOTAL : 45 PERIODS**

**TEXT BOOKS**

1. Philip T. Kotler and Kevin Lane Keller, Marketing Management, Prentice Hall India, 15th Edition, 2017.
2. K S Chandra Sekar, “Marketing management – Text and Cases”, Tata Mc Graw Hill Education, 2012
3. Charles W. Lamb, Joseph F. Hair, Carl McDaniel – Marketing, Cengage Learning, 2012.
4. Charles, W., Hair Lamb (Joe F), Dheeraj Sharma, Marketing: A south Asian Perspective, Cengage Learning, 2016.
5. Paul Baines, Chris Fill, Kelly Page, Marketing, Asian edition, Oxford University Press, 5th edition, 2019.

**REFERENCE BOOKS**

1. Ramasamy, V. S, Namakumari, S, Marketing Management: Global Perspective Indian Context, Macmillan Education, New Delhi, 6<sup>th</sup> Edition, 2018.
2. A. NAG, Marketing successfully – A Professional Perspective, Macmillan 2008.
3. Micheal R. Czinkota, Masaaki Kotabe, Demetris Vrontis, and S.M. Riad Shams, Marketing Management: Past, Present and Future, 4<sup>th</sup> edition, Springer International Publishing, 2021.
4. Philip Kotler, Gay Armstrong, Prafulla Agnihotri, Principles of marketing, Pearson Publication, 7<sup>th</sup> edition, 2018.

**COURSE OUTCOMES**

Upon completion of the course, students will be able to

CO1	To understand the fundamentals in marketing
CO2	To understand the marketing strategies followed in organizations
CO3	To understand the applications marketing mix decisions
CO4	To understand and importance of buyer behavior in marketing
CO5	To understand the applications of marketing research & trends in marketing

**MAPPING OF COs WITH POs AND PSOs**

COs	PROGRAM OUTCOMES (POs)										PROGRAM SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	3	3	1	2	2	2	1	2	1	2	3	3	3
CO2	3	2	2	2	2	2	1	2	2	2	3	3	3
CO3	3	3	2	1	2	2	1	2	1	2	3	2	3
CO4	3	3	1	2	3	2	2	2	2	1	3	2	3
CO5	3	3	1	2	2	2	1	2	2	1	3	3	2

<b>MB4205</b>	<b>BUSINESS ANALYTICS</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
		3	0	0	3

**OBJECTIVES**

- To learn the fundamentals of Business Analytics
- To understand the importance of Resource Management in business Analytics
- To understand the fundamentals of Descriptive Analysis
- To understand the role of Predictive Analysis
- To understand the concepts of Prescriptive Analysis

<b>UNIT I</b>	<b>INTRODUCTION TO BUSINESS ANALYTICS (BA)</b>	<b>9</b>
	Business Analytics- Terminologies, Process, Importance, Relationship with Organisational Decision Making, BA for Competitive Advantage.	<b>CO1</b>
<b>UNIT II</b>	<b>MANAGING RESOURCES FOR BUSINESS ANALYTICS</b>	<b>9</b>
	Managing BA Personnel, Data and Technology. Organisational Structures aligning BA. Managing Information policy, data quality and change in BA.	<b>CO2</b>
<b>UNIT III</b>	<b>DESCRIPTIVE ANALYTICS</b>	<b>9</b>
	Introduction to Descriptive analytics - Visualizing and Exploring Data - Descriptive Statistics – Sampling and Estimation – Probability Distribution for Descriptive Analytics – Analysis of Descriptive analytics	<b>CO3</b>
<b>UNIT IV</b>	<b>PREDICTIVE ANALYTICS</b>	<b>9</b>
	Introduction to Predictive analytics – Logic and Data Driven Models – Predictive Analysis Modeling and procedure – Data Mining for Predictive analytics. Analysis of Predictive analytics	<b>CO4</b>

<b>UNIT V</b>	<b>PRESCRIPTIVE ANALYTICS</b>	<b>9</b>
Introduction to Prescriptive analytics – Prescriptive Modeling – Non Linear Optimisation – Demonstrating Business Performance Improvement.		<b>CO5</b>

**TOTAL : 45 PERIODS**

**TEXT BOOKS**

1. Marc J. Schniederjans, Dara G. Schniederjans and Christopher M. Starkey, "Business Analytics Principles, Concepts, and Applications-What, Why, and How", Pearson,2014
2. Christian Albright Sand Wayne L. Winston, "Business Analytics-Data Analysis and Decision Making", Fifth edition, Cengage Learning, 2015.

**REFERENCE BOOKS**

1. James R. Evans, "Business Analytics - Methods, Models and Decisions", Pearson Ed, 2019
2. Paul Newbold, William Lee Carlson, Betty Thorne – Statistics for Business and Economics, Pearson, 2019.
3. S. C.Gupta – Fundamentals of Statistics, Himalaya Publishing, 2018.
4. Walpole – Probability and Statistics for Scientists and Engineers, 9th ed., Pearson, 2013.

**COURSE OUTCOMES**

**Upon completion of the course, students will be able to**

CO1	To understand the fundamentals of Business Analytics
CO2	To understand the intricacies in managing resources for business Analytics
CO3	To understand the applications of Descriptive Analysis
CO4	To understand and importance of Predictive Analysis
CO5	To understand the importance and applications of Prescriptive Analytics

**MAPPING OF COs WITH POs AND PSOs**

Cos	PROGRAM OUTCOMES (POs)										PROGRAM SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	2	3	2	2	1	3	2	1	2	2	3
<b>CO2</b>	3	2	2	3	2	2	1	3	2	2	2	2	3
<b>CO3</b>	3	3	1	3	2	2	2	3	2	1	3	1	3
<b>CO4</b>	3	3	2	3	3	2	2	3	2	1	3	2	3
<b>CO5</b>	3	3	2	3	2	2	2	3	2	1	3	2	3

<b>MB4206</b>	<b>QUANTITATIVE TECHNIQUES FOR DECISION MAKING</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVES**

- To learn the fundamentals of Quantitative techniques in decision making
- To understand the application of Linear Programming Extensions
- To understand the fundamentals of decision and Game Theories
- To understand the role of inventory and Job Sequencing Models
- To get knowledge about the machine translation

<b>UNIT I</b>	<b>INTRODUCTION TO LINEAR PROGRAMMING (LP)</b>	<b>9</b>
Relevance of quantitative techniques in management decision making. Linear Programming - formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases. Sensitivity Analysis.		<b>CO1</b>

<b>UNIT II</b>	<b>LINEAR PROGRAMMING EXTENSIONS</b>	<b>9</b>
Transportation Models (Minimising and Maximising Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N - W Corner Rule, Least cost and Vogel’s approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Case of Degeneracy. Transshipment Models. Assignment Models (Minimising and Maximising Problems) – Balanced and Unbalanced Problems. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.		<b>CO2</b>
<b>UNIT III</b>	<b>DECISION AND GAME THEORIES</b>	<b>9</b>
Decision making under risk – Decision trees – Decision making under uncertainty. Game Theory – Two-person Zero sum games - Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.		<b>CO3</b>
<b>UNIT IV</b>	<b>INVENTORY AND JOB SEQUENCING MODELS</b>	<b>9</b>
Inventory Models –EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Job Sequencing algorithm (Johnson') - n jobs thro' 2 machines, n jobs thro' 3 machines and n jobs thro' m machines.		<b>CO4</b>
<b>UNIT V</b>	<b>QUEUING THEORY AND REPLACEMENT MODELS</b>	<b>9</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.		<b>CO5</b>

**TOTAL : 45 PERIODS**

**TEXT BOOKS**

1. N. D Vohra, Quantitative Techniques in Management, Tata Mcgraw Hill, 2011.
2. Paneerselvam R., Operations Research, Prentice Hall of India, 2016.
3. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Tenth Edition, Third Indian Reprint 2019.

**REFERENCE BOOKS**

1. Bernard W. Taylor III, Introduction to Management Science, 9th Edition, Pearson Ed. 2018
2. Frederick & Mark Hillier, Introduction to Management Science– A Modeling and case studies approach with spread sheets, Tata McGraw Hill, 5<sup>th</sup> edition, 2019.
3. Nagraj B, Barry Rand Ralph M. S Jr., Managerial Decision Modelling with Spreads sheets, Third Edition, 2011, Pearson Education.

**COURSE OUTCOMES**

**Upon completion of the course, students will be able to**

CO1	To the fundamentals and application of Linear Programming
CO2	To understand the models and extensions
CO3	To understand the applications of decision and game theories
CO4	To understand inventory and Job sequencing jobs
CO5	To understand the applications of Queuing Theory and Replacement Models

**MAPPING OF COs WITH POs AND PSOs**

COs	PROGRAM OUTCOMES (POs)										PROGRAM SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
<b>CO1</b>	2	1	1	2	3	2	1	1	2	3	3	2	3
<b>CO2</b>	2	2	2	1	2	2	2	1	2	2	2	3	3



<b>CO3</b>	2	3	2	2	3	2	1	1	2	3	3	2	3
<b>CO4</b>	2	3	2	1	2	1	1	1	2	2	3	3	3
<b>CO5</b>	2	3	2	2	2	2	2	2	2	2	3	3	3

<b>MB4207</b>	<b>PRO-SOCIAL BEHAVIOUR</b>											<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
												0	0	4	2

### OBJECTIVES

- To introduce the students to the organization behaviour topics.

### Exercises

- Pygmalion Effect
- Transaction analysis
- Strokes
- Life Positions
- Self-efficacy/Confidence
- Positive Psychology
- Psychological Capital
- Happiness/Subjective well-being
- Emotional Labour
- Creating Rapport

**TOTAL : 60 PERIODS**

### COURSE OUTCOMES

Upon completion of the course, students will be able to

CO1	To understand one's as well as other's behavior in organizations.
CO2	To improve the self-confidence level
CO3	To improve the interpersonal behaviour
CO4	To develop self-awareness
CO5	To improve quality of life

### MAPPING OF COs WITH POs AND PSOs

COs	PROGRAM OUTCOMES (POs)										PROGRAM SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	2	2	3	2	3	2	2	2	3	2	2
<b>CO2</b>	3	2	3	2	2	3	2	2	2	2	3	2	3
<b>CO3</b>	3	3	3	2	2	3	2	2	2	3	3	3	3
<b>CO4</b>	2	2	2	3	3	1	2	1	2	2	2	2	2
<b>CO5</b>	3	3	3	2	3	2	3	3	3	2	3	3	3

<b>MB4208</b>	<b>DATA ANALYSIS AND BUSINESS MODELING</b>											<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
												0	0	4	2

### OBJECTIVES

- To understand the importance of data analysis for business modelling.

Exercises	
1. Descriptive Statistics 2. Parametric Tests 3. Non-parametric Tests 4. Correlation & Regression 5. Forecasting Extended experiment-1 6. Portfolio Selection 7. Risk Analysis & Sensitivity Analysis 8. Revenue Management Extended experiment-2 9. Transportation & Assignment 10. Networking Models 11. Queuing Theory 12. Inventory Models Extended experiments-3	

**TOTAL : 60 PERIODS**

**TEXT BOOKS**

- David R. Anderson, et al, "An Introduction to Management Sciences: Quantitative approaches to Decision Making", (14<sup>th</sup> edition), Cengage Learning, 2019.
- William J. Stevenson, Ceyhun Ozgur, "Introduction to Management Science with Spread sheet", Tata McGraw Hill, 2009.
- Hansa Lysander Manohar, "Data Analysis and Business Modelling using Microsoft Excel" PHI, 2017.

**REFERENCE BOOKS**

- David M. Levine et al, "Statistics for Managers using MS - Excel" (6<sup>th</sup> Edition) Pearson, 2010.
- Minnick, C. Web Kit for Dummies. John Wiley & Sons, (2012).

**COURSE OUTCOMES**

**Upon completion of the course, students will be able to**

CO1	To understand and to have deep knowledge about the nature of data and conducting hypothesis testing using various data analysis techniques
CO2	To understand and to identify the relationship between variables using data analytical tools
CO3	To understand forecasting in real time business world using analytical tools
CO4	To understand and Ability to conduct Risk and sensitivity analysis and portfolio selection based on business data
CO5	To have enhanced knowledge about networking, inventory models and queuing theory using data analytical tools

**MAPPING OF COs WITH POs AND PSOs**

Cos	PROGRAM OUTCOMES (POs)										PROGRAM SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
<b>CO1</b>	3	3	2	3	2	2	2	3	3	1	3	3	1
<b>CO2</b>	3	2	3	3	2	2	1	2	2	2	3	3	1
<b>CO3</b>	3	3	2	2	1	1	2	2	2	1	3	3	1
<b>CO4</b>	3	3	2	1	3	1	2	2	1	1	3	3	1
<b>CO5</b>	3	3	1	3	2	2	1	2	2	1	3	3	1

### NON – FUNCTIONAL ELECTIVES

MB4211	ENTREPRENEURSHIP DEVELOPMENT	L	T	P	C
		3	0	0	3
<b>OBJECTIVES</b>					
<ul style="list-style-type: none"> <li>• To equip and develop the learners’ entrepreneurial skills and qualities essential to undertake business.</li> <li>• To impart the learners’ entrepreneurial competencies needed for managing business efficiently and effectively.</li> </ul>					
<b>UNIT I</b>	<b>ENTREPRENEURIAL COMPETENCE</b>	<b>9</b>			
Entrepreneurship concept–Entrepreneurship as a Career–Entrepreneurial Personality-Characteristics of Successful Entrepreneurs–Knowledge and Skills of an Entrepreneur.					<b>CO1</b>
<b>UNIT II</b>	<b>ENTREPRENEURIAL ENVIRONMENT</b>	<b>9</b>			
Business Environment-Role of Family and Society-Entrepreneurship Development Training and Other Support Organisational Services-Central and State Government Industrial Policies and Regulations.					<b>CO2</b>
<b>UNIT III</b>	<b>BUSINESS PLAN PREPARATION</b>	<b>9</b>			
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.					<b>CO3</b>
<b>UNIT IV</b>	<b>LAUNCHING OF SMALL BUSINESS</b>	<b>9</b>			
Finance and Human Resource Mobilisation - Operations Planning - Market and Channel Selection-Growth Strategies -Product Launching–Incubation, Venture capital, Start-ups.					<b>CO4</b>
<b>UNIT V</b>	<b>MANAGEMENT OF SMALL BUSINESS</b>	<b>9</b>			
Monitoring and Evaluation of Business - Business Sickness - Prevention and Rehabilitation of Business Units -Effective Management of small Business-Case Studies.					<b>CO5</b>
<b>TOTAL: 45 PERIODS</b>					
<b>TEXT BOOKS</b>					
<ol style="list-style-type: none"> <li>1. S. S. Khanka, Entrepreneurial Development, S. Chand and Company Limited, New Delhi, 2020.</li> <li>2. Robert D. Hisrich, Dean A Shepherd, Michael P Peters, Entrepreneurship, Mc Graw Hill, New Delhi, 2016.</li> <li>3. Rajeev Roy, Entrepreneurship, Oxford University Press, 2nd Edition, 2011.</li> <li>4.</li> </ol>					
<b>REFERENCE BOOKS</b>					
<ol style="list-style-type: none"> <li>1. Dr. Vasant Desai, “Small Scale Industries and Entrepreneurship”, HPH, 2011.</li> <li>2. Arya Kumar, Entrepreneurship, Pearson, 2012.</li> <li>3. Prasanna Chandra, Projects Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 8th edition, 2017.</li> <li>4. Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage Learning, 2012.</li> </ol>					

**COURSE OUTCOMES**

Upon completion of the course, students will be able to

CO1	The learners will gain entrepreneurial competence to run the business efficiently.
CO2	The learners are able to undertake businesses in the entrepreneurial environment
CO3	The learners are capable of preparing business plans and undertake feasible projects
CO4	The learners are efficient in launching and develop their business ventures successfully
CO5	The learners shall monitor the business effectively towards growth and development.

**MAPPING OF COs WITH POs AND PSOs**

Cos	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	1	2	2	2	3	2	2	2	2	3	3	2	2
<b>CO2</b>	3	2	3	2	1	1	2	2	3	2	2	3	2	2	3
<b>CO3</b>	2	3	3	2	1	2	2	3	2	2	2	3	2	3	2
<b>CO4</b>	3	2	2	1	2	2	2	3	2	2	2	2	2	3	2
<b>CO5</b>	3	2	2	2	3	3	2	3	3	3	2	2	2	3	3

<b>MB4212</b>	<b>BUSINESS ETHICS AND CORPORATE GOVERNANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVES**

- To have grounding on theory through the understanding of real-life situations and cases.
- To understand the theories and legal aspects of business ethics.
- To provide insight into corporate social responsibility.

<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
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Definition & nature Business ethics, Characteristics, Ethical theories; Causes of unethical behavior; Ethical abuses; Work ethics; Code of conduct; Public good.

**CO1**

<b>UNIT II</b>	<b>ETHICS THEORY AND BEYOND</b>	<b>9</b>
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Management of Ethics - Ethics analysis [ Hosmer model]; Ethical dilemma; Ethics in practice - ethics for managers; Role and function of ethical managers- Comparative ethical behaviour of managers; Code of ethics; Competitiveness, organizational size, profitability and ethics; Cost of ethics in Corporate ethics evaluation. Business and ecological / environmental issues in the Indian context and case studies.

**CO2**

<b>UNIT III</b>	<b>LEGAL ASPECTS OF ETHICS</b>	<b>9</b>
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Political – legal environment; Provisions of the Indian constitution pertaining to Business; Political setup – major characteristics and their implications for business. Social – cultural environment and their impact on business operations, Salient features of Indian culture and values.

**CO3**

<b>UNIT IV</b>	<b>ENVIRONMENTAL ETHICS</b>	<b>9</b>
Economic Environment; Philosophy of economic growth and its implications for business, Main features of Economic Planning with respect to business; Industrial policy and framework of government contract over Business; Role of chamber of commerce and confederation of Indian Industries.		<b>CO4</b>

<b>UNIT V</b>	<b>CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE</b>	<b>9</b>
Definition- Evolution- Need for CSR; Theoretical perspectives; Corporate citizenship; Business Practices; Strategies for CSR; Challenges and implementation; Evolution of corporate governance; Governance practices and regulation; Structure and development of boards; Role of capital market and government; Governance ratings; Future of governance- innovative practices; Case studies with lessons learnt.		<b>CO5</b>

**TOTAL : 45 PERIODS**

**TEXT BOOKS**

1. S.A. Sherlekar, Ethics in Management, Himalaya Publishing House, New Delhi, 2014.
2. Robert A.G. Monks and Nell Minow, Corporate governance, John Wiley and Sons, 5<sup>th</sup> Edition, 2011.
3. W.H. Shaw, Business Ethics: A Textbook with Cases, Cengage Learning, 9<sup>th</sup> edition, 2017.

**REFERENCE BOOKS**

1. William B. Werther and David B. Chandler, Strategic corporate social responsibility, Sage Publications Inc., 2011
2. Bob Tricker, Corporate governance- Principles, policies and practices, Oxford University Press, 4<sup>th</sup> edition, 2019.
3. Philip Kotler and Nancy Lee, Corporate social responsibility: doing the most good for company and your cause, Wiley, 2011.
4. Asish K. Bhattacharyya, Corporate Governance in India: Change and Continuity, Oxford University Press, 2016.

**COURSE OUTCOMES**

**Upon completion of the course, students will be able to**

CO1	To understand ethical issues in workplace and be able to find solution.
CO2	To understand ethical issues and the behavior to be followed in the corporate.
CO3	To understand ethical issues in legal and social environment.
CO4	To understand ethical issues in economic and political environment.
CO5	To understand ethical issues and practices in CSR.

**MAPPING OF COs WITH POs AND PSOs**

Cos	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	3	3	2	2	3	2	1	2	2	2	3	3	2	3	3
<b>CO2</b>	3	2	2	2	1	2	3	2	2	3	2	2	3	2	2
<b>CO3</b>	2	2	2	3	2	3	1	1	2	2	1	2	2	1	2
<b>CO4</b>	3	2	2	3	2	2	2	3	2	2	2	3	2	2	3
<b>CO5</b>	3	2	2	1	1	2	1	2	2	2	2	2	2	2	2

<b>MB4213</b>	<b>EVENT MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	
<b>OBJECTIVES</b>						
<ul style="list-style-type: none"> <li>To provide an introduction to the principles of event management.</li> <li>To understand the legal issues in organizing the events.</li> <li>To give insight into the event operation, safety measures and budgeting of events.</li> </ul>						
<b>UNIT I</b>	<b>EVENT CONTEXT</b>					<b>9</b>
History& Evolution–Types of events–MICE Types of Meeting, Trade Shows, Conventions, Exhibitions- Structure of event industry – Event Management as a profession –Perspectives on event: Government, Corporate & Community – Code of Ethics.					<b>CO1</b>	
<b>UNIT II</b>	<b>EVENT PLANNING &amp; LEGAL ISSUES</b>					<b>9</b>
Conceptualizing the event – Host, sponsor, Media, Guest, Participants, Spectators – Crew – Design of concept – Theme and content development – Visualization – Event objectives –Initial planning – Budgeting – Event design and budget checklist – Preparation of functional sheets– Timing–Contracts and Agreements– Insurance, Regulation, License and Permits –Negotiation.					<b>CO2</b>	
<b>UNIT III</b>	<b>EVENT MARKETING</b>					<b>9</b>
Role of Strategic Marketing Planning- Pricing– Marketing Communication Methods & budget – Elements of marketing communication – Managing Marketing Communication –Role of Internet – Sponsorship – Event sponsorship – Strategy – Managing Sponsorships –Measuring& Evaluating sponsorship.					<b>CO3</b>	
<b>UNIT IV</b>	<b>EVENT OPERATIONS</b>					<b>9</b>
Site Selection–Types of location–Venue Requirements–Room, Stage, Audi-Visual, Lighting, Performers, Decors, Caterer, Photography & Videography – Protocols – Guest list –Guest demographics – Children at event – Invitation – Media – Freelance Event Operation –Road show - Food & Beverage – Entertainment – Event Logistics – Supply of facilities –Onsite logistics– Control of event logistics– Evaluation & Logistics.					<b>CO4</b>	
<b>UNIT V</b>	<b>SAFETY AND EVENT EVALUATION</b>					<b>9</b>
Risk assessment–Safety officer, Medical Manager –Venue, Structural safety –Food safety –Occupational safety–Fire Prevention–Sanitary facilities–Vehicle traffic Waste Management. Event Impact– Event Evaluation Process– Service Quality- Customer Satisfaction.					<b>CO5</b>	
<b>TOTAL : 45 PERIODS</b>						
<b>TEXT BOOKS</b>						
<ol style="list-style-type: none"> <li>Lynn Van Der Wagen, Event Management for Tourism, Cultural Business &amp; Sporting Events, 4th Edition, Pearson Publications, 2014.</li> <li>Anton Shone, and Bryn Parry, Successful Event Management, Cengage Learning, 2019.</li> <li>Alex Genadinik, Event Planning: Management &amp; Marketing for successful events, Canada, CreateSpace Independent Publishing Platform, 2015.</li> <li>Charles Bladen,James Kennell, Emma Abson and Nick Wilde, Events Management: An Introduction, 2<sup>nd</sup> edition, Routledge – Taylor &amp; Francis, 2017.</li> <li>John Beech, Sebastian Kaiser &amp; Robert Kaspar, The Business of Events Management, Pearson Publication, 2014.</li> </ol>						

**REFERENCE BOOKS**

1. Judy, Event Planning Ethics and Etiquette: A Principled Approach to the Business of Special Event Management, 2014.
2. Shannon Kilkenny, The complete guide to successful event planning, Atlantic Publishing Group, 2011
3. Julia Rutherford Silvers, Professional Event Coordination, 2<sup>nd</sup> edition, The Wiley Event Management Series, 2012
4. Allison Saget, The Event Marketing Handbook: Beyond Logistics & Planning, Dearborn Trade Pub., 2009.

**COURSE OUTCOMES**

Upon completion of the course, students will be able to

CO1 Learning about structure and code of ethics of event

CO2 Exploring and getting to know about event planning and regulation

CO3 Understand about event marketing, planning and strategies

CO4 Enhance professional skills in event management

CO5 Analyze the safety measure of event management

**MAPPING OF COs WITH POs AND PSOs**

Cos	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	2	3	2	2	3	1	2	2	2	3	2	2	3	2
CO2	3	2	2	2	3	1	2	3	2	2	2	3	2	2	3
CO3	2	1	3	2	2	1	2	2	3	2	2	2	2	2	2
CO4	3	3	2	3	2	2	2	2	2	3	2	3	3	2	3
CO5	2	2	3	2	3	2	2	3	2	2	2	2	2	2	2

<b>MB4214</b>	<b>SUSTAINABLE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVES**

- To provide students with fundamental knowledge of the notion of corporate sustainability.
- To determine how organizations impacts on the environment and socio technical systems,
- To understand the relationship between social and environmental performance and competitiveness, the approaches and methods.

<b>UNIT I</b>	<b>MANAGEMENT OF SUSTAINABILITY</b>	<b>9</b>
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Management of sustainability -rationale and political trends: An introduction to sustainability management, International and European policies on sustainable development, theoretical pillars in sustainability management studies.

**CO1**

<b>UNIT II</b>	<b>CORPORATE SUSTAINABILITY AND RESPONSIBILITY</b>	<b>9</b>
Corporate sustainability perimeter, corporate sustainability institutional framework, integration of sustainability into strategic planning and regular business practices, fundamentals of stakeholder engagement.		<b>CO2</b>
<b>UNIT III</b>	<b>SUSTAINABILITY MANAGEMENT: STRATEGIES AND APPROACHES</b>	<b>10</b>
Corporate sustainability management and competitiveness: Sustainability-oriented corporate strategies, markets and competitiveness, Green Management between theory and practice, Sustainable Consumption and Green Marketing strategies, Environmental regulation and strategic postures; Green Management approaches and tools; Green engineering: clean technologies and innovation processes; Sustainable Supply Chain Management and Procurement.		<b>CO3</b>
<b>UNIT IV</b>	<b>SUSTAINABILITY AND INNOVATION</b>	<b>8</b>
Socio technical transitions and sustainability, Sustainable entrepreneurship, Sustainable pioneers in green market niches, Smart communities and smart specializations.		<b>CO4</b>
<b>UNIT V</b>	<b>SUSTAINABLE MANAGEMENT OF RESOURCES, COMMODITIES AND COMMONS</b>	<b>9</b>
Energy management, Water management, Waste management.		<b>CO5</b>

**TOTAL : 45 PERIODS**

**TEXT BOOKS**

1. Daddi, T., Iraldo, F., Testa, Environmental Certification for Organizations and Products: Management, 1<sup>st</sup> Ed., 2016.
2. Christian N. Madu, Handbook of Sustainability Management, 2012.
3. Petra Molthan-Hill, The Business Student's Guide to Sustainable Management: Principles and Practice, 2014

**REFERENCE BOOKS**

1. Margaret Robertson, Sustainability Principles and Practice, Taylor & Francis, 2017
2. Peter Rogers, Kazi S Kajalal and John A Boyd, An Introduction to Sustainable Development, 2012.

**COURSE OUTCOMES**

**Upon completion of the course, students will be able to**

CO1	An understanding of sustainability management as an approach to aid in evaluating and minimizing environmental impacts while achieving the expected social impact
CO2	An understanding of corporate sustainability and responsible Business Practices
CO3	Knowledge and skills to understand, to measure and interpret sustainability performances
CO4	Knowledge of innovative practices in sustainable business and community management
CO5	Deep understanding of sustainable management of resources and commodities



**MAPPING OF COs WITH POs AND PSOs**

Cos	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	2	2	1	3	3	3	3	3	3	3	1	2	2	3	2
<b>CO2</b>	2	2	2	3	3	3	3	3	3	3	1	2	2	3	2
<b>CO3</b>	2	2	2	3	3	3	3	3	3	3	1	2	2	3	2
<b>CO4</b>	2	2	2	3	3	3	3	3	3	3	1	2	3	3	2
<b>CO5</b>	2	2	2	1	1	1	1	1	1	1	1	1	2	1	2

<b>B4215</b>	<b>INTELLECTUAL PROPERTY RIGHTS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	
<b>OBJECTIVES</b>						
<ul style="list-style-type: none"> <li>To understand the term Intellectual Property Rights (IPR) and different forms of IPR.</li> <li>To give insight into Patent, Copyright, Trademark, Industrial Design and Geographical Indicators.</li> <li>To provide information on the Laws related to different forms of IPR and their infringement and enforcement.</li> </ul>						
<b>UNIT I</b>	<b>INTRODUCTION TO IPR</b>					<b>9</b>
Origin and Development of IPR – Need for protecting IP – concept of Property – International IP Regime – Indian IP Regime – Forms of IPR: Copyright, Trademark, Patents, Industrial Designs, Trade Secrets, Geographical Indications - Application of IPR forms.					<b>CO1</b>	
<b>UNIT II</b>	<b>COPYRIGHT</b>					<b>9</b>
Meaning of Copyright – registration of Copyright – terms in Copyright: ownership, assignment, and license - conditions for grant of copyright - Law relating to Copyright and allied rights - Infringement and Remedies					<b>CO2</b>	
<b>UNIT III</b>	<b>TRADEMARKs</b>					<b>10</b>
Concept of Trademarks – Developing a trademark – conditions for Trademark registration - registration of Trademark – Terms of Trademark – Infringement of Trademark – Remedies against Trademark Infringement – Trademarks Law – International Agreements, Treaty & Policies – Procedure for Trademark Registration in India.					<b>CO3</b>	
<b>UNIT IV</b>	<b>PATENTS</b>					<b>8</b>
Concept of Patent – Conditions for Grant of Patent – types of Patent - Patentability – Procedure of Patenting – Rights of Obligations of a Patentee – Transfer of Patent Rights - Infringement and Remedies against Patent - Patent Laws in India.					<b>CO4</b>	
<b>UNIT V</b>	<b>INDUSTRIAL DESIGN AND GEOGRAPHICAL INDICATIONS</b>					<b>9</b>
Meaning of Industrial Design – Registration of Designs – Conditions for Registration of Industrial Designs – Procedure for registration of Industrial Design – Terms of Industrial Designs – Infringement and Remedies against Infringement of Industrial Design. Concept of Geographical Indications – Potential benefits of Geographical Indications – Registration Procedures of Geographical Indications – Infringement and Remedies of Geographical Indications. Law relating to industrial design and Geographical Indications.					<b>CO5</b>	
<b>TOTAL : 45 PERIODS</b>						

**TEXT BOOKS**

1. Neeraj Pandey and Khushdeep Dharni, Intellectual Property Rights, PHI Learning Private Limited, Delhi, 2014.
2. Prabuddha Ganguli, Intellectual Property Rights: Unleashing The Knowledge Economy, Tata McGraw- hill Publishing Company, 2017
3. Kankanala, Kalyan C., Indian Patent Law and Practice, (2012), India, Oxford University Press.

**REFERENCE BOOKS**

1. Miller, Joseph Scott (ed.), Patents, (2010), UK, Edward Elgar.
2. Dr. Bhandari, M.K. Law relating to IPR, Central Law Publication, (4th Edition 2015)
3. Sakthivel Lakshmana Prabu, Suriyaprakash Timmakkondu, Eduardo Jacob-Lopes, and Leila Queiroz Zepka, Intellectual Property Rights Patent, IntechOpen, (2020)
4. Dr. Manish Arora, Guide to Trademarks Law, (2016) 3rd ed., Delhi, Universal Publications

**COURSE OUTCOMES**

Upon completion of the course, students will be able to

CO1	Understand the concept of IPR, need and importance along with Indian and International regime related to IPR.
CO2	An understanding of Copyright, registration of Copyright, infringement and enforcement
CO3	Provide information on Trademarks, registration of Trademark, infringement and enforcement.
CO4	Understand the term Patent, types of Patents, registration, infringement and enforcement.
CO5	Extensive understanding of Industrial design and Geographical Indicators, their registration, infringement and enforcement.

**MAPPING OF COs WITH POs AND PSOs**

Cos	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	2	2	1	3	3	3	3	3	3	3	1	2	2	3	2
<b>CO2</b>	2	2	2	3	3	3	3	3	3	3	1	2	2	3	2
<b>CO3</b>	2	2	2	3	3	3	3	3	3	3	1	2	2	3	2
<b>CO4</b>	2	2	2	3	3	3	3	3	3	3	1	2	3	3	2
<b>CO5</b>	2	2	2	1	1	1	1	1	1	1	1	1	2	1	2

### III SEMESTER SYLLABUS

MB4301	STRATEGIC AND ENVIRONMENT MANAGEMENT	L	P	T	C
		3	0	0	3
<b>OBJECTIVES</b>					
<ul style="list-style-type: none"> <li>• To learn the fundamentals of strategy and process</li> <li>• To understand the competitive advantage for business organisation</li> <li>• To understand various strategy adopted by organisations</li> <li>• To understand the strategic implementation &amp; Evaluation process</li> <li>• To understand the issues in implementation of strategy</li> </ul>					
<b>UNIT I</b>	<b>STRATEGY AND PROCESS</b>	<b>9</b>			
Conceptual framework for strategic management, the Concept of Strategy, and the Strategy Formation Process – Stake holders in business – Vision, Mission, and Purpose – Business definition, Objectives, and Goals -Corporate Governance and Social responsibility-case study.					<b>CO1</b>
<b>UNIT II</b>	<b>COMPETITIVE ADVANTAGE</b>	<b>9</b>			
External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution – Globalisation and Industry Structure – National Context and Competitive advantage Resources – Capabilities and competencies – core competencies – Low cost and differentiation Generic Building Blocks of Competitive Advantage – Distinctive Competencies - Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage – Case study.					<b>CO2</b>
<b>UNIT III</b>	<b>ENVIRONMENT FACTORS AND STRATEGIES</b>	<b>9</b>			
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.					<b>CO3</b>
<b>UNIT IV</b>	<b>STRATEGY IMPLEMENTATION &amp; EVALUATION</b>	<b>9</b>			
The Implementation process, Resource allocation, designing organisational structure – Designing Strategic Control systems – Matching structure and control to strategy – Implementating strategic change – politics – power and conflict – Techniques of strategic evaluation & control - case study					<b>CO4</b>
<b>UNIT V</b>	<b>OTHER STRATEGIC ISSUES</b>	<b>9</b>			
Managing Technology and Innovation – Strategic issues for Non Profit Organisations. New Business Models and strategies for Internet Economy – case study Challenges in Strategic Management: Introduction, Strategic Management as an Organisational Force, Dealing with Strategic Management in Various Situations, Strategic Management Implications and Challenges Recent Trends in Strategic Management: Introduction, Strategic Thinking, Organisational Culture and its Significance, Organisational Development and Change, Change Management, Strategic management in a new globalised economy					<b>CO5</b>
<b>TOTAL : 45 PERIODS</b>					
<b>TEXT BOOKS</b>					
<ol style="list-style-type: none"> <li>1. Hill. Strategic Management: An Integrated approach,2009 Edition Wiley (2012).</li> <li>2. John A. Parnell. Strategic Management, Theory, and practice Biztantra (2013).</li> </ol>					

3. Azhar Kazmi, Strategic Management and Business Policy, 5th Edition, Tata McGraw Hill, 2020

### REFERENCE BOOKS

1. Gupta, Gollakota and Srinivasan, Business Policy, and Strategic Management – Concepts and Application, Prentice Hall of India, 2007.
2. Dr. Dharma Bir Singh, Strategic Management & Business Policy, Ko Gent Learning Solutions Inc., Wiley, 2012.
3. John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, Mc Graw Hill, 12th Edition, 2017
4. Adriaux Haberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.

### COURSE OUTCOMES

Upon completion of the course, students will be able to

CO1	To understand the importance of strategy and process
CO2	To understand the importance and purpose of competitive advantages
CO3	To understand the applications of various strategy
CO4	To understand and importance of strategic implementation & evaluation
CO5	To understand the issues in implementation of strategies

### MAPPING OF COs WITH POs AND PSOs

COs	PROGRAM OUTCOMES (POs)										PROGRAM SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	3	3	2	2	2	1	1	2	1	2	2	2	2
CO2	2	2	1	3	3	2	1	2	2	2	1	3	3
CO3	3	3	2	1	2	2	1	2	1	2	2	1	2
CO4	2	3	3	2	2	1	1	2	1	2	3	2	2
CO5	3	3	2	2	2	1	2	2	2	1	2	2	2

MB4302	INTERNATIONAL BUSINESS							L	P	T	C
								3	0	0	3

### OBJECTIVES

- To learn the fundamentals of International Business
- To understand the theories of International Trade and Investment
- To understand various strategy to enter global markets
- To understand the strategy in Marketing, Marketing, Financials of Global Business
- To understand the issues in Human Resource Management in International Business

<b>UNIT I</b>	<b>AN OVERVIEW OF INTERNATIONAL BUSINESS</b>	<b>9</b>
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Definition and drivers of International Business- Changing Environment of International Business – Country attractiveness – Trends in Globalization – Effect and Benefit of Globalization – International Institution: UNCTAD Basic Principles and Major Achievements, Role of IMF, Features of IBRD, Role and Advantage of WTO.	<b>CO1</b>
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<b>UNIT II</b>	<b>THEORIES OF INTERNATIONAL TRADE AND INVESTMENT</b>	<b>9</b>
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Theories of International Trade: Mercantilism, Absolute Advantage Theory, Comparative Cost Theory, Hecksher – Ohlin Theory – Theories of Foreign Direct Investment: Product Life Cycle, Eclectic, Market Power, Internationalisation – Instruments of Trade Policy : Voluntary Export	<b>CO2</b>
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Restrains, Administrative Policy, Anti-dumping Policy, Balance of Payment.		
<b>UNIT III</b>	<b>GLOBAL ENTRY</b>	<b>9</b>
Strategic compulsions-- 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.		<b>CO3</b>
<b>UNIT IV</b>	<b>PRODUCTION, MARKETING, FINANCIALS OF GLOBAL BUSINESS</b>	<b>9</b>
Global production: Location, scale of operations – cost of production – Standardization Vs Differentiation – Make or Buy decisions – global supply chain issues – Quality considerations. Globalization of markets: Marketing strategy - Challenges in product development – pricing – production and channel management. Foreign Exchange Determination Systems: Basic Concepts – types of Exchange Rate Regimes-Factors Affecting Exchange Rates.		<b>CO4</b>
<b>UNIT V</b>	<b>HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL BUSINESS</b>	<b>9</b>
Selection of expatriate managers – Managing across cultures – Training and development – Compensation – Disadvantages of international business – Conflict in international business - Sources and types of conflict – Conflict resolutions – Negotiation –Ethical issues in international business–Ethical decision-making.		<b>CO5</b>

**TOTAL : 45 PERIODS**

**TEXT BOOKS**

1. Charles W. I. Hill and Arun Kumar Jain, International Business, Tata McGraw Hill, New Delhi, 2018
2. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7 Edition, Cengage Learning, New Delhi, 2010
3. K. Aswathappa, International Business, Tata McGraw Hill, New Delhi, 2017

**REFERENCE BOOKS**

5. John D. Daniels and Leeh Radebaugh, International Business, Pearson Education Asia, New Delhi, 12<sup>th</sup> edition, 2016
6. Vyuptakesh Sharan, International Business, 3<sup>rd</sup> Edition, Pearson Education in South Asia, New Delhi, 2011
7. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009

**COURSE OUTCOMES**

**Upon completion of the course, students will be able to**

CO1	To understand the issues in International Business
CO2	To understand the various theories of International Trade and Investment
CO3	To understand the importance of entering Global market
CO4	To understand the issues in Production, Marketing, Financials of Global Business
CO5	To understand the issues of Human Resource Management in International Business

**MAPPING OF COs WITH POs AND PSOs**

COs	PROGRAM OUTCOMES (POs)										PROGRAM SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
<b>CO1</b>	3	1	3	3	2	2	1	3	1	1	3	2	2
<b>CO2</b>	2	2	3	2	2	2	1	3	1	2	3	2	3

<b>CO3</b>	3	2	1	2	2	2	3	1	2	1	2	3	2
<b>CO4</b>	2	3	1	2	2	2	2	3	2	2	2	2	2
<b>CO5</b>	3	3	2	2	1	1	2	3	2	2	2	2	3

<b>MB4309</b>	<b>CREATIVITY AND INNOVATION LABORATORY</b>											<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
												0	0	4	2

**OBJECTIVES**

- To learn the fundamentals of creativity and Innovation
- To understand the mechanism of thinking and Visualization
- To understand various strategy in creativity
- To understand the problem solving in creativity
- To understand the issues in Innovation

<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>12</b>
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Need for Creative and innovative thinking for quality – Essential theory about directed creativity, Components of Creativity, Methodologies and approaches, individual and group creativity, Organizational role in creativity, types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation	<b>CO1</b>
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<b>UNIT II</b>	<b>MECHANISM OF THINKING AND VISUALIZATION</b>	<b>12</b>
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Definitions and theory of mechanisms of mind heuristics and models: attitudes, Approaches and Actions that support creative thinking-Advanced study of visual elements and principles - line, plane, shape, form, pattern, texture gradation, color symmetry. Spatial relationships and compositions in 2 and 3 dimensional space - procedure for genuine graphical computer animation –Animation aerodynamics – virtual environments in scientific Visualization– Unifying principle of data management for scientific visualization–Visualization bench marking	<b>CO2</b>
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<b>UNIT III</b>	<b>CREATIVITY</b>	<b>12</b>
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Nature of Creativity: Person, Process, Product and Environment, Methods, and tools for Directed Creativity – Basic Principles – Tools that prepare the mind for creative thought – stimulation – Development and Actions – Processes in creativity ICEDIP–Inspiration, Clarification, Distillation, Perspiration, Evaluation, and Incubation – Creativity and Motivation the Bridge between man creativity and their wards of innovativeness – Applying Directed Creativity.	<b>CO3</b>
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<b>UNIT IV</b>	<b>CREATIVITY IN PROBLEM SOLVING</b>	<b>12</b>
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Generating and acquiring new ideas, product design, service design – case studies and hands – on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences. Assessing Your Personal Creativity and Ability to Innovate, Enhancing Your Creative and Innovative Abilities	<b>CO4</b>
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<b>UNIT V</b>	<b>INNOVATION</b>	<b>12</b>
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Innovation- radical vs evolutionary,–Introduction to TRIZ methodology of Inventive Problem Solving – the essential factors – Innovator’s solution – creating and sustaining successful growth –Disruptive Innovation model – Segmentive Models – New market disruption – Managing the Strategy Development Process – The Role of Senior Executive in Leading New Growth – Passing the Baton, Entrepreneurial Tools for Creativity, and Innovation	<b>CO5</b>
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**TOTAL : 60 PERIODS**

**TEXT BOOKS**

1. Rousing Creativity: Think New Now FloydHurt, ISBN1560525479, Crisp Publications Inc.1999
2. Geoffrey Petty, "how to be better at Creativity," The Industrial Society 2012
3. Clayton M. Christensen Michael E. Raynor," The Innovator’s Solution," Harvard Business School Press Boston,USA, 2013

**REFERENCE BOOKS**

8. Semyon D. Savransky, "Engineering of Creativity–TRIZ," CRC Press New York USA, 1<sup>st</sup> edition 2000
9. CSG Krishnama charyalu, Lalitha R Innovation management, Himalaya Publishing House 2013

**COURSE OUTCOMES**

Upon completion of the course, students will be able to

CO1	To understand the fundamentals of Innovation
CO2	To understand the mechanism of thinking and visualization
CO3	To understand the importance of innovation
CO4	To understand the issues in solving problems in creativity
CO5	To understand the importance of innovation

**MAPPING OF COs WITH POs AND PSOs**

COs	PROGRAM OUTCOMES (POs)										PROGRAM SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	3	3	2	3	2	2	2	3	3	1	2	2	2
CO2	3	2	1	3	2	2	1	3	3	2	2	2	1
CO3	3	3	2	2	1	2	2	3	3	1	1	2	2
CO4	3	3	2	1	3	2	2	3	3	1	3	2	2
CO5	3	3	1	3	2	2	1	3	3	1	2	2	1

**FUNCTIONAL ELECTIVES****Marketing**

MB4001	RETAIL MARKETING	L	T	P	C	
		3	0	0	3	
<b>OBJECTIVES</b>						
<ul style="list-style-type: none"> <li>To understand the concepts of effective retailing</li> </ul>						
<b>UNIT I</b>	<b>INTRODUCTION</b>					<b>9</b>
An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socioeconomic and technological Influences on retail management–Government of India policy implications on retails.					<b>CO1</b>	
<b>UNIT II</b>	<b>RETAIL FORMATS</b>					<b>9</b>
Organized and unorganized formats – Different organized retail formats – Characteristics of each format– Emerging trends in retail formats – MNC's role in organized retail formats					<b>CO2</b>	
<b>UNIT III</b>	<b>RETAILING DECISIONS</b>					<b>9</b>
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. Merchandizing and category management – buying.					<b>CO3</b>	

<b>UNIT IV</b>	<b>RETAIL SHOP MANAGEMENT</b>	<b>9</b>
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.		<b>CO4</b>
<b>UNIT V</b>	<b>RETAIL SHOPPER BEHAVIOUR</b>	<b>9</b>
Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process-Factors influencing retail shopper behavior– Complaints Management- Retail sales force Management– Challenges in Retailing in India		<b>CO5</b>
<b>TOTAL : 45 PERIODS</b>		

#### TEXT BOOKS

1. Dr. Jaspreet Kaur, Customer Relationship Management, Kogent solution.
2. Ramkrishnan and Y.R. Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008

#### REFERENCE BOOKS

- 1) Dunne, Retailing, Cengage Learning, 2nd Edition, 2008
- 2) Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3rd Edition, 2009
- 3) Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.

#### COURSE OUTCOMES

CO1	To provide insights on retail operation
CO2	To understand effective methods and strategies required for retail management
CO3	To understand how to utilize resources and techniques used in retail management
CO4	To understand analysis of store location, merchandising, products, and pricing
CO5	To understand about retail shop behavior

#### MAPPING OF COs WITH POs AND PSOs

COs	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	3	3	2	2	3	2	1	1	2	1	2	2	2
CO2	3	3	2	2	2	3	3	2	2	2	2	2	3	3	3
CO3	3	3	3	3	2	3	3	2	3	3	3	3	2	3	2
CO4	2	2	2	2	3	3	2	2	2	2	1	3	2	3	2
CO5	2	2	3	3	3	3	3	3	2	2	1	1	2	2	1

<b>MB4002</b>	<b>CONSUMER BEHAVIOR</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	
		3	0	0	3	
<b>OBJECTIVES</b>						
<ul style="list-style-type: none"> <li>• To study and understand the consumer behaviour in-order to effectively utilise the market potential</li> </ul>						
<b>UNIT I</b>	<b>INTRODUCTION</b>					<b>9</b>
Understanding Consumer behavior, Consumption, Consumer orientation, Interpretive and					<b>CO1</b>	



Quantitative approaches - Effects of Technology, Demographics and Economy on Consumer behavior.		
<b>UNIT II</b>	<b>INTERNAL INFLUENCES</b>	<b>9</b>
Influences on consumer behavior–motivation–perception–Attitudes and Beliefs –learning and Experience -Personality & Self Image.		<b>CO2</b>
<b>UNIT III</b>	<b>EXTERNAL INFLUENCES</b>	<b>9</b>
Socio-Cultural, Cross Culture – Family group –Reference group –Communication –Influences on Consumer behavior		<b>CO3</b>
<b>UNIT IV</b>	<b>CONSUMER BEHAVIOR MODELS</b>	<b>9</b>
Traditional and Contemporary Consumer behavior model for Individual and industrial buying behavior and decision making.		<b>CO4</b>
<b>UNIT V</b>	<b>PURCHASE DECISION PROCESS</b>	<b>9</b>
Consumer decision making process – Steps, Levels, and decision rules - Evolving Indian consumers – Opinion Leadership-Diffusion and Adoption		<b>CO5</b>

**TOTAL : 45 PERIODS**

#### TEXT BOOKS

1. Ramanuj Majumdar, Consumer Behaviour –Insights from Indian Market, PHI,2010
2. Leon G. Schiffman and Leslie Lasar Kanuk, Consumer Behaviour, Pearson Education, India, ninth edition,2010

#### REFERENCE BOOKS

1. Barry J. B., Eric G. H., Ashutosh M., Consumer Behaviour- A South Asian Perspective, Cengage Learning, 2016.
2. P. C. Jain and Monika Bhatt., Consumer Behavior in Indian Context, S. Chand & Company, 2013.
3. Srabanti Mukherjee, Consumer behavior, Cengage Learning, 2012.
4. Assael, Consumer Behavior - A Strategic Approach, Biztranza, 2008

#### COURSE OUTCOMES

CO1	To Understand Consumer orientation and consumption
CO2	Gain insights on Intrinsic influences
CO3	To study the effects of external influences
CO4	To gain insights on models of consumer and industrial buying
CO5	Understand decision making process

#### MAPPING OF COs WITH POs AND PSOs

COs	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	3	3	1	2	2	1	1	3	2	1	2	1	2	2	2
<b>CO2</b>	1	2	1	2	2	2	3	2	1	1	1	1	2	2	3
<b>CO3</b>	3	3	3	1	3	3	3	3	3	2	3	1	2	2	3

<b>CO4</b>	3	2	2	2	2	2	1	1	1	1	1	1	2	3	3
<b>CO5</b>	3	3	3	2	3	3	3	3	3	1	1	1	3	2	2

<b>MB4003</b>	<b>INTEGRATED MARKETING COMMUNICATIONS</b>												<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
													3	0	0	3

**OBJECTIVES**

- This course introduces students to the essential concepts and techniques for the development and designing an effective Integrated Marketing Communication programme

<b>UNIT I</b>	<b>AN INTRODUCTION TO INTEGRATED MARKETING COMMUNICATION (IMC)</b>	<b>9</b>
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An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, one voice communication V/s IMC-Introduction to IMC tools–Advertising, sales promotion, publicity, public relations, and event sponsorship ; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour

**CO1**

<b>UNIT II</b>	<b>UNDERSTANDING COMMUNICATION PROCESS</b>	<b>9</b>
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Understanding communication process: Source, Message and channel factors, Communication response hierarchy AIDA model ,Hierarchy of effect model, Innovation adoption model ,information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low 20% involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, the Foote, Cone, and Belding (FCB) Model

**CO2**

<b>UNIT III</b>	<b>PLANNING FOR MARKETING COMMUNICATION (MARCOM)</b>	<b>9</b>
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Establishing marcom Objectives and Budgeting for Promotional Programmes –Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting add objectives .Budgeting for marcom –Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget

**CO3**

<b>UNIT IV</b>	<b>DEVELOPING THE INTEGRATED MARKETING COMMUNICATION PROGRAMME</b>	<b>9</b>
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Planning and development of creative marcom, Creative strategies in advertising-salespromotion-publicity-eventsponsorshipetc.Creativestrategy in implementation and evaluation of marcom-Types of appeals and execution styles. Media planning and selection decisions-steps involved, and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC

**CO4**

<b>UNIT V</b>	<b>DIGITAL MEDIA &amp; ADVERTISING</b>	<b>9</b>
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Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Adverting, E-PR Advertising Laws &Ethics :Adverting & Law, Advertising & Ethics

**CO5**

**TOTAL : 45 PERIODS**

**TEXT BOOKS**

- Dr Niraj Kumar, Integrated Marketing Communication, Himalaya Publishing House 2015
- Jaishri Jefh waney, Advertising Management, Oxford University Press,2<sup>nd</sup> Edition, 2013

**REFERENCE BOOKS**

- Advertising &Promotion-An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill 8th edition

2. Terence A. Shimp and J. Craig Andrews, Advertising Promotion and other aspects of Integrated Marketing Communications, CENGAGE Learning, 9th edition, 2016

### COURSE OUTCOMES

CO1	To review and give a general understanding of the basics of traditional communication forms
CO2	This course introduces students to the essential concepts and techniques for the development and designing an effective Integrated Marketing Communication
CO3	To Know how IMC fits into the marketing mix.
CO4	To develop an awareness about marketing communications tools
CO5	To examine the process by which integrated marketing communication programs are planned, developed, executed, and measured.

### MAPPING OF COs WITH POs AND PSOs

Cos	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	2	3	3	2	3	3	2	2	2	2	2	2
CO2	3	3	2	3	3	3	3	3	2	1	2	2	2	2	3
CO3	2	3	2	2	3	3	2	2	3	3	2	3	3	3	3
CO4	3	1	2	3	2	3	2	2	3	1	1	2	2	3	3
CO5	2	3	2	2	2	2	1	2	1	1	1	2	3	2	3

<b>MB4004</b>	<b>SERVICES MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		3	0	0	3

### OBJECTIVES

- To appreciate the challenges involved in managing the services and analyze the strategies to deal with these challenges.

<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
Introduction–Definition–Service Economy–Evolution and growth of service sector- Nature and Scope of Services –Difference between services and tangible products –Unique characteristics of services–Challenges and issues in Services Marketing		<b>CO1</b>
<b>UNIT II</b>	<b>SERVICE MARKETING OPPORTUNITIES</b>	<b>9</b>
Assessing service market potential – Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning		<b>CO2</b>
<b>UNIT III</b>	<b>SERVICE DESIGN AND DEVELOPMENT</b>	<b>9</b>
Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality–Measuring service quality –SERVQUAL–Service Quality function development		<b>CO3</b>
<b>UNIT IV</b>	<b>SERVICE DELIVERY AND PROMOTION</b>	<b>9</b>
Positioning of services – Designing service delivery System, Service Channel – Pricing services, methods–Service marketing triangle, managing demand, managing supply, Managing Demand and Supply of Service–Integrated Service marketing communication		<b>CO4</b>
<b>UNIT V</b>	<b>SERVICE STRATEGIES</b>	<b>9</b>

Service Marketing Strategies for Health – Hospitality – Tourism – Financial – Logistics– Educational – Marketing of Online Services– Entertainment & public utility Information technique services	<b>CO5</b>
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**TOTAL : 45 PERIODS**

**TEXT BOOKS**

1. Vinnie Jauhari & Kirti Dutta (2017), Services Marketing, Text and cases, 2<sup>nd</sup> edition
2. Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007
3. Gronroos, Service Management and Marketing –Wiley India, 3rd Edition, 2009

**REFERENCE BOOKS**

1. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, 2<sup>nd</sup> Edition, New Delhi, 2004.
2. Christopher H. Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 7th edition, 2011.
3. Hoffman, Marketing of Services, Cengage, 4th Edition, 2010.
4. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.

**COURSE OUTCOMES**

CO1	Demonstrate an extended understanding of the similarities and differences in service-based and physical product based marketing activities
CO2	Develop and justify marketing planning and control systems appropriate to service-based activities
CO3	Demonstrate integrative knowledge of marketing issues associated with service quality, perceived quality, customer satisfaction and loyalty
CO4	Develop blueprint for the services sector and develop a better appreciation of the necessary strategies to create a service excellence
CO5	Recognise the challenges faced in services delivery as outlined in the services gap

**MAPPING OF COs WITH POs AND PSOs**

COs	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	2	1	3	3	1	1	3	1	1	1	2	2	2
CO2	3	3	1	1	3	2	1	1	3	2	1	1	3	2	2
CO3	3	3	2	2	1	2	3	1	3	1	2	3	3	3	3
CO4	2	3	2	1	3	3	1	1	2	1	1	1	2	3	3
CO5	3	2	3	2	1	2	1	3	1	1	3	3	3	2	3

<b>MB4005</b>	<b>SALES AND DISTRIBUTION MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		3	0	0	3

**OBJECTIVES**

- To gain insights into the selling and distribution process.

<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
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Sales management - Nature and scope. Sales management positions. Personal Selling - Scope, theories, and strategies. Sales forecasting and budgeting decisions - Online selling – scope , potential, Merits and Demerits		<b>CO1</b>
<b>UNIT II</b>	<b>PERSONAL SELLING PROCESS, SALES TERRITORIES &amp; QUOTAS</b>	<b>9</b>
Selling process and relationship selling. Designing Sales Territories and quotas. Sales organisation structures		<b>CO2</b>
<b>UNIT III</b>	<b>MANAGING THE SALES FORCE</b>	<b>9</b>
Sales force - recruitment, selection, training, motivation ,compensation and control		<b>CO3</b>
<b>UNIT IV</b>	<b>MANAGING DISTRIBUTION CHANNELS</b>	<b>9</b>
Distribution Management - Introduction need and scope. Channels -Strategies and levels, retailing and wholesaling. Designing channel systems and channel management.		<b>CO4</b>
<b>UNIT V</b>	<b>BASICS OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT</b>	<b>9</b>
Logistics - Scope, definition, and components. Managing FG Inventory & warehousing. Transportation, Scope, Modes, and role in Supply Chain effectiveness .Use of Information Technology in Online Selling and Goods tracking		<b>CO5</b>

**TOTAL : 45 PERIODS**

#### **TEXT BOOKS**

1. Krishna K. Havaladar, Vasant M. Cavale, Sales, and Distribution Management - Text and Cases, Third Edition, McGraw Hill Education, 2017
2. Panda Tapan, Sales and Distribution Management, 2<sup>nd</sup> edition, 2012, Publisher: OUP India

#### **REFERENCE BOOKS**

1. Pingali Venugopal, Sales and Distribution Management – An Indian Perspective, Response Books from Sage Publications, 2008
2. Richard R Still and Edward W Cundiff, Sales and Distribution Management 6<sup>th</sup> Edition 2017 Pearson India

#### **COURSE OUTCOME**

CO1	Understand basics of sales management ,theories and strategies
CO2	To learn the process of personal and relationship selling
CO3	Gain insight into Managing sales force
CO4	Managing distribution channels
CO5	To learn about Inventory and supply chain management

#### **MAPPING OF COs WITH POs AND PSOs**

COs	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	1	2	1	1	1	1	1	2	2	1	1	1	3	3	2
<b>CO2</b>	3	2	1	1	2	3	3	2	2	2	2	1	3	3	2
<b>CO3</b>	3	3	3	3	3	3	3	1	3	2	1	2	3	3	2
<b>CO4</b>	3	3	3	3	3	3	2	3	3	2	1	2	3	3	2
<b>CO5</b>	2	3	1	2	2	2	1	3	1	1	1	1	3	3	2

<b>MB4006</b>	<b>BRAND MANAGEMENT</b>			<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
				3	0	0	3
<b>OBJECTIVES</b>							
<ul style="list-style-type: none"> <li>To understand the methods of managing brands and strategies for brand management.</li> </ul>							
<b>UNIT I</b>	<b>INTRODUCTION</b>						<b>9</b>
Basic understanding of Brands – Definitions - Branding Concepts – Functions of Brand – Significance of Brands – Different Types of Brands–Co branding – Store brands.							<b>CO1</b>
<b>UNIT II</b>	<b>BRAND STRATEGIES</b>						<b>9</b>
Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands							<b>CO2</b>
<b>UNIT III</b>	<b>BRAND COMMUNICATIONS</b>						<b>9</b>
Brand image Building – Brand Loyalty programme – Brand Promotion Methods – Role of Brand ambassadors, celebrities– Online Brand Promotions.							<b>CO3</b>
<b>UNIT IV</b>	<b>BRAND EXTENSION</b>						<b>9</b>
Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension– Re-branding and Re-launching.							<b>CO4</b>
<b>UNIT V</b>	<b>BRAND PERFORMANCE</b>						<b>9</b>
Measuring Brand Performance – Brand Equity Management - Global Branding strategies – Brand Audit – Brand Equity Measurement – Brand Leverage -Role of Brand Managers – Branding challenges & opportunities							<b>CO5</b>
<b>TOTAL : 45 PERIODS</b>							
<b>TEXT BOOKS</b>							
<ol style="list-style-type: none"> <li>Lan Batey, Asian Branding–A Great way to fly, PHI, Singapore, 2002.</li> <li>Paul Tmepoal, Branding in Asia, John Willy, 2000</li> </ol>							
<b>REFERENCE BOOKS</b>							
<ol style="list-style-type: none"> <li>Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.</li> <li>Jagdeep Kapoor, Brandex, Biztranza, India,2005</li> </ol>							
<b>COURSE OUTCOMES</b>							
CO1	Developing a basic understanding of branding its functions, Significance, and various types of brands						
CO2	Highlighting the strategic issues in branding						
CO3	Brand loyalty programmes, brand promotion, and brand personality.						
CO4	To provide an understanding of brand adopt and practices and basic issues in brand						
CO5	Develop critical perspectives in evaluating research in branding and applying the strategic management of brands in creative industries						
<b>MAPPING OF COs WITH POs AND PSOs</b>							
<b>COs</b>	<b>PROGRAMME OUTCOMES (POs)</b>					<b>PROGRAMME SPECIFIC OUTCOMES (PSOs)</b>	

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	2	1	3	3	1	1	2	1	1	1	3	3	2
<b>CO2</b>	3	3	2	1	3	1	1	2	1	1	1	1	3	2	2
<b>CO3</b>	3	3	3	2	1	1	2	1	3	1	2	3	3	2	3
<b>CO4</b>	3	3	2	2	3	3	2	1	1	1	1	1	3	2	2
<b>CO5</b>	3	2	2	1	2	2	2	3	1	1	2	2	3	2	2

<b>MB4007</b>	<b>DIGITAL MARKETING</b>												<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>					
																		3	0	0	3

### OBJECTIVES

- The primary objective of this module is to examine and explore the role and importance of digital marketing in today's rapidly changing business environment.
- It also focusses on how digital marketing can be utilised by organisations and how its effectiveness can be measured.

<b>UNIT I</b>	<b>INTRODUCTION TO DIGITAL MARKETING</b>	<b>9</b>
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Online Market space- Digital Marketing Strategy- Components -Opportunities for building Brand-Website - Planning and Creation- Content Marketing.	<b>CO 1</b>
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<b>UNIT II</b>	<b>SEARCH ENGINE OPTIMISATION</b>	<b>9</b>
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Search Engine optimisation - Keyword Strategy- SEO Strategy - SEO success factors -On-Page Techniques - Off-Page Techniques. Search Engine Marketing- How Search Engine works- SEM components- PPC advertising -Display Advertisement.	<b>CO 2</b>
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<b>UNIT III</b>	<b>E-MAIL MARKETING</b>	<b>9</b>
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E- Mail Marketing - Types of E- Mail Marketing - Email Automation - Lead Generation – Integrating Email with Social Media and Mobile- Measuring and maximising email campaign effectiveness. Mobile Marketing- Mobile Inventory/channels- Location based; Context based; Coupons and offers, Mobile Apps, Mobile Commerce, SMS Campaigns-Profiling and targeting.	<b>CO 3</b>
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<b>UNIT IV</b>	<b>SOCIAL MEDIA MARKETING STRATEGIES</b>	<b>9</b>
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Social Media Marketing - Social Media Channels- Leveraging Social media for brand conversations and buzz .Successful /benchmark Social media campaigns. Engagement Marketing- Building Customer relationships - Creating Loyalty drivers - Influencer Marketing.	<b>CO 4</b>
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<b>UNIT V</b>	<b>BRAND PERFORMANCE</b>	<b>9</b>
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Digital Transformation & Channel Attribution- Analytics- Ad-words, Email, Mobile, Social Media, Web Analytics - Changing your strategy based on analysis- Recent trends in Digital marketing.	<b>CO5</b>
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**TOTAL : 45 PERIODS**

### TEXT BOOKS

1. Fundamentals of Digital Marketing by Puneet Singh Bhatia; Publisher: Pearson Education; First edition (July 2017).
2. Digital Marketing by Vandana Ahuja; Publisher: Oxford University Press (April 2015)

### REFERENCE BOOKS

1. Marketing 4.0: Moving from Traditional to Digital by Philip Kotler; Publisher: Wiley; 1st edition (April 2017).
2. Ryan, D. (2014). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.
3. Pulizzi, J Beginner's Guide to Digital Marketing, Mcgraw Hill Education.
4. Barker, Barker, Bormann and Neher (2017), Social Media Marketing: A Strategic Approach, 2E South-Western, Cengage Learning.

### COURSE OUTCOMES

CO1	To examine and explore the role and importance of digital marketing in today's rapidly changing business environment.
CO2	To focusses on how digital marketing can be utilised by organisations and how its effectiveness can be measured.
CO3	To know the key elements of a digital marketing strategy
CO4	To study how the effectiveness of a digital marketing campaign can be measured
CO5	To demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.

### MAPPING OF COs WITH POs AND PSOs

COs	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	2	1	3	3	1	1	2	1	1	1	3	3	2
CO2	3	3	2	1	3	1	1	2	1	1	1	1	3	2	2
CO3	3	3	3	2	1	1	2	1	3	1	2	3	3	2	3
CO4	3	3	2	2	3	3	2	1	1	1	1	1	3	2	2
CO5	3	2	2	1	2	2	2	3	1	1	2	2	3	2	2

### Finance Electives

<b>MB4008</b>	<b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	
		3	0	0	3	
<b>OBJECTIVES</b>						
<ul style="list-style-type: none"> <li>To understand the techniques involved in deciding upon purchase or sale of securities.</li> </ul>						
<b>UNIT I</b>	<b>INVESTMENT SETTING</b>					<b>9</b>
Financial and economic meaning of Investment–Characteristics and objectives of Investment – Investment process -Types of Investment – Investment alternatives – Choice and Evaluation– Risk and return concepts –Valuation of bonds and stock.					<b>CO1</b>	
<b>UNIT II</b>	<b>FUNDAMENTAL ANALYSIS</b>					<b>9</b>
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					<b>CO2</b>	



Dodds investor ratios.		
<b>UNIT III</b>	<b>TECHNICAL ANALYSIS</b>	<b>9</b>
Fundamental Analysis Vs Technical Analysis -- Dow theory – Charting methods - Chart Patterns Trend – Trend reversals – Market Indicators-Moving Average – Exponential moving Average Oscillators-RSI-ROC -MACD. Efficient Market theory - Forms of market efficiency -weak, semi-strong, strong form – Empirical tests of market efficiency-its application		<b>CO3</b>
<b>UNIT IV</b>	<b>PORTFOLIO CONSTRUCTION AND SELECTION</b>	<b>9</b>
Portfolio analysis - Reduction of portfolio risk through diversification – Portfolio risk - Portfolio Selection- Feasible set of portfolios - Efficient set - Markowitz model - Single index model –Construction of optimum portfolio-multi-index model.		<b>CO4</b>
<b>UNIT V</b>	<b>CAPITAL ASSET PRICING MODEL</b>	<b>9</b>
Capital Asset Pricing model – Lending and borrowing - CML - SML - Pricing with CAPM - Arbitrage pricing theory– Portfolio Evaluation - Sharpe's index Treynor's index, Jensen's index – Mutual Funds – Portfolio Revision		<b>CO5</b>
<b>TOTAL: 45 PERIODS</b>		

<b>TEXT BOOKS</b>		
<ol style="list-style-type: none"> <li>1. V. K. Bhalla, Investment Management, Chand &amp; Company Ltd.,19<sup>th</sup> Revised Edition, 2008.</li> <li>2. Bodi, Kane, Markus, Mohanty, Investments, 11<sup>th</sup>edition, Tata McGraw Hill, 2019.</li> <li>3. Donald E. Fischer &amp; Ronald J. Jordan, Security Analysis &amp; Portfolio Management, PHI Learning., New Delhi, 7th edition, 2018</li> </ol>		

<b>REFERENCE BOOKS</b>		
<ol style="list-style-type: none"> <li>1. S. Kevin, Securities Analysis and Portfolio Management, PHI Learning, Second Edition,2015</li> <li>2. Prasanna Chandra, Investment analysis and Portfolio Management, Tata McGraw Hill, Sixth Edition, 2021.</li> <li>3. Reilly &amp; Brown, Investment Analysis and Portfolio Management, Cengage Learning, 10th edition, 2011.</li> <li>4. S. Kevin, Securities Analysis and Portfolio Management, PHI Learning, Second Edition,2015.</li> </ol>		

<b>COURSE OUTCOMES</b>		
Upon completion of the course, students will be able to		
CO1	To understands the concept of investment and identifies the investment alternatives	
CO2	To learn the nuances of fundamental analyses and technical analyses	
CO3	To analyze and evaluate the value of securities.	
CO4	To explain how to construct an efficient portfolio.	
CO5	To explore the various methods through which portfolio evaluation could be done	

**MAPPING OF COs WITH POs AND PSOs**

COs	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	1	2	3	2	1	2	1	3	1	1	3	3	2
<b>CO2</b>	3	1	2	2	3	2	1	1	1	3	-	1	3	3	3

<b>CO3</b>	2	-	1	3	3	1	2	2	-	3	-	1	3	3	3
<b>CO4</b>	3	2	-	3	3	1	-	1	1	3	-	1	3	3	3
<b>CO5</b>	3	2	-	3	2	1	-	1	1	3	-	1	3	3	3

<b>MB4009</b>	<b>FINANCIAL MARKETS</b>											<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
												3	0	0	3

**OBJECTIVES**

- To understand the types and functions of the various financial markets in India, its instruments and Regulations

<b>UNIT I</b>	<b>FINANCIAL MARKETS IN INDIA.</b>	<b>9</b>
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Indian financial system and markets – structure of financial markets in India –Types- Participants in financial Market–Regulatory Environment, - RBI, CCIL, Common securities market, Money market, - Capital market- Government’s philosophy and financial market–financial instruments.	<b>CO1</b>
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<b>UNIT II</b>	<b>INDIAN CAPITAL MARKET-PRIMARY MARKET</b>	<b>9</b>
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Primary Market - Primary market system - Types of scripts - Issue of capital: process, regulation pricing of issue, – Methods of floating new issues, Book building- Primary markets intermediaries: commercial banks, development banks, Merchant banker, issue managers, rating agencies etc – Role of primary market– Regulation of primary market	<b>CO2</b>
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<b>UNIT III</b>	<b>SECONDARY MARKET</b>	<b>9</b>
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Stock exchanges in India History and development – listing - Depositories-Stock exchange mechanism: Trading, Settlement, risk management, Basics of pricing mechanism - Player and stock exchange - Regulations of stock exchanges –Role of SEBI– BSE, OTCEI, NSE, ISE, - Role of FIIs, MFs and investment bankers –Stock market indices – calculation	<b>CO3</b>
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<b>UNIT IV</b>	<b>DEBT MARKET AND FOREX MARKET</b>	<b>9</b>
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Bond markets in India: Government bond market and its interface with capital market – Components of bond market - G-Sec, T-Bills, Corporate Bonds, Yield conventions, Role of primary dealers, Auction Markets-Pricing of Bonds Introduction to for ex markets, basics in exchange rates theory - Forex risk exposures and basics of corporate for ex risk management	<b>CO4</b>
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<b>UNIT V</b>	<b>MUTUAL FUNDS, DERIVATIVES MARKETS AND VENTURE CAPITAL AND PRIVATE EQUITY</b>	<b>9</b>
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Mutual funds institutions in India. Types of mutual funds, Basics in portfolio management, Metrics of performance for fund manager Introduction to Derivatives and the size of derivatives markets -Brief introduction to forwards, Options, Futures and Swaps - Foreign Currency Swap. Role of VCs and Pes in financial markets – Venture capital and Private equity.	<b>CO5</b>
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**TOTAL : 45 PERIODS**

**TEXT BOOKS**

- Saunders, Anthonu and Cornett, Marcia Millon, Financial markets and Institutions: An Introduction to the risk management approach, McGraw Hill, Irwin, NewYork, 10<sup>th</sup> Edition,2021.
- V. K. Bhalla, Investment Management, S. Chand & Company Ltd., 19<sup>th</sup> Edition,2008.

**REFERENCE BOOKS**

1. Pathak, Bharati V. Indian Financial System: Markets, Institutions and Services, (Singapore), New Delhi, Fifth edition, 2018.
2. Bodi, Kane, Markus, Mohanty, Investments, 11th edition, Tata McGraw Hill, 2019.
3. V. A. Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 12<sup>th</sup> Edition, 2019.

### COURSE OUTCOMES

Upon completion of the course, students will be able to

CO1	To understanding the basic concepts of the finance markets in India
CO2	To identify the underlying structure and functions of Indian financial markets
CO3	To familiarise the methods of issuing shares and the role of the primary market.
CO4	To learn about the trading mechanism in stock market.
CO5	To describe the instruments, participants, and trading in debt market

### MAPPING OF COs WITH POs AND PSOs

COs	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	1	1	1	1	-	1	2	2	3	1	2	3	2	2
CO2	2	1	1	2	1	-	1	2	2	3	1	2	2	3	2
CO3	3	-	2	2	2	-	1	3	2	3	-	3	3	3	3
CO4	3	1	2	2	3	1	2	3	2	3	1	3	3	2	2
CO5	3	1	2	2	2	1	2	2	2	3	1	3	2	3	2

<b>MB4010</b>	<b>BANKING AND FINANCIAL SERVICES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		3	0	0	3
<b>OBJECTIVES</b>					
<ul style="list-style-type: none"> <li>To Understand about the asset based and fund based financial services in India.</li> </ul>					
<b>UNIT I</b>	<b>INTRODUCTION TO INDIAN BANKING SYSTEM AND PERFORMANCE EVALUATION</b>	<b>9</b>			
Overview of Indian Banking system – Structure – Functions – Key Regulations in Indian Banking sector –RBI Act, 1934/ 2006 –Banking Regulation Act, 1949– Negotiable Instruments Act 1881/2002– Provisions Relating to CRR – Provision for NPA’s -Overview of Financial Statements of banks–Balance Sheet–Income Statement–CAMEL.					<b>CO1</b>
<b>UNIT II</b>	<b>MANAGING BANK FUNDS/PRODUCTS &amp; RISK MANAGEMENT</b>	<b>9</b>			
Capital Adequacy – Deposit and Non-deposit sources – Designing deposit schemes and pricing of deposit sources– loan management– Investment Management–Asset and Liability Management– Financial Distress –Signal to borrowers – Prediction Models – Risk Management – Interest rate –Forex–Creditmarket–operationalandsolvencyrisks–NPA’s– CurrentissuesonNPA’s–M&A’sofbanks into securities market.					<b>CO2</b>
<b>UNIT III</b>	<b>DEVELOPMENT IN BANKING TECHNOLOGY</b>	<b>9</b>			
Payment system in India– paper based– e payment –electronic banking –plastic money–e-money– forecasting of cash demand at ATM’s–The Information Technology Act, 2000 in India–RBI’s Financial Sector Technology vision document – security threats in e-banking &RBI’ Initiative. FinTech - New operating models for banks-Banking as service and Open APIs -Neo banks					<b>CO3</b>

<b>UNIT IV</b>	<b>ASSET BASED FINANCIAL SERVICES</b>	<b>9</b>
Introduction – Need for Financial Services – Financial Services Market in India– NBFC – RBI framework and act for NBFC – Leasing and Hire Purchase – Financial evaluation – underwriting –mutual funds.		<b>CO4</b>
<b>UNIT V</b>	<b>INSURANCE AND OTHER FEE BASED FINANCIAL SERVICES</b>	<b>9</b>
Insurance Act,1938 – IRDA – Regulations – Products and services – Venture Capital Financing– Bill discounting –factoring – Merchant Banking –Role of SEBI		<b>CO5</b>
<b>TOTAL : 45 PERIODS</b>		

#### TEXT BOOKS

1. Padmalatha Suresh and Justin Paul, “Management of Banking and Financial Services, Fourth Edition, Pearson, Delhi,2017.
2. Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services,” Tata McGraw Hill, New Delhi, 2012.

#### REFERENCE BOOKS

1. Meera Sharma, “Management of Financial Institutions – with emphasis on Bank and Risk Management,” PHI Learning Pvt. Ltd., New Delhi 2010.
2. Madura, Financial Institutions & Markets, 10th edition, Cengage, 2014.

#### COURSE OUTCOMES

Upon completion of the course, students will be able to

CO1	To understand the overall structure and functions of Indian Financial System.
CO2	To Gain knowledge about regulations governing the Indian Banking system
CO3	To analyse price various types of loans proposed by banks to various prospective borrowers with different risk profiles and evaluate the performance of banks.
CO4	To familiarise the students with the concept of e-banking
CO5	In-depth understanding of fund-based financial services in India

#### MAPPING OF COs WITH POs AND PSOs

COs	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	2	1	1	1	1	-	1	2	2	3	1	2	3	2	2
<b>CO2</b>	2	2	2	2	3	-	-	1	1	3	-	1	3	3	2
<b>CO3</b>	3	2	2	2	2	3	1	3	1	3	1	1	3	2	2
<b>CO4</b>	3	2	2	2	2	2	1	3	2	3	3	3	3	2	3
<b>CO5</b>	3	1	2	2	2	2	-	2	-	2	-	1	3	2	2

<b>MB4011</b>	<b>FINANCIAL DERIVATIVES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		3	0	0	3
<b>OBJECTIVES</b>					
	<ul style="list-style-type: none"> <li>To understand the basic operational mechanisms in derivatives</li> </ul>				

<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities–Types of Settlement–Uses and Advantages of Derivatives –Risks in Derivatives.		<b>CO1</b>
<b>UNIT II</b>	<b>FUTURES CONTRACT</b>	<b>9</b>
Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using Futures Types of Futures Contracts Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices, and Spot Prices.		<b>CO2</b>
<b>UNIT III</b>	<b>OPTIONS</b>	<b>9</b>
Definition – Exchange Traded Options, OTC Options – Specifications of Options–Call and Put Options–American and European Options –Intrinsic Value and Time Value of Options– Option payoff, options on Securities, Stock Indices Currencies and Futures–Options pricing models– Differences between future and Option contracts.		<b>CO3</b>
<b>UNIT IV</b>	<b>SWAPS</b>	<b>9</b>
Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary– Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs –Credit Risk		<b>CO4</b>
<b>UNIT V</b>	<b>DERIVATIVES IN INDIA</b>	<b>9</b>
Evolution of Derivatives Market in India – Regulations -framework –Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE– Contract Terminology and Specifications for Interest Rate Derivatives.		<b>CO5</b>
<b>TOTAL : 45 PERIODS</b>		
<b>TEXT BOOKS</b>		
1. John. C. Hull, Options, Futures, and other Derivative Securities”, PHI Learning, 9th Edition,2016		
2. S.L. Gupta, Financial Derivatives- Theory, Concepts and Practice, Prentice Hall of India, Second Edition, 2017. Website of NSE, BSE.		
3. David Dubofsky – „Option and Financial Futures – Valuation and Uses, McGraw Hill International,1992.		
<b>REFERENCE BOOKS</b>		
1. Keith Redhead, „Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs”, – PHI Learning, Ninth Edition, 2012.		
2. Stulz, Risk Management and Derivatives, Cengage Learning, 3rd Edition, 2002.		
3. Varma, Derivatives and Risk Management, Tata McGraw Hill, New Delhi, 2 <sup>nd</sup> Edition, 2008.		
<b>COURSE OUTCOMES</b>		

<b>Upon completion of the course, students will be able to</b>	
CO1	To Possess good skills in hedging risks using derivatives
CO2	To Understand about future contract and options
CO3	Learning in depth about options and swaps.
CO4	To Knowing about the evolution of derivative markets.
CO5	To Develop in depth knowledge about stock options and index futures in NSE

**MAPPING OF COs WITH POs AND PSOs**

COs	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	3	3	2	3	2	3	2	3	1	3	3	2	3
CO2	3	2	3	3	2	3	2	3	2	3	1	3	3	2	3
CO3	3	2	3	3	2	3	2	3	2	3	1	3	3	2	3
CO4	1	1	1	1	2	-	-	3	-	2	-	-	3	2	2
CO5	3	2	2	2	2	2	1	3	1	3	1	3	3	2	2

<b>MB4012</b>	<b>FINANCIAL MODELLING</b>												<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>			

**OBJECTIVES**

- Making students to build financial models by including various fields of study viz financial Management and Derivatives.

<b>UNIT I</b>	<b>INTRODUCTION TO FINANCIAL MODELLING &amp; BUILT IN FUNCTIONS USING SPREADSHEETS</b>	<b>9</b>
Introduction to Financial Modeling- Need for Financial Modeling- Steps for effective financial modeling-Introduction to Time value of money & look up array functions FV, PV, PMT, RATE, NPER, V lookup, H lookup, if, count if etc - Time value of Money Models: EMI with Single & Two Interest rates-Loan amortization modeling-Debenture redemption modeling.		<b>CO1</b>
<b>UNIT II</b>	<b>BOND &amp; EQUITY SHARE VALUATION MODELLING</b>	<b>9</b>
Bond valuation – Yield to Maturity (YTM): Rate method Vs IRR method-Flexi Bond and Strip Bond YTM Modeling-Bond redemption modeling -Equity share valuation: Multiple growth rate valuation modeling with and without growth rates.		<b>CO2</b>
<b>UNIT III</b>	<b>FINANCIALMODELLING</b>	<b>9</b>
Altman Z score Bankruptcy Modeling-Indifference point model in Financial Break-even modeling -Corporate valuation modeling (Two stage growth)- Business Modeling for capital budgeting evaluation: Payback period, NPV, IRR and MIRR.		<b>CO3</b>
<b>UNIT IV</b>	<b>PORTFOLIO MODELLING</b>	<b>9</b>
Ri , Beta and Annualized Return –Security Market Line Modeling –Portfolio risk calculation (Equal Proportions)- Portfolio risk optimization(varying proportions)-Portfolio construction modeling.		<b>CO4</b>
<b>UNIT V</b>	<b>DERIVATIVE MODELLING</b>	<b>9</b>
Option pay off modeling: Long and Short Call & Put options -Option pricing modeling		<b>CO5</b>

(B-SModel)- Optima IHedge Contract modeling.

**TOTAL : 45 PERIODS**

**TEXT BOOKS**

1. Wayne L Winston,” Microsoft Excel 2016-Data Analysis and Business Modelling”, PHI publications, (Microsoft Press), NewDelhi,2017
2. Chandan Sen Gupta, ”Financial analysis and Modelling –Using Excel and VBA” , Wiley Publishing House, 2014

**REFERENCE BOOKS**

1. Ruzhbeh J Bodanwala , ”Financial management using excel spread sheet,” Taxman Allied services Pvt Ltd, New Delhi,3rd Edition 2009.
2. Craig W Holden,” Excel Modelling in Investments” Pearson Prentice Hall, Pearson Inc, New Jersey, 5th Edition 2015

**COURSE OUTCOMES**

**Upon completion of the course, students will be able to**

CO1	To develop fast efficient and accurate excel skills.
CO2	To Design and construct useful and robust financial modeling applications
CO3	To recognize efficient financial budgeting and forecasting techniques.
CO4	To familiarize the students with the valuation modeling of securities.
CO5	The course establishes the platform for students to develop various portfolio models

**MAPPING OF COs WITH POs AND PSOs**

Cos	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	1	-	3	2	-	1	3	1	2	-	1	3	1	1
CO2	3	3	2	3	2	3	2	3	2	3	-	3	3	2	2
CO3	3	3	2	3	2	3	2	3	2	3	-	3	3	2	1
CO4	3	2	2	3	3	3	2	3	2	3	1	3	3	2	2
CO5	3	3	2	3	2	3	2	3	2	3	-	3	3	2	2

<b>MB4013</b>	<b>INTERNATIONAL TRADE FINANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		3	0	0	3

**OBJECTIVES**

- To understand export import finance and forex management.

<b>UNIT I</b>	<b>INTERNATIONAL TRADE</b>	<b>9</b>
International Trade – Meaning and Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade–WTO–Indian EXIM Policy.		<b>CO1</b>
<b>UNIT II</b>	<b>EXPORT AND IMPORT FINANCE</b>	<b>9</b>
Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.) – Payment Terms–Letters of Credit – Pre-Shipment and Post Shipment Finance – Forfeiting – Deferred Payment Terms –EXIM Bank–ECGC and its schemes–Import Licensing– Financing methods for import of Capital goods		<b>CO2</b>

<b>UNIT III</b>													<b>FOREX MANAGEMENT</b>			<b>9</b>
Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates. The effects of Exchange rates in Foreign Trade Tools for hedging against Exchange rate variations Forward, Futures and Currency options FEMA Determination of Foreign Exchange rate and Forecasting.													<b>CO3</b>			
<b>UNIT IV</b>													<b>DOCUMENTATION IN INTERNATIONAL TRADE</b>			<b>9</b>
Export Trade Documents: Financial Documents – Bill of Exchange- Type- Commercial Documents -Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin, Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.													<b>CO4</b>			
<b>UNIT V</b>													<b>EXPORT PROMOTION SCHEMES</b>			<b>9</b>
Government Organizations Promoting Exports – Export Incentives: Duty Exemption – IT Concession –Marketing Assistance – EPCG, DEPB– Advance License – Other efforts I Export Promotion– EPZ –EQU– SEZ and Export House.													<b>CO5</b>			
<b>TOTAL : 45 PERIODS</b>																
<b>TEXT BOOKS</b>																
1. Apte P.G., International Financial Management, Tata McGraw Hill, Fourth Edition, 2006.																
2. Jeff Madura, International Corporate Finance, Cengage Learning, 10 <sup>th</sup> Edition, 2012																
<b>REFERENCE BOOKS</b>																
1. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 9th Edition, 2012.																
2. Eun and Resnik, International Financial Management, Tata McGraw Hill, 7th Edition, 2014																
3. Website of Indian Government on EXIM policy.																
<b>COURSE OUTCOMES</b>																
<b>Upon completion of the course, students will be able to</b>																
CO1	To gain the conceptual clarity of the theoretical aspects of international trade and role of WTO.															
CO2	To understand the methods and instruments of payment, pricing, Inco terms, export import strategies, and practices															
CO3	To analyze the nature and functioning of foreign exchange markets, determination of exchange rates and interest rates and their forecasting															
CO4	To understand the framework of international trade documentation for processing export and import transactions.															
CO5	To analyze the export promotion schemes, marketing assistance and the organizations promoting exports															
<b>MAPPING OF COs WITH POs AND PSOs</b>																
<b>Cos</b>	<b>PROGRAMME OUTCOMES (POs)</b>												<b>PROGRAMME SPECIFIC OUTCOMES (PSOs)</b>			
	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>	<b>PO12</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	
<b>CO1</b>	3	2	1	2	2	2	2	3	1	1	1	2	3	1	1	



<b>CO2</b>	3	3	1	2	2	1	2	2	2	1	1	1	3	2	2
<b>CO3</b>	3	3	1	2	1	2	2	2	1	3	1	2	3	2	1
<b>CO4</b>	3	2	1	1	1	1	1	1	2	1	1	1	3	2	2
<b>CO5</b>	3	1	2	1	2	1	1	1	2	1	1	1	3	2	2

<b>MB4014</b>	<b>BEHAVIORAL FINANCE</b>											<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	
													3	0	0	3

**OBJECTIVES**

- To identify and understand systematic behavioural factors that influences the investment behaviour.

<b>UNIT I</b>	<b>INTRODUCTION: WHY BEHAVIORAL FINANCE</b>	<b>9</b>
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The role of security prices in the economy – EMH – Failing EMH – EMH in supply and demand framework–Equilibrium expected return models–Investment decision under uncertainty– Introduction to neo classical economics and expected utility theory – Return predictability in stock market-Limitations to arbitrage.	<b>CO1</b>
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<b>UNIT II</b>	<b>DECISION AND BEHAVIORAL THEORIES</b>	<b>9</b>
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Nash Equilibrium: Keynesian Beauty Context and The Prisoner’s Dilemma- The Monthly Hall Paradox- The St. Petersburg Paradox- The Allais Paradox- The Ellsberg Paradox – Prospects theory – CAPM - behavioral portfolio theory – SP/A theory – brief history on rational thought –Pascal– Fermat to Friedman-savage.	<b>CO2</b>
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<b>UNIT III</b>	<b>DECISION MAKING BIASES</b>	<b>9</b>
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Information screening bias - Heuristics and behavioral biases of investors – Bayesian decision making – cognitive biases – forecasting biases – emotion and neuroscience – group behavior –investing styles and behavioral finance.	<b>CO3</b>
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<b>UNIT IV</b>	<b>ARBITRAGEURS.</b>	<b>9</b>
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Definition of arbitrageur - Long-short trades - Risk vs. Horizon - Transaction costs and short-selling costs-Fundamental risk -Noise-trader risk-Professional arbitrage –Destabilizing informed trading.	<b>CO4</b>
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<b>UNIT V</b>	<b>MANAGERIAL DECISIONS</b>	<b>9</b>
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Supply of securities and firm investment characteristics (market timing, catering) by rational firms –Associate destitutions -Relative horizons and incentives-Biased managers.	<b>CO5</b>
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**TOTAL : 45 PERIODS**

**TEXT BOOKS**

- Shleifer, Andrei (2000), Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press
- Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.
- Handbook of Behavioral Finance – Brian R. Bruce
- Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch

## REFERENCE BOOKS

1. Daniel Kahneman, Paul Slovic, and Amos Tversky (eds.). (1982) Judgment under Uncertainty: Heuristics and biases, Oxford; New York: Oxford University Press.
2. Ackert, L., and R. Deaves, 2010, Behavioral Finance: Psychology, Decision-Making and Markets, South-Western Cengage Learning, Mason, Ohio.
3. Shleifer, Andrei (2000): Inefficient Markets: An Introduction to Behavioral Finance, Oxford University Press, Oxford.

## COURSE OUTCOMES

Upon completion of the course, students will be able to

CO1	To Understanding the need of behavioral finance
CO2	To knowing about various decision and behavioral theories.
CO3	To learn about heuristic and behavioral biases of investors.
CO4	To Analyze and understand about arbitragers and managerial decision.
CO5	Thorough understanding about the price discovery in markets.

### MAPPING OF COs WITH POs AND PSOs

COs	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	1	1	2	3	3	1	2	2	3	2	2	3	2	1
CO2	3	1	1	2	3	3	1	2	2	3	2	2	3	1	2
CO3	3	2	2	2	3	3	1	2	2	3	2	2	3	3	2
CO4	3	3	3	2	3	3	2	3	3	3	2	3	3	2	3
CO5	3	2	2	2	3	3	2	3	2	3	1	3	3	2	2

## Human Resource Management Electives

<b>MB4015</b>	<b>STRATEGIC HUMAN RESOURCE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		3	0	0	3

### OBJECTIVES

To help students understand the transformation in the role of HR functions from being a support function to strategic function.

<b>UNIT I</b>	<b>CONTEXT OF SHRM</b>	<b>9</b>
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SHRM - SHRM models - strategic HRM vs Traditional HRM - Barriers to Strategic HR -

Adopting an Investment Perspective-Understanding and Measuring Human Capital-Human side corporate strategies - strategic work redesign - Strategic Capability – Bench Marking **CO1**

<b>UNIT II</b>	<b>HUMAN RESOURCE DEVELOPMENT</b>	<b>9</b>
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Meaning–Strategic framework for HRM and HRD–Vision, Mission, and Values– Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals -HRD Needs **CO2**

Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends–HRD Audit.

<b>UNIT III</b>	<b>E-HRM</b>	<b>9</b>
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e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e – training and development–e-learning strategies-e-Performance management-and Compensation design - Use of mobile applications in HR functions– Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.

**CO3**

<b>UNIT IV</b>	<b>CAREER &amp;COMPETENCY DEVELOPMENT</b>	<b>9</b>
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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.

**CO4**

<b>UNIT V</b>	<b>EMPLOYEE COACHING &amp; COUNSELING</b>	<b>9</b>
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Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching–Coaching Effectiveness–Need for Counseling–Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs.

**CO5**

**TOTAL : 45 PERIODS**

**TEXT BOOKS**

1. Strategic Human Resource Management 1st Edition 2015 by Mathur, SP, New Age international (P) Ltd.
2. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 7<sup>th</sup> edition, 2016.

**REFERENCE BOOKS**

1. Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, 3<sup>rd</sup> edition, 2011.
2. Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2011
3. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.
4. Pulak Das. Strategic Human Resource Management- A Resource Driven Perspective- Cengage Learning 4th Indian Reprint-2013.
5. Terresa Torres Coronas & Mario Arias Olivia. e-Human Resource Management- Managing Knowledge People- Idea Group Publishing, 2005.
6. Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley Publications-2007.

**COURSE OUTCOMES**

**Upon completion of the course, students will be able to**

<b>CO1</b>	Understand the relationship of HR strategy with overall corporate strategy, strategic role of
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specific HR systems.

CO2	Appreciate SHRM in the context of changing forms of organisation and will have a better understanding of the tools and techniques used by organizations to meet current challenges
CO3	To be more sensitive to cross-cultural issues and understanding of international Approaches to dealing with people in organisations. Students will look at HRM in a Comparative and international perspective to deal with complex issues and manifold risks.
CO4	Providing an overview of the counselling and coaching processes and techniques. Developing alternative approach to dealing with problem situations in organisations.
CO5	Understand the career development theories and models and gain necessary self-insight, skills, and techniques to become effective HR managers.

### MAPPING OF COs WITH POs AND PSOs

COs	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
	CO1	3	3	3	2	3	3	1	2	3	1	1	1	3	3
CO2	3	3	2	3	3	2	2	2	3	1	2	1	3	3	3
CO3	3	2	3	3	3	2	2	2	2	1	1	1	3	3	2
CO4	3	2	3	3	2	2	2	3	2	1	1	1	3	3	3
CO5	3	3	2	3	3	2	2	3	2	1	2	1	3	3	3

<b>MB4016</b>	<b>INDUSTRIAL RELATIONS AND LABOUR WELFARE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		3	0	0	3
<b>OBJECTIVES</b>					
To explore Contemporary knowledge and gain a conceptual understanding of industrial relations.					
<b>UNIT I</b>	<b>INDUSTRIAL RELATIONS</b>				<b>7</b>
Concepts–Importance–Industrial Relations problems in the Public Sector–Growth of Trade Unions– Codes of conduct.					<b>CO1</b>
<b>UNIT II</b>	<b>INDUSTRIAL CONFLICTS</b>				<b>12</b>
Disputes–Impact–Causes–Strikes–Prevention–IndustrialPeace–GovernmentMachinery– Conciliation – Arbitration – Adjudication.					<b>CO2</b>
<b>UNIT III</b>	<b>LABOURWELFARE</b>				<b>8</b>
Concept–Objectives–Scope–Need–Voluntary Welfare Measures–Statutory Welfare Measures – Labour– Welfare Funds– Education and Training Schemes.					<b>CO3</b>
<b>UNIT IV</b>	<b>INDUSTRIAL SAFETY</b>				<b>9</b>
Causes of Accidents–Prevention–Safety Provisions–Industrial Health and Hygiene –Importance– Problems–Occupational Hazards–Diseases–Psychological problems–Counseling– Statutory Provisions.					<b>CO4</b>
<b>UNIT V</b>	<b>WELFARE OF SPECIAL CATEGORIESOF LABOUR</b>				<b>9</b>

Child Labour–Female Labour–Contract Labour–Construction labour–Agricultural Labour – Differently abled Labour–BPO &KPO Labour- Social Assistance–Social Security – Implications.	<b>CO5</b>
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**TOTAL : 45 PERIODS**

**TEXT BOOKS**

1. Labour and Industrial Law, H K Saharay **ISBN : 9788131252673, EDITION : 7<sup>th</sup> : 2017**
2. Mamoria C. B., Sathish Mamoria, Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2012.

**REFERENCE BOOKS**

1. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012.
2. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
3. C. S. Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007.
4. Srivastava, Industrial Relations, and Labour laws, Vikas,2007.
5. P. N. Singh, Neeraj Kumar. Employee relations Management.Pearson.2011.

**COURSE OUTCOMES**

**Upon completion of the course, students will be able to**

CO1	The student gets to learn about Industrial relations system and Trade unions
CO2	The student gets to learn about Industrial Conflicts
CO3	The student gets to learn about Labour welfare provisions
CO4	The student gets to learn about Industrial safety provisions
CO5	The student gets to learn about Special categories of labours

**MAPPING OF COs WITH POs AND PSOs**

COs	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	1	3	3	1	2	1	3	2	2	1	2	2	1
<b>CO2</b>	3	3	3	3	3	3	2	2	2	1	2	1	3	2	2
<b>CO3</b>	3	3	3	3	3	2	1	1	2	1	2	1	2	2	2
<b>CO4</b>	3	3	2	3	3	1	1	1	3	3	3	2	2	2	1
<b>CO5</b>	3	3	3	3	3	2	1	1	2	3	2	2	2	1	1

<b>MB4017</b>	<b>ORGANIZATIONAL DESIGN, CHANGE AND DEVELOPMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		3	0	0	3

**OBJECTIVES**

1. To help the students to gain knowledge about the concepts of change management and to acquire the skills required to manage any change effectively
2. To understand the concept and techniques of OD and to enable the skills for the application of OD in organizations

<b>UNIT I</b>	<b>ORGANIZATIONAL DESIGN</b>	<b>9</b>
Organizational Design–Determinants–Components–Basic Challenges of design–Differentiation,Integration,Centralization,Decentralization,Standardization,Mutualadjustment -Mechanistic and Organic Structures- Technological and Environmental Impacts on Design-Importance of Design – Success and Failures in design.		<b>CO1</b>
<b>UNIT II</b>	<b>ORGANIZATIONAL CHANGE</b>	<b>9</b>
Meaning, Nature, Forces for change- change agents- Change Process-Types and forms of change-Models of change-Resistance to change–individual factors–organizational factors–techniques to overcome change-Change programs–job redesign.		<b>CO2</b>
<b>UNIT III</b>	<b>ORGANIZATIONAL DEVELOPMENT</b>	<b>9</b>
Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD-managing the phases of OD – Organizational Diagnosis-Process-stages-Techniques-Questionnaire,interview,workshop,task-force-collecting,analyzing- feedback of diagnostic information.		<b>CO3</b>
<b>UNIT IV</b>	<b>OD INTERVENTION</b>	<b>9</b>
Human process interventions-Individual, group, and inter-group human relations- structure and technological interventions-strategy interventions–sensitivity training– survey feedback, process consultation–team building – inter-group development		<b>CO4</b>
<b>UNIT V</b>	<b>ORGANIZATIONAL EVOLUTION AND SUSTENANCE</b>	<b>9</b>
Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.		<b>CO5</b>

**TOTAL : 45 PERIODS****TEXT BOOKS**

1. Wendell L. French, Cecil H. Bell, Jr, Veena Vohra - Organization Development: Behavioral Science Interventions for Organizational Improvement, Sixth Edition 2017
2. S. Ramnarayan, T. Venkateswara Rao, Kuldeep Singh: Organization Development: Interventions and Strategies, Sage Publications 2015

**REFERENCE BOOKS**

1. French & Bell: Organisational Development, McGraw-Hill, 2005
2. Rajiv Shaw: Surviving Tomorrow: Turnaround Strategies in Organisational Design and Development, Vikas Publishing House.
3. Thomas G. Cummings, Christopher G. Worley: Organisation Development and Change, Thomson Learning.
4. Change & Knowledge Management-R.L. Nandeshwar, Bala Krishna Jayasimha, Excel Books, 1st Ed.
5. Management of Organizational Change – K Harigopal – Response BOOKS, 2<sup>nd</sup> editon, 2006
6. Organizational, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education

<b>COURSE OUTCOMES</b>	
Upon completion of the course, students will be able to	
CO1	The fundamentals of organizational design and structure
CO2	Change process, types, and models of change in organizations
CO3	The fundamentals of organizational development
CO4	Organizational development Interventions
CO5	Organizational evolution and sustenance

**MAPPING OF COs WITH POs AND PSOs**

COs	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	3	3	3	2	3	2	1	2	2	2	3	2	2	2	3
<b>CO2</b>	2	3	2	1	2	1	1	1	1	1	1	1	3	3	3
<b>CO3</b>	3	3	3	2	3	2	1	2	2	2	1	2	3	3	3
<b>CO4</b>	3	2	3	1	2	3	1	3	3	3	1	1	2	3	2
<b>CO5</b>	2	2	2	2	1	2	1	2	1	3	1	1	3	2	2

<b>BA4018</b>	<b>NEGOTIATION AND CONFLICT MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		3	0	0	3

**OBJECTIVES**

- To develop an understanding of the nature and strategies of negotiation.
- To understand conflict and strategies to resolve the conflict.

<b>UNIT I</b>	<b>FUNDAMENTALS OF NEGOTIATION</b>	<b>9</b>
Nature, Characteristics of negotiation- Dimensions of Negotiation-Structure- Norms & values- Types of Negotiation- Negotiation process- Perception and Preparation-Communication and Influence Techniques of Negotiation- Issues in negotiation.		<b>CO1</b>
<b>UNIT II</b>	<b>NEGOTIATION STRATEGIES</b>	<b>9</b>
strategy and planning for negotiation- Strategy and Tactics for distributive bargaining -Integrative Negotiation-Negotiation power- source of power- Cross culture Negotiation-Ethics in negotiation.		<b>CO2</b>
<b>UNIT III</b>	<b>INTRODUCTION TO CONFLICT MANAGEMENT</b>	<b>9</b>
Understanding conflict, components, perspective of conflict- Types of conflict- Models of conflict (Process & Structural)-Sources of conflict- Contingency approach, conflict management process, conflict domain, conflict trends, conflict distribution, conflict mapping and tracking-conflict & performance - Advantages & Disadvantages of Conflict.		<b>CO3</b>
<b>UNIT IV</b>	<b>MANAGING INTERPERSONAL, GROUP AND ORGANIZATIONAL CONFLICT</b>	<b>9</b>
Individual difference- Personalities & abilities- Interpersonal conflict- Group conflict- Organizational conflict- Dealing with difficult subordinates & boss-Technique to resolve team conflict- organizational conflict strategies.		<b>CO4</b>
<b>UNIT V</b>	<b>CONFLICT RESOLUTION AND COST</b>	<b>9</b>

Conflict resolution models-framework model-classical ideas- new developments in conflict resolution Environmental conflict resolution-gender and conflict resolution-Assessing the cost of workplace conflict.	<b>CO5</b>
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**TOTAL : 45 PERIODS**

**TEXT BOOKS**

1. Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 2011.
2. Negotiation, Harvard Business Essentials, Harvard Business School Press, 2003.
3. How to negotiate effectively, David Oliver, The Sunday Times, Kogan Page, 2010
4. Conflict Resolution Techniques by Subbulakshmi, ICFAI University press, 2005

**REFERENCE BOOKS**

1. Negotiation - Lewicki, Saunders, Barry, TMGH, 2014
2. Corporate Conflict Management - concepts & skills by Eirene Rout, Nelson Omika, PHI, 2007
3. Negotiation- Communication for diverse settings- Michael Spangle, Sage Publication, 2008
4. Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008.
5. Conflict Management: Practical guide to develop negotiation strategies, Barbara A Budjac Corvette, Pearson Prentice Hall, 2006.

**COURSE OUTCOMES**

CO1	The fundamentals of Negotiation, Types, process, and techniques
CO2	Strategies and tactics in Negotiation
CO3	The basics of Conflict management, models, approaches, and process
CO4	Managing interpersonal, group and organizational conflict
CO5	Conflict resolution models and cost of workplace conflict

**MAPPING OF COs WITH POs AND PSOs**

COs	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	2	1	3	3	1	1	2	1	1	1	3	3	2
<b>CO2</b>	3	3	2	1	3	1	1	2	1	1	1	1	3	2	2
<b>CO3</b>	3	3	3	2	1	1	2	1	3	1	2	3	3	2	3
<b>CO4</b>	3	3	2	2	3	3	2	1	1	1	1	1	3	2	2
<b>CO5</b>	3	2	2	1	2	2	2	3	1	1	2	2	3	2	2

<b>MB4019</b>	<b>REWARD AND COMPENSATION MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		3	0	0	3

**OBJECTIVES**

- To impart skills in designing analyzing and restructuring reward management systems, policies, and strategies
- To understand the various dimensions of Compensation Management.

<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
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Compensation - Definition - objectives- principles of compensation formulation- Compensation Design and strategy- theories of wage determination- Wage Structure -types of wages- wage	<b>CO1</b>
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boards- wage policy. Compensation decisions- compensation benchmarking- compensation trends and reward system in India.		
<b>UNIT II</b>	<b>EMPLOYEE COMPENSATION AND LABOUR MARKET</b>	<b>9</b>
Macroeconomics of Labour markets- Unemployment and its impact on labour market- Neoclassical microeconomics of labour markets-models, supply, and demand-economic model Implications on employee compensation- economic theories and employee compensation- trade - offs - valuation of employee compensation.		<b>CO2</b>
<b>UNIT III</b>	<b>MANAGING EMPLOYEE BENEFITS AND REWARDS</b>	<b>9</b>
Nature and types of employee benefits- statutory employee benefits in India- Deferred compensation plan- non-monetary benefits. Reward - Meaning, Elements, Types- Basic concepts of reward management - Designing reward system- Approaches to reward system- Difference between reward and compensation.		<b>CO3</b>
<b>UNIT IV</b>	<b>PERFORMANCE RELATED COMPENSATION</b>	<b>9</b>
Performance management system (PMS)-performance objectives - indicators- standards and metric - effective performance modeling-dimensions of performance- competency based pay. Team Compensation – Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs		<b>CO4</b>
<b>UNIT V</b>	<b>EXECUTIVE AND SALES COMPENSATION PLAN</b>	<b>9</b>
Executive Compensation – Components, Theories, Design- Relationship between Fixed and variable pay-Executive Incentive Programmes. Sale Compensation plan- design and administration- sales incentives and motivations. Compensation Management in Multi-National organisations		<b>CO5</b>

**TOTAL : 45 PERIODS**

### TEXT BOOKS

- Richard. I. Henderson: Compensation Management in a Knowledge Based World – Prentice Hall, 2007.
- Richard Thrope & Gill Homen: Strategic Reward Systems- Prentice-Hall, 2000
- Reward Management: A Handbook of salary administration by Armstrong, Michael and Marlis, Kogan page business books, 2005

### REFERENCE BOOKS

- Thomas. P. Plannery, David. A. Hofrichter & Paul. E. Platten: People Performance & Pay – Free Press.
- Michael Armstrong & Helen Murlis: Hand Book of Reward Management – Crust Publishing House.
- Joseph. J. Martocchio: Strategic Compensation – A Human Resource Management Approach – Prentice-Hall.
- Edwarde. E. Lawler III: Rewarding Excellence (Pay Strategies for the New Economy) – Jossey-Bass.

### COURSE OUTCOMES

CO1	The basics of Compensation Management and Reward system, Theories and strategies
CO2	Macro and micro economics of labour market and employee compensation
CO3	Managing employee benefits and rewards
CO4	Performance related compensation
CO5	Executive and sales compensation plans, theories and design

### MAPPING OF COs WITH POs AND PSOs

COs	PROGRAMME OUTCOMES (POs)	PROGRAMME SPECIFIC OUTCOMES (PSOs)
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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	2	1	3	3	1	1	2	1	1	1	3	3	2
<b>CO2</b>	3	3	2	1	3	1	1	2	1	1	1	1	3	2	2
<b>CO3</b>	3	3	3	2	1	1	2	1	3	1	2	3	3	2	3
<b>CO4</b>	3	3	2	2	3	3	2	1	1	1	1	1	3	2	2
<b>CO5</b>	3	2	2	1	2	2	2	3	1	1	2	2	3	2	2

<b>MB4020</b>	<b>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</b>												<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>					
																		3	0	0	3

### OBJECTIVES

- The course aims to provide students insights to HR practices followed in Global organizations.

<b>UNIT I</b>	<b>INTRODUCTION TO IHRM</b>	<b>9</b>
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Definition – Evolution of HRM- Importance of IHRM, Models of IHRM – Matching Model, Harvard Model, Contextual Model, 5p Model, European Model, IHRM policies, Standardization and Localization of HRM practices

**CO1**

<b>UNIT II</b>	<b>HRM STRATEGIES</b>	<b>9</b>
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Internationalization and world business – Strategic orientation, IHRM in cross border Mergers and Acquisitions, International Alliances – IHRM & Competitive advantage- Cultural context of IHRM

**CO2**

<b>UNIT III</b>	<b>RECRUITMENT AND SELECTION</b>	<b>9</b>
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International Managers staffing – Approaches to staffing – Role of Expatriates – Role of in-patriate – Role of Non-expatriates- recruitment and selection methods- Current practices

**CO3**

<b>UNIT IV</b>	<b>TRAINING AND DEVELOPMENT, PERFORMANCE APPRAISAL</b>	<b>9</b>
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Expatriate training program, components, types, effectiveness measures, HCN training- Trends in international training and development – repatriation process and training. International performance Management methods – cultural issues in Performance Management.

**CO4**

<b>UNIT V</b>	<b>INTERNATIONAL COMPENSATION</b>	<b>9</b>
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Components of international compensation- Approaches to international compensation – Challenges and choices -International Labor Standards – emerging Issues

**CO5**

**TOTAL : 45 PERIODS**

### TEXT BOOKS

- Fundamentals of Digital Marketing by Puneet Singh Bhatia; Publisher: Pearson Education; First edition (July 2017).
- Digital Marketing by Vandana Ahuja; Publisher: Oxford University Press (April 2015)

### REFERENCE BOOKS

- Peter J Dowling & D E. Welch: International Human Resource Management, Cengage Learning 7<sup>th</sup> Edition IE.,2017
- Monir H. Tayeb: International Human Resource Management, A Multinational Company Perspective Oxford University Press, IE
- Ibraiz Tarique, Dennis Briscoe& Randall, International Human Resource Management- Policies and practices for Multinational Enterprises, Routledge, 5th edition

4. Anne- WilHar Zing, Ashly Pinnington, International human Resource Management, 3rd edition, Sage Publication
5. P L Rao, International Human resource Management- Text and Cases, Excel Books
6. Christopher Brewster, Guy Vernon, Paul Sparrow, Elizabeth Houldsworth – International Human
7. Resource Management, Kogan Page Publishers

### COURSE OUTCOMES

CO1	The basics of IHRM, models and practices
CO2	Strategic orientation and cultural context towards IHRM
CO3	International practices on recruitment and selection
CO4	International perspectives on Training, development, performance appraisal
CO5	International practices on Compensation management.

### MAPPING OF COs WITH POs AND PSOs

COs	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	2	1	3	3	1	1	2	1	1	1	3	3	2
CO2	3	3	2	1	3	1	1	2	1	1	1	1	3	2	2
CO3	3	3	3	2	1	1	2	1	3	1	2	3	3	2	3
CO4	3	3	2	2	3	3	2	1	1	1	1	1	3	2	2
CO5	3	2	2	1	2	2	2	3	1	1	2	2	3	2	2

### Operations Management Electives

<b>MB4021</b>	<b>LOGISTICS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		3	0	0	3

### OBJECTIVES

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

<b>UNIT I</b>	<b>Introduction</b>	<b>9</b>
	Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of logistics in Competitive strategy– Customer Service.	<b>CO1</b>
<b>UNIT II</b>	<b>DISTRIBUTION CHANNELS AND OUTSOURCING LOGISTICS</b>	<b>9</b>
	Distribution channel structure - channel members, channel strategy, role of logistics and support in distribution channels. Logistics requirements of channel members; Logistics outsourcing–catalysts, benefits, value proposition, 3PL, 4PL, 5PL, 6PL.	<b>CO2</b>
<b>UNIT III</b>	<b>TRANSPORTATION AND PACKAGING</b>	<b>9</b>
	Transportation System – Evolution, Infrastructure and Networks. Freight Management–Vehicle Routing – Containerization; Modal Characteristics - Inter-modal Operators and Transport Economies; International Logistics-objectives, importance in global economy, Characteristics of global supply chains, Incoterms. Selection of service provider; Packaging - Design considerations, Material and Cost. Packaging as Unification. Consumer and Industrial Packaging.	<b>CO3</b>
<b>UNIT IV</b>	<b>PERFORMANCE MEASUREMENT AND COSTS</b>	<b>9</b>
	Performance Measurement–Need, System, Levels and Dimensions. Internal and External Performance Measurement. Logistics Audit. Total Logistics Cost – Concept, Accounting	<b>CO4</b>

Methods: Cost – Identification, Time Frame and Formatting.

<b>UNIT V</b>	<b>CURRENT TRENDS</b>	<b>9</b>
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Logistics Information Systems – Need, Characteristics and Design. E-Logistics –Structure and Operation. Logistics Resource Management eLRM. Automatic Identification Technologies; Reverse Logistics – Scope, design and as a competitive tool. Global Logistics –Operational and Strategic Issues, ocean, and air transportation. Strategic logistics planning; Green Logistics.

**CO5**

**TOTAL : 45 PERIODS**

**TEXT BOOKS**

1. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 2010
2. Ronald H. Ballou, Business Logistics and Supply Chain Management, Pearson Education, 5<sup>th</sup> Edition, 2007

**REFERENCE BOOKS**

1. Sople Vinod V, Logistics Management: The Supply Chain Imperative, Pearson Education, 3<sup>rd</sup> Edition, 2012.
2. Coy leetal, The Management of Business Logistics, Thomson Learning, 7th Edition, 2003.
3. Ailawadi C Sathish & Rakesh Singh, Logistics Management, PHI, Second Edition,2013.
4. Bloomberg David J et al., Logistics, Prentice Hall India, 2015.
5. Pierre David, International Logistics, Biztantra, 2003.

**COURSE OUTCOMES**

Upon completion of the course, students will be able to

- |            |  |
|------------|--|
| <b>CO1</b> | To understand the basics of logistics, customer value chain and the importance of logistics in strategy formulation. |
| <b>CO2</b> | To understand distribution channels, its structure, and functions and how logistics function can be outsourced.      |
| <b>CO3</b> | To evaluate the influencing characteristics for efficient transportation and packaging.                              |
| <b>CO4</b> | To analyse and evaluate the performance measurement and cost of logistics.   |
| <b>CO5</b> | To understand and evaluate the current trends in logistics management  |

**MAPPING OF COs WITH POs AND PSOs**

COs	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	1	1	3	3	1	1	3	2	3	1	1	1	3	3	1
<b>CO2</b>	3	2	3	3	1	1	3	2	3	1	1	2	3	3	1
<b>CO3</b>	3	2	1	3	1	1	3	2	3	2	1	2	1	3	1
<b>CO4</b>	3	3	1	3	1	3	3	2	3	1	1	1	1	3	1
<b>CO5</b>	3	2	2	3	3	2	3	3	3	1	1	3	2	3	3

<b>MB4022</b>	<b>MATERIALS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		3	0	0	3
<b>OBJECTIVES</b>					

- To understand why materials management should be considered for profit in operations

<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches master scheduling-manufacturing planning and control system-manufacturing resource planning enterprise resource planning-making the production plan.		<b>CO1</b>
<b>UNIT II</b>	<b>MATERIALS PLANNING</b>	<b>9</b>
Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.		<b>CO2</b>
<b>UNIT III</b>	<b>INVENTORY MANAGEMENT</b>	<b>9</b>
Policy Decisions-objectives-control -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand with and without shortages -Quantity discount models. Probabilistic inventory models		<b>CO3</b>
<b>UNIT IV</b>	<b>PURCHASING MANAGEMENT</b>	<b>9</b>
Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment international purchasing		<b>CO4</b>
<b>UNIT V</b>	<b>WAREHOUSE MANAGEMENT</b>	<b>9</b>
Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus, and scrap-value analysis-material handling-transportation and traffic management -operational efficiency productivity- cost effectiveness-performance measurement		<b>CO5</b>
<b>TOTAL : 45 PERIODS</b>		

#### TEXT BOOKS

1. S. N. Chary, Production and Operations Management, Tata McGraw Hill, 5<sup>th</sup> Edition, 2017.
2. J.R. Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.

#### REFERENCE BOOKS

1. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2014
2. A.K. Chitale and R.C. Gupta, Materials Management, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2013.
3. A.K. Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2006
4. Ajay K Garg, Production and Operations Management, Tata McGraw Hill, 2<sup>nd</sup> Edition, 2016
5. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition.

#### COURSE OUTCOMES

Upon completion of the course, students will be able to

CO1	To Understand the planning horizons and activities of scheduling
CO2	To understand materials planning with respect to the available capacity
CO3	To understand and evaluate inventory models
CO4	To understand and evaluate the planning for the purchasing function in an organization
CO5	To understand and evaluate the warehouse requirement and analyze the efficiency.

### MAPPING OF COs WITH POs AND PSOs

COs	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	1	3	3	1	1	2	2	3	1	1	1	2	3	1
CO2	3	1	3	3	1	1	2	2	3	1	1	1	2	3	1
CO3	3	1	1	3	1	1	2	2	3	1	1	1	2	3	1
CO4	3	1	1	3	1	1	2	2	3	1	1	2	2	3	1
CO5	3	2	2	3	1	2	2	3	3	1	1	3	3	3	1

<b>MB4023</b>	<b>PROJECT MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		3	0	0	3

#### OBJECTIVES

- To learn the fundamental principles and practices of managing projects.

<b>UNIT I</b>	<b>INTRODUCTION TO PROJECT MANAGEMENT</b>	<b>9</b>
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Project Management – Definition –Goal - Lifecycles. Project Environments. Project Manager – Roles- Responsibilities and Selection. **CO1**

<b>UNIT II</b>	<b>PLANNING, BUDGETING AND RISK MANAGEMENT</b>	<b>9</b>
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The Planning Process – Work Break down Structure. Cost Estimating and Budgeting - Process, Summaries, schedules, and forecasts. Managing risks - concepts, identification, assessment, and response planning. **CO2**

<b>UNIT III</b>	<b>SCHEDULING &amp; RESOURCE ALLOCATION</b>	<b>9</b>
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PERT & CPM Networks - Project durations and floats - Crashing – Resource loading and leveling. Simulation for resource allocation. Goldratt’s Critical Chain **CO3**

<b>UNIT IV</b>	<b>PROJECT ORGANISATION &amp; CONFLICT MANAGEMENT</b>	<b>9</b>
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Formal Organization Structure – Organization Design – Types of project organizations. Conflict – Origin & Consequences. Project Teams. Managing conflict – Team methods for resolving conflict. **CO4**

<b>UNIT V</b>	<b>CONTROL AND COMPLETION</b>	<b>9</b>
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Project Control – Process, Monitoring, Internal and External control, Performance analysis, Performance Index Monitoring. Project Evaluation, Reporting and Termination. Project success and failure - Lessons. **CO5**

**TOTAL : 45 PERIODS**

#### TEXT BOOKS

- Clifford Gray and Erik Larson, Project Management, 6<sup>th</sup> Edition, Tata McGraw Hill Edition, 2016.

#### REFERENCE BOOKS

- John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Third Edition, Pearson Education, 2008.
- Gido and Clements, Successful Project Management, Sixth Edition, Thomson Learning, 2015.
- Samuel J.M., Jack R.M., Scott M.S., Margaret M.S., and Gopalan M.R., Project Management, First Indian edition, Second Edition, Wiley-India, 2014.

4. Harvey Maylor, Project Management, Fourth Edition, Pearson Education, 2017.

### COURSE OUTCOMES

Upon completion of the course, students will be able to

CO1	Ability to understand and analyze process of project management and project teams effectively
CO2	To plan for the effective use of resources and to estimate budgets for the implementation
CO3	Understand and analyze the ways of completing projects on time and scheduling resources effectively
CO4	To understand the organization structure & critically analyze conflicts and ways of resolving conflicts
CO5	To understand reporting and control methods

### MAPPING OF COs WITH POs AND PSOs

COs	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	2	3	1	3	2	3	3	1	1	1	2	3	1
CO2	3	2	2	3	2	3	1	3	3	1	1	1	2	3	2
CO3	3	3	2	3	1	3	2	3	3	1	1	1	2	3	1
CO4	3	2	2	3	1	2	2	3	3	1	1	3	2	3	1
CO5	3	3	2	3	1	3	1	3	3	3	1	1	2	3	1

<b>MB4024</b>	<b>SERVICES OPERATIONS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		3	0	0	3

### OBJECTIVES

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

<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
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Services – Importance, role in economy, service sector – nature, growth. Nature of services - distinctive characteristics, Service Package, Service classification, service-dominant logic, open systems view. Service Strategy –Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness.

CO1

<b>UNIT II</b>	<b>SERVICE DESIGN</b>	<b>9</b>
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New Service Development – Design elements – Service Blue-printing - process structure – generic approaches. Service Encounter – triad, creating service orientation, service profit chain; Front office Back-office Interface– service decoupling. Technology in services – self-service, automation, e-commerce, e-business, technology innovations.

CO2

<b>UNIT III</b>	<b>SERVICE QUALITY</b>	<b>9</b>
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Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality – SERVQUAL, Walk-through Audit, Quality service by design , Service Recovery, Service Guarantees. Process Improvement –productivity improvement - DEA, quality tools, benchmarking, Quality improvement programs.

CO3

<b>UNIT IV</b>	<b>SERVICE FACILITY</b>	<b>9</b>
Supporting facility -Service scape, Facility design – nature, objectives, process analysis, service facility layout. Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location, location set covering problem. Vehicle routing and Scheduling.		<b>CO4</b>
<b>UNIT V</b>	<b>MANAGING CAPACITY AND DEMAND</b>	<b>9</b>
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.		<b>CO5</b>
<b>TOTAL : 45 PERIODS</b>		

#### TEXT BOOKS

1. James A. Fitzsimmons, Mona J, Fitzsimmons, Sanjeev Bordoloi, Service Management – Operations, Strategy, Information Technology, McGraw-Hill Education – 9th Edition 2018.

#### REFERENCE BOOKS

1. Richard D. Metters, Successful Service Operations Management, Cengage Learning, 2<sup>nd</sup> Edition, 2012.
2. Cengiz Haksever, Barry Render, Service Management, Pearson Education, 2017.
3. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 4<sup>th</sup> Edition, 2012.
4. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006.

#### COURSE OUTCOMES

Upon completion of the course, students will be able to

CO1	To understand the service strategies, Service vision, Generic strategy, and its competitive environment.
CO2	To understand the concept of new service development. To analyze the network configuration and key dimensions in service.
CO3	To understand the concept of SERVQUAL and Walk- through. To familiarize the concept of quality service by design and service encounter.
CO4	To Understand the concept of Service scape framework and its environmental dimensions.
CO5	To understand the role of inventory management in services. To study the concept of Queuing system.

#### MAPPING OF COs WITH POs AND PSOs

COs	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	3	1	1	1	3	1	3	1	2	1	1	3	1	3
CO2	2	3	1	2	2	3	1	1	3	1	1	1	3	1	1
CO3	2	3	2	3	1	2	1	1	3	1	1	1	2	1	1
CO4	3	2	1	2	3	2	2	2	3	2	1	3	2	2	2
CO5	3	3	2	3	2	2	2	3	3	3	1	1	2	2	3



MB4025	SUPPLY CHAIN MANAGEMENT	L	T	P	C	
		3	0	0	3	
<b>OBJECTIVES</b>						
<ul style="list-style-type: none"> <li>To help understand the importance of and major decisions in supply chain management for gaining competitive advantage.</li> </ul>						
<b>UNIT I</b>	<b>INTRODUCTION</b>					<b>9</b>
Supply Chain – Fundamentals –Evolution- Role in Economy - Importance - Decision Phases - Supplier- Manufacturer-Customer chain. - Enablers/ Drivers of Supply Chain Performance; Supply chain strategy - Supply Chain Performance Measures.					<b>CO1</b>	
<b>UNIT II</b>	<b>STRATEGIC SOURCING</b>					<b>9</b>
Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing.					<b>CO2</b>	
<b>UNIT III</b>	<b>SUPPLY CHAIN NETWORK</b>					<b>9</b>
Distribution Network Design – Role - Factors Influencing Options, Value Addition – Distribution Strategies - Models for Facility Location and Capacity allocation. Distribution Center Location Models - Supply Chain Network optimization models; Impact of uncertainty on Network Design - Network Design decisions using Decision trees.					<b>CO3</b>	
<b>UNIT IV</b>	<b>PLANNING DEMAND, INVENTORY AND SUPPLY</b>					<b>9</b>
Managing supply chain cycle inventory. Uncertainty in the supply chain – Analyzing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life – cycle products - multiple item -multiple location inventory management. Pricing and Revenue Management					<b>CO4</b>	
<b>UNIT V</b>	<b>CURRENT TRENDS</b>					<b>9</b>
Supply Chain Integration, SC process restructuring, IT in Supply Chain; Agile Supply Chains, Leagile supply chain, Green Supply Chain, Reverse Supply chain; Supply chain technology trends – AI, Advanced analytics, Internet of Things, Intelligent things, conversational systems, robotic process automation, immersive technologies, Blockchain.					<b>CO5</b>	
<b>TOTAL : 45 PERIODS</b>						
<b>TEXT BOOKS</b>						
<ol style="list-style-type: none"> <li>Sunil Chopra, Peter Meindl and Dharam Vir Kalra, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Sixth Edition, 2016.</li> <li>Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5thEdition, 2007.</li> </ol>						
<b>REFERENCE BOOKS</b>						
<ol style="list-style-type: none"> <li>Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, Second Edition, 2016.</li> <li>David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, Third Edition, 2007.</li> <li>Pierre David, International Logistics, Biztantra, 2003.</li> </ol>						
<b>COURSE OUTCOMES</b>						
<b>Upon completion of the course, students will be able to</b>						
CO1	To understand the basics of Supply chain and how it has been evolved from purchasing management					
CO2	To analyze the decision for in house or outsource production can be studied in detailed, to identify the core process to have effective supply chain					
CO3	To analyze the importance of planning a network in Supply chain and factors influencing those networks					

CO4	To understand the inventory maintenance and location as well as pricing and revenue management
CO5	To understand the organization structure as alliance and partnership and role of IT in Supply chain management

**MAPPING OF COs WITH POs AND PSOs**

COs	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	1	3	3	1	1	3	2	3	1	1	1	3	3	1
CO2	2	3	3	3	1	1	2	2	3	1	1	1	3	3	1
CO3	3	3	3	3	1	3	2	2	3	1	1	1	3	3	1
CO4	3	2	3	3	1	1	2	2	3	1	1	1	3	3	1
CO5	3	2	3	3	3	2	2	3	3	3	1	3	3	3	3

<b>MB4026</b>	<b>QUALITY MANAGEMENT</b>											<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	
													3	0	0	3

**OBJECTIVES**

- To learn the quality philosophies and tools in the managerial perspective.

<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
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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.

**CO1**

<b>UNIT II</b>	<b>PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT</b>	<b>9</b>
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Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

**CO2**

<b>UNIT III</b>	<b>STATISTICAL PROCESS CONTROL</b>	<b>9</b>
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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.

**CO3**

<b>UNIT IV</b>	<b>TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT</b>	<b>9</b>
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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.

**CO4**

<b>UNIT V</b>	<b>QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION</b>	<b>9</b>
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Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition, and reward - TQM framework, benefits, awareness, and obstacles.

**CO5**

**TOTAL : 45 PERIODS**

**TEXT BOOKS**

1. Dale H. Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, Revised Third edition, Pearson Education, Fifth Edition, 2019.
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, II Edition 2017.

**REFERENCE BOOKS**

1. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 6th Edition, Wiley India Pvt. Limited, 2008.
2. James R. Evans and William M. Lindsay, The Management and Control of Quality, Eighth Edition, Thomson, 2010.
3. Poornima M. Charantimath, Total Quality Management, Pearson Education, Third Edition, 2017.
4. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.

**COURSE OUTCOMES**

Upon completion of the course, students will be able to

CO1	To understand the TQM concepts and the dimensions of product and services quality.
CO2	To understand the philosophies of the gurus of TQM in order to evaluate TQM implementation
CO3	To understand about the statistical aspect of quality control and the tools for quality control
CO4	To explore industrial applications of Quality function deployment, Taguchi quality concepts
CO5	To analyze the IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements.

**MAPPING OF COs WITH POs AND PSOs**

COs	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	3	3	3	2	3	3	2	2	1	2	1	3	3	3
CO2	2	3	3	2	1	2	3	1	3	2	3	2	3	3	2
CO3	3	3	1	2	2	2	3	2	3	2	2	2	3	1	2
CO4	3	3	2	2	1	3	2	1	3	2	3	3	3	2	2
CO5	3	3	2	3	1	3	2	2	3	3	3	1	3	2	3

**Business Analytics Electives**

<b>MB4027</b>	<b>DATA MINING FOR BUSINESS INTELLIGENCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	
		3	0	0	3	
<b>OBJECTIVES</b>						
<ul style="list-style-type: none"> <li>• To know how to derive meaning form huge volume of data and information</li> <li>• To understand how knowledge discovering process is used in business decision making.</li> </ul>						
<b>UNIT I</b>	<b>INTRODUCTION</b>					<b>9</b>
Data mining, Text mining, Web mining, Spatial mining, Process mining, Data warehouse and data marts.					<b>CO1</b>	
<b>UNIT II</b>	<b>DATA MINING PROCESS</b>					<b>9</b>
Data mining process–KDD,CRISP-DM, SEMMA and Domain-Specific, Classification and Prediction performance measures-RSME,MAD,MAP,MAPE, Confusion matrix, Receiver					<b>CO2</b>	

Operating Characteristic curve & AUC; Validation Techniques - hold-out, k-fold cross-validation, LOOCV, random sub sampling, and bootstrapping.		
<b>UNIT III</b>	<b>PREDICTION TECHNIQUES</b>	<b>9</b>
Data visualization, Time series– ARIMA, Winter Holts, Vector Autoregressive analysis, Multivariate regression analysis.		<b>CO3</b>
<b>UNIT IV</b>	<b>CLASSIFICATION AND CLUSTERING TECHNIQUES</b>	<b>9</b>
Classification - Decision trees, knearest neighbor, Logistic regression, Discriminant analysis; Clustering; Market basket analysis;		<b>CO4</b>
<b>UNIT V</b>	<b>MACHINE LEARNING AND AI</b>	<b>9</b>
Genetic algorithms, Neural network, Fuzzy logic, Support Vector Machine, Optimization techniques– Ant Colony, Particle Swarm, DEA		<b>CO5</b>
<b>TOTAL : 45 PERIODS</b>		

#### TEXT BOOKS

1. Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, 3<sup>rd</sup> Edition, Kauffmann Publishers 2011.
2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 9<sup>th</sup> Edition, 2011.
3. W. H. Inmon, Building the Data Warehouse, fourth edition Wiley Indiapvt.Ltd.2005.
4. Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 3rd edition, 2013.
5. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc, 1<sup>st</sup> Edition, 2000.

#### REFERENCE BOOKS

1. Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2011
2. G. K. Gupta, Introduction to Data mining with Case Studies, Third Edition, Prentice Hall of India,2014.
3. Giudici, Applied Data mining – Statistical Methods for Business and Industry, John Wiley.2009
4. Elizabeth Vitt, Michael Luckevich Stacia Misner, Business Intelligence, First Edition Microsoft,2008.
5. Michalewicz Z., Schmidt M. Michalewicz M and Chiriac C, Adaptive Business Intelligence, Springer –Verlag, 2007
6. Galit Shmueli, Nitin R. Patel and Peter C. Bruce, Data Mining for Business Intelligence – Concepts, Techniques and Applications Wiley, India, 2010.

#### COURSE OUTCOMES

**Upon completion of the course, students will be able to**

CO1	Learn to apply various data mining techniques into various areas of different domains.
CO2	Be able to interact competently on the topic of data mining for business intelligence.
CO3	Apply various prediction techniques.
CO4	Learn about supervised and unsupervised learning technique.
CO5	Develop and implement a basic trainable neural network (or) a fuzzy logic system to design and manufacturing.

#### MAPPING OF COs WITH POs AND PSOs

Cos	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	1	2	1	1	2	2	3	3	1	2	3	1	2	3

CO2	3	1	1	2	1	3	2	3	2	1	2	2	2	2	2
CO3	3	1	1	1	1	2	2	3	3	1	2	2	1	2	2
CO4	2	1	1	2	2	3	3	3	2	1	1	2	2	1	2
CO5	3	1	2	2	2	3	3	1	3	1	2	1	2	2	1

<b>MB4028</b>	<b>DEEP LEARNING AND ARTIFICIAL INTELLIGENCE</b>											<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
												3	0	0	3
<b>OBJECTIVES</b>															
<ul style="list-style-type: none"> <li>To expose various algorithms related to Deep Learning and Artificial Intelligence.</li> <li>To prepare students to apply suitable algorithm for the specified applications.</li> </ul>															
<b>UNIT I</b>	<b>DEEP NETWORKS</b>												<b>9</b>		
Deep Networks: Modern Practices: Deep Forward Networks: Example: Learning XOR - Gradient-Based Learning - Hidden Units - Architecture Design - Regularization for Deep Learning.												<b>CO1</b>			
<b>UNIT II</b>	<b>MODELS</b>												<b>9</b>		
Optimization for Training Deep Models: How Learning Differs from Pure Optimization - Challenges in Neural Network Optimization - Basic Algorithms - Parameter Initialization Strategies - Algorithms with Adaptive Learning Rates - Approximate Second-Order Methods - Optimization Strategies and Meta Algorithms.															
<b>UNIT III</b>	<b>INTELLIGENT SYSTEMS</b>												<b>9</b>		
Introduction to Artificial Intelligence: Intelligent Systems - Foundations of AI - Applications - Tic-Tac-Toe Game Playing - Problem Solving: State-Space Search and Control Strategies: Introduction - General Problem Solving - Exhaustive Searches - Heuristic Search Techniques.												<b>CO3</b>			
<b>UNIT IV</b>	<b>KNOWLEDGE REPRESENTATION</b>												<b>9</b>		
Advanced Problem-Solving Paradigm: Planning: Introduction - Types of Planning Systems - Knowledge Representation: Introduction - Approaches to Knowledge Representation - Knowledge Representation using Semantic Network - Knowledge Representation using Frames.												<b>CO4</b>			
<b>UNIT V</b>	<b>APPLICATIONS</b>												<b>9</b>		
Expert Systems and Applications: Blackboard Systems - Truth Maintenance Systems - Applications of Expert Systems - Machine-Learning Paradigms: Machine-Learning Systems - Supervised and Unsupervised Learnings.												<b>CO5</b>			
<b>TOTAL : 45 PERIODS</b>															
<b>TEXTBOOKS</b>															
<ul style="list-style-type: none"> <li>Ian Goodfellow, Yoshua Bengio, Aaron Courville, "Deep Learning", MIT Press, 2016.</li> <li>Li Deng and Dong Yu, "Deep Learning Methods and Applications", Foundations and Trends in Signal Processing, 2014.</li> </ul>															
<b>REFERENCE BOOKS</b>															
<ul style="list-style-type: none"> <li>Yoshua Bengio, "Learning Deep Architectures for AI", Foundations and Trends in Machine Learning, 2009.</li> <li>Saraj Kaushik, "Artificial Intelligence", Cengage Learning India Pvt. Ltd., 2011.</li> </ul>															

- Deepak Khemani, "A First Course in Artificial Intelligence", McGraw Hill Education(India) Private Limited, NewDelhi 2017.
- Elaine Rich, Kevin Night, Shivashankar B Nair, "Artificial Intelligence" Third Edition, McGraw Hill, 2017.

#### COURSE OUTCOMES

CO1	Knowledge of Algorithms of Deep Learning & Artificial Intelligence.
CO2	Knowledge of applying Algorithm to specified applications
CO3	Ability to understand intelligent systems and Heuristic Search Techniques
CO4	Understanding of Knowledge Representation, Semantic Networks and Frames
CO5	Knowledge Of Expert systems, applications, and Machine learning

#### MAPPING OF COs WITH POs AND PSOs

COs	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	2	1	3	3	1	1	2	1	1	1	3	3	2
CO2	3	3	2	1	3	1	1	2	1	1	1	1	3	2	2
CO3	3	3	3	2	1	1	2	1	3	1	2	3	3	2	3
CO4	3	3	2	2	3	3	2	1	1	1	1	1	3	2	2
CO5	3	2	2	1	2	2	2	3	1	1	2	2	3	2	2

<b>MB4029</b>	<b>SOCIAL MEDIA WEB ANALYTICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		3	0	0	3

#### OBJECTIVES

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

<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
Evolution of online communities - History and Evolution of Social Media- Social Media vs. traditional media - Social Media Audience and Goals for using Social Media - Understanding Social Media: Strong and weak ties – Influencers - How ideas travel – Viralness - Social theory and social media - technological determinism in popular discourse on social media technologies.		<b>CO1</b>
<b>UNIT II</b>	<b>COMMUNITY BUILDING AND MANAGEMENT</b>	<b>9</b>
Science of Social Media - Keys to Community Building - Promoting Social Media Pages- Linking Social Media Accounts-The Viral Impact of Social Media-Digital PR-Encourage Positive Chatter in Social Media - Identity in social media: formation of identities, communities, activist movements, and consumer markets - Social Media as business.		
<b>UNIT III</b>	<b>SOCIAL MEDIA POLICIES AND MEASUREMENTS</b>	<b>9</b>
Social Media Policies-Etiquette, Privacy- ethical problems posed by emerging social media technologies - The road ahead in social media- The Basics of Tracking Social Media - social media analytics- Insights Gained From Social Media- Customized Campaign Performance Reports - Observations of social media use.		<b>CO3</b>

<b>UNIT IV</b>	<b>WEB ANALYTICS</b>	<b>9</b>
Web Analytics - Present and Future, Data Collection - Importance and Options, Overview of Qualitative Analysis, Business Analysis, KPI and Planning, Critical Components of a Successful Web Analytics Strategy, Web Analytics Fundamentals, Concepts, Proposals & Reports, Web Data Analysis		<b>CO4</b>
<b>UNIT V</b>	<b>SEARCH ANALYTIC</b>	<b>9</b>
Search engine optimization (SEO), non-linear media consumption, user engagement, user generated content, web traffic analysis, navigation, usability, eye tracking, online security, online ethics, content management system, data visualization, RSS feeds, Mobile platforms, User centered design, Understanding search behaviors.		<b>CO5</b>
<b>TOTAL : 45 PERIODS</b>		

#### TEXT BOOKS

- K. M. Shrivastava, Social Media in Business and Governance, Sterling Publishers Private Limited, 2013
- Christian Fuchs, Social Media a critical introduction, SAGE Publications Ltd, 2014

#### REFERENCE BOOKS

- Bittu Kumar, Social Networking, V & S Publishers, 2012
- Avinash Kaushik, Web Analytics - An Hour a Day, Wiley Publishing, 2007
- Eric T. Peterson, Web Analytics Demystified, Celilo Group Media and Café Press, 2004
- Takeshi Moriguchi, Web Analytics Consultant Official Textbook, 9th Edition, 2019

#### COURSE OUTCOMES

CO1	The students will be able to enhance the social media skills.
CO2	The students will be able to develop a mass communication strategy and guide campaigns.
CO3	To get an idea of social media policies.
CO4	Understand the fundamentals and concepts of web analytics
CO5	How to effectively use the resulting insights to support website design decisions, campaign optimisation, search analytics, etc.

#### MAPPING OF COs WITH POs AND PSOs

COs	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	2	1	3	3	1	1	2	1	1	1	3	3	2
<b>CO2</b>	3	3	2	1	3	1	1	2	1	1	1	1	3	2	2
<b>CO3</b>	3	3	3	2	1	1	2	1	3	1	2	3	3	2	3
<b>CO4</b>	3	3	2	2	3	3	2	1	1	1	1	1	3	2	2
<b>CO5</b>	3	2	2	1	2	2	2	3	1	1	2	2	3	2	2

MB4030	e-BUSINESS	L	T	P	C	
		3	0	0	3	
<b>OBJECTIVES</b>						
<ul style="list-style-type: none"> <li>To understand the practices and technology to start an online business.</li> </ul>						
<b>UNIT I</b>	<b>INTRODUCTION TO e-BUSINESS</b>					<b>8</b>
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					<b>CO1</b>	
<b>UNIT II</b>	<b>TECHNOLOGY INFRASTRUCTURE</b>					<b>10</b>
Internet and World Wide Web, internet protocols - FTP, intranet and extranet, Information publishing technology - basics of web server hardware and software					<b>CO2</b>	
<b>UNIT III</b>	<b>BUSINESS APPLICATIONS</b>					<b>10</b>
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, governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities, and Web portals - Social media marketing					<b>CO3</b>	
<b>UNIT IV</b>	<b>e-BUSINESS PAYMENTS AND SECURITY</b>					<b>9</b>
E-payments - Characteristics of payment of systems, protocols, e-cash, e cheque and Micro payment systems - internet security - cryptography - security protocols - network security					<b>CO4</b>	
<b>UNIT V</b>	<b>LEGAL AND PRIVACY ISSUES</b>					<b>8</b>
Legal, Ethics and privacy issues - Protection needs and methodology - consumer protection, cyberlaws, contract sand warranties, Taxation, and encryption policies.					<b>CO5</b>	
<b>TOTAL: 45 PERIODS</b>						
<b>TEXT BOOKS</b>						
<ol style="list-style-type: none"> <li>Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler, e – business and e – commerce for managers, First Edition, Pearson,2015.</li> <li>Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce– A managerial perspective, Springer; Softcover reprint of the original 8th ed. 2015 edition (October 7, 2016).</li> <li>Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, ebusiness, Oxford University Press,2013.</li> </ol>						
<b>REFERENCE BOOKS</b>						
<ol style="list-style-type: none"> <li>Hentry Channel, E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2007.</li> <li>Gary P. Schneider, Electronic commerce, Thomson course technology, Ninth annual edition, 2010.</li> <li>Bharat Bhasker, Electronic Commerce Framework technologies and Applications, Fourth Edition. Tata McGraw Hill Publications, 2013</li> <li>Kamlesh K. Bajaj and Debjani Nag, Ecommerce - the cutting edge of Business, Tata McGraw Hill Publications, Second Edition, 2005.</li> <li>Kalakotaetal, Frontiers of Electronic Commerce, Addison Wesley, 2005</li> <li>Micheal Papaloelon and Peter Robert, e-business, WileyIndia, 2006.</li> </ol>						
<b>COURSE OUTCOMES</b>						
<b>Upon completion of the course, students will be able to</b>						
CO1	Ability to build and manage an e-business.					
CO2	Knowledge about Technology Infrastructure					
CO3	Understanding of customer-oriented business applications					
CO4	Knowledge of e-business payment protocols and security					
CO5	Understanding of ethical, legal, privacy issues and encryption policies					
<b>MAPPING OF COs WITH POs AND PSOs</b>						



COs	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	3	3	2	3	2	3	3	1	2	2	2	2	2
CO2	3	2	1	3	3	2	2	3	2	2	1	1	2	3	3
CO3	3	3	2	3	3	2	2	3	2	1	2	1	2	3	2
CO4	3	3	2	3	3	2	1	3	2	1	1	2	3	3	3
CO5	3	3	2	2	3	1	1	3	2	1	2	1	3	3	2

<b>MB4031</b>	<b>ENTERPRISE RESOURCE PLANNING</b>											<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	
													3	0	0	3

### OBJECTIVES

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

<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>8</b>
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Overview of enterprise systems – Evolution – Risks and benefits – Fundamental technology – warehouse management.	<b>CO1</b>
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<b>UNIT II</b>	<b>ERP SOLUTIONS AND FUNCTIONAL MODULES</b>	<b>10</b>
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Overview of ERP software solutions, BPR, Project management, Functional Modules - Organisational data, master data and document flow.	<b>CO2</b>
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<b>UNIT III</b>	<b>ERP IMPLEMENTATION</b>	<b>10</b>
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Planning Evaluation and selection of ERP systems – Implementation lifecycle-ERP implementation, Methodology and Framework – Training – Data Migration. People Organization in implementation - Consultants, Vendors and Employees.	<b>CO3</b>
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<b>UNIT IV</b>	<b>POST IMPLEMENTATION</b>	<b>8</b>
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Maintenance of ERP - Organizational and Industrial impact; Success and Failure factors of ERP Implementation.	<b>CO4</b>
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<b>UNIT V</b>	<b>EMERGING TRENDS ON ERP</b>	<b>9</b>
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Extended ERP systems and ERP add-ons - CRM, SCM, Business analytics – Future trends in ERP systems – web enabled, Wireless technologies, cloud computing and Augmented reality.	<b>CO5</b>
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**TOTAL: 45 PERIODS**

### TEXTBOOKS

- Alexis Leon, ERP demystified, Second Edition Tata McGraw - Hill, 2007.
- Simha R. Magal, Jeffrey Word, Integrated Business processes with ERP systems, First Edition, John Wiley & Sons, 2011.
- Jagan Nathan Vaman, ERP in Practice, Tata McGraw - Hill, 2008

### REFERENCE BOOKS

- Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2007.
- Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2010.
- Vinod Kumar Grag and N. K. Venkitakrishnan, ERP-Concepts and Practice, Second Edition, Prentice Hall of India, 2011.
- Summer, ERP, Pearson Education, 2008.

### COURSE OUTCOMES

**Upon completion of the course, students will be able to**

CO1	Knowledge of risk and benefits associated with Enterprise Resource Planning.
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CO2	Knowledge or ERP solutions and functional modules														
CO3	Exposure to the implementation environment														
CO4	Understanding of post implementational impact and maintenance of ERP														
CO5	Knowledge of emerging trends on ERP														
<b>MAPPING OF COs WITH POs AND PSOs</b>															
COs	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	2	3	1	3	2	2	1	3	2	2	2	2	2	2	3
<b>CO2</b>	3	3	2	3	3	2	2	3	1	2	1	1	3	3	2
<b>CO3</b>	3	3	1	3	2	2	2	3	2	1	2	1	2	2	2
<b>CO4</b>	3	3	3	3	2	2	1	2	2	2	1	2	3	2	3
<b>CO5</b>	3	3	1	3	2	2	1	3	2	1	2	1	2	3	2

<b>MB4032</b>	<b>MULTIVARIATE DATA ANALYSIS</b>				<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	
					3	0	0	3	
<b>OBJECTIVES</b>									
<ul style="list-style-type: none"> <li>To know various multivariate data analysis techniques for business research.</li> </ul>									
<b>UNIT I</b>	<b>INTRODUCTION</b>							<b>9</b>	
Introduction – Basic concepts – Univariate, Bi-variate and Multi-variate techniques– Types of multivariate techniques– Classification of multivariate techniques– Guidelines for multivariate analysis and interpretation –Approaches to multivariate model building								<b>CO1</b>	
<b>UNIT II</b>	<b>PREPARING FOR MULTIVARIATE ANALYSIS</b>							<b>9</b>	
Introduction– Conceptualization of research problem– Identification of technique- Examination of variables and data – Measurement of variables and collection of data –Measurement of errors – Statistical significance of errors. Missing data – Approaches for dealing with missing data– Testing the assumptions of multivariate analysis–Incorporating non-metric data with dummy variables.								<b>CO2</b>	
<b>UNIT III</b>	<b>MULTIPLE LINEAR REGRESSION ANALYSIS, FACTOR ANALYSIS</b>							<b>9</b>	
Multiple Linear Regression Analysis – Introduction – Basic concepts – Multiple linear regression model – Least square estimation – Inferences from the estimated regression function– Validation of the model. Factor Analysis: Definition– OBJECTIVE– Approaches to factor analysis – methods of estimation – Factor rotation – Factor scores -Sum of variance explained– interpretation of results								<b>CO3</b>	
<b>UNIT IV</b>	<b>LATENT VARIABLE TECHNIQUES</b>							<b>9</b>	
Confirmatory Factor Analysis, Structural Equation modeling, Mediation models, Moderation models, Conditional processes, longitudinal studies, latent growth model, Bayesian inference								<b>CO4</b>	
<b>UNIT V</b>	<b>ADVANCED MULTIVARIATE TECHNIQUES</b>							<b>9</b>	
Multiple Discriminant Analysis, Logistic Regression, Cluster Analysis, Conjoint Analysis, multidimensional scaling.								<b>CO5</b>	
<b>TOTAL : 45 PERIODS</b>									
<b>TEXTBOOKS</b>									

1. Joseph F Hair, Rolph E Anderson, Ronald L. Tatham & William C. Black, Multivariate Data Analysis, 7<sup>th</sup> Edition, Pearson Education, New Delhi, 2009.
2. Barbara G. Tabachnick, Linda S. Fidell, Using Multivariate Statistics, 7<sup>th</sup> Edition, Pearson, 2018.

### REFERENCE BOOKS

1. Richard A Johnson and Dean W. Wichern, Applied Multivariate Statistical Analysis, 6<sup>th</sup> Edition, Prentice Hall, New Delhi, 2007.
2. David R Anderson, Dennis J Seveency, and Thomas A Williams, Statistics for Business and Economics, 9<sup>th</sup> Edition, Thompson, Singapore, 2002

### COURSE OUTCOMES

Upon completion of the course, students will be able to

CO1	Demonstrate a sophisticated understanding of the concepts and methods; know the exact scopes and possible limitations of each method; and show capability of using multivariate techniques to provide constructive guidance in decision making.
CO2	Use advanced techniques to conduct thorough and insightful analysis and interpret the results correctly with detailed and useful information.
CO3	Show substantial understanding of the real problems; conduct deep analysis using correct methods; and draw reasonable conclusions with sufficient explanation and elaboration.
CO4	Write an insightful and well-organized report for a real-world case study, including thoughtful and convincing details.
CO5	Make better business decisions by using advanced techniques in data analytics

### MAPPING OF COs WITH POs AND PSOs

COs	PROGRAMME OUTCOMES (POs)												PROGRAMME SPECIFIC OUTCOMES (PSOs)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	2	3	2	1	1	2	1	1	3	2	1	3
CO2	3	3	2	3	3	2	2	2	2	1	1	3	3	1	3
CO3	3	3	3	3	3	2	2	2	2	1	1	3	3	1	3
CO4	3	2	2	2	2	1	2	2	2	1	1	3	2	1	3
CO5	3	3	1	3	3	2	2	2	2	1	1	3	3	1	3