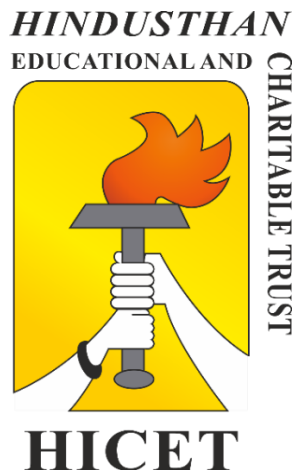


HINDUSTHAN COLLEGE OF ENGINEERING AND TECHNOLOGY
(An Autonomous Institution Affiliated to Anna University, Chennai)
(Approved by AICTE, New Delhi, Accredited by NAAC with 'A' Grade)
Coimbatore - 641032.

MASTER OF BUSINESS ADMINISTRATION



CHOICE BASED CREDIT SYSTEM

Revised Curriculum and Syllabus
Academic year 2023-2024

VISION AND MISSION OF THE INSTITUTION

VISION

To become a premier institution by producing professionals with strong technical knowledge, innovative research skills and high ethical values.

MISSION

IM1: To provide academic excellence in technical education through novel teaching methods.

IM2: To empower students with creative skills and leadership qualities.

IM3: To produce dedicated professionals with social responsibility

Vision Statement of the Department

Emerge as a premier business school recognized globally for management education, practice and research that propels lifelong learning with ethical and professional values

Mission Statements of the Department

- Promote a collaborative learning environment that delivers the best in teaching, research, and innovation with global perspective.
- Adopt entrepreneurial and innovative capabilities to manage change and transformation across various disciplines of management practices.
- Nurture professional and ethical responsibilities related to industry, society, and environment

Program Educational Objectives

- Exhibit managerial acumen with creative, innovative thinking and values in a global context.
- Function effectively as competent managers with problem solving and decision-making capabilities.
- Contribute responsibly to business and societal communities.

Program Specific Outcomes

- Integrate core, cross-functional and interdisciplinary aspects of management theories and frameworks with real world practices.
- Engage in independent and lifelong learning and take up challenging assignments for professional development.

Program Outcomes

- Domain Knowledge - Develop conceptual and functional knowledge in respective managerial domains for decision making.
- Innovative Thinking Skills - Identify and interpret business scenarios with innovative and critical thinking skills for problem solving.
- Communication Skills - Exhibit effective communication skills to justify and negotiate business issues successfully.
- Leadership Skills - Demonstrate leadership and team building skills in collaborative settings.
- Ethical Practice - Integrate social precincts and ethical practices for corporate governance.
- Business Environment - Appraise organizations, stakeholders and their relevant eco systems.



Hindusthan College of Engineering and Technology
(An Autonomous Institution, Affiliated to Anna University, Chennai)

Approved by AICTE, New Delhi & Accredited by NAAC with 'A++' Grade)
Valley Campus, Pollachi Highway, Coimbatore, Tamil Nadu.



DETAILS OF CHANGES CARRIED OUT IN CURRICULUM & SYLLABUS

CBCS PATTERN

POSTGRADUATE PROGRAMMES .

MASTER OF BUSINESS ADMINISTRATION (PG)

REGULATION-2020

For the students admitted during the academic year 2020-2021 and onwards

SEMESTER I

S.No	Course Code	Course Title	Type	L	T	P	C	CIA	ESE	TOTAL
THEORY										
1	20BA1201	Business Organization & Management	PPC	3	0	0	3	40	60	100
2	20BA1202	Managerial Economics	PPC	3	0	0	3	40	60	100
3	20BA1203	Accounting for Managers	PPC	3	0	1	4	40	60	100
4	20BA1204	Quantitative Methods for Management	PPC	3	1	0	4	40	60	100
5	20BA1205	Organizational Behaviour	PPC	3	0	0	3	40	60	100
6	20BA1206	Legal Aspects of Business	PPC	3	0	0	3	40	60	100
PRACTICAL										
7	20BA1001	Business Application Lab – I	EEC	0	0	4	2	50	50	100
8	20BA1002	Managerial Skill Development – I	EEC	0	0	2	1	100	0	100
9	20BA1701	Social Immersion Project	EEC	0	0	2	1	100	0	100
Total:				18	1	9	24	490	410	900

SEMESTER II

S.No	Course Code	Course Title	Type	L	T	P	C	CIA	ESE	TOTAL
THEORY										
1	20BA2201	Operations Management	PPC	3	0	0	3	40	60	100
2	20BA2202	Financial Management	PPC	3	0	1	4	40	60	100
3	20BA2203	Marketing Management	PPC	3	0	0	3	40	60	100
4	20BA2204	Human Resource Management	PPC	3	0	0	3	40	60	100
5	20BA2205	Quantitative Techniques	PPC	3	1	0	4	40	60	100
6	20BA2206	Business Research Methods	PPC	3	0	0	3	40	60	100
PRACTICAL										
7	20BA2001	Business Application Lab –II	EEC	0	0	4	2	50	50	100
8	20BA2002	Managerial Skill Development – II	EEC	0	0	2	1	100	0	100
9	20BA2701	Rural Innovation project	EEC	0	0	2	1	100	0	100
Total:				18	1	9	24	490	410	900

SEMESTER III

S.No	Course Code	Course Title	Type	L	T	P	C	CIA	ESE	TOTAL
THEORY										
1	20BA3201	Strategic Management	PCC	3	0	0	3	40	60	100
2	20BA3202	International Business	PCC	3	0	0	3	40	60	100
3	20BA33XX	ELECTIVE-I	PEC	3	0	0	3	40	60	100
4	20BA33XX	ELECTIVE-II	PEC	3	0	0	3	40	60	100
5	20BA33XX	ELECTIVE-III	PEC	3	0	0	3	40	60	100
6	20BA33XX	ELECTIVE-IV	PEC	3	0	0	3	40	60	100
PRACTICAL										
7	20BA3001	Data Analysis and Business Modelling Lab	EEC	0	0	4	2	50	50	100
8	20BA3701	Summer Internship	EEC	0	0	2	2	100	0	100
9	20BA3702	Managerial Skill Development – III	EEC	0	0	2	1	100	0	100
10	20BA3703	Online Certification/Conference Certification	EEC	0	0	0	1	100	0	100
Total:				18	0	8	24	590	410	1000

SEMESTER IV

S.No	Course Code	Course Title	Type	L	T	P	C	CIA	ESE	TOTAL
THEORY										
1	20BA4201	Indian Ethos and Values	PCC	3	0	0	3	40	60	100
2	20BA43XX	ELECTIVE-V	PEC	3	0	0	3	40	60	100
3	20BA43XX	ELECTIVE-VI	PEC	3	0	0	3	40	60	100
4	20BA43XX	ELECTIVE-VII	PEC	3	0	0	3	40	60	100
5	20BA43XX	ELECTIVE-VIII	PEC	3	0	0	3	40	60	100
PRACTICAL										
6	20BA4701	Project Internship	EEC	0	0	12	6	100	100	200
7	20BA4702	Conference/Online/National/ International Certification Program	EEC	0	0	0	1	100	0	100
Total:				15	0	12	22	400	400	800

Professional Electives For Regulation 2020

S.No.	Course Code	Course Title	Type	L	T	P	C	CIA	ESE	TOTAL
PROFESSIONALELECTIVE- MARKETING										
1.	20BAX301	Integrated Marketing Communication	PE	3	0	0	3	40	60	100
2.	20BAX302	Customer Relationship Management	PE	3	0	0	3	40	60	100
3.	20BAX303	Brand Management	PE	3	0	0	3	40	60	100
4.	20BAX304	Retail Management	PE	3	0	0	3	40	60	100
5.	20BAX305	Services Marketing	PE	3	0	0	3	40	60	100
6.	20BAX306	Consumer Behaviour	PE	3	0	0	3	40	60	100
7.	20BAX307	International Marketing	PE	3	0	0	3	40	60	100
PROFESSIONALELECTIVE- FINANCE										
1.	20BAX308	Equity Research & Portfolio Management	PE	3	0	0	3	40	60	100
2.	20BAX309	Financial & Insurance Services	PE	3	0	0	3	40	60	100
3.	20BAX310	Banking Regulation & Services	PE	3	0	0	3	40	60	100
4.	20BAX311	International Financial Management	PE	3	0	0	3	40	60	100
5.	20BAX312	Financial Derivatives	PE	3	0	0	3	40	60	100

[illegible]

[illegible]

1.	20BAX355	Tourism Management	PE	3	0	0	3	40	60	100
2.	20BAX356	Tourism Marketing	PE	3	0	0	3	40	60	100
3.	20BAX357	Event Management	PE	3	0	0	3	40	60	100
4.	20BAX358	Travel Agency and Tour Operation	PE	3	0	0	3	40	60	100
5.	20BAX359	Hospitality Management	PE	3	0	0	3	40	60	100
PROFESSIONALELECTIVE- HEALTH CARE MANAGEMENT										
1.	20BAX360	Hospital Operations Management	PE	3	0	0	3	40	60	100
2.	20BAX361	Hospital Architecture Planning, Design & Maintenance	PE	3	0	0	3	40	60	100
3.	20BAX362	International Health Management	PE	3	0	0	3	40	60	100
4.	20BAX363	Public Health Systems and Health Insurance	PE	3	0	0	3	40	60	100
5.	20BAX364	Health Care Laws and Ethics	PE	3	0	0	3	40	60	100
6.	20BAX365	Hospital front office Management	PE	3	0	0	3	40	60	100
PROFESSIONALELECTIVE -ENTREPRENEURSHIP										
1.	20BAX366	Entrepreneurship development	PE	3	0	0	3	40	60	100
2.	20BAX367	Innovation Management	PE	3	0	0	3	40	60	100
3.	20BAX368	Social Entrepreneurship	PE	3	0	0	3	40	60	100
4.	20BAX369	Small Business Management	PE	3	0	0	3	40	60	100
5.	20BAX370	Science and Technology Entrepreneurship	PE	3	0	0	3	40	60	100
PROFESSIONALELECTIVE- AGRI BUSINESS MANAGEMENT										
1.	20BAX371	Fertilizer Technology Management	PE	3	0	0	3	40	60	100
2.	20BAX372	Management Of Agro Chemicals	PE	3	0	0	3	40	60	100
3.	20BAX373	Management Of Floriculture And Landscaping	PE	3	0	0	3	40	60	100
4.	20BAX374	Farm Power And Machinery Management	PE	3	0	0	3	40	60	100
5.	20BAX375	Feed Business Management	PE	3	0	0	3	40	60	100

6.	20BAX376	Poultry And Hatchery Management	PE	3	0	0	3	40	60	100
7.	20BAX377	Food Technology And Processing Management	PE	3	0	0	3	40	60	100
8.	20BAX378	Fruit Production And Post Harvest Management	PE	3	0	0	3	40	60	100

SEMESTER-WISE CREDIT DISTRIBUTION

MBA PROGRAMME						
Credits per semester						
S.No.	Course Area	I	II	III	IV	Total Credits
1	PPC	20	20	6	3	49
2	EEC	4	4	6	7	21
3	PEC	-	-	12	12	24
Total		24	24	24	22	94

Credit Distribution R2020

Semester	I	II	III	IV	Total
Credits	24	24	24	22	94

Chairman BoS

Chairman - BoS
MBA - HICET

Dean Academics

Dean (Academics)
HICET

Principal

Syllabus

SEMESTER – I

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA1201	BUSINESS ORGANIZATION AND MANAGEMENT	3	0	0	3

Course Objective	<ol style="list-style-type: none"> 1. To make the students familiar with basic forms of an organization 2. To make the students familiar with basic concepts of Management. 3. To enable the students to learn the basic functions of management. 4. To make students learn the management of organizations. 5. To make students understand organizational performance and its importance.
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Unit	Description	Instructional hours
I	Business Organization Nature, scope and objectives of Business – Forms of Business Organization – Single person company, Partnership firms, Joint stock Companies and Co-operative Societies – Public Enterprises – Characteristics, Advantages and disadvantages.	9
II	Management Purpose and Importance, Managerial functions and principles – Role of Managers, Management as a science or an art - The Evolution of Management thought - Sustainability and Corporate Social Responsibility, Peter Drucker and his contributions– Emotions - Recent trends in Management	9
III	Planning and Decision Making Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises – Management by Objectives -Decision Making – Types, process, techniques and problems.	9
IV	Organizing Organizing - Importance, Structure, principles and process-Organization structure – Types - Formal and informal organization-Delegation of Authority- Line and Staff Authority- Decentralization Vs Centralization – Advantages and disadvantages. Departmentation – Importance and types.	9
V	Coordination and Controlling Coordination functions in Organization -Essential characteristics of coordination- group Decision Making. Controlling - System and Process of Controlling- Control techniques- - Information Technology in controlling.	9
Total Instructional Hours		45

Course Outcome	<p>CO1.Explain the foundations of management theories and practices</p> <p>CO2.Outline the various functions and applications of management theories and practice</p> <p>CO3.Identify and relate the human and managerial interface in organizations</p> <p>CO4.Explain and recommend suitable organizations structures</p> <p>CO5.Explain and report emerging issues and challenges oin modern business organisations</p>
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TEXT BOOKS:

- T1: Harold Koontz and Heinz Weihrich, Essentials of Management: An International, Innovation, And Leadership Perspective, 10th edition, Tata McGraw-Hill Education, 2015.
- T2: Bhushan Y.K., "Business Organization and Management", Sultan Chand& Sons, 20th Edition, 2017.

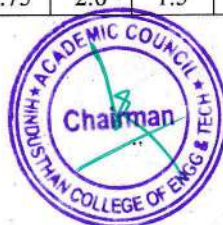
REFERENCE BOOKS:

- R1: Heinz Mark V. Cannice& Koontz, "Management – A Global, Innovative, and Entrepreneurial Perspective", Tata McGraw Hill, 15th Edition, 2019.
- R2: P.C.Tulsian, Vishal Pandey, "Business Organization and Management", Pearson Publications, 2015.
- R3: Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 10th Edition, 2016

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3		2			3	3	3
CO2	3	2	2			3	3	3
CO3	3	3	3			3	3	3
CO4	3	3	3	1		3	3	3
CO5	3	3	3	2		3	3	3
AVG	3	2.75	2.6	1.5	-	3	3	3

Chairman - BoS
MBA - HICET



Dean (Academics)
HICET

Pogramme	Course Code	Name of the course	L	T	P	C
MBA	20BA1202	MANAGERIAL ECONOMICS	3	0	0	3

Course Objective	1. To study the fundamental concepts in managerial economics 2. To identify the determinants of demand and supply 3. To make the students to understand the relationship between production and cost concepts 4. To know how prices can be determined in markets from the economic terms 5. To understand the macro economic variables and its real time impact on economy and government policies.
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Unit	Description	Instructional Hours
I	AN OVERVIEW Meaning, Nature, Scope of Managerial Economics – Micro and Macroeconomics- Relationship between managerial economics and other disciplines – Roles and Responsibilities of managerial economist - Basic economic tools for Decision Making.	9
II	DEMAND AND SUPPLY ANALYSIS Demand – Meaning, Determinants - Types of demand –Law of demand-Exceptions- Elasticity of demand – Demand Forecasting - Methods of demand forecasting. Supply - Meaning – Law of Supply-Elasticity of Supply-Determinants.	9
III	PRODUCTION AND COST ANALYSIS Production functions-Meaning-Types: Law of variable proportions, Isoquant, Law of returns to scale. Analysis of cost – Types – Cost output relationship – Relationship between cost and production function - Economies and Diseconomies of scale-Meaning-Kinds.	9
IV	MARKET STRUCTURE AND PRICING Market structure – Meaning-Determinants-Different market structure: Perfect and Imperfect Competition: Monopoly, Monopolistic Competition, Oligopoly, and Duopoly. Price determination under various market structures - Characteristics. Pricing-Methods. Advanced pricing-Auctions.	9
V	INDIAN ECONOMY AND POLICY Business cycles: Phase, causes and effects – Inflation and deflation: Types, Causes and effects – Monetary and Fiscal Policies –National Income – Growth and economic reforms: Poverty and Inequality- Economic reforms towards more liberalization-Agriculture, Industry and Services-Government reforms and the emerging energy-economy-environment regulatory framework. Global Recession	9
Total Instructional Hours		45

Course Outcome	CO1. Explain the key managerial economic concepts in business. CO2. Illustrate the vagaries of changes in the demand and supply conditions CO3. Analyse how prices are determined in different market structures CO4. Compare the different costs of production and its impact on short and long run decisions CO5. Outline the macroeconomic elements of the country and its impact on the Economy
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TEXT BOOKS:

T1 - R.L.Varshney&K.L.Maheshwari, Managerial Economics, Sulthan Chand and Sons, 19th Revised and Enlarged Edition, Jan 2018

T2 – Yogesh Maheshwari, Managerial Economics, PHI Learning, 3rd Edition, 2012.

REFERENCE BOOKS:

R1 – Paul A Samuelson, William D.Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th Edition, Tata McGraw Hill, New Delhi, 2011.

R2 – G Geetika, Piyali Ghosh, Purba Roy Choudhury, Managerial Economics, 3rd Edition, Tata McGraw Hill, New Delhi, Oct 2017.

R3 - P.L.Mehta, Managerial Economics Analysis, Problems and Cases, 20th Edition, Sulthan Chind and Sons, New Delhi, Jan 2016.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	2	2			3	3	3
CO2	3	2	2	2	2	3	3	3
CO3	3	3	2	2	2	3	3	3
CO4	3	3	2			3	3	3
CO5	3	3	2			2	3	3
AVG	3	2.6	2	2	2	2.8	3	3



Dean (Academics)
HICET

Programme MBA	Course Code 20BA1203	Name of the Course ACCOUNTING FOR MANAGERS	L 3	T 0	P 1	C 4
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Course Objective	<p>1: To Enables the students to understand the basic accounting concepts and preparation of financial statement</p> <p>2: To Enables the students to understand the various techniques in financial statement analysis</p> <p>3: To Enable the students to understand the analysis of fund flow and cash flow and the application of cost accounting technique to ascertain the cost of products and services</p> <p>4: To Enables students to understand the application of marginal costing techniques in business</p> <p>5: To Expose the students to understand the preparation and presentation of budgets in the modern business world</p>
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Unit	Description	Instructional Hours
I	INTRODUCTION TO ACCOUNTING Financial Accounting- Accounting Concepts and conventions -Double entry principles of book keeping. Journal entry- Ledger- Trial Balance. Preparation of Final Accounts- Final accounts of companies. Application of Excel and Tally package in preparation of Accounting statements	10
II	FINANCIAL ANALYSIS Financial Reporting Practices-Analysis of financial statements - Techniques of Financial analysis- Comparative statement- Common size statement- Trend analysis -Ratio Analysis - Application of Excel package in Financial analysis.	9
III	COST AND MANAGEMENT ACCOUNTING Management Accounting- -Fund flow analysis-Cash flow analysis- Cost Accounting- Functional classification of cost - Preparation of Cost Sheet - Application of Excel package in preparation of cost sheet.	10
IV	MARGINAL COSTING Marginal costing- Marginal cost Equation-Contribution-Break Even Analysis - Applications of marginal costing - Application of Excel package in preparation of marginal costing.	9
V	BUDGETARY CONTROL Meaning of Budget and budgetary control – objectives - Cash budget-flexible budget and other budgets.-Application of Excel package in preparation of Budgets	7
Total Instructional Hours		45

Note: 80% of the questions shall be problems. 20% of the questions shall be theory based.

Course Outcome	<p>CO1: Understand the basic concepts of financial accounting, cost accounting and management accounting in students.</p> <p>CO2: Apply the basic accounting concepts and preparation of financial statements</p> <p>CO3: Engage and apply financial statement analysis for decision making</p> <p>CO4: Analyse and apply the techniques of cost and management accounting in business</p> <p>CO5: Examine and evaluate the classification and relevant interpretations that facilitates business decision making</p>
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TEXT BOOKS:

T1- Maheswari S.N, Maheswari Sharad K. Maheshwari, "A Text book of Accounting for Management", Vikas Publishing house (P) Ltd., 4th Edition, 2018

REFERENCE BOOKS:

R1- Narayanaswamy R, "Financial Accounting: A Managerial Perspective", PHI, 6th Edition 2017

R2 -Gupta R. L & Radhaswamy M, "Advanced Accountancy", Sultan & Chand Publications, 13th Edition 2018

R3- M.N. Arora, Accounting for Management, Himalaya Publishing House, New Delhi, 3rd edition, 2019.

R4 - Madegowda J, "Accounting for Manager", Himalaya Publishing House, 2017.

R5. -Reddy T.S, Hari Y, Prasad Reddy, Financial and Management Accounting, Margam Publications 4th Edition 2018

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2	1	3	3	3	3
CO2	3	3	3	3	2	3	3	3
CO3	3	3	2	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3
CO5	3	3	3	2	2	3	3	3
AVG	3	3	2.6	2.4	2.6	3	3	3

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA1204	QUANTITATIVE METHODS FOR MANAGEMENT	3	1	0	4

- Course Objective**
1. To interpret measures of central tendency, dispersion, and association.
 2. Construct a well defined knowledge of Random variables and distributions.
 3. To Know the mathematical support in real life problems and develop probabilistic models which can be used in several areas of science and engineering
 4. To understand the procedure for testing the hypothesis
 5. To Manipulate different kinds of problems occurring in engineering and technology by applying the design of experiments

Unit	Description	Instructional Hours
I	PROBABILITY & STATISTICS Introduction to probability – Descriptive statistic - Measures of central tendency - mean – median –mode, Measures of dispersion - range – quartile deviation – standard deviation – coefficient of variation- Data Visualisation.	9
II	RANDOM VARIABLE & DISTRIBUTIONS Definition- Discrete and continuous random variables, Problems Distributions (Only problems based on Distributions) –Discrete Distributions Binomial, Poisson- Continuous Distributions – Exponential and Normal distributions.	9
III	CORRELATION & REGRESSION Concepts of correlation – Types of correlation (only grouped data is analyzed) - Karl Pearson's coefficient of correlation – Simple Linear Regression – Multiple Regression.	9
IV	TESTING OF HYPOTHESIS Sampling Distributions – Confidence Interval – Hypothesis testing - Tests based on t (single mean and difference of means), F distribution - for testing difference of variances, Chi-square goodness of fit , The Comparison of two samples - Mann Whitney U-Test, Kruskal-Wallis Test.	9
V	ANALYSIS OF VARIANCE One way and Two way classifications - Completely randomized design – Randomized block design – Latin square design	9
Total Instructional Hours		45

Note: Theory 20 Marks and Problems 80 Marks

- Course Outcome**
- CO1.Use of data and statistical methods to analyze, solve business issues
CO2.Analyze and interpret data to reduce the possibility of subjective biases in decision making
CO3.Apply quantifiable data, to assess the impact of different factors on business outcomes.
CO4.Make informed predictions and forecasts based on defined datasets
CO5.Leverage software tools and computational power to execute analyses and outcome interpretations

TEXT BOOKS:

- T1 - Richard Levin and David Rubin, Statistics for management – Prentice Hall of India, 2017
T2- Veerarajan, T., Probability, Statistics and Random Processes, Tata McGraw-Hill, 2nd Edition, New Delhi, April 19, 2017.

REFERENCE BOOKS:

- R1 - Anderson, Sweeny and Williams, Statistics for Business and Economics, Thomson Learning, 2013.
R2 - Dr.K.Subramani and Dr.A.Santha, Statistics for Management, SciTech Publications (India) Pvt Ltd, 2nd Edition, 2010.
R3 -Gupta S C and Kapoor V.K, Fundamentals of Mathematical Statistics, Sultan Chand & Sons, 2016.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2			3	3	3
CO2	3	3	3			2	3	3
CO3	3	3	3			2	3	3
CO4	3	3	3			3	3	
CO5	3	3	3			3	3	3
AVG	3	3	2.8			2.6	3	3

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA1205	ORGANIZATIONAL BEHAVIOUR	3	0	0	3

Course Objective

- 1: To enable the students to learn the basic elements of organizational behaviour and individual differences
- 2: To understand the components of individual behaviour and its influence on organization.
- 3: To understand the group level behaviour and its impact on managerial performance
- 4: To impart the knowledge on various leadership style and influence of power on individuals and group
- 5: To understand the organizational dynamics and stress management

Unit	Description	Instructional Hours
I	Introduction: Nature and scope – linkages with other disciplines - Approach to Organizational behaviour - models of organizational behaviour, Hawthorne Experiment.	9
II	Foundation of individual Behaviour: Personality-Meaning, formation, determinants, traits of personality, theories, personality attributes influencing OB. Attitude: - Formation, components of attitudes, relation between attitude and behaviour. Perception: -Process of perception, factors influencing perception. Learning: - Meaning, principles, theories and its implication.	9
III	Group Behaviour: Definition, types, formation of groups, dynamics, team building, effective teams. Conflict: Meaning, nature, types, process of conflict, conflict resolution. Behavioural aspects of Negotiation.	9
IV	Motivation and leadership: Motivation-importance, process, Motivational Theories. Concept of leadership, styles, Theories, Contemporary Approach of leadership, Transformational leadership. Power and politics - Basis of power, effectiveness of power tactics.	9
V	Organizational Dynamics: Types, creating and sustaining culture, managing cultural diversity. Organizational Development: Goals, process, planned change, resistance to change – Nature of OD, importance, Stress – Work Stressors –Management of stress – Basic concepts in International OB.	9
Total Instructional Hours		45

Course Outcome

CO1.Ability to relate different aspects of human behaviour in organizations
CO2.Analyse the impact of individual behaviour on organization's performance
CO3.Analyse the impact of group behaviour on organization's performance
CO4.Illustrate and explain the various leadership styles and its relevance in organizations
CO5.Apply the frameworks & tools effectively to analyze & approach various Organizational situations

TEXT BOOKS:

T1.Stephen P Robbins, Timothy A, Niharika Vohra "Organizational Behaviour", Prentice Hall of India, 18th Edition, 2018
T2..L. M. Prasad, Organizational Behaviour, Sultan Chand & Sons 5Th edition, Reprint 2019.

REFERENCE BOOKS:

R1:Aswathappa. K, "Organizational Behaviour", Himalaya Publishing Hous, 12th revised edition, 2016
R2: Fred Luthans, "Organizational Behaviour", McGraw Hill Book Co., 12th edition, 2013.
R3: Stephen P. Robbins and Timothy A. Judge, Essentials of Organizational Behavior | Fourteenth Edition | By Pearson Paperback – 31 January 2019

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2	3	2	3	3	3
CO2	3	3	2	3	2	3	3	3
CO3	3	3	2	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3
AVG	3	3	2.4	3	2.6	3	3	3

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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA1206	LEGAL ASPECTS OF BUSINESS	3	0	0	3

Course Objective

- 1: To make students understand the basics of Indian business law and Indian Contract Act
- 2: To enable students to identify and understand the common forms of companies and Company Act 2013
- 3: To enable students gain insights into sale of goods act and legal aspects relating to business
- 4: To make students understand the fundamentals of Goods and Services tax
- 5: To enable students gain insights into the role of consumer rights and IPR in business

Unit	Description	Instructional Hours
I	Foundation of Business Law – Indian Contract Act 1872 Business Law: Meaning and Sources of Business Law in India. Contract: Meaning, Essential elements of valid contract, types of contract, performance of contract, discharge of contract, Breach of contract and its remedies, quasi contracts, Indemnity and Guarantee, Bailment & Pledge, Laws of Agency.	9
II	Company Act 2013 Company: Characteristics and kinds of companies, Formation and Incorporation of a company, Memorandum and articles of association, Prospectus, Duties, Power and liabilities of directors. Winding up of companies, Compliance Management.	9
III	Sale of Goods Act 1930 & Legal aspects relating to Business Essential elements of contract of sale – Sale and Agreement to Sell - Conditions and Warranties – Transfer of Property - Performance of Sales contract. Law relating to Partnership – Alternate Dispute Resolution. Insolvency and Bankruptcy Code, 2016 – An overview.	9
IV	Goods and Services Tax GST: GST Council, Levy and collection of SGST, CGST & IGST, Basic concept of time and value of supply, Input tax credit, Computation of GST Liability, Registration, Tax Invoice, Credit & Debit Notes, Electronic Way bill, Returns, Payment of taxes including Reverse Charge.	9
V	Consumer Protection Act 2019 and IPR Consumer protection Act 2019: Rights of consumers, Consumer Disputes Redressal Commission. Introduction of Intellectual Property Rights, Law relating to Copy rights, Trademarks, Geographical Indications and Patent.	9
Total Instructional Hours		45

Course Outcome

CO1. Identify key concepts in corporate law and apply in the field of management education

CO2. Effectively communicate by engaging in a persuasive style, and demonstrate oral advocacy skills in a clear and objective manner.

CO3. Successfully analyze a situation and collaborate effectively with others on a variety of legal issues.

CO4. Recognize, evaluate and resolve ethical dilemmas in legal and other professions.

CO5. Employ appropriate legal analysis by reasoning and problem solving skills to arrive at solutions to legal problems.

TEXT BOOKS:

T1 : P. K. Goel, Business Law for Managers, Biztantara Publishers, India, 2014.

T2: N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 2019.

REFERENCE BOOKS:

R1: AkhileshwarPathak, Legal Aspects of Business, Tata McGraw Hill, 7th Edition 2018.

R2: Ravinder Kumar, Legal Aspects of Business, New Delhi: Cengage Learning, 4th edition, 2016.

R3: Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 15th edition 2017.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	-	2	3	3	3
CO2	3	3	3	2	2	3	3	3
CO3	3	3	3	3	2	3	3	3
CO4	3	3	2	2	3	3	3	3
CO5	3	3	2	2	2	3	3	2
AVG	3	3	2.6	2.25	2.2	3	3	2.8

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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA1001	BUSINESS APPLICATION LAB - I	0	0	4	2

- Course Objective**
1. To provide insights on excel basics and an overview about review menu
 2. To enable students perform referencing and an overview about view menu in MS-Excel
 3. To make students work with ranges and carryout formatting in MS-Excel
 4. To carryout the functions of excel interface components and usage of auto filters
 5. To make students perform and work with advanced filters and create charts

Experiment	Description of the Experiment	Practical
1	Excel Basics	3
2	Themes & Page setup	3
3	Adding comments, protect sheet & workbook	3
4	Freeze panes	3
5	Split & hide the window	3
6	Cell referencing	3
7	Cell formatting	3
8	Conditional formatting	3
9	Naming ranges	3
10	Excel functions	3
11	Copying data	3
12	Using auto filters	3
13	Using advanced filters	3
14	Working with filtered data	3
15	Charting in excel	3
Total Instructional Hours		45

- Course Outcome**
- CO1.Create business spreadsheets which adheres to current professional and/or industry standards
- CO2.Communicate in a business setting using spreadsheet vocabulary
- CO3.Use advanced functions and productivity tools to assist in developing worksheets
- CO4.Familiarize with basic to intermediate skills for using Excel in the classroom vis-à-vis Business Applications
- CO5.Propose solutions for databased reporting and decision making

Text Books:

- T1 - David M.Levine et al, "Statistics for Managers using MS EXCEL" (6th Edition) Pearson, 2010.
- T2-William J.Stevenson, CeyhunOzgur, 'Introduction to Management Science with spreadsheet', Tata McGraw Hill, 2009

Reference Books:

- R1-Wayne L.Winston, Microsoft EXCEL 2019: Data Analysis & Business Modeling, 6th Edition, Microsoft Press, 2019.
- R2 - David R.Anderson, et al, "An Introduction to Management Sciences: Quantitative approaches to decision making, (13th Edition) South-Western College Publication, 2011.
- R3-Hansa Lysander Manohar, "Data Analysis and Business Modeling using Microsoft Excel" PHI, 2017.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2			2	3	3
CO2	3	3	2	3		2	3	3
CO3	3	3	3	3		2	3	2
CO4	3	3	3	3		2	3	3
CO5	3	3	2	3	3	2	3	3
AVG	3	3	2.4	3	3	2	3	2.8

Programme MBA	Course Code 20BA1002	Name of the Course MANAGERIAL SKILL DEVELOPMENT - I	L 0	T 0	P 2	C 1
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Course Objective	1: To enhance the listening and reading skills of students 2: To enhance the reading skills of students 3: To enable students to build their confidence in delivering logical messages to their audience 4: To improve the oral communication skills through group discussion, and debate 5: To improve written communication skills through drafting business messages
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Exercise No	Description of the Exercise	Instructional Hours
	Listening, Reading	
1	Listening for specific information	
2	News Reading	
3	Understanding short real-world notices	
	Speaking	
4	Just a Minute Presentation & Extempore	15
5	Group Discussion - Dos and Dots	
6	Debate on current business affairs	
	Writing	
7	Business letters	
8	Email Etiquettes	
Total Instructional Hours		15

Course Outcome	CO1.Listen actively and critically to others, demonstrating understanding through questioning and summarizing CO2.Analyze and interpret a variety of written and spoken texts, identifying key ideas, arguments, and supporting evidence CO3.Listen actively and critically to others, demonstrating understanding through questioning and summarizing CO4.Deliver clear, concise, and persuasive oral presentations, using appropriate visual aids and delivery techniques. CO.5. Apply written communication skills in drafting business messages
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TEXT BOOKS:

- T1 :Raymond V. Lesikar and Marie E.Flatley., "Basic Business Communication – Skills for empowering the internet generation", (10th edition) TATA McGraw- Hill, 2008.
T2: Barun K. Mitra " Personality Development and Soft Skills", (2nd edition), Oxford University Press , 2016.

REFERENCE BOOKS:

- R1: E.H. McGrath, S.J , "Basic Managerial Skills for All", (9th Edition) Eastern Economy edition, PHI Learning Private Limited, New Delhi, 2011.
R2: Herta A. Murphy , Herbert W. Hildebrandt & Jane P Thomas " Effective Business Communication" (7th edition), TATA McGraw- Hill, 2009.
R3: Jennifer Grappone, GradivaCouzine, "Five Stars: Putting Online Reviews to Work for Your Business", Sybex Publisher, 2014.

WEBSITE REFERENCE:

W1:<https://www.cambridgeenglish.org/learning-english/activities-for-learners/?time=00-05-mins&rows=12>

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	2		1	3	3
CO2	3	3	3	2		1	3	3
CO3	3	3	3	3	2	3	3	3
CO4	3	3	3	3		3	3	3
CO5	3	3	3	3	2	3	3	3
AVG	3	3	3	2.6	2	2.2	3	3

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Programme
MBA

Course Code
20BA1701

Name of the Course
SOCIAL IMMERSION PROJECT

L	T	P	C
0	0	2	1

Course Objective
1: To make the students socially aware of NGOs
2: To identify the importance of solving societal issues

Unit	Description	Instructional Hours
I	He/she should undergo a voluntary seven working day program and get certificate and thereby do a presentation and submit a report. <ul style="list-style-type: none">➤ Join in a nonprofit organization and engage in their activities➤ Organize an event to clean the environment➤ To teach school students in the areas of personality, finance, and career counseling➤ Organize camps for the betterment of society in association with corporate➤ Waste management awareness camp in association with Panchayats and corporation➤ UPI – Unified Payment Interface awareness activities➤ Any other related events for the betterment of the society	

Total Instructional Hours 15

Course Outcome
CO1. Communicate and manage social problems relevantly
CO2. Create and propose prototypes for solving societal issues

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3
AVG	3	3	3	3	3	3	3	3

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SEMESTER – II

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA2201	OPERATIONS MANAGEMENT	3	0	0	3

Course Objective	<ol style="list-style-type: none"> To study the concept and challenges of operations management To make the students to understand the techniques of demand forecasting To learn about the various types of product design and process design To identify the various methods of material management To expose the students know about models of facility location and project scheduling techniques.
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Unit	Description	Instructional Hours
I	INTRODUCTION TO OPERATIONS MANAGEMENT Meaning-Importance-Historical development of OM. Transformation processes-Difference between products and services. System perspective- Functions-Challenges and recent trends. Operations strategy-Elements. Supply chain management-Objectives-Functions-Process view of supply chain- Lean vs Agile supply chains. Quality Management and Sustainable operations management. 5S.	9
II	DEMAND FORECASTING Need- Types- Factors- Overview of Qualitative and Quantitative methods. Capacity Planning- Objectives-Levels-Process-Classification. Overview of Material Requirement Planning (MRP) - Manufacturing Resource planning (MRP II) and ERP.	9
III	PRODUCT DESIGN Characteristics -Factors-Approaches-Legal, Ethical and Environmental issues in product design. Product development- Stages. Process selection- Process-Product and process life cycle matrix. Process design- Factors-Types- Interrelationship of product and process design. Work study- Objectives, Procedures. Method study- Steps-Techniques. Motion study principles. Work measurement-Benefits, Techniques.	9
IV	MATERIALS MANAGEMENT Objectives- Functions. Material Planning, Budgeting and Control. Purchasing- Objectives, Functions, Purchasing Policies. Vendor rating and Value Analysis. Stores management- Nature, Layout, Classification and Coding. Inventory-Classification-Inventory control- Need-Objectives- Techniques. Overview of JIT.	9
V	FACILITY LOCATION: Location Theories - Steps in location selection-Factors-Location Models. Facility Layout-Principles- Types-Planning tools and Techniques. Project Management process- Scheduling Techniques. Sequencing Techniques -Flow shop scheduling - Johnson's Algorithm- Shop floor control-Gantt charts.	9
Total Instructional Hours		45

Note: Theory 80 Marks and Problems 20 Marks

Course Outcome	<p>CO1. Apply the concept of operations management in manufacturing and service sector</p> <p>CO2. Apply demand forecasting and other prediction techniques for operations</p> <p>CO3. Plan production schedules and other scientific methodologies</p> <p>CO4. Identify and plan facilities and locations for effective operations</p> <p>CO5. Adopt effective materials planning and execution functions</p>
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TEXT BOOKS:

T1- Aswathappa K and ShridharaBhat K, Production and Operations Management, Revised Second Edition, 2015.
T2 - Pannerselvam R, Production and Operations Management, Prentice Hall India, Third Edition, 2012.

REFERENCE BOOKS:

R1 - KanishkaBedi, Production and Operations Management, Oxford University Press, Third Edition, 2016.
R2 - Mahadevan B, Operations Management Theory and practice, Pearson Education, Third edition 2015.
R3 - S.A.Chunawalla ,D.R.Patel, Production and Operations Management, Himalaya Publishing House, Ninth Edition, 2017.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2	1		3	3	3
CO2	3	3	3	2	2	3	3	2
CO3	3	3	2	2	2	3	3	2
CO4	3	3	2	1	1	3	3	3
CO5	3	3	1	1		3	3	2
Avg	3	3	2	1.4	1.66	3		2.4

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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA2202	FINANCIAL MANAGEMENT	3	0	1	4

- Course Objective**
- 1: To comprehend to students the role of financial management and time value of money in business
 - 2: To enable students to understand capital budgeting techniques and its applications
 - 3: To give insights to students about the analysis of cost of capital and leverages
 - 4: To make students understand decision of capital structure and distribution of dividend
 - 5: To provide knowledge to students on working capital management and finance.

Unit	Description	Instructional Hours
I	Introduction to Financial Management Financial Management - Scope, Objectives and functions of Financial Management. Concept of Time value of money - Need, Compounding and discounting techniques in computation of time value of money (Single Cash flow, Annuity, Annuity due, Perpetuity, Uneven cash flow and Multi-Period Compounding). Valuation of Bonds and shares. Application in Ms Excel.	9
II	Investment Decisions Nature and features of Capital Budgeting decisions - Types of investment decisions. Capital budgeting evaluation Techniques - Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index. Application in Ms- Excel.	9
III	Cost of Capital Cost of Capital - meaning and importance. Computation of cost of capital: Debt- Preference capital -Equity Capital - Retained earnings, Weighted average cost of capital, EBIT - EPS Analysis. Leverage: Financial Leverage, Operating Leverage and Combined Leverage. Degree of Operating & Financial leverage. Application in Ms Excel.	9
IV	Financing and Dividend Decision Capital Structure Theory: Net Income Approach-Net Operating Income Approach- MM Approach and Traditional Approach. Dividend Policy: Objectives - Types of Dividend Policy - Relevance & Irrelevance theories - Walter's Model, Gordon's model and MM model. - Factors determining dividend policy.	9
V	Working Capital Management Working Capital Management: Concepts, Determinants, issues and estimation of working capital. Cash Management - Receivables Management - Inventory Management. Working capital finance: Commercial paper, Trade credit, Bank finance.	9
Total Instructional Hours		45

- Course Outcome**
- CO1: Outline the functional concepts of Financial Management
CO2: Evaluate the different avenues of investments
CO3: Examine the alternate sources of finance to decide upon an optimal capital structure
CO4: Plan and execute working capital management models appropriately
CO5: Apply working capital management and finance effectively

TEXT BOOKS:

- T1: I M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2015
T2: M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 8th edition, 2018.

REFERENCE BOOKS:

- R1: Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2017.
R2: P.V.Kulkarni and B.G.Satyaprasad, Himalaya Publishing House House, Delhi, 2015.
R3: James C. Vanhorne -Fundamentals of Financial Management- PHI Learning, 13th Edition, 2014.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2			3	3	3
CO2	3	3	2		2	3	3	3
CO3	3	3	2		1	3	3	3
CO4	3	3	2	2		3	3	2
CO5	3	3	2	1	1	3	3	2
AVG	3	3	2	1.5	1.333	3	3	2.6

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Programme
MBA

Course Code
20BA2203

Name of the Course
MARKETING MANAGEMENT

L T P C
3 0 0 3

Course
Objective

- 1: To know marketing from environment and product orientation
- 2: To understand the fundamentals of marketing function
- 3: To learn the skills required for marketing function
- 4: To know the buying behavior of consumers
- 5: To understand marketing research process and recent trends

Unit	Description	Instructional Hours
I	Introduction Marketing – Definition – importance – scope – core concepts. Analyzing Marketing Environment and Competition. Marketing mix – product and service, Product classification. New product development and Product extension strategies. Product life cycle - strategies.	9
II	Marketing Mix Decisions Market segmentation – meaning – bases. Targeting – strategies. Positioning for Competitive Advantage - Branding. Advertising – decisions. Pricing – objectives – methods – types - strategies.	9
III	Channel Management And Sales Sales promotions- significance- decisions. Personal selling-principles-theories-skills. Sales force management – recruiting – selection – motivating- evaluation. Channel management – decisions – systems – integration – conflict – cooperation – competition. Building and measuring customer satisfaction.	9
IV	Buyer Behavior Industrial and consumer buyer behavior – decision making process – differences – influence. Customer relationship management – process – strategies. Service marketing – characteristics – classifications. Cause related marketing.	9
V	Marketing Research And Strategy Research process in marketing. Retail management, Rural marketing-importance-facts-myths. Green marketing. Online marketing trends - Digital Marketing.	9
Total Instructional Hours		45

Course
Outcome

- CO1.Acquire knowledge on concepts of Marketing and Marketing Management
CO2.Evaluate different distribution channel options for effective marketing operations
CO3.Formulate strategies to effectively manage company's sales operations
CO4.Identify and cognize the major influences of consumer behaviour
CO5.Apply and execute outcome based marketing research in various domains of marketing

TEXT BOOKS:

- T1: Philip T. Kotler and Kevin Lane Keller, Marketing Management, Prentice Hall India, 15th Edition, 2017
T2: Rajan Saxena, Marketing Management, Tata McGraw Hill Education Pvt Ltd, 2009.

REFERENCE BOOKS:

- R1: Philip Kotler, Marketing 4.0: Moving from Traditional to Digital, 1 John Wiley & Sons, April 2017
R2: Paul Baines, Chris Fill and Kelly Oage, Marketing, Oxford University Press, 5th Edition, 2019.
R3: Gupta Prachi, Aggarwal Ashita, et al, Marketing Management : Indian Cases, 1/e Pearson 31 July 2017

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2	1		3	3	3
CO2	3	3	2	1	2	3	3	2
CO3	3	3	3	3	3	3	3	3
CO4	3	3	2	3	2	3	3	3
CO5	3	3	3		1	3	3	2
AVG	3	3	2.4	2	2	3	3	2.6

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Programme	Course Code	Name of the course	L	T	P	C
MBA	20BA2204	HUMAN RESOURCE MANAGEMENT	3	0	0	3

Course Objective

- 1.To learn the perspectives of Human Resources in the industries
2. To identify the process of recruitment and selection in the industries
- 3.To provide knowledge about training and development needs
4. To know about the modern compensation plans at workplace
5. To enable the students know about the tools used in performance appraisal

Unit	Description	Instructional hours
	HUMAN RESOURCE MANAGEMENT PERSPECTIVES	
I	Human Resource Management-Meaning-Nature-Objectives-Functions-Evolution of Human Resource Management- The Importance of Human Factor- Challenges – Inclusive Growth and Affirmative Action-Role Of Human Resource Manager- Human Resource Policies-HRIS-Computer Applications in HRM -Human Resource Accounting and Auditing	9
	HUMAN RESOURCE PLANNING AND RECRUITMENT	
II	Human Resource Planning –Job analysis-Job Design- Recruitment- Selection-Tests-Interview –Induction –Socialization-Importance, Sources, Methods and Process.	9
	TRAINING AND EXECUTIVE DEVELOPMENT	
III	Types of Training Methods-Purpose-Benefits-Resistance. Training Need Analysis-Levels-Methods-Process-Executive Development Programmes-Objectives-Characteristics-Process-Common Practices-Benefits- Capacity Building-Self Development –Stages-Models-Knowledge Management-Applications. Online Training and Assessment.	9
	SUSTAINING EMPLOYEE INTEREST	
IV	Compensation Plan: Wages – Incentives - Fringe benefits – ESOP – Reward - Job Evaluation-Motivation-Application of theories of motivation-Career Planning and Development-Development of mentor-Protégé relationships-Human Resource Development-Need-Principles.	9
	PERFORMANCE APPRAISAL AND CONTROL	
V	Performance Appraisal-Process-Methods-Limitations-Ethics-Potential Appraisal-Importance-Techniques. Employee Promotion, Demotion, Transfer, Separation and Outplacement–Implication of Job Change. Control Process- Importance –Methods- Requirement of Effective Control Systems-Grievances – Causes – Implications –Grievance Redressal Methods and Steps. Fundamentals of IR-Fundamentals of Labour Law- Factories act.	9
Total Instructional Hours		45

Course Outcome

- CO1.Effectively manage and plan key human resource functions within organizations
CO2.Examine current issues, trends, practices, and processes of various HR practices
CO3.Ability to handle employee issues and evaluate the new trends in HRM
CO4.Evaluate various methods of performance management and appraisal systems
CO5.Identify and appreciate the significance of various ethical issues in HR practices.

TEXT BOOKS:

- T1: Gary Dessler, Biju Varkkey-Human resource management, Pearson Education limited, 15th Edition, 2017
T2: Aswathappa-Human resource management Text and Cases ,McGraw Hill Education,New Delhi, 8th Edition, 2017

REFERENCE BOOKS:

- R1: H. John Bernardin, Human resource management: An Experiential Approach, Tata McGraw Hill, 6th Edition 2013.
R2: Wayne F Cascio, Managing Human Resources, McGraw Hill, 11th Edition, 2019.
R3: Memoria C.B,Gankar.S.V,- "Personnel Management & Industrial Relations", Himalaya Publishing House, Mumbai, 2011.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2	3	2	3	3	3
CO2	3	3	2	3	3	3	3	3
CO3	3	3	2	3	3	3	3	3
CO4	3	3	2	3	3	3	3	2
CO5	3	3	3	3	3	3	3	3
AVG	3	3	2.2	3	2.8	3	3	2.8

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA2205	QUANTITATIVE TECHNIQUES	3	1	0	4

- Course Objective**
1. To Formulate and construct a mathematical model for a linear programming problem in real life situation.
 2. To understand the knowledge of Duality and Sensitivity Analysis.
 3. To understand the knowledge of transportation and assignment problems.
 4. To appropriately formulate Network models & Integer programming for service and manufacturing systems.
 5. To Formulate and construct a mathematical model for Game theory and Dynamic Programming.

Unit	Description	Instructional Hours
I	INTRODUCTION TO LINEAR PROGRAMMING (LP) LP-Formulation-Graphical method- Simplex method- Artificial variables – Special cases: Alternative optima, Infeasibility, Unbounded.	9
II	DUALITY & SENSITIVITY ANALYSIS Formulation of Dual problems – Duality Concepts – Dual Simplex Method, Sensitivity Analysis.	9
III	TRANSPORTATION AND ASSIGNMENT MODELS Transportation Problem - Initial solutions using Vogel's Approximation Method- Check for optimality- MODI method- Assignment Problem – Transshipment Problem – Shortest Path Problem.	9
IV	NETWORK & INTEGER PROGRAMMING PROBLEM Maximum Flow Problem, Minimum Spanning Tree – Network Models (PERT&CPM)- Integer Programming – Gomory's Fractional Cut Algorithm – Mixed Integer Programming Problem.	9
V	GAME THEORY & DYNAMIC PROGRAMMING Game theory - Graphical Method, Dominance Property, Dynamic Programming – Algorithm – Solution Of LPP by Dynamic Programming.	9
Total Instructional Hours		45

- Course Outcome**
- CO1.Solve linear programming problems using appropriate techniques to solve an industrial problem
CO2.Engage and apply simplex algorithms to solve linear programming problems
CO3.Recommend initial basic feasible and optimal solution of the Transportation problems
CO4.Formulate and solve network models for service and manufacturing systems
CO5.Model competitive real-world phenomena using concepts from game theory.

TEXT BOOKS:

- T1 - Kalavathy S, Operational Research, fourth edition 2013.
T2 - Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, ninth Edition, 2014.

REFERENCE BOOKS:

- R1 - Paneerselvam R, Operations Research, Published by Prentice Hall of India Private Ltd, 2018
R2 - Gupta P.K, Man Mohan, Problem in operations Research (Methods and Solution), Jul 16,2018.
R3 - V.K.Kapoor, - Operation Research Techniquesfor Management, Sultan Chand & Sons, 2014.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2	1	-	3	3	2
CO2	3	3	2	1	-	2	3	2
CO3	3	3	2	1	-	2	3	2
CO4	3	3	2	1	-	2	3	2
CO5	3	3	2	1	-	2	3	3
AVG	3	3	2	1	-	2.2	3	2.2

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Programme MBA	Course Code 20BA2206	Name of the Course BUSINESS RESEARCH METHODS	L 3	T 0	P 0	C 3
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Course Objective	1: To expose the students to the principles of scientific methodology in business research 2: To learn about the various variables in research. 3: To learn the various measures for measurement and scaling 4: To develop the analytical skills. 5: To develop the research report
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Unit	Description	Instructional Hours
I	INTRODUCTION TO RESEARCH Introduction to business research- Concepts of tools of business research, objectives- Problem identification and formulation of research – Contribution of research to theory and practices in research – Hypotheses setting and new paradigms in research – Literature review and identifying and accessing sources of information and scholarly literature. Steps in literature development.	9
II	RESEARCH DESIGN AND VARIABLES Research design-concepts and importance in research- Types of research design and types of research- Concept of variables (dependent, independent and extraneous) – Argumentation, Nature and types of quantitative research - Writing up Qualitative research – Experimental Design.	9
III	MEASUREMENT AND SCALING Measurement – validity and reliability of the instrument- Basic scales and different types of attitudinal scales – Data and data collection methods – Construction of questionnaire and its importance – Sampling design and different types of sampling.	9
IV	DATA ANALYSIS AND TOOLS Data entry and screening – Designing and Coding, Developing research proposals – purpose, nature, evaluation, content, format, practical consideration, timeline, budgets, supervision, management and defense of proposals. Descriptive analysis, Influential analysis Univariate and bi-variate analysis (chi-square and correlation) – Multi-variate analysis (discriminant, factor, and Multiple regression) – Parametric test, (t-test, F-test, and z-test) Non-parametric tests (Kruskalwallis test, Mann-Whitney test, Anova) – Application of Excel	9
V	REPORT WRITING Research report writing – Developing Research proposals – purpose, nature evaluation, content, format, practical consideration, timeline, budgets, supervision management, presentation and defense of proposals. Types of research report (Technical and Popular research reports) – Layout of research paper- Subjectivity and Objectivity in research – Academic writing and referencing – Research Ethics. AI tools in Research Report writing	9

Total Instructional Hours

45

Course Outcome	CO1.Acquire knowledge on various basic methods of research CO2.Apply and examine various tools and types of social research CO3.Ability to measure the research precincts with appropriate statistical tools CO4.Develop workable solutions using descriptions and analysis through quantitative and qualitative research avenues CO5.Prepare and present research reports that supports managerial decision making
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TEXT BOOKS:

T1- Donald R. Cooper and Pamela S. Schindler, Business Research methods, 9th Edition, Tata McGraw Hill, 2018.

T2-C.R.Kothari and GauravGarg, Business research method, New age Publication, New Delhi, 2019.

REFERENCE BOOKS:

R1- Business Research Methods by Prahlad Mishra, Oxford University Press, January 2015

R2- Business Research Methods (English, Paperback, Zikmund William G.) Cengage Learning, 2016

R3- Uma Sekaran, Research methods for Business, Wiley India, New Delhi, January 2018.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2	1	1	3	3	3
CO2	3	3	2			3	3	3
CO3	3	3	2			3	3	3
CO4	3	3	3	3	3	3	3	2
CO5	3	3	3	3	2	3	3	3
AVG	3	3	2.4	2	2	3	3	2.8

Programme MBA	Course Code 20BA2001	Name of the Course BUSINESS APPLICATION LAB - II	L 0	T 0	P 4	C 2
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- Course Objective**
1. To provide insights on excel basics and an overview about importing data and using hyperlink
 2. To enable students perform data validation and an overview about formula menu
 3. To make students work with consolidating and analyzing the data
 4. To make students understand goal seek, scenario manager, and solver
 5. To enable students work with pivot tables, macros and protecting workbooks.

Experiment No	Description of the Experiment	Practical Hours
1	Embedding and linking objects	3
2	Using hyperlinks	3
3	Importing data	3
4	Getting visual	3
5	Advanced excel formulas	3
6	Using data validation	3
7	Auditing	3
8	Linking & consolidating data	3
9	What-if analysis	3
10	Goal seek	3
11	Scenario manager	3
12	Solver	3
13	Working with pivot tables	3
14	Protection and security	3
15	Macros	3
Total Instructional Hours		45

- Course Outcome**
- CO1. Use Hyperlinks to move around worksheets.
CO2. Create dynamic reports through PivotTables, Pivot chart.
CO3. Use advanced functions and productivity tools to assist in developing worksheets
CO4. Apply the techniques of goal seeker, scenario manager and a solver
CO5. Record repetitive tasks by creating Macros

TEXT BOOKS:

- T1 – Jelen Bill “Advance Excel 2016 in depth” BPB Publications, New Delhi, 2016.
T2- Stephen Moffat “Excel 2010 Advanced”, Bookboon Publishers, 2011.

REFERENCE BOOKS:

- R1-Wayne L. Winston, Microsoft EXCEL 2019: Data Analysis & Business Modeling, 6th Edition, Microsoft Press, 2019.
R2 – Michael Alexander “Excel Macros for Dummies, 2nd paperback, 2018
R3-Jordan Goldmeier “Advanced Excel Essentials” Apress publishers, 1st edition 2014.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	1			2	3	3
CO2	3	3	1			2	3	3
CO3	3	3	1			2	3	3
CO4	3	3	2			2	3	3
CO5	3	3	1			3	3	2
AVG	3	3	1.2	-	-	2.2	3	2.8

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Programme MBA	Course Code 20BA2002	Name of the Course MANAGERIAL SKILL DEVELOPMENT LAB-II	L 0	T 0	P 2	C 1
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- Course Objective**
- 1: To improve written communication skills through report writing
 - 2: To provide an insight to students into basic features of Ms and its Applications in Managerial Decision Making
 - 3: To provide an insight to students into basic features of G-Suite and its Applications in Managerial Decision Making
 - 4: To make students communicate effectively in Social media.
 - 5: To make students handle comments effectively in Social media.

Exercise No	Description of the Exercise	Instructional Hours
1	Writing: Report Writing	
	Basics of Ms & G-Suite Applications	
2	Ms- Office Word – Creating documents & using references	
3	Ms Power Point &Prezi – Creating presentations	
4	Google Forms, Docs, Sheets, Slides – Basics	
	Social Media Communication	
5	Creation of Social media accounts (Twitter, Facebook, Instagram, LinkedIn, Blogs)	
6	Posting contents in Social media	
7	Handling comments in Social media	

Total Instructional Hours 15

- Course Outcome**
- CO1.Demonstrate professional writing skills to prepare business reports
 - CO2.Demonstrate executable skills in MS- Word and G Suite applications
 - CO3.Handle and create documents and presentations using Google forms and other applications
 - CO4.Ablity to integrate social media platforms for business development
 - CO5.Converse professionally and ethically in social media

TEXT BOOKS:

- T1 :Raymond V. Lesikar and Marie E.Flatley., “Basic Business Communication – Skills for empowering the internet generation”, (10th edition) TATA McGraw- Hill, 2008.
T2: Barun K. Mitra“ Personality Development and Soft Skills”, (2nd edition), Oxford University Press , 2016.

REFERENCE BOOKS:

- R1: E.H. McGrath, S.J , “Basic Managerial Skills for All”, (9th Edition) Eastern Economy edition, PHI Learning Private Limited, New Delhi, 2011.
R2: Herta A. Murphy , Herbert W. Hildebrandt & Jane P Thomas “ Effective Business Communication” (7th edition), TATA McGraw- Hill, 2009.
R3: Jennifer Grappone, GradivaCousin, “Five Stars: Putting Online Reviews to Work for Your Business”, Sybex Publisher, 2014.

WEBSITE REFERENCE:

W1:<https://www.cambridgeenglish.org/learning-english/activities-for-learners/?time=00-05-mins&rows=12>

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	3	2	3	3	3
CO2	3	3	3	3	2	3	3	3
CO3	3	3	3	3	2	3	3	3
CO4	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3
AVG	3	3	3	3	2.4	3	3	3

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Programme
MBA

Course Code
20BA2701

Name of the Course
RURAL INNOVATION PROJECT

L T P C
0 0 2 1

Course Objective 1: To understand the present trend of Rural market
2: To understand the problems of Rural market

Unit Description Instructional Hours

I This paper enables the students to create innovative techniques to improve the rural market and related issues through filed surveys, Live and Consultancy projects.

1. Present Scenario of Rural Markets
2. Study the Demographic characteristics of Rural People
3. Strategies adopted to capture the rural market
4. Create awareness among the rural people on Digital banking
5. Create awareness among rural people on accessing micro finance
6. Create awareness among rural people on the accessing Social Security Benefits
7. Create awareness among rural people on the accessing government schemes
8. Any other related rural innovative projects

Total Instruction Hours 15

Course Outcome

CO1.Exhibit knowledge on the scenarios and operations of rural segments
CO2. Propose sustainable practices to strengthen the rural masses

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3
AVG	3	3	3	3	3	3	3	3

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MARKETING ELECTIVES				L	T	P	C
Programme	Course Code	Name of the Course					
MBA	20BAX301	Integrated Marketing Communication		3	0	0	3
Course Objective	To enable the students to understand the key terms, definitions, and concepts in integrated marketing communications.						
	To enable the students to understand the communication process and to explore the use of various promotional tools like advertising, public relations, sales promotion, direct marketing, event marketing, and online marketing.						
	To acquire knowledge on advertisements and its strategies.						
	To understand the promotional tools and its effectiveness.						
	To enable students to understand influence of information technology in integrated marketing communication and the latest trends evolving.						
Unit	Description			Instructional Hours			
I	Integrated Marketing Communications: Communications and IMC programs: Components, Value of IMC Plans. IMC: Overview, IMC Mix, New media and the Challenges, Product Cues, Price Cues, Place, Promotion, Publicity. Value in Marketing-Events – Communication and Branding.			9			
II	Advertising Management Meaning, Objectives, Importance, Classification of advertisement, Economic and Social Effects of Advertising, Organization of Advertising Department, Advertising Agency Management, Campaign Planning, Advertising Budget. Advertising Copywriting for Print and Broadcast Media – Principles- case studies			9			
III	Advertising: Advertising Management: Overview, Advertising Planning and Research, Advertising Campaign Management: Communication and Advertising Objectives, Communications Budget, Media Selection –Types, Planning and Scheduling, Integration Strategies, Creativity and Message Strategies and Development, Measurement. Advertising agency: Role, Types*, Decisions			9			
IV	Promotional Tools: Consumer Promotions: Types, problems*, tactics Trade promotions: Types, Objectives, Concerns, Direct selling, Personal selling: Process, strategies Public relations: Regulations, sponsorship programs, Functions*, Types of stakeholders, Public relations events, Damage control, Social responsibility, Public relations tools, Regulating marketing communications.			9			
V	Digital Marketing Introduction - Concept of digital marketing -Traditional marketing Vs digital marketing- Social Media Marketing - Social media channels-Issues and challenges of digital and social media marketing The Internet as an Advertising Medium: Tracking Website visits, page views and click-stream analysis - Affiliate marketing - Blog marketing-Concept of banner marketing – case studies.			9			
Total Instructional Hours				45			
Course Outcomes	CO1:	Acquire the basic knowledge in integrated marketing communication.					
	CO2:	Understand and analyze the various elements of communication process and their application as a promotion tool.					
	CO3:	Visualize the process of creating an advertisement and its strategies.					
	CO4:	Correlate the importance of promotion tools in communicating to customers.					
	CO5:	Visualize the impact of information technology and the latest trends in using it for communication process.					
Books & Reference:							
1. Belch, George E. and Michael A. Belch, “Advertising and Promotion: An Integrated Marketing Communications Perspective”, 11th Edition, Tata McGraw-Hill, 2018.							
2. Kenneth E. Clow and Donald Baack, “Integrated Advertising, Promotion and Marketing Communications, 8th Edition, Pearson, 2017.							
3. Kruti Shah, Alan D'Souza, Advertising and Promotions an IMC perspective, 1st Edition, McGraw-Hill, 2015.							
4. Terence A. Shimp, Integrated Marketing Communication in Advertising and promotion, 10th Edition, Cengage Learning, 2018. 83							

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	1	1	3	3	3
CO2	3	3	3	3	2	3	3	3
CO3	3	3	3	2	2	3	3	3
CO4	3	3	3	2	3	3	3	3
CO5	3	3	3	2	2	3	3	3
AVG	3	3	3	2	2	3	3	3


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Programme MBA	Course Code 20BAX302	Name of the Course CUSTOMER RELATIONSHIP MANAGEMENT	L	T	P	C
			3	0	0	3

- Course Objective**
1. To enable the students to understand the key terms, definitions, and concepts in CRM.
 2. To enable the students to understand the customer and his behaviour as an individual and in a group.
 3. To enable the students to understand the planning and implementation process of CRM.
 4. To enable students to understand influence of information technology in CRM and its application in
 5. To enable students to understand the emerging trends in electronic commerce and its impact in CRM

Unit	Description	Instructional Hours
I	Customer Relationship Management Introduction- Meaning and Definition of CRM - History- Importance of CRM - Concept and Growth of Relationship Marketing- Scope of Relationship Marketing- Benefits and difficulties of CRM.	10
II	Understanding Customer: Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behaviour in relationship perspectives; individual and group customer's - Customer life time value – Selection of Profitable customer segments.	10
III	CRM Planning and Implementation Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM– Operational CRM - Call centre management – Role of CRM Managers.	10
IV	Technological Support in CRM: Introduction - technological Applications in CRM - types of Technological Applications in CRM - Customer Databases and Information Systems - Database Marketing Strategies - CRM Software Solutions for B2C and B2B Markets - Accounting Systems for Customer Acquisition and Retention POS/Costs. Profitability through Technology	10
V	e-CRM – Emerging Trend in CRM Introduction - Importance of e-CRM in Service Marketing - Challenges involved in formulating and implementing e-CRM strategies - e-CRM architecture and its components - Five engines of e-CRM - Evolution of e-customer and e-marketing - e-CRM for personalized service	12

Total Instructional Hours 45

- Course Outcome**
- CO1 - Understand the fundamentals of customer relationship management.
CO2 - Visualise the behaviour of the customer and plan the CRM activities
CO3 - Develop a CRM process and implement the same.
CO4 - Visualise the impact of information technology in CRM process.
CO5 - Understand e-CRM and its application in creating a e-business strategy.

Text Book

T1: Niranjani, Sarbeswar Mohapatra (2009), "Customer Relationship management perspective", Mahamaya publishing house, New Delhi (India)

Reference Books

- R1. Baran, Galka, Strunk (2008), "Customer Relationship Management", , New Delhi.
R2. Gosney, Thomas (2003), "Customer Relationship Management Essentials", , New Delhi
R3. Jagdish N Sheth, Atul Parvatiyar, Shainesh G (2001), "Customer Relationship management- emerging concepts tools and applications", Tata McGraw Hill Publishing Company Limited, New Delhi.
R4. Mukesh Chaturvedi, Abhinav Chaturvedi (2008), "Customer Relationship Management an Indian Perspective", Excel Books, New Delhi.
R5. Sugnathi R K (2003), "Customer Relationship Management", New Age International Publishers, pp 23, New Delhi
R6. Francis Buttle (Author), Stan Maklan (Author), Customer Relationship Management: Concepts and Technologies, Routledge; 4 edition, 2019.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	2	1	3	3	2
CO2	3	3	3	3	3	3	3	3
CO3	3	3	3	3	2	3	3	3
CO4	3	3	3	3	2	3	3	3
CO5	3	3	3	3	2	3	3	3
AVG	3	3	3	2.8	2	3	3	2.8

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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX303	BRAND MANAGEMENT	3	0	0	3

- Course Objective**
1. To enable the students to understand the concepts in Brand Management.
 2. To enable the students to understand the strategies in Brand Positioning.
 3. To enable the students to understand the concepts in Brand building – brand image and identity.
 4. To enable students to understand the concept of brand extension and its impact on the brand architecture.
 5. To enable students to understand the brand valuation and the brand building process.

Unit	Description	Instructional Hours
I	Brands & Branding concept - Concept of a brand – Evolution, perspectives, anatomy, types of brand names, brand name associations, Brands Vs Products, Advantages of Brands to consumers & firms. Brand elements: Components & choosing brand elements, Branding challenges & opportunities.	9
II	Brand Positioning Brand positioning – Basic concepts – alternatives – risks – Brands & consumers – Strategies for positioning the brand for competitive advantage – Points of parity – Points of difference, Building a strong brand – steps	9
III	Brand Image & Brand Identity Brand Image-image dimensions, brand associations, Role of brand ambassadors & image, Brand identity – perspectives, levels, and prisms. Managing Brand image – stages – functional, symbolic & experiential brands. Brand building implications.	9
IV	Brand Extension Leveraging Brands – Brand extensions, Brand adoption practices, extendibility, merits & demerits, Line extensions, line trap – Co-branding & Licensing Brands. Brand design and structures - Reinforcing and Revitalization of Brands – need, methods, Brand Architecture – product, line, range, umbrella & source endorsed brands.	9
V	Brand Valuation and Building Brands Brand valuation – Methods of valuation, implications for buying & selling brands. Applications – Branding industrial products, services and Retailers – Building Brands online- Steps & Strategies- Social Media and the branded customer Experience.	9

Total Instructional Hours 45

- Course Outcome**
- CO1 - Understand the key principles and elements of branding.
- CO2 - Practically develop a brand, including positioning and communications.
- CO3 - Develop the process and methods of brand management, including how to establish brand image and identity.
- CO4 - Analyze the effective branding strategies, brand extension programs and new product development.
- CO5 - Formulate and justify brand valuation and develop building brands.

Text Book:

1. Kevin Lane Keller, Strategic Brand Management, Pearson, New Delhi, 5th Edition, 2019.

Reference Books:

1. Kapferer, "Strategic Brand Management", Kogan Page, New Delhi, 5th Edition, 2012.
2. Harsh Varma, "Brand Management", Excel Books, New Delhi, 3rd Edition, 2013.
3. Majumdar, "Product Management in India", PHI, 3rd Edition, 2007.
4. Sengupta, "Brand Positioning", Tata McGraw Hill, 2nd Edition, 2005.
5. Ramesh Kumar, "Managing Indian Brand", Vikas, 2005.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3			3	3	3
CO2	3	3	3	3	2	3	3	3
CO3	3	3	3	2	2	3	3	3
CO4	3	3	3	2	2	3	3	3
CO5	3	3	3	2	1	3	3	3
AVG	3	3	3	2.25	1.75	3	3	3

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HICET

Programme
MBA

Course Code
20BAX304

Name of the Course
RETAIL MANAGEMENT

L T P C
3 0 0 3

Course
Objective

1. To enable the students to understand the concepts in retail management.
2. To enable the students to understand the customer and his shopping behaviour and the challenges in retail management.
3. To enable the students to understand the various retail formats and the role of MNC in it.
4. To enable students to understand and analyse the retail store location decision & the operational and pricing issues in it.
5. To enable students to understand the concept of retail space management and the emerging trends in

Unit

Description

Instructional
Hours

- I Introduction to Retailing:** Concept of retailing, Functions of retailing, Terms & Definition, Retail formats and types, Retailing Channels, Retail Industry in India, Importance of retailing, An overview of advertising. 9
- II Understanding the Retail Consumer:** Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Case studies. 9
- III Retail Formats:** Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats. 9
- IV Retail Location Selection:** Importance of Retail locations, Types of retail locations, Factors determining the location decision, Steps involved in choosing a retail location, Measurement of success of location. Retail Operations and Retail Pricing: Store administration, Receipt Management, Customer service, Retail Pricing, Factors influencing retail prices. 9
- V Retail Space Management and Marketing:** Definition of Space Management, Store layout and Design, Visual Merchandising, Retail Communication Mix, POP Displays **Emerging trends in retailing:** Changing nature of retailing, Organized retailing, Modern retail formats, E-tailing, Challenges faced by the retail sector. 9

Total Instructional Hours

45

Course
Outcome

- CO1 - Conceptualize the fundamentals of retail management.
- CO2 - Visualize the consumer shopping behaviour and retail market segments in India.
- CO3 - Differentiate the retail formats and analyze the role of MNC's in organized retailing.
- CO4 - Develop retail location and plan the retail operation.
- CO5 - Familiarize in retail formats

TEXT BOOKS:

T-1 Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007

T-2. Ogden Integrated Retail Management, Biztantra, India, 2008.

T-3. C.S.G.Krishnamacharyulu and LalithaRamakrishnan, Rural marketing, Texts and Cases, Pearson education, second edition 2011.

REFERENCE BOOKS :

R-1. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.

R-2. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.

R-3. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3rd Edition, 2009.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	1	1	3	3	2
CO2	3	3	3	1	1	3	3	3
CO3	3	3	3	2	1	3	3	3
CO4	3	3	3	2	3	3	3	3
CO5	3	3	3			3	3	3
AVG	3	3	3	1.5	1.5	3	3	2.8

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HICET

Programme
MBA

Course Code
20BAX305

Name of the Course
SERVICES MARKETING

L T P C
3 0 0 3

Course
Objective

1. To make students understand the basics of services marketing and management.
2. To make students design the measurability for Service goods.
3. To make students sensitize to the services operations, service quality, and other elements of services which customers and service providers experience.
4. To develop marketing mix elements for the purpose of improving market structure.
5. To create an exposure to the service strategies of different service sectors.

Unit

Description

Instructional
Hours

- I **Foundations for Services Marketing** Introduction to Services Definition – Product Vs services –Special characteristics – Classification of services – Reasons for the growth of services - Role of Technology in services marketing. Virtual Service Portals. 9
- II **Services quality** – Definition of quality – Developing service quality – Quality standards – Bench marking – PZB model of SERVQUAL: Quality Gaps – Gaps closing strategies. 9
- III **Services Marketing Mix Elements:** 7s Ps - Service products – Service life cycle strategies – New service development – Service differentiation strategies Service distribution difficulties and strategies – Pricing of services 9
- IV **Promoting the services** – Promotional mix – Media choice and selection – People and services – The role of employees in services marketing – Process strategies: Service Blue Print – Physical evidence strategies. 9
- V **Services Marketing Banks** – Insurance – Transport – Telecommunication – Hospitals – Hotels – Tourism Industry – Consultancy – Legal services – BPO & KPOP - Advertising agencies – IT Enabled services – Personal services Applying technology to service settings, e-services 9

Total Instructional Hours

45

Course
Outcome

- CO1 - Visualize the characteristics of service products and tangible goods.
- CO2 - Design service quality measurements to build customer loyalty and evaluate the effectiveness and
- CO3 - Comprehend the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
- CO4 - Apply the 7 P's of the services marketing mix to develop a positioning strategy for any service organisation.
- CO5 -Familiarize the strategies of various service sectors

Text Book:

1. Valarie, A. Zeithaml, Mary Jo Bitner, Dwayne, D. Gremler, Ajay Pandit (2013). Services Marketing, 6/e; New Delhi: Tata McGraw-Hill

Reference Books:

1. Christopher Lovelock, JochenWirtz (2013). Services Marketing, 7/e; New Delhi:Pearson Education
2. Harsh, V. Verma (2012). Services Marketing: Text and Cases, 2/e; New Delhi:Pearson Education
3. Jha,S.M "Services Marketing " Himalaya Publishing Company", New Delhi, 2010
4. Lovelock C. H. & Wirtz, J.). "Service Marketing: People, Technology, Strategy" Pearson Education, 5th ed., 2004
5. Gousalves "Services Marketing", Prentice Hall, New Delhi, 2011.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2	3	1	3	3	3
CO2	3	3	3	3	2	3	3	3
CO3	3	3	2	3	2	3	3	3
CO4	3	3	3	2	2	3	3	3
CO5	3	3	3	2	2	3	3	3
AVG	3	3	2.6	2.6	1.8	3	3	3

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Programme
MBA

Course Code
20BAX306

Name of the Course
CONSUMER BEHAVIOUR

L T P C
3 0 0 3

Course
Objective

1. To understand consumer behaviour in an informed and systematic way.
2. To gain knowledge on the influence of personal, socio-cultural, and environmental dimensions towards consumer decisions making.
3. To understand the models of consumer buying behavior.
4. To enable students in designing and evaluating post purchase behaviour of the consumers
5. To upgrade the students towards consumerism and digitalization

Unit

Description

Instructional
Hours

I	Introduction to Consumer behaviour Defining Consumer Behaviour - Scope and Application of Consumer Behavior – The Interdisciplinary Nature of Consumer behavior - diversity of consumer behavior, Characteristics of Indian Consumers.	9
II	Influences for Consumer behaviour -Psychological Influences and Learning on Consumer Decision Making Motivation – Personality – Perception – Attitudes – Learning. Sociological Influences on Consumer Decision Making The Family and Social Class – Culture and Subculture – Cross-Cultural Behaviour – Reference Groups and Word-of-Mouth	9
III	Consumers' Decision-Making Levels of Consumer Decision-Making - Basic Model of Consumer Behaviour - Kotler's Model of Buyer Behaviour - Brand Equity and Consumer Decision-Making Process	9
IV	Post purchase behavior Consumer satisfaction concept & Models – Expectancy Disconfirmation, Desires Congruency Model, Equity Theory, Attribution Theory, Cognitive dissonance, Consumer delight, consumer complaint behaviour.	9
V	Consumerism Evolution of consumer society. Definition of consumerism, buyers & seller's rights, effects of consumerism. Digital Revolution and consumer behaviour	9

Total Instructional Hours 45

Course
Outcomes

- CO1: Demonstrate the knowledge of consumer behaviour and its applications in marketing
- CO2: Visualize the Consumer behaviour decision process
- CO3: Relate internal dynamics and choice in consumers make in buying.
- CO4: Use appropriate Models of consumer buying behavior
- CO5: Demonstrate how consumerism and Digital Marketing improves sales.

Text Book:

Schiffman, G.L. and Wisenblit, J. and Rameshkumar, S. (2015). Consumer Behaviour, 11/e; New Delhi: Pearson Education

Reference Books:

1. Hawkins, I. Del, Mothersbaugh L. David, Mookerjee Amit (2015). Consumer Behaviour: Building Marketing Strategy, 12/e; New Delhi: Tata McGraw-Hill
2. Majumdar, Ramanuj (2010). Consumer Behaviour: Insights from Indian Market; New Delhi: Phi Learning Private Limited
3. Hawkins, Dal I., Roger J. Best and Kenneth A. Coney, Consumer Behaviour Implication for Marketing Strategy, McGraw Hill.
4. Hoyer, Wayne D. and Debovar J. Macinnis, Consumer Behaviour, Cengage Learning.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3			3	3	2
CO2	3	3	3		1	3	3	3
CO3	3	3	3	2	2	3	3	3
CO4	3	3	3			3	3	3
CO5	3	3	3	2	2	2	3	3
AVG	3	3	3	2	1.67	2.8	3	2.8

Chairman - BoS
MBA - HICET



Dean (Academics)
HICET

Programme MBA	Course Code 20BAX307	Name of the Course INTERNATIONAL MARKETING	L 3	T 0	P 0	C 3
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- Course Objective**
1. To acquire the basic knowledge on the concept of International marketing and its dimensions.
 2. To understand the process of International marketing research.
 3. To distinguish the advantages and disadvantages of local products and services possess in international marketing in both emerging markets and mature markets.
 4. To understand the international distribution strategies.
 5. To negotiate with marketing partners from different countries and the implications for the marketing strategies (4Ps).

Unit	Description	Instructional Hours
I	Introduction to International Marketing Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing	9
II	International Marketing Research Introduction, Concept of Marketing Research, Need for Marketing Research, Approach to Marketing Research, Scope of International Marketing Research, International Marketing Research Process, market surveys, marketing information system	9
III	International product management International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion-Strategic Alternatives. New products in Intentional Marketing, Product and culture, brands in International Market.	9
IV	International Marketing Channels Channels - Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing An international Distribution Strategy Selecting Foreign Country Market intermediary	9
V	International Pricing and Promotion Pricing and Promotion for international Markets: Environmental influences on Pricing Decisions, Grey Market goods, Transfer pricing, Global Pricing - Policy Alternatives. Global Advertising and branding, selecting an advertising agency	9
Total Instructional Hours		45

- Course Outcomes**
- CO1:** Develop an understanding of international marketing.
- CO2:** Research and Analyze trends in global markets and in modern marketing practice
- CO3:** Assess an organization's ability to enter and compete in international markets
- CO4:** Identify potential business opportunities in international markets and formulate suitable strategies.
- CO5:** Prepare a comprehensive international marketing plan

Text Book:

1. Philip R. Cateora, Mary C. Gilly, and John L. Graham, International Marketing, McGraw Hill Education; Sixteenth edition (1 November 2017)

Reference Books:

1. SakOnkvisit, John J. Shaw, International Marketing Analysis and Strategy, 3/e, Prentice-Hall of India Pvt. Ltd.,
2. Subhash C. Jain, International Marketing, 6/e, South-Western
3. Keegan: Global marketing Management 7/e Pearson Education, Delhi
4. Isobel Doole and Robin Lowe, International Marketing Strategy, 2/e, Thomson Learning, 2003.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3			3	3	2
CO2	3	3	3	2		3	3	3
CO3	3	3	3	2	2	3	3	3
CO4	3	3	3	3	2	3	3	3
CO5	3	3	3	2		3	3	3
AVG	3	3	3	2.25	2	3	3	2.8

Chairman - BOS
MEA - HICET



Dean (Academics)
HICET

FINANCE ELECTIVES

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX308	Equity Research And Portfolio Management	3	0	0	3

Course Objective

- To enable the students to learn Investment Alternatives, Primary Market and Secondary Market and its Operations.
- To make students understand the concepts of new issue market
- To make students understand Fundamental and Technical Analysis through financial statements, charts signals, trends and technical indicators
- To familiarize the students relating to Valuation of Bonds and Stocks
- To make students learn basic of mutual fund & Portfolio Management

Unit	Description	Instructional Hours
I	INVESTMENT PROCESS AND ALTERNATIVES Investment Process-Investment Alternatives-Risk and Return-Bonds, Preference Shares, Equity Shares, Fixed Income Securities. Securities Market in India: Capital Market, Money Market, Debt Market, Futures and Option Market. SEBI- guidelines on Regulations of Primary Market and Secondary Market and its Operations. Stock Market Indices- NSE and BSE	9
II	ESTIMATING THE PORTFOLIO RETURN AND RISK Portfolio Theory-Estimating the portfolio return and portfolio risk, Efficient Frontier of Portfolios and Capital Asset Pricing Model –Basic Assumptions, Capital Market Line, Security Market Line-Arbitrage Pricing Theory (APT). Options: Types, Strategies. Option Pricing-Black-Scholes Model. Growth of Options and Futures Markets in India.	9
III	FUNDAMENTAL AND TECHNICAL ANALYSIS Economic Analysis, Industry Analysis, Company Analysis- Financial Statements Analysis, Ratio Analysis, Du Pont Analysis. Technical Analysis: Dow Theory, Charts and Signals, Trends, Technical Indicators.	9
IV	VALUATION OF BONDS AND STOCKS Valuation of Equity Shares-Variou models; Valuation of Bonds. Efficient Market Hypothesis- Weak Form, Semi-Strong Form, Strong Form.	9
V	PORTFOLIO MANAGEMENT Selection of Asset Mix- Selection of Securities-Portfolio Revision-Formula Plans-Evaluation of Portfolio Performance-Sharp's Model, Treynor's Index, Jensen's Index.	9
Total Instructional Hours		45

Course Outcomes	CO1:	Evaluate financial statements and company data to assess a firm's intrinsic value and growth potential.
	CO2:	Employ fundamental and technical analysis techniques to identify undervalued stocks and construct diversified investment portfolios
	CO3:	Utilize financial modeling tools to forecast future company performance
	CO4:	Communicate investment research findings and portfolio recommendations effectively in written and oral formats
	CO5:	Apply ethical principles and regulatory frameworks to investment research and portfolio management activities

Text Book:

T1 - PunithvathiPanidian, "Security Analysis and Portfolio Management", Vikas Publishing House Pvt Ltd.2nd edition

Reference Books:

- R1. Reilly and Brown, 'Investment Analysis and Portfolio Management', Cengage, New Delhi
 R2. Bodie, Kane, Marcus and Mohanty, 'Investments', Tata McGraw Hill, New Delhi
 R3. Fisher DE and Jordon RJ, 'Security Analysis and Portfolio Management', PHI, New Delhi
 R4. Hirt and Block, 'Fundamentals of Investment Management', Tata McGraw Hill, New Delhi.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	1		3	3	3
CO2	3	3	3	1		3	3	3
CO3	3	3	3	1		3	3	3
CO4	3	3	3	1		3	3	3
CO5	3	3	3	1		3	3	3
AVG	3	3	3	1	-	3	3	3

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Dean (Academics)
HICET

Programme MBA	Course Code 20BAX309	Name of the Course Financial and Insurance Services	L	T	P	C
			3	0	0	3

- Course Objective**
1. To enable students, learn the concept and operation of Merchant Bankers, SEBI, NBFC and Mutual funds in India
 2. To enable the students to understand the concepts of Leasing, hire purchase, Consumer Credit, Credit Cards, factoring and Forfeiting, Venture Capital, Crowd Funding, Agile Investors
 3. To understand and examine Mergers and Acquisitions, Credit Syndication Credit Rating - Asset securitization – Micro Finance
 4. To enable students, understand the Indian Insurance Industry and its Regulations.
 5. To enable the students to understand the products of Life Insurance, Health Insurance General Insurance

Unit	Description	Instructional Hours
I	MERCHANT BANKING AND MUTUAL FUNDS An Over view of Indian Financial System- The role of Fin.Tech Firms – Merchant Banking - Functions – Categories of merchant bankers - Merchant Banking in India – SEBI guidelines on Obligations & responsibilities of Merchant bankers- NBFCs Types of activities of NBFC"s. Mutual funds –operation – Types – performance measure of mutual fund SEBI guidelines for Mutual Fund. Concept of Financial Assets.	9
II	FUND BASED FINANCIAL SERVICES Leasing and Hire Purchasing – Basics of Leasing- features- types- and Hire purchasing – Features- Difference between hire purchase and leasing. Consumer Credit – Credit Cards -factoring and Forfeiting – Venture Capital- Crowd Funding – Agile Investors	9
III	FEE BASED FINANCIAL SERVICES Mergers and Acquisitions –Reasons – SEBI code on Take-overs - Business Failures and reorganizations – Credit Syndication – Credit Rating - Asset securitization – Micro Finance	9
IV	INDIAN INSURANCE INDUSTRY Life and General insurance industry in India – Insurance Market & Regulation – IRDA Act- LIC Act – Current Schemes - Recent Trends in Insurance Industry.	9
V	LIFE INSURANCE HEALTH INSURANCE GENERAL INSURANCE Insurance- Role – Nature – Principles – Classification -Life Insurance – Products and features, claiming procedure- provisions. Health insurance policy -health care reforms. General Insurance –General Insurance Products-Basics of Fire- Marine – Rural – Flood - Burglary- Group Insurance – reinsurance. Product Liability Insurance - Directors Liability- Key Man Insurance	9
Total Instructional Hours		45

- Course Outcomes**
- CO1: Analyze the role of Merchant Bankers, SEBI, NBFC and Mutual funds and other financial markets in India
 - CO2: Analyze the financial performance of companies and insurance providers using relevant financial tools and techniques.
 - CO3: Evaluate and recommend appropriate insurance products and services, considering client needs and risk profiles,
 - CO4: Critically assess and interpret regulations and industry trends within the financial and insurance sectors
 - CO5: Evaluate the purpose and avenues with varied insurance sectors

Text Book:

1 Khan M.Y., "Financial Service", McGraw-Hill Company, 10th Edition, 2019

REFERENCE BOOKS

1. Natarajan. L, "Merchant Banking & Financial Services", Maugham Publications, 1st Edition 2012
2. Bharati, V. Pathak, "Indian Financial System", Pearson Education Private Ltd. 5th Edition, 2018
3. ThummuluriSiddaiah, "Financial Services", Pearson Publications. 1st Edition 2011
4. Shashi K Gupta, Nisha Aggarwal, "Financial Services", Kalyani Publications. 1st Edition 2014.
5. Gurusamy S, "Merchant Banking and Financial Services", McGraw-Hill Company, 2013

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	1		3	3	3
CO2	3	3	3	1		3	3	2
CO3	3	3	3	1		3	3	2
CO4	3	3	3	3		3	3	2
CO5	3	3	3	3	2	3	3	3
AVG	3	3	3	1.8	2	3	3	2.4


Dean (Academics)
HICET

Programme MBA	Course Code 20BAX310	Name of the Course Banking Regulations and Services	L 3	T 0	P 0	C 3
Course Objective	1. To enable students to understand Structural framework-Indian Banking System					
	2. To enable students to understand Banking services provided by the banks.					
	3. To enable students to understand Regulatory framework related to Banking Regulations.					
	4. To enable students to gain knowledge regarding Marketing of banking services.					
	5. To enable the students to understand the products of Life Insurance, Health Insurance General Insurance					
Unit	Description					Instructional Hours
I	STRUCTURAL FRAMEWORK-INDIAN BANKING An Overview – Banking Structure – Different types of Banking – Investment Banking and Commercial Banking – Central Bank – Need and establishment – Organization and Administration of RBI – Functions of RBI – Banking Ombudsman –Basle Norms					9
II	FUND BASED FINANCIAL SERVICES Fund based business-Deposit Products – CASA and Term Deposits – Different. Type of Commercial Loans, Retail Loans and Wholesale Loans – Trade finance – Overdraft Facilities – Primary and Collateral Securities – Modes of creating charges on securities – Hypothecation, Pledge, Mortgage, Lien and Assignment-Non fund-based business – Bank guarantee and Letter of Credit.					9
III	REGULATORY FRAMEWORK-BANKING REGULATIONS ACT RBI Act – Credit control measures and Monetary policy of RBI: CRR, SLR, REPO rates, Reverse REPO rates and Base Lending Rate – Bank Capital: Tier I & Tier II – Base I III and Capital Adequacy norms (CAR AND CRAR) – Liquidity Adjustment Facility (LAF) – IBA – Payment and Settlement System Act.					9
IV	MARKETING OF BANKING SERVICES Marketing Strategies: Segmentation, Marketing Mix for Banking Services – Product and Services. Innovation – Cost effective pricing, one stop shop, Cross selling of products, value added services, Marketing Information System – Importance of Finance Planning – Identification of Investment needs for retail investors – Studying Investment Behavior - Household Vs Institutional Investors.					9
V	E-BANKING Electronic Banking – Core Banking, Mobile Banking, Online Banking – Remittance Facilities and Clearing system: National Electronic Fund Transfer (NEFT), RTGS, ECS, SWIFT, MICR – ATMs, Credit / Debit / Smart Cards – Technology Initiatives of RBI/IDRBT –Electronic Benefit Transfers.					9
Total Instructional Hours					45	
Course Outcomes	CO1: Demonstrate a comprehensive understanding of the regulatory framework governing the Indian banking industry					
	CO2: Evaluate the Banking services provided by the banks.					
	CO3: Analyze and interpret key Indian banking regulations, and apply them to real-world banking scenarios.					
	CO4: Evaluate the impact of regulatory changes on banking products and services, advising stakeholders on potential implications and necessary adaptations.					
	CO5: Demonstrate a comprehensive understanding of the technology framework governing the Indian banking industry,					

Text Book:

1 Dr.O.P .Gupta Banking Law and Practice in India ,SahityaBhawan Publications,2019

REFERENCE BOOKS

1. IyengarVijayaragavan -Introduction to Banking, Excel Books, India 2009.
2. Muraleedharan. D, - Modern Banking theory and practice, PHI Pvt. Ltd, 2nd Edition,2014.
3. Sundharam K.P.M, -Modern Banking, Sultan Chand & Co, 1st Edition, 2015.
4. Machiraju H.R - Modern Commercial Banking, Vikas Publishing House, 2nd Edition,2019.
5. Tannan M.L.-Tannan,,s Banking Law and Practice in India, Jain Book, 27th Edition.2017.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	2		3	3	2
CO2	3	3	3	2		3	3	3
CO3	3	3	3	2		3	3	2
CO4	3	3	3	3	2	3	3	3
CO5	3	3	3	2	2	3	3	3
AVG	3	3	3	2.2	2	3	3	2.6



Dean (Academics)
HECET

Programme MBA	Course Code 20BAX311	Name of the Course International Financial Management	L 3	T 0	P 0	C 3
Course Objective	1. The students will be able to understand International Financial Environment.					
	2. The students will be able to manage the foreign exchange risk.					
	3. The students will be able to understand the foreign investment and management of the funds.					
	4. The students will be able to become clear of Multinational Cash Management.					
	5. The students will be able to understand Eurocurrency markets, Eurocurrency Interest Rates, International Bonds Markets, External Commercial Borrowings.					

Unit	Description	Instructional Hours
I	INTERNATIONAL FINANCIAL MANAGEMENT ENVIRONMENT IFM environment: MNC and multinational financial management. Foreign exchange market- currency futures and options markets, determination of foreign exchange rates. Development of International Monetary System, Balance of Payments.	9
II	CURRENCY FORECASTING AND FOREX EXPOSURE MANAGEMENT Currency forecasting and foreign exchange risk management - determining parity conditions and currency forecasting. Measuring and managing accounting exposure, measuring economic exposure, managing economic exposure	9
III	INTERNATIONAL INVESTMENT DECISIONS Foreign Investment Analysis: Foreign direct investment, Capital budgeting for MNCs, international portfolio management, Foreign Exchange Management Act.	9
IV	MULTINATIONAL CASH MANAGEMENT Centralized perspective of cash flow analysis, Techniques to optimize cash flow – leading and lagging, netting, matching, Country risk analysis - Nature of Country Risk Assessment, Techniques to Assess Country Risk, Raters of Country Risk.	9
V	MANAGING FOREIGN OPERATIONS Eurocurrency markets - Eurocurrency Interest Rates, Domestic Issues Vs Euro Issues, International Bonds Markets, External Commercial Borrowings, Advantages of Euro Issues, Performance of Indian Euro Issues, GDRs and ADRs Interest rate and currency swaps - The Conceptual View of Swaps, Problems with parallel and Back-to-Back loans, Interest Rate Swaps -Rationale for Interest Rate Swaps, Currency swaps.	9
Total Instructional Hours		45

Course Outcomes	CO1: Analyze the international financial environment, including factors like exchange rates, foreign exchange markets, and global trade, and assess their impact on financial decision-making
	CO2: Evaluate and manage foreign exchange risk using various hedging techniques, such as forward contracts, options, and swaps, to mitigate risks and optimize financial performance.
	CO3: Apply international financial tools and techniques for capital budgeting, investment analysis, and financing decisions, considering factors like political risk, cultural nuances, and legal frameworks in different countries
	CO4: Develop strategies for financing international operations, including exploring options like export credits, international borrowing, and foreign direct investment, considering various risks and benefits
	CO5: Apply various foreign exchange risk management techniques, including hedging strategies using forwards, options, and swaps, to mitigate risks associated with international business transactions.

Text Book:

1. VyuptakeshSharan, "International Financial Management", Prentice Hall of India., Sixth edition,2010.

Reference Books:

1. Alan C. Shapiro, "Multinational Financial Management", 8th edition, Wiley India, New Delhi, 2019.
2. Eun/Resnick, "International Financial Management", Tata McGraw Hill, New Delhi, 7th edition 2017.
3. Levi. D Maurice, "International Finance", McGraw Hill, New Delhi 6th edition 2015
4. Apte.P.G-"International Financial Management" – Tata McGraw Hill, 7th edition 2017.
5. Cheol.s.eon&Bruce.G. Renich -International Financial Management – McGraw Hill, 7th edition,2017.

Programme MBA	Course Code 20BAX311	Name of the Course International Financial Management	L 3	T 0	P 0	C 3
Course Objective	1. The students will be able to understand International Financial Environment.					
	2. The students will be able to manage the foreign exchange risk.					
	3. The students will be able to understand the foreign investment and management of the funds.					
	4. The students will be able to become clear of Multinational Cash Management.					
	5. The students will be able to understand Eurocurrency markets, Eurocurrency Interest Rates, International Bonds Markets, External Commercial Borrowings.					

Unit	Description	Instructional Hours
I	INTERNATIONAL FINANCIAL MANAGEMENT ENVIRONMENT IFM environment: MNC and multinational financial management. Foreign exchange market- currency futures and options markets, determination of foreign exchange rates. Development of International Monetary System, Balance of Payments.	9
II	CURRENCY FORECASTING AND FOREX EXPOSURE MANAGEMENT Currency forecasting and foreign exchange risk management - determining parity conditions and currency forecasting. Measuring and managing accounting exposure, measuring economic exposure, managing economic exposure	9
III	INTERNATIONAL INVESTMENT DECISIONS Foreign Investment Analysis: Foreign direct investment, Capital budgeting for MNCs, international portfolio management, Foreign Exchange Management Act.	9
IV	MULTINATIONAL CASH MANAGEMENT Centralized perspective of cash flow analysis, Techniques to optimize cash flow – leading and lagging, netting, matching, Country risk analysis - Nature of Country Risk Assessment, Techniques to Assess Country Risk, Raters of Country Risk.	9
V	MANAGING FOREIGN OPERATIONS Eurocurrency markets - Eurocurrency Interest Rates, Domestic Issues Vs Euro Issues, International Bonds Markets, External Commercial Borrowings, Advantages of Euro Issues, Performance of Indian Euro Issues, GDRs and ADRs Interest rate and currency swaps - The Conceptual View of Swaps, Problems with parallel and Back-to-Back loans, Interest Rate Swaps -Rationale for Interest Rate Swaps, Currency swaps.	9
Total Instructional Hours		45

Course Outcomes	CO1: Analyze the international financial environment, including factors like exchange rates, foreign exchange markets, and global trade, and assess their impact on financial decision-making
	CO2: Evaluate and manage foreign exchange risk using various hedging techniques, such as forward contracts, options, and swaps, to mitigate risks and optimize financial performance.
	CO3: Apply international financial tools and techniques for capital budgeting, investment analysis, and financing decisions, considering factors like political risk, cultural nuances, and legal frameworks in different countries
	CO4: Develop strategies for financing international operations, including exploring options like export credits, international borrowing, and foreign direct investment, considering various risks and benefits
	CO5: Apply various foreign exchange risk management techniques, including hedging strategies using forwards, options, and swaps, to mitigate risks associated with international business transactions.

Text Book:

1. VyuptakeshSharan, "International Financial Management", Prentice Hall of India., Sixth edition,2010.

Reference Books:

1. Alan C. Shapiro, "Multinational Financial Management", 8th edition, Wiley India, New Delhi, 2019.
2. Eun/Resnick, "International Financial Management", Tata McGraw Hill, New Delhi, 7th edition 2017.
3. Levi. D Maurice, "International Finance", McGraw Hill, New Delhi 6th edition 2015
4. Apte.P.G-"International Financial Management" – Tata McGraw Hill, 7th edition 2017.
5. Cheol.s.eon&Bruce.G. Renich -International Financial Management – McGraw Hill, 7th edition,2017.

Programme
MBA

Course Code
20BAX312

Name of the Course
FINANCIAL DERIVATIVES

L T P C
3 0 0 3

Course
Objective

1. To understand the features and regulations of financial derivatives
2. To understand the mechanism future contract, forward contract
3. To understand the hedging techniques in foreign exchange transactions
4. To understand the Options dealing in financial transactions
5. To understand the growth of commodity market in India

Unit	Description	Instructional Hours
I	GROWTH OF COMMODITY MARKETS IN INDIA Commodity Markets in India – overview- MCX and NCDX- functions Developments in commodity market in India	9
II	GROWTH OF FINANCIAL DERIVATIVES Introduction to Derivatives, Role of Financial Markets, Introduction to Risk Management, Buying and Short-Selling Financial Assets , trading at NSE and BSE-Regulations of Financial derivatives.	9
III	TYPES DERIVATIVE CONTRACT Financial Forwards and Futures, Forward Contracts on Stock, Futures Contracts, Uses of Index Futures, Currency Contracts, Commodity Forwards and Futures, Equilibrium Pricing of Commodity Forwards, Pricing Commodity Forwards by Arbitrage- Gold, Energy Markets. Swaps, Interest Rate Swaps, Swap Rate, Currency Swaps.	9
IV	OPTION STRATEGY Parity and Option Relationships - Put-Call Parity, Parity and Exchange Options, Binomial Option Pricing, Constructing a Binomial Tree, Black-Scholes Formula, Option Greeks, Purchased Call Option, Implied Volatility, Valuing Perpetual Options, Delta-Hedging, Asian Options, Compound Options, gap option, exchange option, barrier option, Hedging using options	9
V	PRICING OF DERIVATIVES Monte carlo valuation, simulating correlated stock prices, sharp ratio, Risk Neutral valuation, Martingale pricing, measure of volatility, pricing volatility, Value at risk, Credit risk, credit default swaps, Merton default model	9
Total Instructional Hours		45

Course
Outcomes

- CO1:** Demonstrate a comprehensive understanding of the theoretical foundation of financial derivatives
- CO2:** Identify and explain the characteristics and applications of various types of financial derivatives
- CO3:** Develop and implement effective hedging strategies using financial derivatives to mitigate risks associated with fluctuations in interest rates, foreign exchange rates, and equity prices
- CO4:** Develop and utilize effective options mechanisms foreign exchange rates, and equity prices
- CO5:** Demonstrate a comprehensive understanding of the structure and function of various commodity markets, including physical markets, futures exchanges, and electronic trading platforms

Text Book:

1. Derivatives Markets, 3rd Edition Robert L. McDonald, Northwestern University

REFERENCE BOOKS

1. Introduction to Futures and Options Markets John C. Hull
2. S.L. Gupta, Financial derivatives, PHI, 2020
3. Patwari D.C and Anshul Bhargava, Options and Futures.,Jaico Books. 2018
4. Baghri and vora, Options and Futures, Tata McGraw Hill, 2020
5. Strong, Derivatives, Thomson publishing, 2020

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2	2		3	3	2
CO2	3	3	2	1		3	3	3
CO3	3	3	2	1		3	3	3
CO4	3	3	2	1		3	3	3
CO5	3	3	3	1		3	3	3
AVG	3	3	2.2	1.2	-	3	3	2.8

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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX313	Behavioural Finance	3	0	0	3

Course Objective

1. Acquaint with the concept and the foundations of traditional finance.
2. Understand the beliefs, biases and heuristics in financial markets
3. Familiarize with the fundamentals of behavioral finance
4. To understand the investor behaviour and market outcomes
5. To gain knowledge of about the investing techniques

Unit	Description	Instructional Hours
I	INTRODUCTION BEHAVIORAL FINANCE Introduction to behavioral economics and finance- Foundations of Rational Finance: Expected Utility Theory, Modern Portfolio Theory, Capital Asset Pricing Model, Efficient Markets Hypothesis, Agency, Bayes" Theorem, Exponential Discounting. Neoclassical Verses Behavioral Economics- The Influence of Psychology.	9
II	HEURISTICS AND BIASES Heuristics and Biases approach – familiarity and related heuristics- representativeness and related biases- availability, anchoring, irrationality and adaptation. Self-deception- forms, causes- confirmation, cognitive dissonance, self-attribution, hindsight and other bias. Emotion– substance, theories and evolutionary perspective on emotions- emotion types, style, biases – Emotional intelligence- conformity – social influence – varied human wants.	9
III	FOUNDATIONS OF BEHAVIOURAL FINANCE Prospect Theory and Mental Accounting - Error in Bernoulli's Theory - Prospect Theory- expected utility theory and prospect theory, SP/A Theory – Framing- Mental accounting. Challenges to Efficient Markets Hypothesis- Theoretical Foundations of the EMH- Empirical Support for the EMH-Theoretical Challenges to the EMH- Empirical Challenges to the EMH	9
IV	INVESTOR BEHAVIOUR AND MARKET OUTCOMES Investor Behaviour – Heuristics, Biases and implications of overconfidence for financial decision making – influence on emotions, mental accounting – Behavioural portfolio theory, Behavioural lifecycle theory – dollar cost averaging - psychographic models – institutional investor Behaviour – guidelines for psychological biases. Market outcomes – Size Effect and Seasonality-Momentum and Reversal-the value premium – excessive volatility – bubbles- Behavioural asset pricing model.	9
V	VALUE INVESTING Central Tenets of Value Investing- Evidence and Prospects of Value Investing - Strategies of Some Well-Known Value Investors - India"s Money Monarchs -Academic Research on Value Investing - rational managers with irrational investors approach	9
Total Instructional Hours		45

Course Outcomes

- CO1: To identify the limitations of „rational“ models of investment decision making
- CO2: To understand the cognitive biases and errors of judgment that affect financial decisions
- CO3: Evaluate the main results in the field of behavioral finance on financial market processes including market anomalies
- CO4: To Synthesize theories of behavioral finance theories with the rational decision making models
- CO5: Explore behavioral corporate finance, considering financial, investment and dividend policy decisions and contrasting traditional and behavioral approaches.

Books & Reference

1. PrasannaChandra ,Behavioural finance, McGraw Hill Education (India) Private Limited,2023
- 2.M. M. Sulphey, Behavioural Finance, PHI, 2023
3. Forbes, William (2009), Behavioural Finance, Wiley.
4. Kahneman, D. and Tversky, A. (2000). Choices, values and frames. New York : Cambridge Univ. Press.
5. Shefrin, H. (2002), Beyond Greed and Fear; Understanding Behavioural Finance and Psychology of investing. New York; Oxford University Press.
6. Shleifer, A. (2000). Inefficient markets

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	1	2	2		
CO2	3	3	3	2	2	3	3	3
CO3	3	3	2	2	2	2	3	3
CO4	3	3	3	3	2	3	3	3
CO5	3	3	2	2	1	3	3	3
AVG	3	3	2.6	2	1.8	2.6	3	3

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Dean (Academics)
HICET

HUMAN RESOURCES ELECTIVES

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX314	PERSONNEL AND INTERPERSONAL EFFECTIVENESS	3	0	0	3

- Course Objective**
1. To understand self and personality development by integrating self-perception with exercises and experiential learning
 2. To understand the interpersonal relationship and its barriers and Nonverbal communication.
 3. To understand the concept of assertiveness and its importance to enhance individual assertiveness
 4. To understand transactional analysis and its relevance to managerial effectiveness.
 5. To understand the counselling process and training for counselling.

Unit	Description	Instructional Hours
I	UNDERSTANDING SELF: Self-concept, Self-schema, Self-knowledge, Self-awareness, self-esteem, self-confidence, self-presentation. Personal effectiveness: Meaning, significance, Strategies. Emotional Intelligence.	9
II	INTERPERSONAL RELATIONS: Relationship with others- Meaning of interpersonal relationship, Interpersonal needs, motivation and behaviour- FIRO-B and Johari Window. Interpersonal skills-Meaning, Types: Listening, verbal and nonverbal communication,	9
III	ASSERTIVE TRAINING Nature, importance & relevance to organizational life – Assertion, passiveness, aggression. Behaviour cycle, Assertive Techniques, NLP, Enhancing Individual assertiveness. Dealing With difficult people.	9
IV	TRANSACTIONAL ANALYSIS: Introduction, Ego States, Types of Transactions, Exclusion contamination. Strokes, Life positions, Time Structures - Withdrawal, Rituals, Pastimes, activities, games - types, Stamps, Rackets and sweatshirts, scripts. Advantages and disadvantages of TA, Applications of TA.	9
V	COUNSELING: Approaches to Counselling, Counselling process- beginning, developing and terminating a counselling relationship and follow up. Counsellor's attitude and skills of counselling, Interventions.	9
Total Instructional Hours		45

- Course Outcomes**
- CO1:** Demonstrate self-awareness and self-management skills, including identifying personal strengths and weaknesses, setting goals, and managing time effectively, to enhance personal effectiveness.
- CO2:** Build and maintain positive interpersonal relationships with colleagues, clients, and stakeholders,
- CO3:** Contribute effectively to teams, demonstrating leadership potential, actively participating in discussions, and fostering a collaborative and inclusive environment.
- CO4:** Analyze various transactions in day to day life and apply in organizational decision-making process
- CO5:** Demonstrate a comprehensive understanding of core counselling principles and ethical considerations applicable in various business contexts,

Text Book:

1. Venkatapathy R, Prasanna Jackson.T, "Managing Interpersonal Effectiveness", Adithya Publishers, 2007
2. Organizational Behaviour | Eighteen Edition | By Pearson, by Stephen P. Robbins, Timothy A. Judge, et al. | 1 November 2018

Reference Books:

1. Evan Berman and Dira Berman, People Skills at Work, CRC Press, 2012
2. Thomas Harris, "I'm okay, you're okay", Arrow Publisher, 2011.
3. Joseph A. DeVito, The Interpersonal Communication Book, 2017
4. Conrad and Suzanne Potts, Assertiveness: How to be Strong in Every Situation, Capstone publisher, 2013

CO-PO/PSO Mapping

COs	P1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2	2	2	3	3	3
CO2	3	3	3	3	2	3	3	3
CO3	3	3	3	2	1	3	3	3
CO4	3	3	3	2	2	3	3	3
CO5	3	3	3	2	2		3	3
AVG	3	3	2.8	2.2	1.8	3	3	3

**Chairman - BoS
MBA - HICET**

Chairman

**Dean (Academics)
HiCET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX315	TALENT MANAGEMENT	3	0	0	3

- Course Objective**
1. To enable students to understand the basics of talent management and the process related to it.
 2. To enable students to understand the components of talent management system.
 3. To enable students to understand the process of planning and acquisition in talent management.
 4. To enable students to understand the process of engagement, retention and compensation in talent management.
 5. To enable students to understand the role of HR analytics in Current Scenario

Unit	Description	Instructional Hours
I	Introduction to Talent Management: Competencies and Talent Management— Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Source of Talent Management, Tools for Managing Talent— Benefits of Talent Management- Building blocks of talent management – Basics	9
II	Talent Management System: Introduction, Talent Management System, Critical Success Factors to Create Talent Management System Factors of unique talent management approach, Key Elements of Talent Management System-Life Cycle of Talent Management	9
III	Talent Planning& Acquisition: Talent Planning, Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership., Talent Acquisition, Recruiting Process, Strategic Trends in Talent Acquisition, Talent acquisition management	9
IV	Talent Engagement, Retention & Compensation: Introduction, Concept of Talent Engagement and Retention, the Race for Talent: Retaining and Engaging Workers. Compensation and reward strategies for Effective Talent Management: Introduction, Effective Talent Management, Principles of Compensation Plans, Defining the Elements of Total Rewards, Designing Integrated Rewards, Strategic Compensation plan for Talent Engagement.	9
V	HR Analytics: What is HR Analytics - Importance of HR Analytics. Translating HR metrics results into actionable business decisions for upper management (Using Excel Application exercises, HR dashboards)-- HR information systems and data sources- HR Metrics and HR Analytics- Intuition versus analytical thinking- HRMS/HRIS and data sources-- Analytics frameworks like LAMP-- HCM:21(r) Model.	9

Total Instructional Hours 45

- Course Outcomes**
- CO1:** Demonstrate a comprehensive understanding of talent management principles and practices
- CO2:** Critically evaluate and apply talent management strategies within the context of organizational goals and culture,
- CO3:** Develop and implement effective programs for attracting, selecting, onboarding, and developing high-potential employees
- CO4:** Analyze and interpret data related to talent management, including metrics for recruitment effectiveness, employee engagement, and performance management, to inform strategic decision-making.
- CO5:** Apply HR analytics into talent management to enhance business values.

Text Book:

1. People and Talent Management - A Concise Approach, Panart Publication, Nirmal Kumar Betchoo, Republic of Mauritius, © February 2014, Reviewed with Corrections: June 2017.
2. Managing to Make a Difference: How to Engage, Retain, and Develop Talent for Maximum Performance by Larry Sternberg and Kim Turnage | 10 April 2017

Reference Books:

1. Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent by Marshall Goldsmith, Louis Carter, The Best Practice Institute, John Wiley & Sons; First edition, 2010.
2. Effective Talent Management: Aligning Strategy, People and Performance, by Mark Wilcox 1st Edition, Routledge, 2016.
3. Talent Management in India: Challenges and Opportunities by Masood Hasan, Anil Kumar Singh, SomeshDhamija, Atlantic, Edition (2019).

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3
CO5	3	3	3			3	3	3
AVG	3	3	3	3	3	3	3	3


Dean (Academics)
HICET

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX316	INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS	3	0	0	3

Course Objective	1. Understand the industrial relation systems in India and as well as at International level
	2. Have adequate knowledge of acts relating to trade union and dispute management and apply it in corporate life
	3. Utilize provisions regarding social welfare measures in their workplace.
	4. Employ the law regarding the wages when faced with issues relating to it
	5. Get acquainted with factories act and other laws pertaining to women and children

Unit	Description	Instructional Hours
I	Background of Industrial Relations – Definition, scope, objectives, factors affecting IR, participants of IR, importance of IR. Approaches to Industrial relations, system of IR in India. ILO and its influence on Legal enactments in India, National Commission on Labour. Changing dimensions of Labour Market	9
II	Trade Unions and Disputes The Trade Union Act, 1926. Industrial Conflicts- Industrial conflict –Meaning, causes and types of Industrial conflicts, prevention of Industrial conflicts, Industrial disputes act 1947, The contract labour (regulation and abolition Act 1970 (With latest Amendments), Case study.	9
III	Social Welfare Legislations Employees’ State Insurance (ESI) Act, 1948, Employees’ compensation Act, 1923, Employees’ Provident Fund and Miscellaneous Provisions Act 1952, Payment of Gratuity Act 1972. (With latest Amendments), Case study.	9
IV	Wages Act Law relating to wages 1946, Payment of bonus act 1965, Payment of wages act 1936, Minimum wages act 1948, Industrial employment (standing orders) act.(with latest amendments), case study	9
V	Legislations Other legislations, factories act 1948, maternity benefit act 1961, child labour (prohibition and regulation) act 1986, Sexual harassment at workplace (prohibition, prevention and redressal) act 2013(with latest amendments)	9

Total Instructional Hours 45

Course Outcomes	CO1: Demonstrate a comprehensive understanding of the fundamental principles and concepts of industrial relations
	CO2: Analyze and critically evaluate key labour legislations in India, including the Industrial Disputes Act, the Trade Unions Act, and the Minimum Wages Act, and their implications for industrial relations practices.
	CO3: Identify and apply effective conflict resolution strategies in addressing industrial disputes, considering mediation, conciliation, and arbitration mechanisms
	CO4: Develop and implement strategies to foster positive and productive relationships between management and employees, promoting collaborative work practices and employee engagement
	CO5: Communicate effectively, both verbally and in writing, on complex issues related to industrial relations and labour laws, including negotiating with stakeholders and advocating for fair and ethical workplace practices

Text Book:

1. S C Srivastava, Industrial Relations and Labour laws, 7e, Vikas Publishing 2020
2. Tripathi. P.C “Personnel Management and Industrial Relations”, Sultan Chand & sons, 2013

Reference Books:

1. R C Sharma, “Industrial Relations and Labour Legislations”, PHI ,2016
2. P R N Sinha, InduBala Sinha, SeemaPriyadharshiniShekar, Industrial Relations, trade union and labour Legislation, Pearsons, 2017
3. Nandhakumar. B “Industrial Relations Labour Welfare and Labour Laws”, Vijay Nicole, 2015
4. ArunMonappa, RanjeetNambudhri and PatturajaSelvaraj, Industrial relations and Labour Laws, Second Edition, Tata McGraw Hill, 2012

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	3	3	3	3	2
CO2	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	2
CO5	3	3	3	3	3	3	3	2
AVG	3	3	3	3	3	3	3	2.4


Dean (Academics)
HICET

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX317	ORGANIZATIONAL DEVELOPMENT	3	0	0	3
Course Objective	1.	To make students understand the fundamental terminology relevant to the discipline of Organizational Development.				
	2.	To make students understand the role of OD professionals and the components of OD.				
	3.	To make students aware of the different types of interventions and their implementations.				
	4.	To make students understand the impact of technology on OD.				
	5.	To make students understand the future of OD and the latest trends in OD.				

Unit	Description	Instructional Hours
I	Organization Development: Introduction – Meaning and Definition, History of OD, Relevance of Organizational Development for Managers, Characteristics of OD, Assumptions of OD. Organizational Change, Strategies for Change, Theories of Planned Change (Lewin's change model, Action research model, the positive model), Action Research as a Process, Resistance to Change.	9
II	Organizational Practitioner& Operational Components of O.D: Role of OD Practitioner: OD Practitioner, Role of OD Professional in Organizations, Competencies Required for an OD Professional, Scope of the Role of an OD Professional- Client Consultant Relationship. Operational Components of O.D - Diagnostic, Action and Process - Maintenance components.	9
III	Interventions: Designing Interventions: OD Interventions, Characteristics of OD Interventions, Levels of Diagnosis in Organizations, Factors Affecting Success of Interventions. Human Resource Interventions: HRM Interventions, Goal Setting, Performance Appraisal, Reward Systems, Career Planning and Development, Managing Workforce Diversity, Employee Wellness. Structural Interventions: Socio-Technical Systems, Techno-Structural Interventions, Physical Settings and OD, Types of Techno-Structural Interventions.	9
IV	Technology & OD: Technology & OD: Basic Concept, Impact of Technology in Organizations, Benefits of Using Technology in OD, Guidelines for Integrating Technology in OD Interventions, Tools used in OD, Issues Related to Client Relationships, Power, Politics and Organizational Development, Importance of Evaluating Interventions, Types of Evaluation, Methods of Evaluating Interventions.	9
V	Future of OD: Organizational Development and Globalization, Emerging Trends in OD - Expanding the use of OD, combining traditional "hard" business competencies and OD, creating whole system change, Using OD to facilitate partnerships and alliances, Enhancing constant learning, Trends within the Organization.	9
Total Instructional Hours		45

Course Outcomes	CO1:	Analyze the theoretical frameworks and models of organizational development
	CO2:	Critically assess the internal and external factors influencing organizational change and development
	CO3:	Design and implement practical interventions to address organizational challenges, such as team building, leadership development, and conflict resolution.
	CO4:	Evaluate the effectiveness of OD interventions using data collection and analysis techniques, contributing to continuous improvement and learning within organizations.
	CO5:	Advocate and justify for the implementation of OD initiatives

Text Book:

1. Brown, D. R. (2011). An experiential approach to organization development (8th ed.) Upper Saddle River, NJ: Pearson
2. Dr.LalithaBalakrishnan, Organizational Development, Margham Publications; 1 edition, 2012

Reference Books

1. Wendell L.French& Cecil H. Bell ,Jr., "Organization Development", PHI, Sixth Edition, 2017.
2. French, Bell and Zawacki, "Organization Development Theory &Practice" Research Universal Book Stall 6th Edn,2008.
3. Rosabeth Moss Kanter, "The change Master", Simson& Schaster,1984
4. PadmalitaRoutray, KalyaniMohanty, "Human Resource Development and Organizational Effectiveness First edition 2012.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	1	3	3	3	2
CO2	3	3	3	1	3	3	3	3
CO3	3	3	3	3	3	3	3	3
CO4	3	3	3	2	3	3	3	3
CO5	3	3	3	2	3	3	3	3
AVG	3	3	3	1.8	3	3	3	2.8


Dean (Academics)
HiCET

Programme MBA	Course Code 20BAX318	Name of the Course INTERNATIONAL HUMAN RESOURCE MANAGEMENT	L 3	T 0	P 0	C 3
Course Objective	1.	To enable students to understand the basics and growth of IHRM				
	2.	To become familiar with strategies of International Business				
	3.	To get an understanding on staffing process in international context				
	4.	To know the compensation practices in MNCs				
	5.	To Know the current trends in IHRM				
Unit	Description					Instructional Hours
I	INTRODUCTION: IHRM Definition, The drivers of internationalization of business. The different setting of International Human Resource Management. Development of IHRM. Difference between IHRM and Domestic HRM. Models of IHRM International Organisation – Approaches to the Study of Comparative Employment Policy: Convergence Policy, the Cultural Approach and the Institutions Perspective International HRM Models: Poole’s Adaptation of the Harvard Model, The Brewster and Bourniois Model of International HRM					9
II	STRATEGIES IN INTERNATIONAL BUSINESS: The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration. International Business: Cross-border Mergers and Acquisitions – International Equity Joint Ventures – The roots of responsiveness, understanding diversity, responding to diversity, the challenges of localization. Managing alliances and joint ventures - IHRM and International Alliances, IHRM and International Joint Ventures.					9
III	STAFFING IN INTERNATIONAL CONTEXT International Workforce planning and staffing; International labour market International Recruitment function; head-hunters, cross-national advertising, e-recruitment; International staffing choice, different approaches to multinational staffing decisions, Types of international assignments, Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues, Successful expatriation, role of an expatriate, female expatriation, repatriation, re-					9
IV	MANAGING AND COMPENSATION Managing International Employees: International Training and Development – International Compensation IHRM in the Host-Country: Standardization and Localisation of HRM Practices – Managing Human Resources in ‘Offshoring Countries’. Establishment of labour standards by International Institutions, The global legal and regulatory context of MNE, The International framework of Ethics and Labour standards.					9
V	CURRENT SCENARIO OF INTERNATIONAL HRM International Workforce and International HRIS: Working with multicultural and ethnic groups, Health and safety and International Assignees, Crisis Management, Global HR Shared Services, Managing HR in virtual organization, HRIS: Meaning, Role of IT in HR, Designing of HRIS, Applications of HRIS in Employee Management, Limitation of HRIS. Socio political systems in UK, U.S,					9
Total Instructional Hours						45
Course Outcomes	CO1:	Demonstrate a comprehensive understanding of the key challenges and opportunities associated with managing human resources in a globalized environment.				
	CO2:	Analyze and compare international human resource management practices, including recruitment, selection, training, compensation, and performance management, across different cultural contexts.				
	CO3:	Develop and implement strategies for attracting, recruiting, and retaining qualified talent in a globalized talent pool.				
	CO4:	Design effective compensation practices that cater to the diverse needs of an referred workforce.				
	CO5:	Update and develop on the current trends of International Human Resources Management				

Text Book:

1. K. Aswathappa, Sadhna Dash, International Human Resource Management, Tata McGraw Hill, 2017.
2. Dowling, P.J., Festing, M. & Engle, A.D., International Human Resource Management, 5th Edn, Cengage Learning, 2012.

Reference Books:

1. Edwards, T. and Rees, C., International Human Resource Management, Pearson, 2007.
2. Gupta, S.C., International Human Resource Management, Macmillan Publishers India, 2010.
3. Harzing, A. and Pinnington, A. H., International Human Resource Management, 3rd Edition, Sage South Asia, 2011.
4. Tayeb, M., International Human Resource Management, Oxford University Press, 2005.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	1	1		3	3	2
CO2	3	3	3			3	3	3
CO3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3
CO5	3	3	2	2	2	3	3	2
AVG	3	3	2.4	2.3	2.7	3	3	2.6


Dean (Academics)
HiCET

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX319	STRATEGIC HUMAN RESOURCE MANAGEMENT	3	0	0	3

Course Objective

1. To develop the perspective of strategic human resource management
2. To understand the processes of strategic human resource management
3. To get an understanding on E-HRM
4. To know about organizational and corporate context of SHRM
5. To Know the HR strategies for future corporations.

Unit	Description	Instructional Hours
I	Introduction to SHRM: Definition, Need, Importance, and Steps, Human Resource Environment: Workforce Diversity, Demographic Changes, Temporary and Contract Labor, Global Environment, International Labor Standards, Changed Role of HR in Organizations.	9
II	Strategic Human Resource Processes: Work force Utilization and Employment Practices; Efficient Utilization of Human Resources; Dealing with employee shortages; selection of employees; Dealing with employee surpluses and special implementation challenges. Reward and development systems; Strategically Oriented Performance Management Systems; oriented compensation systems and employee development, Competencies of HR Professional in a SHRM Scenario.	9
III	E-HRM: e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – e- Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.	9
IV	Business and SHRM: Business Strategy and Organizational Capability, Global Environment of HR: Change & Diversity, Aligning HR with Corporate Strategy, Universalistic, Contingency and Configurationally Approaches, Strategic HR Planning Acquisition and Development.	9
V	HR Strategy for Corporations of Tomorrow: Organizational HR in the future: (i) The corporations of tomorrow, (ii) Information age, (iii) Virtual corporation, (iv) Diversity, and (v) Social responsibility- virtual teams flexitime and telecommuting HR outsourcing contingent and temporary worker.	9
Total Instructional Hours		45

Course Outcomes

- CO1:** Develop a comprehensive understanding of the strategic role of HR in organizations
- CO2:** Critically analyze and evaluate current HR practices,
- CO3:** Design and implement strategic HR initiatives for organizations
- CO4:** Effectively manage talent pools across diverse demographics and international contexts,
- CO5:** Measure and assess the impact of HR initiatives on organizational performance

Text Book:

1. Jeffrey A. Mello ,Strategic Human Resource Management, Cengage Learning, Southwestern, 2019.
2. Tony Edwards and Chris Rees, International Human Resource Management , Pearson, 2007.

Reference Books:

1. RajibLochanDhar (2008) : Strategic Human resource Management Excel Books New Delhi
2. Rosemary Harrison, Employee Development – University Press, India Ltd, New Delhi, 2007.
- 3.Chris Brewstes, Paul Sparrow, Guy Vernon, International Human Resource Management, University Press 1st Edn 20.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3				3	3	2
CO2	3	3				3	3	3
CO3	3	3	3	3	3	3	3	3
CO4	3	3	3			3	3	3
CO5	3	3				3	2	3
AVG	3	3	3	3	3	3	2.8	2.8


Dean (Academics)
HICET

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX320	MANPOWER PLANNING, RECRUITMENT AND SELECTION	3	0	0	3

Course Objective	1.	To gain understanding on the basics of Manpower Planning, Selection and Recruitment
	2.	To develop necessary skill set for application of various forecasting techniques
	3.	To know the nuances of manpower planning and basics of HR accounting
	4.	To understand the process of recruitment
	5.	To know the various strategies adopted in selection process.

Unit	Description	Instructional Hours
I	MANPOWER PLANNING AND RESOURCING: Factors Affecting Manpower Planning, Need for Manpower Planning, Five Steps in Manpower Planning, Importance of Manpower Planning, Obstacles in Manpower Planning, Advantages of Manpower Planning, Successful Manpower Planning, Consolidated Demand Forecast Development, Effective Decision Making, Gaining Senior Management Support, Meeting the Organization's Goals and Objective.	9
II	MANPOWER FORECASTING: Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting. ROLE OF HUMAN RESOURCE IN MANPOWER PLANNING: Introduction, Inputs provided by HR for manpower planning, Key human resource elements	9
III	DEVELOPING A MANPOWER PLAN: Introduction, Developing a Manpower Plan, Qualitative Side of Manpower Planning, Behavioral Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory), Problems in Manpower Planning, Sample Manpower Plan. HUMAN RESOURCE ACCOUNTING: Introduction, Definition of Human Resource Accounting, Need, Significance, Objectives for HRA, Advantages of HRA, Methods of HRA.	9
IV	RECRUITMENT: Introduction, Sources of candidates, Recruitment, Outsourcing, Attracting candidates, E-Recruitment, Person specifications. Factors affecting Recruitment- Recruitment strategy- components required for resourcing strategy, Labor Turnover, Action Planning - Internal sources and its benefits - external sources and its benefits -Recruitment -legal and ethical considerations.	9
V	SELECTION STRATEGY: Preliminary screening of Applicants -Interview strategy and process, developing effective interviews - Simulation test, types- Assessment centre- Psychological testing - Employment testing, assessment of knowledge and skills - personality assessment- integrity test – validity and reliability tests- reference checks-pre-employment testing – making a job offer.	9
Total Instructional Hours		45

Course Outcomes	CO1:	Demonstrate a comprehensive understanding of human resource planning (HRP) principles and processes,
	CO2:	Critically evaluate various recruitment methods, including traditional and online channels,
	CO3:	Design and implement a comprehensive selection process with appropriate job descriptions
	CO4:	Develop and utilize various assessment tools and techniques, to evaluate candidate suitability for specific positions
	CO5:	Analyze and interpret data related to manpower planning, recruitment, and selection processes

Text Book:

1. Picardi, Recruitment and Selection, Sage Publication Inc.,2020
2. Dipak Kumar Bhattacharyya, Human Resource planning, Anurag Jain for Excel boots, Second edition,2006.

Reference Books:

1. Peter Drucker, Management, Harper Row, 2006.
2. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, Edn 6,
3. Robert Edenborough, Assessment Methods In Recruitment, Selection & Performance, Kogan Page Limited,201
4. William j. Rothwell, h. C. Kazanas, Planning and Managing human resources- strategic planning for human resources management, Human Resource Development Press, Inc.2003

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	3	3	3	3	3
CO2	3	3	2	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3
AVG	3	3	2.8	3	3	3	3	3

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 Dean (Academics)
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Programme MBA	Course Code 20BAX321	Name of the Course TEAM DYNAMICS AT WORK	L	T	P	C
			3	0	0	3
Course Objective	1. To get an overview on the concept of team					
	2. To understand the dynamics of group in an organization					
	3. To gain knowledge on creation of a team in work environment					
	4. To get conceptual clarity on team building					
	5. To understand the contemporary issues in managing team					
Unit	Description					Instructional Hours
I	TEAM INTRODUCTION: Teams in the modern workplace, why teams have become so popular, difference between group and team, types of teams – problem-solving teams, self-managed work teams, cross-functional teams, virtual teams. Managerial Implications					9
II	GROUP DYNAMIC: Meaning of a Group and Group Dynamics. Theories of group formation: Classic theory of George Homans, Theodore Newcomb's Balance theory, Exchange theory. Five stage group development model, Punctuated Equilibrium model of development of temporary groups with deadlines. Managerial Implications.					9
III	CREATING EFFECTIVE TEAMS Team Effectiveness, The Team Effectiveness Model – context, composition, work design, process. Ingredients of effective teams – supportive environment, skills and role clarity, super ordinate goals, team rewards. Potential team problems – changing composition, social loafing. Guidelines for developing effective self-managed teams. Turning individuals into team players, shaping team players – selection, training, rewards. Managerial Implications					9
IV	TEAM BUILDING: Meaning of team building, need of team building, the process, specific building issues, team leadership, skills useful in team building – process consultation, T- group sensitivity training, communication skills, Negotiation skills, conflict resolution in teams, competitive vs collaborative behavior, developing collaboration facilitating behaviours, feedback. Managerial Implications					9
V	CONTEMPORARY ISSUES IN MANAGING TEAMS Teams and quality management, teams and workforce diversity. Cultural/global issues. Characteristics of mature teams - individual territories versus team spaces. Managerial Implications					9
	Total Instructional Hours					45
Course Outcomes	CO1: Analyze the key elements of effective team dynamics, including team composition, communication styles, conflict resolution strategies, and leadership approaches					
	CO2: Apply critical thinking skills to assess individual and group behaviors within teams, identifying potential challenges and opportunities for improvement					
	CO3: Develop and implement strategies to foster effective communication, collaboration, and problem-solving within diverse teams					
	CO4: Demonstrate effective leadership and negotiation skills to guide teams effectively					
	CO5: Evaluate the impact of different organizational cultures and structures on team dynamics					

Text Book:

1. Daniel Levi. Group Dynamics for Teams, SAGE Publications. 5th Edition 2020
2. Fred Luthans, Organizational Behaviour Tata Mcgraw Hill 11th Edition 2008.

Reference Books:

1. John W Newstron, Keith Davis, Organizational Behaviour Tata Mcgraw Hill, 11th Edition 2010
2. Thomos G Cummings, Christopher G Lowe, Robin, Marriott, and Sue Enterprise: entrepreneurship and innovation: concepts, contexts and commercialization First Edition 2006
3. Donelson R Forsyth, Group Dynamics, Wadsworth Publishing Co Inc 7th Edition, 2018.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3			3	3	2
CO2	3	3	3	2	2	3	3	2
CO3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3
CO5	3	3	3			3	3	2
AVG	3	3	3	2.7	2.7	3	3	2.4



Dean (Academics)
HiCET

BUSINESS ANALYTICS ELECTIVES

Programme	Course Code	Name of the course	L	T	P	C
MBA	20BAX322	DATA VISUALIZATION FOR MANAGERS	3	0	0	3

- Course Objective**
1. To create an understanding on data visualization and process.
 2. To understand the data visualization tools and graphics.
 3. To understand data formats, preparing data and design standards.
 4. To learn the ways to optimize data story and presentation.
 5. To apply data visualization tools namely tableau and power BI.

Unit	Description	Instructional Hours
I	INTRODUCTION Data visualization: Meaning – data visualization process – importance of data visualization – data types - data relationships – visualization formats – basic principles for data visualization – data designs dos and don'ts – data story telling.	9
II	VISUALIZATION TOOLS AND GRAPHICS Data visualization tools: Basic productivity applications – visualization software – business intelligence tools – developer based packages. Criteria for selecting tools to build data graphics. Right chart selection: comparisons of categories and time - distributions – proportions – relationships –locations – trends –word frequency and sentiment – connections and networks - chart interface.	9
III	DATA AND DESIGN Understanding data: data file formats – preparing data for analysis – renaming variables – identifying and handling missing values – computing descriptive statistics – ways to visually explore and understand data. Design standards for charts and graphs: chart format – Colour – text and labels – readability – scales – data integrity – chart junk- data density – data richness – attribution.	9
IV	OPTIMIZING DATA STORY AND PRESENTATION Simple ways to optimize data story – strategies for maximizing retention and minimizing overload. Best ways to use data graphics in a presentation: Using presentation software – designing slide presentations with visualizations – testing presentation – delivering presentations – common presentation pitfalls.	9
V	APPLICATION OF VISUALIZATION TOOLS Visualization software: Tableau and Microsoft power BI – features of tableau and power BI – tableau products – power BI products - key differences between tableau and Microsoft power BI – advantages and disadvantages of tableau and power BI – Applications using tableau and power BI.	9
Total Instructional Hours		45

Course Outcomes	CO1:	Demonstrate an understanding of data visualization and processes
	CO2:	Critically analyze and interpret data to identify key trends, patterns, and insights relevant to business decision-making.
	CO3:	Ability to handle various data formats, prepare data for analysis and understand design standards.
	CO4:	Communicate data-driven stories effectively using visual elements to support informed business decisions and strategies.
	CO5:	Apply data visualization tools namely tableau and power BI into various functional areas of management

TEXT BOOKS:

T1: Kristen Sosulski, Data Visualization made simple – Insights into becoming visual, Routledge, Taylor & Francis, 2019.
T2: Joshua N. Milligan, Learning Tableau 2020, Fourth edition, Packt.

REFERENCE BOOK:

R1: Matthew Ward, Georges Grinstein, Daniel Keim, Interactive Data Visualization: Foundations, Techniques, and Applications. Natick: A K Peters, Ltd.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2	2		3	3	2
CO2	3	3	2	2		3	3	3
CO3	3	3	3	2		3	3	3
CO4	3	3	3	3		3	3	3
CO5	3	3	3			3	3	3
AVG	3	3	2.6	2.25	-	3	3	2.8


Dean (Academics)
HICET

Programme	Course Code	Name of the course	L	T	P	C
MBA	20BAX323	BUSINESS INTELLIGENCE	3	0	0	3

Course Objective

1. To create an understanding on the basics of business intelligence and business analytics.
2. To understand the concepts of data warehousing, business reporting, visualization and performance management.
3. To learn about data mining, text mining, web mining and social media analytics.
4. To understand decision support system modeling, simulation and automated decision systems.
5. To understand big data analytics and emerging trends in business analytics.

Unit	Description	Instructional Hours
I	INTRODUCTION Early Framework for computerized decision support - Business Intelligence – Introduction, Framework of Business Intelligence. Business Analytics – overview. Decision making: Introduction and definitions – characteristics - phases of decision making process.	9
II	DESCRIPTIVE ANALYTICS Data Warehousing: Definitions and concepts - Data warehousing process overview. Data integration and the ELT. Business reporting definitions and concepts – data and information visualization – types of charts and graphs – visual analytics – performance dashboards. Performance measurement – dashboards vs scorecards.	9
III	PREDICTIVE ANALYTICS Data mining: Concepts and applications - data mining processes – data mining methods – data mining software tools – Issues. Basic concepts of neural networks, text analytics and text mining: concepts and definitions – text mining applications – text mining process and tools – sentiment analysis: An overview of Webmining – methods for Search engine optimization - web usage mining and social media analytics – An overview.	9
IV	PRESCRIPTIVE ANALYTICS Decision Support systems modeling – certainty, uncertainty and risk – problem solving search methods – Simulation: Characteristics, advantages and disadvantages, methodology and types – Visual interactive simulation. Automated decision systems - Artificial Intelligence field – basic concepts of expert system – application of expert systems.	9
V	BIG DATA Fundamentals of Big data analytics – Big data technologies :Mapreduce& Hadoop – Data Scientist – Big data and data warehousing –Big data vendors – big data and stream analytics – applications of stream analytics – emerging trends in business analytics.	9

Total Instructional Hours

45

Course Outcomes

- CO1:** Understand the basics of business intelligence and business analytics.
- CO2:** Critically evaluate various business intelligence (BI) tools and techniques for data acquisition, integration, analysis, and visualization.
- CO3:** Design and implement data-driven solutions to address complex business problems, leveraging insights from data analysis.
- CO4:** Implement and functionalize DSS modeling, simulation and automated decision systems
- CO5:** Work and solve upon with various formats of big data analytics

TEXT BOOKS:

T1: Turban, E., Sharda, R., Delen, D. and King, D., Business Intelligence- A Managerial Approach, Pearson Education, New Delhi, 2012.

REFERENCE BOOK:

R1: Sonar, R.M., Next generation Business Intelligence – A Knowledge Based Approach, VIKAS Publications, New Delhi, 2011.

R2: Successful Business Intelligence, Second Edition Howson Cindi

R3: Business Intelligence And Analytics Systems For Decision Support by Efraim Turban and Ramesh Sharda, Pearson India

R4: Business Intelligence Roadmap: The Complete Project Lifecycle For Decision-Support Applications Larissa T. Moss & Shaku Atre

Programme	Course Code	Name of the course	L	T	P	C
MBA	20BAX323	BUSINESS INTELLIGENCE	3	0	0	3

- Course Objective**
1. To create an understanding on the basics of business intelligence and business analytics.
 2. To understand the concepts of data warehousing, business reporting, visualization and performance management.
 3. To learn about data mining, text mining, web mining and social media analytics.
 4. To understand decision support system modeling, simulation and automated decision systems.
 5. To understand big data analytics and emerging trends in business analytics.

Unit	Description	Instructional Hours
I	INTRODUCTION Early Framework for computerized decision support - Business Intelligence – Introduction, Framework of Business Intelligence. Business Analytics – overview. Decision making: Introduction and definitions – characteristics - phases of decision making process.	9
II	DESCRIPTIVE ANALYTICS Data Warehousing: Definitions and concepts - Data warehousing process overview. Data integration and the ELT. Business reporting definitions and concepts – data and information visualization – types of charts and graphs – visual analytics – performance dashboards. Performance measurement – dashboards vs scorecards.	9
III	PREDICTIVE ANALYTICS Data mining: Concepts and applications - data mining processes – data mining methods – data mining software tools – Issues. Basic concepts of neural networks, text analytics and text mining: concepts and definitions – text mining applications – text mining process and tools – sentiment analysis: An overview of Webmining – methods for Search engine optimization - web usage mining and social media analytics – An overview.	9
IV	PRESCRIPTIVE ANALYTICS Decision Support systems modeling – certainty, uncertainty and risk – problem solving search methods – Simulation: Characteristics, advantages and disadvantages, methodology and types – Visual interactive simulation. Automated decision systems - Artificial Intelligence field – basic concepts of expert system – application of expert systems.	9
V	BIG DATA Fundamentals of Big data analytics – Big data technologies :Mapreduce& Hadoop – Data Scientist – Big data and data warehousing –Big data vendors – big data and stream analytics – applications of stream analytics – emerging trends in business analytics.	9

Total Instructional Hours 45

Course Outcomes	<p>CO1: Understand the basics of business intelligence and business analytics.</p> <p>CO2: Critically evaluate various business intelligence (BI) tools and techniques for data acquisition, integration, analysis, and visualization.</p> <p>CO3: Design and implement data-driven solutions to address complex business problems, leveraging insights from data analysis.</p> <p>CO4: Implement and functionalize DSS modeling, simulation and automated decision systems</p> <p>CO5: Work and solve upon with various formats of big data analytics</p>
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TEXT BOOKS:

T1: Turban, E., Sharda, R., Delen, D. and King, D., Business Intelligence- A Managerial Approach, Pearson Education, New Delhi, 2012.

REFERENCE BOOK:

R1: Sonar, R.M., Next generation Business Intelligence – A Knowledge Based Approach, VIKAS Publications, New Delhi, 2011.

R2: Successful Business Intelligence, Second Edition Howson Cindi

R3: Business Intelligence And Analytics Systems For Decision Support by Efraim Turban and Ramesh Sharda, Pearson India

R4: Business Intelligence Roadmap: The Complete Project Lifecycle For Decision-Support Applications Larissa T. Moss & Shaku Atre

Programme MBA	Course Code 20BAX324	Name of the course BIG DATA ANALYTICS	L 3	T 0	P 0	C 3
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Course Objective	1.	To know the basic of business decisions with Big Data analytics
	2.	To explore the fundamental concepts of big data analytics.
	3.	To learn intelligent techniques used in big data analysis.
	4.	To know the various search methods and visualization techniques.
	5.	To learn to use various techniques for mining data stream

Unit	Description	Instructional Hours
I	INTRODUCTION TO BIG DATA: Introduction to Big Data Platform – Challenges of Conventional Systems - Intelligent data analysis – Nature of Data - Analytic Processes and Tools - Analysis vs Reporting.	9
II	MINING DATA STREAMS: Introduction To Streams Concepts – Stream Data Model and Architecture - Stream Computing - Sampling Data in a Stream – Filtering Streams - Counting Distinct Elements in a Stream – Estimating Moments – Counting Oneness in a Window – Decaying Window - Real time Analytics Platform(RTAP) Applications – Case Studies - Real Time Sentiment Analysis- Stock Market Predictions	9
III	HADOOP: History of Hadoop- the Hadoop Distributed File System – Components of Hadoop Analysing the Data with Hadoop- Scaling Out- Hadoop Streaming- Design of HDFS-Java interfaces to HDFS Basics- Developing a Map Reduce Application-How Map Reduce Works- Anatomy of a Map Reduce Job run-Failures-Job Scheduling-Shuffle and Sort – Task execution - Map Reduce Types and Formats- Map Reduce Features - Hadoop environment.	9
IV	FRAMEWORKS: Applications on Big Data Using Pig and Hive – Data processing operators in Pig – Statwing – Hive QL – Querying Data in Hive - DATAWRAPPER - LUMIFY - High-Performance Computing Cluster (HPCC) - RAPIDMINER - QUBOLE - TABLEAU - OPENREFINE - fundamentals of H Base and Zoo Keeper - IBM Info Sphere Big Insights and Streams.	9
V	PREDICTIVE ANALYTICS- Simple linear regression- Multiple linear regression- Interpretation of regression coefficients. Visualizations - Visual data analysis techniques- interaction techniques - Systems and applications.	9
Total Instructional Hours		45

Course Outcomes	CO1:	To illustrate the various functionalities of Big Data Analytics for business decisions
	CO2:	Apply critical thinking and analytical skills to frame data-driven business problems, identify relevant data sources,
	CO3:	Utilize data wrangling techniques and tools to clean, transform, and prepare data for analysis, thus ensuring data quality
	CO4:	Leverage business data analytics tools and technologies, including SQL, data visualization platforms, and basic data mining techniques, to solve real-world business problem
	CO5:	Employ statistical and data analysis methods, including descriptive and inferential statistics, to extract insights from data, identify trends and patterns, and draw evidence-based conclusions.

TEXT BOOKS:

T1: Edwards Martin R, Edwards Kirsten (2016), "Predictive HR Analytics: Mastering the HR Metric", Kogan Page Publishers, ISBN-0749473924

T2: Fitz-enzJac, Mattox II John (2014), "Predictive Analytics for Human Resources", Wiley, ISBN- 1118940709

REFERENCE BOOK:

R1: Fitz-enzJac (2010), "The new HR analytics: predicting the economic value of your company's human capital investments", AMACOM, ISBN-13: 978-0-8144-1643-3

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2			2	3	2
CO2	3	3	2			2	3	2
CO3	2	3	2			2	3	2
CO4	3	3	2			2	3	2
CO5	3	3	2			2	3	2
AVG	2.8	3	2			2	3	2


Dean (Academics)
HICET

Programme	Course Code	Name of the course	L	T	P	C
MBA	20BAX325	HUMAN RESOURCE AND FINANCIAL ANALYTICS	3	0	0	3

Course Objective	1. To create an understanding on human resource analytics, its role and importance.
	2. To understand the ways to improve HR process and perform diversity analysis.
	3. To learn about recruitment, selection and performance analytics.
	4. To understand the basics of financial analytics and forecasting.
	5. To learn about the concept of financial modeling and its categories.

Unit	Description	Instructional Hours
I	INTRODUCTION Analytics: Power of analytics – importance. Evolution of human capital metrics and human resource analytics - HCM 21 model – value chain for HCM model. Strategic human capital measures: implementation of HCMs and performance – role and perspective of HR function – business analytics to rational action. HR information systems and data sources.	9
II	HCM MODEL AND DIVERSITY ANALYSIS Improving HR processes: intersection of people and profits. Human resources versus human capital planning - scenario planning – process analysis for human resources – turning data into business intelligence. Diversity Analytics: Equality, diversity and inclusion, measuring diversity and inclusion, Testing the impact of diversity, Workforce segmentation and search for critical job roles.	9
III	RECRUITMENT, SELECTION AND PERFORMANCE ANALYTICS Recruitment analytics: meaning – need – benefits - recruitment reporting and analytics – data sources – predictive analytics in recruitment – deployment of predictive analytics in recruitment. Evaluating Reliability and validity of selection models, Finding out selection bias. Performance Analysis: Steps - Predicting employee performance - Indicators of performance, Methods for measuring performance - Optimizing selection and promotion decisions. HR analytics and performance management.	9
IV	OVERVIEW OF FINANCIAL ANALYTICS Financial analytics: Meaning and Importance – important financial analytics – available softwares. Understanding data in finance – sources of data – cleaning and pre processing data. Forecasting: Meaning – budgeting vs forecasting – forecasting methods - subjective forecasting - Business Forecasting and Time Series Data.	9
V	FINANCIAL MODELING Financial Modeling: Meaning - objectives – usage of financial model – Financial modeling best practices - Building a financial model. Financial modeling types - Financial modeling categories: project finance models – pricing models – integrated financial statement models – reporting models.	9
Total Instructional Hours		45

Course Outcomes	CO1: Analyze HR data using relevant statistical methods and tools to identify trends and patterns related to workforce dynamics
	CO2: Apply data visualization techniques to effectively communicate HR insights to stakeholders
	CO3: Develop and utilize predictive models for recruitment, selection and performance management
	CO4: Apply analytic tools and techniques to assess the financial health and performance of a company, including profitability, liquidity, solvency, and efficiency.
	CO5: Utilize financial modeling and forecasting techniques to predict future financial performance

TEXT BOOKS:

T1: Edwards Martin R, Edwards Kirsten (2016), "Predictive HR Analytics: Mastering the HR Metric", Kogan Page Publishers, ISBN-0749473924

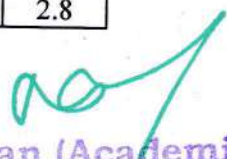
T2: Fitz-enzJac, Mattox II John (2014), "Predictive Analytics for Human Resources", Wiley, ISBN- 1118940709

REFERENCE BOOK:

R1: Fitz-enzJac (2010), "The new HR analytics: predicting the economic value of your company's human capital investments", AMACOM, ISBN-13: 978-0-8144-1643-3

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2			2	3	2
CO2	3	3	2			2	3	3
CO3	3	3	2			2	3	3
CO4	3	3	2			2	3	3
CO5	3	3	2			2	3	3
AVG	3	3	2			2	3	2.8


Dean (Academics)
HICET

Programme	Course Code	Name of the course	L	T	P	C
MBA	20BAX326	MARKETING ANALYTICS	3	0	0	3

Course Objective	1. To create an understanding on marketing analytics and the data sources. 2. To understand the pricing analytics and ways to optimize price. 3. To learn about methods to measure advertising effectiveness and media selection. 4. To understand the analysis for market segmentation and sales forecasting. 5. To learn about customer value and retail analytics.
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Unit	Description	Instructional Hours
I	INTRODUCTION Forms of Business analytics: Descriptive, Diagnostic, Predictive and Prescriptive Analytics. Marketing Analytics: Meaning – Importance - Data Sources in Marketing – Limitations of data. Using Excel to Summarize Marketing Data: Slicing and Dicing Marketing data with pivot tables.	9
II	PRICING Pricing analytics: Meaning – Importance. Price elasticity and pricing strategy: Linear Pricing - Price bundling - Non linear pricing – Price skimming and sales. Revenue Management: Estimating demand and segmenting customers. Using Excel Solver to optimize price.	9
III	ADVERTISING Measuring the effectiveness of advertising: The Adstock model. Media Selection model: Linear media allocation model. Pay Per Click online advertising – profitability model for pay per click advertising. Text mining – Applying text mining in real life scenarios.	9
IV	MARKET SEGMENTATION AND FORECASTING Segmentation: Cluster Analysis – collaborative filtering – classification trees for segmentation. Sales Forecasting: Simple Linear Regression and correlations to forecast sales using Excel – interpretation of excel output. Ratio to moving average forecasting method - Multiple regression to forecast sales.	9
V	CUSTOMER VALUE AND RETAIL ANALYTICS Customer life time value – measuring customer value – Net Promoter Score. Retail Analytics : Meaning – Importance – Data sources. Market Basket Analysis and Lift – RFM Analysis – Allocating retail space and sales resources.	9

Total Instructional Hours **45**

Course Outcomes	CO1: Evaluate and interpret marketing data from various sources that could support marketing decision making CO2: Apply statistical and analytical techniques to customer segmentation, targeting, and campaign optimization (CLV) modeling. CO3: Develop data-driven recommendations for marketing strategies, including pricing strategies, promotional campaigns, and product positioning, based on market research findings and performance metrics CO4: Effectively communicate the insights and value of marketing analytics to stakeholders, using visualizations and storytelling techniques CO5: Measure and assess the customer value and perform retail analytics
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TEXT BOOKS:

- T1: Wayne L Winston , Marketing Analytics – Data Driven Techniques with Microsoft Excel, Wiley publishers, 1st Edition, NewDelhi, 2014.
 T2: Philip T. Kotler, Gary Armstrong, PrafullaAgnihotri, Principles of Marketing, Pearson, 17th Edition, New Delhi.

REFERENCE BOOK:

- R1: SandhyaKuruganti, HindolBasu, Business Analytics: Applications To Consumer Marketing- McGraw Hill India.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2			2	3	2
CO2	3	3	2			2	3	3
CO3	3	3	2			2	3	3
CO4	3	3	2			2	3	3
CO5	3	3	2			2	3	3
AVG	3	3	2			2	3	2.8




Dean (Academics)
HiCET

OPERATIONS MANAGEMENT ELECTIVES

Programme	Course Code	Name of the course	L	T	P	C
MBA	20BAX327	INNOVATION AND TECHNOLOGY MANAGEMENT	3	0	0	3

- Course Objective**
1. Elucidate the basic concepts and themes pertaining to the nature and dimensions of technology and its management.
 2. Provide holistic understanding of technology as a system.
 3. Elucidate the basic concepts and themes pertaining to the nature and scope of innovation.
 4. Design support system of organization structure, policies and requirements for technology management.
 5. Understanding the interdependency of innovation and technology in the organizational environment.

Unit	Description	Instructional Hours
I	Concepts and themes: Technology: Driving force of global industrial competition, The Axes and Atlas of technology, Strategic management of Technology, Technology issues, design organization to meet innovation*	9
II	Technology development: Productivity and incremental innovation: Technology absorption, technological innovation, Crucial issues in flexible technology, Strategic evaluation of technology investments, Core competencies in technology, commercialization*.	9
III	Innovation in organizations: Innovation: Definition, types, Need, role of innovation, sources, innovation and change, Top level commitment, Long term perspective, various innovative products*.	9
IV	Organizational support system: Structural imperatives of technology management: Building organizational culture, open lateral communications, the organization as a laboratory for learning*. Organization of innovation –Mechanistic and organic system of management, Flexibility.	9
V	Managing Innovation and Technology: Analyzing the company: Industry and environment for IT readiness, IT enabled strategic innovation, Innovation and IT strategies alignment, Leading innovative teams, encouraging creativity in teams-Communicating about innovation - Overcoming obstacles to innovation* (*- Self Study Portion).	9
Total Instructional Hours		45

- Course Outcomes**
- CO1: Critically analyze the impact of emerging technologies on various business functions and industries, and identify potential opportunities for innovation.
 - CO2: Develop and evaluate innovative business models and strategies that leverage technology to create competitive advantage
 - CO3: Effectively manage the innovation process, including idea generation, evaluation, prototyping, and implementation within an organization
 - CO4: Lead and collaborate effectively in diverse teams to foster a culture of innovation and technological change within an organization.
 - CO5: Articulate the ethical and societal implications of technological advancements and propose strategies to mitigate potential risks and promote responsible innovation.

TEXT BOOKS:

1. Dubey Sanjiva Shankar (2017), "Technology and Innovation Management", PHI Learning Pvt Ltd, New Delhi
2. Rastogi, P.N. (2009), "Management of Technology and Innovation- Competing through technological excellence" 3rd edition, Saga Publications India Pvt Ltd, New Delhi.

REFERENCE BOOK:

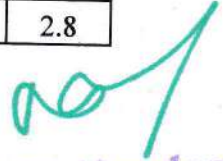
1. Arnold H Erner, M Mockel, P Schlaffer (2014), "Applied Technology and Innovation Management" , Springer Verlag Berlin Heideberg.
2. Frederick Betz (2011), "Managing Technological Innovation: Competitive Advantage from Change" 2nd edition, John Wiley and Sons, New Jersey.
3. Mark Dodgson, David Gann and Ammon Salter (2012), "The Management of Technological Innovation" revised edition, Oxford University Press, New York.
4. Robert M.Verburg, J.RolandOrtt and WillemijnM.Dicke (2006), "Managing Technology and Innovation" 3rd edition, Routledge, USA.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	2	-	3	3	2
CO2	3	3	3	2	-	3	3	3
CO3	3	3	3	2	-	3	3	3
CO4	3	3	3	2	-	3	3	3
CO5	3	3	3	2	-	3	3	3
AVG	3	3	3	2	-	3	3	2.8



Dean (Academics)
HiCET



Programme	Course Code	Name of the course	L	T	P	C
MBA	20BAX328	LEAN AND AGILE MANUFACTURING SYSTEMS	3	0	0	3

- Course Objective**
1. Introduce lean production principles and practices.
 2. Develop systems that are fast, flexible, focused and friendly for their companies, customers and production associates.
 3. Understand the process of lean implementation process and its challenges.
 4. Introduce common agile methodologies and principles.
 5. Understand the process of agile implementation process.

Unit	Description	Instructional Hours
I	Lean Production: Introduction: Background, Lean Thinking, Importance of Philosophy, Strategy, Culture, Alignment, Focus and Systems View, Discussion of Toyota Production System.	9
II	Lean Production Preparation and Processes: Lean Production Preparation: System Assessment, Process and Value-Stream Mapping, sources of Waste. Lean Production Processes: Approaches and Techniques, Importance, Tools- Workplace Organization, 5S, Stability, Just-In-Time – One-piece flow – Pull, Cellular systems, Quick Change and Set-Up Reduction Methods, Total Productive Maintenance, Poka-Yoke – Mistake Proofing, Quality Improvement, Standards, Leveling, and Visual management.	9
III	Lean Implementation: Employee Involvement: Teams, Training, Supporting and Encouraging Involvement, People in the Change Process, Communication, Importance of Culture, Sustaining Improvement and Change, Auditing, Follow-Up Actions, Startup of Lean Processes and Examples of Applications.	9
IV	Agile Project Management: Agile: Overview, Values, Principles, Methodologies Scrum Methodology: Introduction, Roles and Responsibilities, Implementation of the Scrum Process, Managing Projects with the Scrum Methodology.	9
V	Agile Implementation: Agile Implementation: Estimation, Tracking, Communication, Best Practices, Critical Success Factors, Risks, Myths, Challenges, and Benefits.	9
Total Instructional Hours		45

- Course Outcomes**
- CO1:** Analyze the core principles and practices of Lean and Agile manufacturing systems
- CO2:** Apply Lean and Agile tools and techniques to improve operational efficiency,
- CO3:** Evaluate the trade-offs between Lean and Agile approaches, and recommend appropriate methodologies based on specific organizational needs and contexts.
- CO4:** Effectively communicate the benefits and challenges of Lean and Agile manufacturing systems to stakeholders
- CO5:** Develop a strategic plan for implementing Lean or Agile principles within a manufacturing organization

TEXT BOOKS:

1. Pascal Dennis (2007), "Lean Production Simplified", 2nd edition, Productivity Press, New York.
2. James Womack and Daniel Jones (2003), "Lean Thinking", Free Press, Revised Edition, New York

REFERENCE BOOKS:

1. Jeffrey Liker and David Meier (2006), "The Toyota Way Field book", 1st edition, McGraw-Hill, New Delhi.
2. Don Topping, Tom Luyster and Tom Shuker (2002), "Value Stream Management", 12th edition, Productivity Press, New York.
3. John Carroll, David Morris (2012), "Agile Project Management", 2nd edition, In Easy Steps, Warwickshire.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2	2		3	3	2
CO2	3	3	2	2		3	3	3
CO3	3	3	2	2		3	3	3
CO4	3	3	2	2		3	3	3
CO5	3	3	2	2		3	3	3
AVG	3	3	2	2		3	3	2.8

Chairman - B&S
MBA - HICET



Dean (Academics)
HICET

Programme	Course Code	Name of the course	L	T	P	C
MBA	20BAX329	TOTAL QUALITY MANAGEMENT	3	0	0	3

Course Objective	1.	To make the students familiar with the concept of Total Quality Management.
	2.	To enable the students to learn the principles and tools of Total Quality Management.
	3.	To make students learn the application of techniques in implementing TQM.
	4.	To understand the statistical approach for quality control.
	5.	To create an awareness about the ISO and QS certification process and its need for the industries.

Unit	Description	Instructional Hours
I	Total Quality Management - Total quality management – concepts – quality management in retrospect – evaluation of quality approaches – Basic elements of TQM. Accelerating use of TQM – The continuous improvement process – International trend in continuous improvement process – Service quality Vs Product Quality. Total Quality: - Value & Differential advantage	9
II	Pillars of Total Quality - Pillars of Total quality management – Strategic thinking and planning, the starting point for total quality – Total quality policy and deployment guidelines – Total quality approaches –leadership for TQM. Attitude & involvement of top management. Organizational implications	9
III	Total Quality Models - Total quality models – Enablers for total quality – quality responsibilities – achieving total commitment to quality – Information & customer – Strategic information system – Strategic quality management	9
IV	Quality and Training Process - Quality education and training quality process, Quality system – Quality measurement system including the tools of TQM – Quality cost – Quality planning – Quality information feedback –Internal customer conflict – customer retention and problems.	9
V	TQM in Services - Strategic choice of markets and customers maintaining competitive advantage – Designing process and products for Quality – TQM and ISO 9000 – Auditing for TQM – TQM in services –TQM in education – The leverage of productivity and Quality – Pitfalls in operational sing Total Quality.	9
Total Instructional Hours		45

Course Outcomes	CO1:	Interpret the fundamental principles of Total Quality Management.
	CO2:	Know prerequisites of evolution of total quality management and significance of quality gurus' works to the management of modern organizations.
	CO3:	Apply various quality management tools and techniques to identify, analyze, and improve organizational processes.
	CO4:	Develop and implement a quality improvement plan, considering factors such as customer focus, continuous improvement, and data-driven decision-making.
	CO5:	Critically evaluate the effectiveness of different quality management systems and their potential benefits for organizational performance.

TEXT BOOKS:

1. Bharat Wakhil "Total quality" S Chand & Company; Revised edition, 2007.

REFERENCE BOOKS:

1. Mohanty.R.Pand Lakhe R.R "TQM in Service Sector", Tata McGraw Hill 1st edition 2001
2. Sundararaju, "Total Quality Management", Macmillan India Limited, 2001.
3. Stephen George, "TQM Strategies and Techniques" 2nd Edition, TMH, 2007.
4. Vijayan, H. Ramakrishnan, "Total Quality Management", S. Chand Publishing Co. July 2014.
5. Poornima M. Charantimath, "Total Quality Management", Pearson Education; Third edition, April 2017.

Programme	Course Code	Name of the course	L	T	P	C
MBA	20BAX329	TOTAL QUALITY MANAGEMENT	3	0	0	3

Course Objective	1.	To make the students familiar with the concept of Total Quality Management.
	2.	To enable the students to learn the principles and tools of Total Quality Management.
	3.	To make students learn the application of techniques in implementing TQM.
	4.	To understand the statistical approach for quality control.
	5.	To create an awareness about the ISO and QS certification process and its need for the industries.

Unit	Description	Instructional Hours
I	Total Quality Management - Total quality management – concepts – quality management in retrospect – evaluation of quality approaches – Basic elements of TQM. Accelerating use of TQM – The continuous improvement process – International trend in continuous improvement process – Service quality Vs Product Quality. Total Quality: - Value & Differential advantage	9
II	Pillars of Total Quality - Pillars of Total quality management – Strategic thinking and planning, the starting point for total quality – Total quality policy and deployment guidelines – Total quality approaches –leadership for TQM. Attitude & involvement of top management. Organizational implications	9
III	Total Quality Models - Total quality models – Enablers for total quality – quality responsibilities – achieving total commitment to quality – Information & customer – Strategic information system – Strategic quality management	9
IV	Quality and Training Process - Quality education and training quality process, Quality system – Quality measurement system including the tools of TQM – Quality cost – Quality planning – Quality information feedback –Internal customer conflict – customer retention and problems.	9
V	TQM in Services - Strategic choice of markets and customers maintaining competitive advantage – Designing process and products for Quality – TQM and ISO 9000 – Auditing for TQM – TQM in services –TQM in education – The leverage of productivity and Quality – Pitfalls in operational sing Total Quality.	9
Total Instructional Hours		45

Course Outcomes	CO1:	Interpret the fundamental principles of Total Quality Management.
	CO2:	Know prerequisites of evolution of total quality management and significance of quality gurus' works to the management of modern organizations.
	CO3:	Apply various quality management tools and techniques to identify, analyze, and improve organizational processes.
	CO4:	Develop and implement a quality improvement plan, considering factors such as customer focus, continuous improvement, and data-driven decision-making.
	CO5:	Critically evaluate the effectiveness of different quality management systems and their potential benefits for organizational performance.

TEXT BOOKS:

1. Bharat Wakhl "Total quality" S Chand & Company; Revised edition, 2007.

REFERENCE BOOKS:

1. Mohanty.R.Pand Lakhe R.R" TQM in Service Sector", Tata McGraw Hill 1st edition 2001
2. Sundararaju, "Total Quality Management", Macmillan India Limited, 2001.
3. Stephen George, "TQM Strategies and Techniques" 2nd Edition, TMH, 2007.
4. Vijayan, H. Ramakrishnan, "Total Quality Management", S. Chand Publishing Co. July 2014.
5. Poornima M. Charantimath, "Total Quality Management", Pearson Education; Third edition, April 2017.

Programme	Course Code	Name of the course	L	T	P	C
MBA	20BAX330	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	3	0	0	3

- Course Objective**
1. To understand the key concepts and theories of supply chain management systems.
 2. To familiarize with the process of designing the distribution network for the supply chain.
 3. To understand the key concepts and theories of the logistics management system.
 4. To understand the various intermediaries in logistics & supply chain and their role on its performance.
 5. To familiarize with the global supply chain issues.

Unit	Description	Instructional Hours
I	Supply Chain Management - Introduction to Supply Chain Management: Objectives, Concepts, Importance, Process View of SCM. Supply Chain Strategy: Framework, Strategic Fit, Expanding Strategic Scope. Performance Measurement in Supply Chain: Dimensions, SCOR Model, Supply Chain Drivers and Metrics.	9
II	Distribution in Supply Chain Network: Designing, Factors influencing, Network Design Option, Selecting Network Design. Network Design in Supply Chain: Role, Elements, Factors influencing, Process of Network Design. Network operations planning: Nature Relevant POS/COST, Modeling for Supply Chain, Distribution Network.	9
III	Introduction to Logistics Management: Meaning-Objectives- Scope, Advantages-Logistics planning strategy- Logistics planning process. Fundamentals of Logistics Organization: - Importance- Evolution--Barriers-Improving organizational effectiveness. Logistics Demand Forecasting: - Purpose- components and techniques.	9
IV	Logistics Management - Logistics management – Role of logistics in SCM – Integrated Logistics Management –Transportation Design and decision – Multi modalism – Third party logistics services and providers – Facilities management (Port/Airport/ICDs) Channels of distribution – Logistics and customer service.	9
V	Global Supply Chain - Agile Supply Chain: Elements, Model, Importance, Problems. IT in Supply Chain - Supply Chain & IT Frame work, Innovative Technologies in Supply Chain - Global Environmental Factors. Global Supply Chain Strategy, Issues and Challenges.	9
Total Instructional Hours		45

- Course Outcomes**
- CO1: Understand and explain the structure of supply chains and its significance in the competitive market.
 - CO2: Demonstrate knowledge on the various components of logistics and supply chain systems
 - CO3: Analyse the role of various intermediaries in the logistics system
 - CO4: Apply strategic frameworks to design and optimize logistics and supply chain operations for improved efficiency, effectiveness, and cost-reduction.
 - CO5: Critically assess the impact of technology and emerging trends on logistics and supply chain management, and propose appropriate strategies for adaptation.

TEXT BOOKS:

1. Bowersox Donald J., David J Closs& M Bixby Cooper, "Supply Chain and Logistics Management", Tata McGraw Hill, 5th edition, 2019.

Reference Books:

1. Sunil Chopra, Peter Meindl, "Supply Chain Management Strategy, Planning & Operation", Person Education, 7th Edition, 2019.
2. Simchi Levi, Kaminsky, "Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies", Tata McGraw Hill, 4th edition, 2019.
3. Robert B Handfield& Ernest L. Nichols JR, "Introduction to Supply Chain Management", Prentice Hall of India, New Delhi, 2nd edition, 2014.
4. Rahul, V Altekar, "Supply Chain Management, Concepts & Cases", PHI Learning, 2013.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2	2		3	3	3
CO2	3	3	2	3		3	3	3
CO3	3	3	2	3		3	3	3
CO4	3	3	2	3		3	3	3
CO5	3	3	2	2		3	3	3
AVG	3	3	2	2.6		3	3	3


Dean (Academics)
HICET

Programme	Course Code	Name of the course	L	T	P	C
MBA	20BAX331	OPERATIONS STRATEGY	3	0	0	3

1.To make students understand the concept of strategy formulation and the importance of operations strategy in business.

2.To make students understand the importance of resource audit and competitiveness in strategy formulation for operations in business.

3.Develop an understanding of the love competency in planning the operation strategy.

4.Develop an understanding on the development of operation strategy for different types of organization.

5.To make student understand the different methods of evaluating the strategy for operational excellence.

Unit	Description	Instructional Hours
I	STRATEGY AND OPERATIONS MANAGEMENT: Strategy Management - Vision, Mission & Objectives - Strategic management process - Corporate Level, Business Level and Functional strategies - OM. - importance & functions - Objectives of OM. - Operations Management as functional level strategy - Focus of the operations strategy - Factors considered in operations strategy formation.	9
II	RESOURCES AUDIT AND COMPETITIVENESS: Operation Strategy and Resources Requirement - Location of the plant, machineries, capital & working capital requirement - Raw material - and supplier base for competitiveness - Technology in product and process for competency - technology management and strategy formulation dimensions of competitiveness - Reserve audit and competitiveness.	9
III	OPERATIONS STRATEGY AND LOVE COMPETENCY: Dimensions of love competency - Development and sustainability - Role of operations strategy in love competency - Leveraging love competency as competitive advantage - Developing operations strategy for competitive advantage - Operations strategy in multi plant, multi	9
IV	APPLICATION OF OPERATIONS STRATEGY: Operations strategy in service organizations - Operations strategy and non-profit organization - Horizontal & Vertical integration - Operations strategy for related and unrelated diversification - Operation strategy in small and medium scale enterprises - Operation strategy in virtual	9
V	STRATEGY EVALUATION & IMPLEMENTATION: Strategy evaluation - Different models & tools - Strategy evaluation at different application level - Implementation of operations strategy - obstacles in implementation - Capital involved & ROI - Assessment of returns based on payback, NPV, & IRR models - Recent case studies.	9
Total Instructional Hours		45

Course Outcomes	CO1: Explain the concept of strategy formulation and the importance of operations strategy in business.
	CO2: Design effective and efficient processes of resource audit for strategy formulation
	CO3: Demonstrate an appreciable knowledge on love competency in planning the operation strategy.
	CO4: Critically assess the impact of technological advancements on operations and develop strategies
	CO5: Acquire an appreciable knowledge on the development of operation strategy for different types of organization

TEXT BOOKS:

1. William. J. Stevenson, Tata MacGraw Hill. 8th editon 2005.

REFERENCE BOOKS:

1. POM Martin K. Starr; biztantr, New Delhi, 3rd edition 2008.
2. POM Ajay K. Garg Tata McGraw Hill New Delhi, 2nd edition 2010
3. Crafting and exectiry strategy; Arthur. A. Thompson; A.J. Strickland. - Tata MacGraw14th edition 2006.
4. STM Mason A. Carpenter; Prashant salvanPeavson, Chennai, Second edition 2012.
5. Nigel Slack & Michael Lewis, "Operations Strategy, 6 August 2002, Pearson Publications, 6. Steve Brown, John Bessant&Fu Jia, "Strategic Operations Management,4th edition, , Published July 18, 2018 by Routledge.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	3		3	3	2
CO2	3	3	3	3	2	3	3	3
CO3	3	3	3	3	2	3	3	3
CO4	3	3	2	3	2	3	3	3
CO5	3	3				3	3	3
AVG	3	3	2.8	3	2	3	3	2.8


Dean (Academics)
HiCET

Programme	Course Code	Name of the course	L	T	P	C
MBA	20BAX332	SALES AND OPERATIONS PLANNING	3	0	0	3
Course Objective	1. To understand the importance of integration sales and operations management. 2. To learn the methods and techniques to balance the demand and supply. 3. To study the detailed production planning techniques to balance the sales. 4. To understand to integrate the outsourced model to manage the sales. 5. To understand the sales and operational planning across different industries.					
Unit	Description	Instructional Hours				
I	INTRODUCTION: Sales management - objectives and importance – objectives of operation management – importance of integrating sales and operations – exchange of information between sales and operations – training people across sales and operation function – understanding of dependency of each other – modules and software packages of integration	9				
II	DEMAND AND PRODUCTION PLANNING: Demand forecasting – sales forecasting – types and methods – matching demand and supply – aggregate planning strategies – problems in vary workforce, vary inventory level, vary working time and sub contract – production planning and control – functions.	9				
III	DETAILED OPERATIONS PLANNING: Master production schedule (MPS) – balancing sales and MPS during off season and peak season – organization service level and sales management – service level and operational planning – scheduling problems – sequencing N jobs with two machines and three machines.	9				
IV	SALES AND OPERATION PLANNING IN OUTSOURCED MODEL: Operation/production activities – Decision to make or buy (Outsource) – factors considered – Problems in make or buy – Advantages and disadvantages in outsourcing – problem in sourcing – integrating sales and outsourced infrastructure – operation planning with outsourced infrastructure – managing sales with internal infrastructure and outsourced model – issues	9				
V	SALES AND OPERATIONS PLANNING IN DIFFERENT CONTEXT: Management of sales and operation planning in service organization, FMCG manufacturing firms and consumer durable manufacturing firms – Sales and operation planning in heavy equipment's manufacturing industry and automobile industry – Sales and operations planning in make to order and make to sales context – Recent case studies.	9				
Total Instructional Hours						45
Course Outcomes	CO1: Demonstrate workable knowledge on the integration of sales and operation management CO2: Develop and utilize sales forecasts to inform production planning and inventory management strategies CO3: Evaluate and optimize production capacity and resource allocation to meet customer demand while minimizing cost. CO4: Identify and mitigate potential risks associated with misalignment between sales and operations plans CO5: Collaborate effectively with cross-functional teams to develop and implement integrated sales and operations plans.					

TEXT BOOKS:

1. Operations Management, M. William. J. Stevenson, Tata MacGraw Hill. 8th editon 2005.

REFERENCE BOOKS:

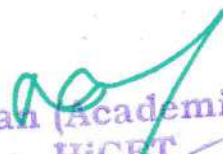
1. Operations Management , Norman Gaither, Greg Frazier, Cengage, New Delhi, 13th edition, 2012
2. Production and Operations Management, S.N.Chary, Tata McGraw Hill, New Delhi, 13th edition, 2004.
3. Production and Operations management, Everett E, Adam Jr, Ronold J Ebert, New Delhi, 6th edition, 2007
4. Marketing Management, Philip Kotler, Pearson New Delhi, 13th edition, 2003

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	3	2	3	3	2
CO2	3	3	3			3	3	3
CO3	3	3	3	3		3	3	3
CO4	3	3	3			3	3	3
CO5	3	3	3	3		3	3	3
AVG	3	3	3	3	2	3	3	2.8



Dean (Academics)
HiCT



Programme	Course Code	Name of the course	L	T	P	C
MBA	20BAX333	SOURCING MANAGEMENT	3	0	0	3
Course Objective	1. To understand the need and importance of sourcing.					
	2. To familiarize with the process of vendor management in sourcing.					
	3. To understand the key concepts of inventory management and models of inventory applied in organization.					
	4. To understand the process of sourcing for different industries.					
	5. To understand the process of sourcing for different types of institution.					
Unit	Description					Instructional Hours
I	Sourcing: Need and Importance: Sourcing-meaning, nature, importance, objectives, sourcing-policy, procedure, steps-methods of sourcing. Integrating sourcing with OM functions. Sourcing for competency development-sourcing from multiple location and for multiple plant production technology management for sourcing.					9
II	Sourcing-vendor management: Purchasing-needs identification-supplier identification vendor rating and selection – steps-vendor development, vendor as business partners-vendor management for operational excellence-purchase order to payment and record maintenance-technology management among vendor-POS/Cost control.					9
III	Inventory management: Role of inventory - Inventory drivers - EOQ, EBQ&POQ model and Discount model - simple problems - Inventory management with shortages - service level and inventory management -safety stock and ROL - Inventory management in procurement and transportation - packing and material handling in sourcing.					9
IV	Sourcing across industries: Sourcing of semi-finished goods, finished goods, purchase items – sourcing in FMCG, and consumer durables – sourcing of technical and non-technical services – sourcing for service and manufacturing industry – sourcing of Agricultural commodities, sourcing and e-marketing.					9
V	Sourcing for Institutions: Sourcing for service Institutions, non-profit organization, educational institutions – sourcing for government. Institutions/Depts – sourcing for MNCs International and national entities – sourcing for large scale and SMES.					9
Total Instructional Hours					45	
Course Outcomes	CO1: Evaluate and apply strategic sourcing frameworks to identify, select, and manage suppliers that align with organizational objectives and risk tolerance.					
	CO2: Possess a workable knowledge and formulation of vendor management programs in sourcing.					
	CO3: Apply the key concepts of inventory management and the applications of relevant models of inventory during sourcing					
	CO4: Analyze and manage the total cost of ownership associated with different sourcing options, considering both direct and indirect costs.					
	CO5: Integrate sourcing strategies with broader supply chain management principles, ensuring efficient and sustainable sourcing practices					

TEXT BOOKS:

1. Introduction to Operation and Supply chain Management, Cecil Bozarth, Pearson New Delhi 5th edition, 2012.

REFERENCE BOOKS:

1. Purchasing – An integrated supply chain approach, Monczka Trent Handfield, Cengage learning New Delhi 2nd edition, 2008.
2. Logistics and SCM, Martin Christopher, Pearson New Delhi 2nd edition 2011.
3. OM., Krajewski. Ritzman, Malhotra PHI Learner, New Delhi, 8th edition 2008.
4. OM. Norman Gaither, Greg Frazier, Cengage learning New Delhi 13th edition, 2017.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2	2		3	3	2
CO2	3	3	2	2		3	3	2
CO3	3	3	2			3	3	3
CO4	3	3	2	2		3	3	3
CO5	3	3	2	2		3	3	3
AVG	3	3	2	2		3	3	2.6


Dean (Academics)
HICET

Programme	Course Code	Name of the course	L	T	P	C
MBA	20BAX334	QUALITY TOOL KIT FOR MANAGERS	3	0	0	3
Course Objective	1. To impart the basic concepts in Quality Management.					
	2. To make students understand the role of employees in achieving Quality in organization.					
	3. To make students understand the importance of suppliers in achieving Quality in organization.					
	4. To impart the basics of quality management systems.					
	5. To make students understand the concept of Quality Function deployment.					
Unit	Description					Instructional Hours
I	Quality – Concepts and growth: Quality:-Definition – Gurus of TQM and their concepts, Historical review of quality management – Quality control, Quality assurance – SQC – Control charts sampling - Single sampling, Double sampling and multistage sampling - OC Curve and Sampling plan.					9
II	Employee Involvement and process improvement: Quality circle – Role employee in quality improvement - motivation, achieving motivated work force employee empowerment – Teams and Team building for Quality Management: Quality process Juran Trilogy, process improvement strategies - PDCA Cycle Kaizen – 6T.					9
III	Supplier partnership and performance measurement: Supplier partnering – Supplier selection, Certification and rating – Relationship Development: Performance measure concepts – POS/Cost of quality – Limitation of quality POS/Cost Malcolm Baldrige National Quality Award Rajiv Gandhi National Award – Balance score card – bench marking.					9
IV	Quality management system: ISO – standards, Registration requirements, implementation, documentation acting and certification. ISO/4000 concepts, Evaluation standards, requirements, policy, implementation and corrective action. Integrating ISO 14000 with ISO 9000 relationship to health and safety.					9
V	Quality Function Deployment: QFD Team, Benefits – voice of the customers – House of quality – Quality by Design, Design for Six sigma.					9
Total Instructional Hours					45	
Course Outcomes	CO1: Apply various quality management tools and techniques, to analyze problems, identify root causes, and propose solutions to improve organizational processes and efficiency					
	CO2: Evaluate the effectiveness and limitations of different quality tools within specific organizational contexts,					
	CO3: Effectively implement quality improvement initiatives using chosen tools and problem-solving skills.					
	CO4: Communicate the impact of quality improvement initiatives to diverse stakeholders					
	CO5: Effectively manage various techniques of inventory management, sourcing and quality options					

TEXT BOOKS:

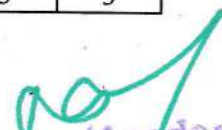
1. Bharat Wakhl "Total quality" S Chand & Company; Revised edition, 2007.

REFERENCE BOOKS:

1. Mohanty.R.Pand Lakhe R.R"QTM in Service Sector", Tata McGraw Hill 1st edition 2001
2. Sundararaju, "Total Quality Management", Macmillan India Limited,2001.3.
3. Joseph and Berk, "Total Quality Management", Prentice Hall of India, New Delhi,1994
4. Stephen George, "TQM Strategies and Techniques" 2nd Edition, TMH, 2007.
5. V. Vijayan, H. Ramakrishnan, "Total Quality Management", S. Chand Publishing Co. July 2014.
6. Poornima M. Charantimath, "Total Quality Management", Pearson Education; Third edition, April 2017.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2			3	3	3
CO2	3	3	2			3	3	3
CO3	3	3	2			3	3	3
CO4	3	3	2			3	3	3
CO5	3	3	2			3	3	3
AVG	3	3	2			3	3	3


Dean (Academic)
HICET

LOGISTICS MANAGEMENT ELECTIVES

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX335	LOGISTICS MANAGEMENT	3	0	0	3
Course Objective	1. To have the student understand the different aspects of logistics and create awareness about the scope of logistics in developing a career. 2. Understand the various methods of Storage of goods and delivery from the industry. 3. To understand the concept of containerization and the role of intermediaries in Transportation. 4. To have a basic knowledge in different modes of transportation. 5. To understand the global logistics issues and the role of Technology in logistics.					
Unit	Description	Instructional Hours				
I	Introduction to Logistics Management: Meaning-Objectives- Scope, Advantages- Logistics planning strategy- Logistics planning process. Logistics and of Customer Service: Objectives- Elements-Customer Service Audit- Customer Service Strategy- Customer Relationship Management (CRM). Fundamentals of Logistics Organization: - Importance-Evolution--Barriers-Improving organizational effectiveness.	9				
II	Inventory Management: Meaning - Functions-Types- Total cost Inventory- Inventory Management-Inventory Control. Fundamentals of Warehousing: Meaning - Functions - Types - Warehousing Decisions-Warehouse Layout and Design. Material Handling System: Meaning- Functions - Material Handling Equipment's - Material Handling Methods- System Design.	9				
III	Logistical Packaging & Freight Management: Meaning- Functions-Types- Packaging Design-Packaging Unitization. Containerization: Meaning-Operations- Classification-Inland container depots (ICDs) - Functions and Benefits. -Container Corporation of India (CONCOR). Freight Management & Practices: Meaning-Principles- Freight Rates-Liner and Tramp Freight Structure. Logistics Information System (LIS) - Functions- Types- Elements-LIS solutions in the Organization.	9				
IV	Logistics Transport Management: Mode of Transportation: Meaning- Functions- Inter-model Transportation-. Types - Transportation Mode Selection. Indian Shipping: History- Various Ports in India and its infrastructure development - Reverse Logistics: Meaning- Reverse Logistics Activities and Strategic use of Reverse logistics- Advantages- Managing Reverse Logistics Flow and Feature Trends.	9				
V	Logistics Outsourcing and Global issues: Concepts and Reasons - 3PL and 4PL- Differences- Risks in outsourcing-Integrated Logistics. Global Logistics: Global Business Environment- Global Operating Levels- Components- Global Logistical Decisions- Barriers to Global Logistics. Logistics in Modern Age: Modern Logistical Infrastructure- Modern Material Handling Equipment's-ICDs and CFSs Networks-Corridor Development.	9				
Total Instructional Hours						45

Course Outcomes	CO1:	Explain the fundamental principles and concepts of logistics management, including transportation modes, warehousing functions, inventory management strategies, and order fulfillment processes.
	CO2:	Apply various logistics management techniques to optimize supply chain efficiency and cost-effectiveness in different business scenarios
	CO3:	Analyze the impact of logistics decisions on customer satisfaction, lead times, and overall business performance
	CO4:	Evaluate the effectiveness of different logistics strategies and recommend appropriate solutions for specific organizational needs and constraints.
	CO5:	Design a comprehensive logistics plan for a referred business.

Text Book:

1. Ganapathi & Nandi, Logistics Management, Oxford University Press, 2015.

Reference Books:

1. Ailawadi C Sathish & Rakesh Singh, Logistics Management, Prentice Hall, India, 2005.
2. Agarwal D K Textbook of Logistics & Supply Chain Management, Macmillan India Ltd, 2015.
3. The Management of Business Logistics, Coyle et al., Thomson Learning, 2002.
4. Bowerson Donald J, Logistical Management- The Integrated Supply Chain Process, Tata McGraw Hill, 2017.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	3		3	3	2
CO2	3	3	3	3		3	3	2
CO3	3	3	3	3		3	3	2
CO4	3	3	3	3		3	3	3
CO5	3	3	3	3		3	3	2
AVG	3	3	3	3		3	3	2.2



Dean (Academics)
HiCET

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX336	EXPORT IMPORT TRADE AND DOCUMENTATION	3	0	0	3

- Course Objective**
1. Make the students realize the importance of international trade and understand the basics of Exports and Imports
 2. Understand the export procedure and the processes to export.
 3. Helps the students to gain knowledge about the import procedure and the documents needed.
 4. Make the student understand the documentation procedure followed for exports and imports.
 5. Make the students aware on the institutional framework for export and import in India.

Unit	Description	Instructional Hours
I	Preliminaries for Exports and Imports: Meaning and Definition of Export – Classification – Registration Formalities – IEC – RCMC – Export Licensing – Selection of Export Product – Identification of Markets – Methods of Exporting – Pricing Quotations – Payment Terms – Letter of Credit. Major currencies, Exchange rates, relations and impact on export & import. Liberalization of Imports – Negative List for Imports – Categories of Importers – Special Schemes for Importers.	9
II	Export Procedures: General excise clearances; Role of clearing and forwarding agents; shipment of export cargo; Export credit; Export credit guarantee and policies; Forward exchange cover; Finance for export on deferred payment terms; Duty drawbacks.	9
III	Import Procedures: Import licensing policy; Actual user licensing; Replenishment licensing; Import-export pass book; Capital goods licensing; Export houses and trading houses. Export Incentives: Overview of export incentives-EPCG, Duty drawbacks, duty exemption schemes, tax incentives; Procedures and documentation.	9
IV	Export Import Documentation: Preparing Documents for Exports -Document for declaration of goods under Foreign Exchange Regulations -Documents for transportation of goods -Documents for customs clearance of goods -Other Documents like commercial invoice, consular invoice, customs invoice, certified invoice, weight note, Marine Insurance Policies. Import Documents – Transport Documents – Bill of Entry – Certificate of Inspection – Certificate of Measurements – Freight Declaration.	9
V	Policy and Institutional Framework for Exports and Imports: Foreign Trade Policy – Highlights – Special Focus Initiatives – Duty Drawback – Deemed Exports – ASIDE – MAI & MDA – Star Export Houses – Town of Export Excellence – EPCG Scheme – Incentives for Exporters. Export Promotion Councils - Commodity Boards – FIEO – IIFT – EOUs – SEZs –FTZ – EPZ - ITPO – ECGC – EXIM Bank.	9
Total Instructional Hours		45

- Course Outcomes**
- CO1: Demonstrate a comprehensive understanding of the key regulatory framework governing international trade procedures.
- CO2: Analyze and interpret various EXIM documents,
- CO3: Skillfully prepare and complete essential EXIM documentation for different types of international transactions
- CO4: Evaluate and mitigate potential risks associated with EXIM documentation
- CO5: Prepare the documents as per standards of the authorities across national boundaries

Text Book:

1. C. Rama Gopal, "Export Import Procedures- Documentation and Logistics", New Age International Publishers, 2019.

Reference Books:

1. Francis Chrunilam- "International Trade & Export Management"- Himalaya Publication House 2015.
2. Justin Paul & Rajiv Aserkar, "Export Import management", Oxford Publication, 2013.
3. Donna L. Bade, Thomas E. "Export Import Management" Johnson Publisher: fifth edition, Kindle Edition, 2015
4. Kapoor. D.C.- "Export Management" Vikas Publishers Housing Private Ltd 1st edition 2019
5. Khuran P.K, "Export Management", Himalaya Publication, 2017
6. Usha Kiran Rai, "Export Import & Logistics management", PHI publication, 2012.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	3		3	3	2
CO2	3	3	3	3		3	3	2
CO3	3	3	3			3	3	2
CO4	3	3	3			3	3	3
CO5	3	3	3			3	3	2
AVG	3	3	3	3		3	3	2.2


Dean (Academics)
HICET

Programme MBA	Course Code 20BAX337	Name of the Course SUPPLY CHAIN MANAGEMENT	L 3	T 0	P 0	C 3
Course Objective	1. To make the students familiar with the basic concept of Supply Chain Management and its strategy.					
	2. To enable the students to learn the functions & principles distribution and supply chain network.					
	3. To make students understand the key processes of production planning in SCM.					
	4. To understand the role of inventory in SCM.					
	5. To create an awareness about the impact of Information Technology in global SCM.					
Unit	Description					Instructional Hours
I	Supply Chain Management - Introduction to Supply Chain Management: Objectives, Concepts, Importance, Process View of SCM. Supply Chain Strategy: Framework, Strategic Fit, Expanding Strategic Scope. Performance Measurement in Supply Chain: Dimensions, SCOR Model, Supply Chain Drivers and Metrics.					9
II	Distribution in Supply Chain Network: Designing, Factors influencing, Network Design Option, Selecting Network Design. Network Design in Supply Chain: Role, Elements, Factors influencing, Process of Network Design. Network Integration: Enterprise Facility					9
III	Production Planning: - Importance, Procedures, Factors determining Production Planning - Production Scheduling: - Objectives, Importance, Types, Factors determining Production Scheduling. Customer-focused Marketing: Customer Service, Customer Satisfaction, Customer Success, Forecasting, Collaborative Planning, Forecasting and Replenishment					9
IV	Inventory in SCM: Functionality and Definitions, Inventory Carrying Cost, Planning Inventory, Managing Uncertainly, Inventory Management Policies and Practices. Demand Forecasting: Meaning, Types, Levels, Components, Methods. Supply Chain Integration: Development, Framework, Dimensions, Types, Stages, Bullwhip Effect, Barriers to					9
V	Global Supply Chain - Agile Supply Chain: Elements, Model, Importance, Problems. Outsourcing: Classifications. Control Measures in Outsourcing. IT in Supply Chain - Supply Chain & IT Frame work, Innovative Technologies in Supply Chain - Global Environmental Factors. Global Supply Chain Strategy, Issues and Challenges. Recent Trends in Supply Chain Management.					9
Total Instructional Hours					45	

Course Outcomes	CO1:	Demonstrate commendable knowledge on the terms and concepts in supply chain management, including functions, stakeholders, and types of supply chains.
	CO2:	Explain the fundamental principles of supply chain design and planning, such as forecasting, inventory management, and transportation optimization.
	CO3:	Analyze real-world case studies to identify supply chain challenges and apply appropriate analytical tools and techniques to formulate solutions.
	CO4:	Evaluate the impact of global trends and disruptions on supply chain performance and propose mitigation strategies to ensure resilience.
	CO5:	Design a comprehensive supply chain improvement plan for a specific organization, considering both operational and strategic aspects

Text Book:

1. C. Rama Gopal, "Export Import Procedures- Documentation and Logistics", New Age International Publishers, 2019.

Reference Books:

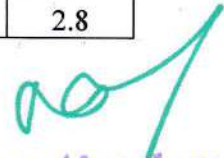
1. Francis Chruniliam- "International Trade & Export Management"- Himalaya Publication House 2015.
2. Justin Paul & Rajiv Aserkar, "Export Import management", Oxford Publication, 2013.
3. Donna L. Bade, Thomas E. "Export Import Management" Johnson Publisher: fifth edition, Kindle Edition, 2015
4. Kapoor. D.C.- "Export Management" Vikas Publishers Housing Private Ltd 1st edition 2019
5. Khuran P.K, "Export Management", Himalaya Publication, 2017
6. Usha Kiran Rai, "Export Import & Logistics management", PHI publication, 2012.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2			3	3	2
CO2	3	3	3	2		3	3	3
CO3	3	3	3			3	3	3
CO4	3	3	3	2		3	3	3
CO5	3	3	3	2		3	3	3
AVG	3	3	2.8	2		3	3	2.8



Dean (Academics)
HICET



Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX338	INTERNATIONAL LOGISTICS & SHIPPING MANAGEMENT	3	0	0	3

- Course Objective**
1. To enable the students to understand the basics of International Logistics.
 2. To understand the requirements of various commercial documents for export and import.
 3. To understand the basics of ocean transportation in international logistics.
 4. Understand the international logistics infrastructure.
 5. Develop an understanding of the basics of Indian shipping.

Unit	Description	Instructional Hours
I	International Logistics - Definition, International Trade, Historical development of international logistics, components of international logistics, economic importance of international logistics-Third party and fourth party logistics - Reverse Logistics.	9
II	Commercial Documents - International commercial documents, invoices, export documents- import documents- transportation documents, International insurance- risk management- marine insurance policies-coverage under a marine cargo insurance policy – airfreight policy- Lloyd’s principles- commercial credit insurance.	9
III	Ocean Transportation - International ocean transportation – types of ships and International trade- world tonnage- constraints Flags, conferences, chartering, Baltic exchange, UN convention on liner code of conduct International air transportation – Advantages, disadvantages, types of aircrafts- international regulations –Air Cargo handling – Types of air cargo- Air Cargo Tariff Structure, IATA- Electronic Logistics – An	9
IV	Logistics Infrastructure - International logistics infrastructure Transportation infrastructure- ports, canals, waterways, airports, road, warehousing Communication infrastructure, role of intermediaries in shipping industry- Multimodal Transport mix, utilities infrastructure- electricity, water, energy.	9
V	Indian Shipping - Ports in India, Export Promotion on capital goods, Govt. Policy, Port Infrastructure development, Major Indian shipping companies & Ocean freight structure, Shippers association, shipment of Govt. Controlled Cargo. Emerging trends in shipping.	9
Total Instructional Hours		45

- Course Outcomes**
- CO1: Analyze the global trade environment and geopolitical factors impacting logistics and international shipping.
- CO2: Evaluate the various modes of international transportation considering the factors like cost, speed, and reliability.
- CO3: Apply international shipping documentation and procedures to ensure smooth and compliant cargo movement.
- CO4: Develop strategies for managing international shipping and logistics function
- CO5: Solve diverse and complex problems in the logistics and international shipping arena using methodologies guided by social, ethical, regulatory, technological and global perspectives.

Text Book

1. KrishnaveniMuthaiah, “Logistics Management and World Sea Borne Trade”, Himalaya Publishing House 2011.

Reference Books:

1. Pierre David, “International Logistics”, 5th edition, Biztantra, New Delhi, 2017.
2. Paul Murphy, Donald Wood, “Contemporary Logistics”, Prentice Hall, 12th Edition, 2017.
3. Justin Paul.Rajiv.A. Sekar, “International Logistics & Shipping Management” OXFORD – Higher Education, 2013.
4. Anurag.Saxena, KaushikSircar, “Contemporary Logistics Text & Cases”, Jaico Publication House.
5. Soundian. S– “Export Management” –Mjppublishers.Com

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX338	INTERNATIONAL LOGISTICS & SHIPPING MANAGEMENT	3	0	0	3

- Course Objective**
1. To enable the students to understand the basics of International Logistics.
 2. To understand the requirements of various commercial documents for export and import.
 3. To understand the basics of ocean transportation in international logistics.
 4. Understand the international logistics infrastructure.
 5. Develop an understanding of the basics of Indian shipping.

Unit	Description	Instructional Hours
I	International Logistics - Definition, International Trade, Historical development of international logistics, components of international logistics, economic importance of international logistics-Third party and fourth party logistics - Reverse Logistics.	9
II	Commercial Documents - International commercial documents, invoices, export documents- import documents- transportation documents, International insurance- risk management- marine insurance policies-coverage under a marine cargo insurance policy – airfreight policy- Lloyd's principles- commercial credit insurance.	9
III	Ocean Transportation - International ocean transportation – types of ships and International trade- world tonnage- constraints Flags, conferences, chartering, Baltic exchange, UN convention on liner code of conduct International air transportation – Advantages, disadvantages, types of aircrafts- international regulations –Air Cargo handling – Types of air cargo- Air Cargo Tariff Structure, IATA- Electronic Logistics – An	9
IV	Logistics Infrastructure - International logistics infrastructure Transportation infrastructure- ports, canals, waterways, airports, road, warehousing Communication infrastructure, role of intermediaries in shipping industry- Multimodal Transport mix, utilities infrastructure- electricity, water, energy.	9
V	Indian Shipping - Ports in India, Export Promotion on capital goods, Govt. Policy, Port Infrastructure development, Major Indian shipping companies & Ocean freight structure, Shippers association, shipment of Govt. Controlled Cargo. Emerging trends in shipping.	9
Total Instructional Hours		45

- Course Outcomes**
- CO1:** Analyze the global trade environment and geopolitical factors impacting logistics and international shipping.
- CO2:** Evaluate the various modes of international transportation considering the factors like cost, speed, and reliability.
- CO3:** Apply international shipping documentation and procedures to ensure smooth and compliant cargo movement.
- CO4:** Develop strategies for managing international shipping and logistics function
- CO5:** Solve diverse and complex problems in the logistics and international shipping arena using methodologies guided by social, ethical, regulatory, technological and global perspectives.

Text Book

1. KrishnaveniMuthaiah, "Logistics Management and World Sea Borne Trade", Himalaya Publishing House 2011.

Reference Books:

1. Pierre David, "International Logistics", 5th edition, Biztantra, New Delhi, 2017.
2. Paul Murphy, Donald Wood, "Contemporary Logistics", Prentice Hall, 12th Edition, 2017.
3. Justin Paul.Rajiv.A. Sekar, "International Logistics & Shipping Management" OXFORD – Higher Education, 2013.
4. Anurag.Saxena, KaushikSircar, "Contemporary Logistics Text & Cases", Jaico Publication House.
5. Soundian. S– "Export Management" –Mjppublishers.Com

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX339	SUPPLY CHAIN ANALYTICS	3	0	0	3

- Course Objective**
1. Understand the basics of Supply Chain Analytics.
 2. To have a detailed overview of various analytical techniques in SCM.
 3. To study the application of analytics in sourcing and procurement.
 4. To study the application of analytics in distribution.
 5. To study the application of analytics in reverse logistics and e-commerce..

Unit	Description	Instructional Hours
I	Context of today's supply chains (SC) analytics - Understanding and defining the supply chain analytics (SCA) - Importance of supply chain analytics - Key issues in supply chain analytics - Elements in supply chain analytics.	9
II	Analytics techniques in SCM: Descriptive, Predictive and Prescriptive. Analytics in demand planning: Capturing demand data from different sources, Demand prediction models. Price optimization. Problem-driven to Data-driven supply chains.	9
III	Analytics in sourcing and procurement: In-house or outsource, Logistics and transportation (Inbound), Supply chain contracts. Analytics in sales and operations planning: Differentiated service level to different products and customers, Location of plants, Product line mix at plants, Production planning and scheduling. Relevant Case Studies should be discussed in class.	9
IV	Analytics in distribution: Location of distribution centre, Transportation and distribution planning (Outbound), Inventory policies/order fulfillment at locations, Vehicle routing for deliveries. Relevant Case Studies should be discussed in class.	9
V	Analytics in reverse logistics in traditional and e-commerce firms: Location of return centres, Reverse distribution plan, Vehicle routing for returns collection, Analytics in supply chain carbon footprint.	9
Total Instructional Hours		45

- Course Outcomes**
- CO1:** Articulate the philosophy and approach in data-driven Supply Chain Management.
- CO2:** Explain the key principles of Supply Chain Planning, and a typical end-to-end planning process flow
- CO3:** Evaluate a variety of business constraints and inputs in Supply Planning
- CO4:** Perform inventory optimization by identifying the main inputs that affect the inventory level, perform inventory optimization, and set inventory targets
- CO5:** Assess various cost drivers for supply chain network, and develop a realistic model to optimize supply chain network to minimize the total delivered costs

Text Book:

1. Blokdik, G. (2018). Supply Chain Big Data Analytics, 2nd Edn.

Reference Books:

1. Chan, H.K, Subramanian, N., and Abdulrahman, M.D.A. 2017. Supply Chain Management in the Big Data Era. IGI Global.
2. Raman, A & Fisher, M., How Analytics Are Transforming the Supply Chain and Improving Performance, HBS Press, 2010.
3. Feigin, G. (2012). Supply Chain Planning and Analytics. Business Expert Press, LLC, New York.
4. Plenert, G.J. (2014). Supply Chain Optimization through Segmentation and Analytics. Boca Raton: CRC Press.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2	2		3	3	2
CO2	3	3	2			3	3	3
CO3	3	3	2	2		3	3	3
CO4	3	3	3	2		3	3	3
CO5	3	3	3	2		2	3	3
AVG	3	3	2.4	2		2.8	3	2.8

**Chairman - BoS
MBA - HICET**

Chairman

**Dean (Academics)
HICET**

<u>MICRO AND SMALL BUSINESS MANAGEMENT ELECTIVES</u>								
Programme	Course Code	Name of the Course			L	T	P	C
MBA	20BAX340	DESIGN AND CHANGE IN ORGANISATION			3	0	0	3
Course Objective	1. Helps in understanding organizational design concepts.							
	2. Understanding the organization structures and its effectiveness.							
	3. To study the need of organizational change and its types.							
	4. Identifying the ways for implementing the change.							
	5. To understand manage the change in the organizations.							
Unit	Description				Instructional Hours			
I	INTRODUCTION TO ORGANIZATION DESIGN : Definition of Organization – Basics of organization Forms of Business Organization –Evolution of organizations – The path from mechanistic to contingency organizations Determinants of Organizational and Parameters of Organizational Design – Organization and Environment, strategy and technology – types of organizational structure – Organizational decision making and strategy and formulation.				9			
II	ORGANIZATION DESIGN AND EFFECTIVENESS: Organization design and culture – Culture and the learning in organization – Ethical values in organizations, Leadership, culture and ethics – The role of strategic direction on organization design. – Organization purpose. A framework for selecting strategy and design/structure. – Assessing organizational effectiveness, Contingency effectiveness approach, resource based approach, and internal process approach – An integrated effectiveness model..				9			
III	ORGANIZATIONAL CHANGE: Organizational Change: Concept and Significance; Managing Change – Concept of Analyzing the Environment; Perspectives on Change – Contingency; Resource Dependence; Population Ecology – Implications of Change. Types of Change: Continuous or Incremental Change – Discontinuous or Radical Change – Individual Behaviour Changes and Organizational Performance Changes.				9			
IV	IMPLEMENTING CHANGE: Steps-Assembling a Change; Management in Establishing a New Direction for the Organization – Setting up of Change teams, Absorbing Changes into Organization – HR and Technological change: Introduction special features of new technology – Organizational implications of technological change; Emerging profile HR – Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress.				9			
V	MANAGING CHANGE IN ORGANIZATION: Organizational Development (OD) – Concept and Evolution; Values and Ethics in OD – OD Interventions: Diagnostic Activities – Team Building; Sensitivity Training; Third Party and Inter Group Interventions; Educational and Structural Interventions; Indian Experiences of OD in Public and Private Enterprises.				9			
Total Instructional Hours					45			

Course Outcomes	CO1:	Analyze the drivers and dynamics of organizational change with respect to internal and external environments
	CO2:	Critically evaluate various organizational design models and their suitability for different organizational contexts and strategic objectives
	CO3:	Develop and implement effective change management strategies, considering individual levels and organizational structures
	CO4:	Assess the impact of organizational change on various stakeholders
	CO5:	Apply organizational change and design principles to develop and present innovative solutions for specific business challenges or opportunities.

Text Book:

1. Nilakant, V. and Ramnaryan, S., Managing Organizational Change, Response Books, New Delhi .

Reference Books:

- Hurst, David K., Crisis and Renewal : Meeting the Challenge of Organizational Change, Mass
- Kavitha Singh Organizational change and Development, Excel Books New Delhi, 2010 Hammer, Michael and Champy, James, Reengineering the Corporation: A Manifesto for Business Revolution, Harper Business, New York .
- ORGANIZATION THEORY AND DESIGN, 11 th ed., R. L. Daft, South- Western, Cengage Learning, 2013.
- Organizational design : a step-by-step approach .Burton Richard M., ObelBørge., HåkonssonDortheDøjbak. 3rd edition. : 2015

MICRO AND SMALL BUSINESS MANAGEMENT ELECTIVES

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX340	DESIGN AND CHANGE IN ORGANISATION	3	0	0	3
Course Objective	1. Helps in understanding organizational design concepts. 2. Understanding the organization structures and its effectiveness. 3. To study the need of organizational change and its types. 4. Identifying the ways for implementing the change. 5. To understand manage the change in the organizations.					
Unit	Description					Instructional Hours
I	INTRODUCTION TO ORGANIZATION DESIGN : Definition of Organization – Basics of organization Forms of Business Organization –Evolution of organizations – The path from mechanistic to contingency organizations Determinants of Organizational and Parameters of Organizational Design – Organization and Environment, strategy and technology – types of organizational structure – Organizational decision making and strategy and formulation.					9
II	ORGANIZATION DESIGN AND EFFECTIVENESS: Organization design and culture – Culture and the learning in organization – Ethical values in organizations, Leadership, culture and ethics – The role of strategic direction on organization design. – Organization purpose. A framework for selecting strategy and design/structure. – Assessing organizational effectiveness, Contingency effectiveness approach, resource based approach, and internal process approach – An integrated effectiveness model..					9
III	ORGANIZATIONAL CHANGE: Organizational Change: Concept and Significance; Managing Change – Concept of Analyzing the Environment; Perspectives on Change – Contingency; Resource Dependence; Population Ecology – Implications of Change. Types of Change: Continuous or Incremental Change – Discontinuous or Radical Change – Individual Behaviour Changes and Organizational Performance Changes.					9
IV	IMPLEMENTING CHANGE: Steps-Assembling a Change; Management in Establishing a New Direction for the Organization – Setting up of Change teams, Absorbing Changes into Organization – HR and Technological change: Introduction special features of new technology – Organizational implications of technological change; Emerging profile HR – Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress.					9
V	MANAGING CHANGE IN ORGANIZATION: Organizational Development (OD) – Concept and Evolution; Values and Ethics in OD – OD Interventions: Diagnostic Activities – Team Building; Sensitivity Training; Third Party and Inter Group Interventions; Educational and Structural Interventions; Indian Experiences of OD in Public and Private Enterprises.					9
Total Instructional Hours					45	

Course Outcomes	CO1:	Analyze the drivers and dynamics of organizational change with respect to internal and external environments
	CO2:	Critically evaluate various organizational design models and their suitability for different organizational contexts and strategic objectives
	CO3:	Develop and implement effective change management strategies, considering individual levels and organizational structures
	CO4:	Assess the impact of organizational change on various stakeholders
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Reference Books:

1. Hurst, David K., Crisis and Renewal : Meeting the Challenge of Organizational Change, Mass
2. Kavitha Singh Organizational change and Development, Excel Books New Delhi, 2010 Hammer, Michael and Champy, James, Reengineering the Corporation: A Manifesto for Business Revolution, Harper Business, New York .
3. ORGANIZATION THEORY AND DESIGN, 11 th ed., R. L. Daft, South- Western, Cengage Learning, 2013.
4. Organizational design : a step-by-step approach .Burton Richard M., ObelBørge., HåkonssonDortheDøjbak. 3rd edition. : 2015

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2	2		3	3	2
CO2	3	3	3	3		3	3	
CO3	3	3	3	3		3	2	3
CO4	3	3	3	3	2	3	3	3
CO5	3	3	3	3	2	3	3	3
AVG	3	3	2.8	2.8	2	3	2.8	2.75

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Dean (Academics)
HiCET

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX341	PLANNING, STRUCTURING AND FINANCING SMALL BUSINESS	3	0	0	3
Course Objective	1. To enable the students to know the importance of small scale business and its role in economic development.					
	2. To understand the dynamics of Small scale business.					
	3. To Know the supporting factors of small business					
	4. To facilitate the managing technique of small business.					
	5. To describe the new trends in small business.					
Unit	Description					Instructional Hours
I	BASICS OF SMALL BUSINESS: Basics of Small Business Enterprise: – Definition – Features – Role of Small Business in Economic Development –Registration procedure for Small business – Quality of Small Businessmen – Advantages and Disadvantages of Small Business – Reasons for Failures of Small Business – Characteristics of Successful Small Businessmen – Different Stages of Small business – Steps in Setting up a Small Business – Crisis Management in Business – Relationships between Small and Large Units – Small Sector in India – A note on Family Business.					9
II	DYNAMICS OF SMALL BUSINESS: Dynamics of Small Business Concepts and Definitions of Small Scale Industries (SSIs) – Role of SSIs – Government Policy and Development of SSIs – Growth and Performance – SSI Sector and Committee Report – Reservation of items for SSI – Problems of SSI – Sickness of SSI: Causes, Symptoms and Cures – Prospects of SSI in free Economy					9
III	SUPPORT AND PROGRESSION OF SMALL BUSINESS: Institutions Supporting Small Business - Central, State and Other Institutional Support for SSI – Technological Up gradation - Institutional facility for SSI – Incentives and Subsidies for SSI.					9
IV	MANAGING SMALL BUSINESS: Management of Small Business Production Management – Financial Management – Marketing Management – Strategic Management – Personal Management – and Office Management in Small Business Enterprises.					9
V	TRENDS IN SMALL BUSINESS: Global Opportunities for Small Business Small Enterprises in International Business – Export Documents and Procedures for Small Enterprises – E-commerce and Small Enterprises – Exposure and Observation Visit: Poultry, Sericulture, Courier, Cell Phone Sales and Service, Dairy, Mushroom Cultivation, Ornamental Pottery, Dying Unit, Power loom and Handloom, Blood Bank, Rice Mill and Food and Fruit Processing Unit – Role of Women SHGs in Micro Enterprises.					9
Total Instructional Hours						45
Course Outcomes	CO1: Ability to formulate and structure a comprehensive business plan for a small business, while considering the specific challenges and opportunities faced by small businesses					
	CO2: Analyze and evaluate various financing options available to small businesses,					
	CO3: Apply financial management principles to small businesses, to ensure financial stability and sustainability.					
	CO4: Develop an workable knowledge of legal and regulatory requirements specific to small businesses, and identify strategies to navigate those requirements effectively					
	CO5: Conduct a scenario analysis and recommend for a performance plan accordingly.					

Text Book:

1. Cormon J and Lussier R.N., Small Business Management: A Planning Approach, IRWIN, London, 2011

Reference Books:

1. Barrow C. The Essence of Small Business, Prentice Hall of India, New Delhi, 2011.
2. Bedapatai Mohanty, Economics of Small Scale Industries, Ashish, New Delhi, 2010
3. Charantimath P.M., Entrepreneurship Development and Small Business Enterprises, Pearson Education, 2006.
4. Datt, Ruddar and Sundharam K.P.M., Indian Economy, S.Chand, New Delhi, 2006.
5. Desai S.S.M., Industrial Economy of India, Himalaya Publishers, New Delhi, 1968.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2	2		3	3	2
CO2	3	3	3	3		3	3	2
CO3							3	2
CO4	3	3	2	2		3	3	3
CO5	3	3	2	2		3	3	3
AVG	3	3	2.25	2.25		3	3	2.4


Dean (Academics)
Hicet

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX342	BUSINESS PLAN PREPARATION FOR SMALL BUSINESS	3	0	0	3

- Course Objective**
1. To study about the business plan and entrepreneurial opportunities available in business
 2. To identify the marketing and sales aspects of business
 3. To Know about the financial nuances for business
 4. To know about the feasibility and legal and regulatory framework in business
 5. To understand the importance of negotiation and implementation issues in business.

Unit	Description	Instructional Hours
I	Introduction to business plans and overview of Business Plans, why plan, Identification of Entrepreneurial Opportunities, Refining and Presenting your venture Ideas. Developing and Screening Business Ideas.	9
II	Marketing and Sales and Business models, Market Analysis - Marketing Plan (industry profile and competition). Operations Plan and Product (or Service) Development Plan.	9
III	Financing Sources, Financial Projections, Prepare budgets and financial statements - Bootstrapping the early stages, Funding from the 3 F's, Angels, Private placements, Customer financing, Consulting, Venture capital, Bank financing.	9
IV	Self- help group business process ,Rules and regulation ,types, Feasibility Analysis, Industry Analysis, Legal and regulatory framework, Management Team & Company Structure, Founder's Journey,.	9
V	Negotiation Skills, Organizational and people Issues, Pitfalls and Plan Execution	9
Total Instructional Hours		45

- Course Outcomes**
- CO1: Ability to identify , develop and evaluate a business idea
- CO2: Analyze the environment or industry in which the proposed business will exist.
- CO3: Conduct a feasibility study of the given business format in the given environment
- CO4: Analyze the competition and determine their impact on your proposed business venture.
- CO5: Prepare strategies for business sustainability and survival

Text Books:

1. Upper Saddle River, NJ: Pearson Prentice Hall and accompanying resource materials.
2. Lawrence and Moyes, 2006, Writing a Successful Business Plan

Reference Books:

1. Rhonda Abrams Successful Business Plan: Secrets & Strategies Planning Shop; 7th edition (May 1, 2019)
2. Linda Pinson - Anatomy of a Business Plan: The Step-by-Step Guide to Building a Business and Securing Your Company's Future (Small Business Strategies Series) Out Of Your Mind . . . And Into The Mark; Eighth Edition, Eighth edition (November 1, 2013)
- 3 . Tim Berry, Hurdle: The Book on Business Planning, Palo Alto Software, Inc; 6th edition (July 1, 2016)

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	3		3	3	3
CO2	3	3	3	3		3	3	3
CO3	3	3	2			3	3	3
CO4	3	3	3	3		3	3	3
CO5	3	3	3	3		3	3	3
AVG	3	3	2.8	3		3	3	3

Chairman - BoS
MBA - HICET

Dean (Academics)
HICET

Programme	Course	Name of the Course	L	T	P	C
MBA	20BAX343	MARKETING FOR SMALL BUSINESS	3	0	0	3

- Course Objective
1. Learn how to implement basic marketing principles for a small business
 2. Learn networking and marketing strategies for a small business firm.
 3. To understand the building blocks for a small business.
 4. To enable the marketing strategies for online business marketing of small business.
 5. Understand the importance of E-CRM for small business.

Unit	Description	Instructional Hours
I	Introduction: Basic marketing principles for a small business - networking and marketing strategies in your community - Overcoming Procrastination – Small business marketing challenges.	9
II	Developing marketing approach: create a marketing plan for your company- Customer Insights by Analyzing Marketing Research – discover your ideal customer - Exploring the marketing funnel - focus on customer journey	9
III	Building blocks for small business: Value of Brand - Budgeting For Your Company's Marketing – Advertising options to Small business - marketing options available with Radio, Television–paid ads - measuring results in small business marketing Performance Changes.	9
IV	Digital Marketing: Social Networks- What's app business- marketing strategies for online business -creating content marketing plan innovation pattern - putting marketing plan into action.	9
V	Small business ahead: E-CRM and ECRM for Small Business –E-Presales – E-Sales –E-Post Sales-Return Policies- Expanding Your Business Into National Markets	9
Total Instructional Hours		45

Course Outcomes	CO1:	Develop a customer-centric marketing strategy for a small business, including defining target market segments
	CO2:	Utilize various marketing tools and techniques, such as social media marketing, search engine optimization (SEO), email marketing, and content marketing, to reach the target audience
	CO3:	Analyze marketing campaign performance using key performance indicators (KPIs) and metrics,
	CO4:	Develop a sustainable and budget-conscious marketing plan for a small business, allocating resources effectively
	CO5:	Communicate the value proposition and marketing strategy to diverse stakeholders,

Text Book:

- 1.U.S. Chamber of Commerce- Small Business Marketing Strategies All-in-One For Dummies ,May 2016

Reference Books:

- 1.IanChaston- Small Business Marketing- September 3, 2013, Red Globe Press.
- 2.DeeBlick The Ultimate Small Business Marketing Book Kindle Edition- Filament Publishing Ltd; 1st edition (23 June 2011).
- 3.Stuart Atkins-Small Business Marketing: A Guide for Survival Growth and Success-December 21, 2009 - Book Surge Publishing.

Programme	Course	Name of the Course	L	T	P	C
MBA	20BAX344	FINANCE AND ACCOUNTING FOR SMALL BUSINESS	3	0	0	3
Course Objective	1. To enable the students to understand the finance and accounting concepts of small Business 2. To understand the concepts and techniques of Capital Budgeting, Working Capital Management of 3. To throw light on the significance of cost of Capital for deciding the Capital Structure of small business 4. To understand the taxation concept under business process. 5. To understand the impact of GST on small business.					
Unit	Description					Instructional Hours

I	BASICS OF FINANCE AND ACCOUNTING: Financial Environment of Small Business- Corporate Financial Objectives and Functions – Sources of Funds, Understanding Financial Statements- Accounting Mechanics, Process and System - Significant Accounting Policies, Accounting Standards - Certain Special Features of Small Business Accounting- Concept of risk and return – Form and Contents of Financial Statements and Interfaces with Companies Act - emerging role of financial management in India. .	9
II	Costing in SMALL BUSINESS: What is Cost- Classification Cost- Treatment of Overheads - Unit Costing - Joint Product, By Products and Contract Costing - Process Costing - Maintenance of Cost Records, Cost Finance Reconciliation - Absorption Costing, Marginal Costing, Cost Volume Profit Analysis and Decision Making - Relevant Cost and Differential Cost - Budgetary Controls - Standard Costing - Inventory Management and Cost Audit..	9
III	Financing OF SMALL BUSINESS: Working Capital Management -Working Capital Planning - Monitoring and Control of Working Capital - Managing the Components of Working Capital - Determinants, issues and estimation of working capital - Accounts Receivables Management and factoring - Trade credit, Bank finance. Long-Term Source of Finance	9
IV	Taxation: Income Tax- Profit and Gains of Business or Profession- Deduction Under Chapter VIA- Central Sales Tax Act, 1956- Purchase of Goods Taken Place in the Course of Inter-State Trade- Outside a State or in the Course of Import or Export - Inter-State Sales Tax - Goods of Special Importance in Inter-State Trade or Commerce- Central Excises Act, 1944- Powers and Duties of Officers and Landholders- Transport by Sea- Presumption as to Documents- Service Tax-Law & Practice- Punishments / Penalties Relating to Service Tax	9
V	Introduction to GST : Introduction to GST - Erstwhile Indirect Taxes - Amendment to Constitution - Administration of the Act - Scope of GST Meaning of Supply - Types of Supply - Time and Place of Supply - Valuation Rules - Job work Registration - Various modes of Registration - Exemption from Registration - Compulsory Registration-Voluntary Registration - Revocation and Cancellation Books and Records - Types of Documents - Procedures - Mode of Maintenance of Books and Records - Format of Documents EWAY BILL - Procedures - Registration - Validity -Penalty - Cancellation – Exemptions Input Tax Credit - Eligibility - Blocked Credit - Reversal – Reverse Charge Mechanism.	9
Total Instructional Hours		45

Course Outcomes	CO1:	Gain a comprehensive understanding of the unique challenges and opportunities faced by small businesses in the financial landscape
	CO2:	Develop the ability to critically evaluate different financing options available to small businesses
	CO3:	Master the fundamentals of financial planning and analysis, enabling the creation of accurate financial models and projections for small businesses
	CO4:	Develop a strategic framework for securing funding for a small business venture,
	CO5:	Foster an ethical approach to financing small businesses, recognizing the importance of responsible financial decision-making and transparency

Text Book:

1.H.C. Mehrotra& V.P. Agarwal, Goods and Services Tax, SahityaBhawan Publications, 2020.

Reference Books:

1.Ashish K. Bhattacharya,Financial Accounting for Business Managers, 5th Edition, Prentice-Hall of India Pvt. Ltd.,2006
 2.T.S.Reddy&Y.HariprasadReddy,Financial Accounting & Management Accounting,4th Edition, Margham Publications,2008

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2			3	3	3
CO2	3	3	2			2	3	3
CO3	3	3	2			2	3	3
CO4	3	3	2	2	2	3	3	3
CO5	3	3	2	2	2	3	3	3
AVG	3	3	2	2	2	2.6	3	3



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MEDIA MANAGEMENT ELECTIVES

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX345	MASS COMMUNICATION	3	0	0	3

Course Objective

1. To enable the students, understand the process of mass communication.
2. To enable the students, understand the concept of print media and its process.
3. To enable the students, understand the concept of broadcast and its process.
4. To understand the influence of information technology on mass communication process and the latest trends in Digital Marketing.
5. To make the students understand the Media Audience and the Media Development process.

Unit	Description	Instructional Hours
I	Introduction to Communication Theory - communication as a social science - Need for communication- definition of communication – types - three stages of interpersonal communication - group communication - mass communication – interactive communication - barriers of communication - IT and society - Mass communication and culture.	9
II	Print Media- Print Production Operations: Typography – Description of Types- Type face- Type styles— font identification – kerning- spacing techniques- measurement techniques. Comprehensive Layouts-principles of layout and design- elements of design – methods and techniques-Magazine Analysis	9
III	Broadcast Media: Radio station – structure and functioning, Writing for Radio principles guidelines, Radio programme production process – studio facilities, tapes. Recording, Editing – methods and techniques. Television station –structure and functioning-Writing for TV genres- Planning and production of TV programmes: pre-production process – camera, film formats, lenses, shots, lighting principles and techniques, types of sound, audio control, Post production process: sequence, structure, types of transition, film editing methods and techniques, graphics; TV genres	9
IV	Digital Marketing- Search Engine Optimization (SEO), Social Media Marketing, Facebook Marketing, Twitter Marketing, YouTube Marketing, Instagram Marketing, Google AdWords Pay-Per-Click (PPC), Email Marketing, Mobile Marketing, Affiliate, Blogs, Banners & Forums Marketing, Podcasting Marketing, Online Advertising, Online Marketing Mix.	9
V	Media Audience and Media Development - psychology of audience - public opinion surveys - Mass media and politics - Audience measurement: the 'rating' game - Readership surveys- representation of women in mass media - need for audience studies - media and consumerism.- The popular culture in the Media-The Freedom of speech and its Impact on the Media	9

Total Instructional Hours

45

	CO1: To inculcate concepts of communication, its role and importance in society
	CO2: Apply the objectivity and critical thinking for communicating to masses through a variety of media
Course Outcomes	CO3: Develop oneself into competent and efficient Media & Entertainment Industry ready professionals
	CO4: Develop knowledge about communication models and its application
	CO5: To impart skills related to Information Communication Technologies (ICTs), including digital and media literacy and competencies

Text Book:

1. Nilakant, V. and Ramnaryan, S., Managing Organizational Change, Response Books, New Delhi .

Reference Books:

1. Hurst, David K., Crisis and Renewal : Meeting the Challenge of Organizational Change, Mass

2. Kavitha Singh Organizational change and Development, Excel Books New Delhi, 2010 Hammer, Michael and Champy, James, Reengineering the Corporation: A Manifesto for Business Revolution, Harper Business, New York .

3. ORGANIZATION THEORY AND DESIGN, 11 th ed., R. L. Daft, South-Western, Cengage Learning, 2013.

4. Organizational design : a step-by-step approach .Burton Richard M., ObelBørge., HåkonssonDortheDøjbak. 3. edition. : 2015

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX346	JOURNALISM	3	0	0	3
Course Objective	1. To enable the Student to understand the concept and kinds of Journalism. 2. To make the student to understand the role of press in India. 3. To provide the basic knowledge of Magazine Journal. 4. To enable the students to have the basic knowledge in Photo Journalism. 5. To develop the student's Skills in Digital Journalism.					
Unit	Description	Instructional Hours				
I	Journalism: Definitions, Nature, Scope, Functions. Principles of Journalism. Glossary of Print Media. Kinds of Journalism: Development Journalism, Community Journalism, Tabloid Journalism.	9				
II	Press in India: A brief Review of the Evolution of Indian Press- Freedom of Press- Its basic principles and Constraints – Responsibilities and Criticisms Review of newspaper and periodicals contents.	9				
III	Magazine Journal: Origin- Growth – Categories- functions and Trends - Types of magazines- general interest magazines - special audience magazines - literary magazines - Sunday magazines and journals.	9				
IV	Photo Journalism: Photography – Brief history of Photography – early photography techniques – Photography as a medium of communication – role and importance of Photography- Qualities, role and responsibilities of Photo Journalist.	9				
V	Digital Journalism: Online Publishing – tools and Techniques – Online content development and reporting for the web- editing online report - Social Networking websites.	9				
Total Instructional Hours						45
Course Outcomes	CO1: Ability to comprehend the purpose and significance of journalism as a fourth estate CO2: Demonstrate conversancy about contemporary media issues CO3: Ability to contemplate the multifaceted environment for reporting CO4: Demonstrate precise understanding of journalistic ethics and capable of articulating an ethical decision. CO5: Exhibit professional knowledge on digital and latest trends in journalism.					

Text Book:

1. Indian Journalism in a New Era, by Oxford University Press (Author), Shakuntala Rao (Editor), 2019.

Reference Books:

1. B N Ahuja: History of Indian Press – Growth of Newspapers in India, Surjeet Publications, Delhi, 2011 th edition (1 January 2015)
2. D S Mehta: Mass Communication and Journalism in India, Allied Publishers Pvt Ltd., Mumbai, 2014
3. William L. Rivers: The Mass Media: Reporting Writing Editing, Harper & Row, 1975
4. F. Fraser Bond: An Introduction to Journalism, The Macmillan Company, 1966
5. Nadig Krishnamurthy: Indian Journalism, Prasaraanga, Mysore University, Mysore, 1966
6. Rangaswami Parthasarathy: Journalism in India, Sterling Publications Pvt. Ltd., 2009

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	3	2	3	2	2
CO2	3	3		2	3	3	2	2
CO3	3	3	3		3	3	2	2
CO4	3	3	3		3	3	2	2
CO5	3	3	3	3	3	3	2	2
AVG	3	3	3	2.67	2.8	3	2	2




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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX347	MEDIA MANAGEMENT AND PUBLIC RELATIONS	3	0	0	3

- Course Objective**
1. To enable the students to enrich with the knowledge in Media Planning & Buying and Media metrics.
 2. To enable students to understand the various concepts of Media Mix.
 3. To enable students to plan and implement a media plan.
 4. To make students understand the concept of Public Relation and its Scope.
 5. To provide a practical insight to Media Management and PR Strategy & Planning

Unit	Description	Instructional Hours
I	Overview of Media Planning & Buying, The changing Context, Current day realities, Buyer's role - Objectives of Media Buyer- Roles within a Media Agency - Media Agency Structure - Non-Agency options - Basic Media Metrics - Television Metrics - Benchmarking Metrics - Plan Metrics - Print Metrics - Understanding the Target Audience - Impact - Data Sources - Demographics & Psychographics.	9
II	Media Mix –Why it is needed? & Its Types - Media Choices - Strategic Issues -TG Media Consumption - Competitive Activity- Quantitative Parameters - Qualitative Factors - Role suitability of the medium Factors that affect Scheduling - Scheduling Patterns - Scheduling for Impact - Ad Response functions - AdstockModeling-Building a Strategic Media Plan	9
III	Media Plan Implementation: Raising estimates -Booking activity - Release orders - Creative Material Dispatch - Monitoring the activity - Billing & Collections A career in Media Sales -Types of Sales positions - steps to Media Sales success - Future of Advertising.	9
IV	Introduction to PR – Concept, Nature, Importance, Steps, Limitations, Public Relations As A Profession, Overview, Profession, Codes Of Professional Conduct, Functions Of Public Relations Department, Policy, Publicity, Product Publicity, Relations With The Government, Community Relations, Shareholders Relations, Promotion Programmes, Donations, Employee Publications, Guest Relations, Establishment Of Relations With The Public, The Need For Public Relations, Scope Of Public Relations, Professional Code-Public Relations.	9
V	Media Management PR strategy and planning – identifying right PR strategy, Brain Storming sessions, Event organization, writing for PR. Ethics and Challenges of Public Relations, International Public Relations Association (IPRA) Code of Conduct-Media conglomeration.	9
Total Instructional Hours		45

- Course Outcomes**
- CO1:** Gain a comprehensive understanding of the media landscape
- CO2:** Develop critical thinking and analytical skills for media management
- CO3:** Master core principles and practices of public relations
- CO4:** Create and manage engaging content across various media platforms
- CO5:** Understand and practice legal and ethical considerations in media management and public relations:

Text book:

1. Lqbal S. Sachdeva, "Public Relations Principles and Practices", Oxford University Press, 2012.

Reference Books:

1. Reddi C. V Narasimha, "Effective Public Relations and Media Strategy", Publisher: Phi Learning (2009)
2. Event Management by Swarup K. Goyal - Adhyayan Publisher – 2013.
3. Event Management & Public Relations by Savita Mohan - Enkay Publishing House 2013
4. SaileshSenguptha, "Management of Public Relations and Communications", Vikas Publishing House, 2005.
5. Iqbal Sachdeva, "Public Relations: Principles and Practices", Oxford Higher Education, 2012.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	2	3	3	3	2
CO2	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	2
CO4	3	3	3	3	3	3	3	2
CO5	3	3	3	3	3	3	3	3
AVG	3	3	3	2.8	3	3	3	2.4

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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX348	MEDIA LAW AND ETHICS	3	0	0	3

Course Objective

- To enable the students, understand the Media Laws and the legal aspects of managing media.
- To learn and understand various acts and its application related to media.
- To know in detail about the various patent rights.
- To understand the various acts related to Media Law and Women and media related acts.
- To have the basics on ethics& law and the related regulations.

Unit	Description	Instructional Hours
I	Media Law - History of Media Law in India - Indian Constitution (Specific Provisions Related to Media) - fundamental rights - Directive principles of state policy - Freedom of media introduction – Defamation	9
II	Acts - Provisions of Indian Penal Code & Criminal Procedure Code- Official Secrets Acts 1923 - The Contempt of Courts Act 1971 - Print Media: Acts - The Press and Registration of books Act – Registration of News Papers - Press council Act	9
III	Patent Rights - Intellectual Property Rights - Patents Act - The copy right Act -Right to Information Act 2005 - The Monopolies and Restrictive Trade Practices Act - Types of cybercrimes -Cyber Law- Information Technology Act 2000.	9
IV	Media Law and Women - Media Law and Women - Indecent Representation of Women (Prohibition) Act –salient features of the act-media and children - The Children’s Act-broadcasting- The PrasarBharati Act, features - The Cable Television Network Act - Film media - Cinematograph Act	9
V	Ethics Vs Law - Ethics Vs Law - Ethics VS principles of journalism - Code of Ethics- broadcasting Ethics-Telecom Regulatory Authority of India Regulations (TRAI)-Net Neutrality-Case studies.	9

Total Instructional Hours 45

Course Outcomes	CO1:	Demonstrate the essential features of media laws of India
	CO2:	Demonstrate the possession of proficient knowledge on the privileges under freedom of speech and expression
	CO3:	Recognise and assess the legal risk associated with contempt of legislature and privacy
	CO4:	Analyse and reflexively deploy the principles of 'the public right to know', 'freedom of expression' and 'access to information' in a cross-cultural context
	CO5:	Critically analyse different ethical issues related to media in India with case studies

Text Book:

1. Neelamalar.M, “Media Law & Ethics”, PHI learning PVT LTD, 2009.

Reference Books:

1. ParanjyGuhaThakurta., “Media Ethics”, Oxford University Press, 2011.
2. Jan R. Hakemulder, Fay A. C, de Jonge, Singh P.P, “Media Ethics and Law”, Anmol Publishing, New Delhi 2008.
3. Roy.L.Moore, “Media Law and Ethics(A case book)”, 5th edition, Rout Ledge, 2017.
4. Cliffortg, Christians “Media Ethics- Cases and morals” 11th edition, Allyn Bacon publications, 2020.
5. Hasan S. “Mass Communication: Principles and Concepts”, CBS publishers, New Delhi, 2019.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3		3	3	3	2
CO2	3	3	3	2	2	3	3	2
CO3	3	3	3			3	3	2
CO4	3	3	3	3	3	3	3	2
CO5	3	3	2	3	3	3	3	2
AVG	3	3	2.8	2.67	2.75	3	3	2

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Programme MBA	Course Code 20BAX349	Name of the Course MEDIA PRODUCTION PLANNING AND MANAGEMENT	L 3	T 0	P 0	C 3
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- Course Objective**
1. To enable the students, understand the Media Planning & Management
 2. To enable the students, understand the concepts of Reach & Frequency
 3. To enable the students, understand the concepts of Media Pricing
 4. To develop the student's Skills in Advertising research
 5. To make the students understand the concept of budget allocation for a media plan and fundamentals

Unit	Description	Instructional Hours
I	Media Planning: Introduction, Meaning, Definitions, Factors Affecting, Importance, -Terms and concepts , Rating – HUT, PUT, PUR , Share – Rating/HUT/Share , Post Analysis, Gross Rating Points/ Target Rating Points , Impressions -Understanding the evolution and forms of mass media.	9
II	Reach and Frequency: Optimal Vs. Ideal Reach , Media Frequency Mapping , GRP Calculation , Effective Reach-Media Mix and Media Strategies: Media Mix-Index, Media Strategies-Media Buying: Objective, Negotiations, Value Addition, Analysis	9
III	Pricing Media Properties for Sponsorships and Programming: Syndicate and Spot Buys , Sponsorships and Associate Sponsorships, Media Pricing for Television , Media Pricing for Radio , Media Pricing for Print Media, Pricing for Unconventional	9
IV	Advertising Message Research- Types: Product Appeal Research- Copy testing Research - Advertising Media Research - Advertising Effectiveness research. Advertising Research Application: Evaluating Advertising Effectiveness-Measuring Systems-Concepttesting-Copy testing-Concurrent testing. Advertising Research: Purpose of development -Idea generation - Audience definition and Profiling -Concept testing-Field works and other Methods	9
V	Media Budgets, Spends & Plan Analysis: Allocating media budgets across various mediums based on TG analysis, readership, listenership and viewership data, Analysing data from NRS,IRS,TAM and other media monitoring agencies to evaluate above data, Finalising media spends depending upon ground realities for each target market, pre-launch and post launch phases, etc, Analysing the media plan effectiveness post advertising campaign to incorporate changes, if any, based on market feedback	9

Total Instructional Hours 45

- Course Outcomes**
- CO1:** Explain the concept of Media Planning, Strategy and Management with reference to current business scenario
- CO2:** Identify the basic characteristics of all media to ensure most effective use of advertising budget
- CO3:** Deliver insights on media planning, budgeting, scheduling and evaluating the different media buys
- CO4:** Understand the scope and techniques of media research, their utility and limitations
- CO5:** Explain different media planning and buying metrics with respect to international marketing.

Text books:

1. Kleppners Advertising Procedure by W. Ronald Lane , Karen Whitehill King , J. Thomas Russell -Sixteenth edition - Pearson Education -2008
2. Media Planning: A Practical Guide by Jim Surmanek-McGraw-Hill Education; 3rd edition (February 1, 1996)

Reference Books:

1. Media planning workbook by William Goodrich and Jack Scissors -McGraw-Hill; 5th edition (February 9, 2001)
2. Advanced media planning by John R Rossiter, Peter J Danaher -Springer; Softcover reprint of the original 1st edition. 1998 edition (5 September 2012)
3. Advertising Media planning by Jack Scissors and Roger Baron-McGraw Hill Education; 7th edition (1 July 2017)
4. "Advertising Media Planning", Scissors and Bumba, 4th Edition. © NRS 2008 / IRS 2008 (CD)
5. The media hand book a complete guide to advertising media selection by Helen E Katz-Routledge; 5th edition 2013

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	2	3	3	3	2
CO2	3	3	3	2		3	3	3
CO3	3	3	3	2		3	3	3
CO4	3	3	3	2		3	3	3
CO5	3	3	3	3	3	3	3	3
AVG	3	3	3	2.2	3	3	3	2.8

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SYSTEM ELECTIVES

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX350	ELECTRONIC COMMERCE	3	0	0	3

Course Objective
 1.To introduce the students to the world of e-commerce and its scope and challenges.
 2.To know about the fundamental principles of e-Business and Cloud Computing.
 3.To know about the underlying use of technologies on electronic payment.
 4.To know the concept of EDI and ethical issues in e-commerce.
 5.To understand about Web page creation and Mobile e- commerce.

Unit	Description	Instructional Hours
I	Introduction to E Commerce Introduction- Definitions of e-commerce - Evolution of e-commerce - Factors fueling e-commerce- E-commerce consumer applications- E-commerce organization applications- e Commerce Models - Types of E-Commerce Business- B2C Models- differences between B2B and B2C.	9
II	Internet environment for E commerce business E Commerce Security Information- Internet economy conceptual frame work- Provider and vendors for E Business – E Business enabling Technology. Understanding Cloud Computing: History of Cloud Computing, Cloud Architecture, Cloud Storage, Companies in the cloud Today, Cloud Services.	9
III	Electronic Payment Systems: Overview of the Electronic payment Technology – Requirements for Internet Based payments - Electronic payment Medias - Electronic commerce and banking. Security Concepts- Types of security in E Commerce- Security Solutions.	9
IV	Legal and Ethical Issues in Internet: Legal Issues – Paper documents Vs Electronic documents – Risks of electronic documents – Legal issues in Internet commerce. Authentication of Electronic documents- Laws for E Commerce for India- Commonly used Laws – EDI interchange agreement.	9
V	Challenges for E Commerce Introduction- E Commerce disadvantages for customers - E Commerce disadvantages for business – Challenges for E Commerce for Banks. Designing and building Ecommerce Web Site – Web Page Creation, Blog Creation. Introduction- Managing products – Database- Shopping cart applications – Shipping calculations. Mobile E Commerce: Introduction- Integration – Payment gateways- Tracking Order and benefits. Recent Trends in E Commerce.	9

Total Instructional Hours 45

Course Outcomes	CO1: Analyze the current e-commerce landscape, including key trends, technologies, and business models CO2: Develop a comprehensive e-commerce strategy for a specific product or service, CO3: Evaluate and select appropriate e-commerce platforms and technologies, CO4: Analyze and optimize online marketing strategies for e-commerce businesses, CO5: Discuss and evaluate the legal and regulatory frameworks surrounding e-commerce
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Text Book:

1.Elias. M. Awad, " Electronic Commerce", Prentice - Hall of India Pvt Ltd, Third edition 2006.

Reference Books:

1. Ravi Kalakota, Andrew B. Whinston, "Frontiers of Electronic Commerce", Addition-Wesley, 2002.
2. Ravi Kalakota, Andrew B. Whinston, "Electronic Commerce- A Manager's guide", Addison -Wesley, 2005.
3. Efraim Turban, Jae Lee, David King, H.Michael Chung, "Electronic Commerce – A Managerial Perspective", Addison - Wesley, 2001.
4. Elias M Award, "Electronic Commerce from Vision to Fulfillment", 3rd Edition, PHI, 2006
5. Judy Strauss, Adel El-Ansary, Raymond Frost, "E-Marketing", 8th Edition, Pearson Education, 2018

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	3	3	3	3	2
CO2	3	3	2	2		3	3	2
CO3	3	3	3	2		3	3	2
CO4	3	3	3	3	3	3	3	2
CO5	3	3	3	2	3	3	3	3
AVG	3	3	2.8	2.4	3	3	3	2.2

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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX351	SYSTEM ANALYSIS AND DESIGN	3	0	0	3

- Course Objective**
- 1.To instill in the students the basic knowledge and skills for system design and implementation.
 - 2.The students will be able to improve (creative) problem solving abilities in system analysis.
 - 3.The students will be able to learn the foundations of systems analysis, including methodologies, standards, and System Development Life Cycle.
 - 4.The students will be able to Successfully complete a systems analysis project with E-R Models.
 - 5.The students will be able to understand the issues associated with a system implementation.

Unit	Description	Instructional Hours
I	System Concepts & Information System Environment: System concepts - definition, characteristics of a system, Elements of a system, Types of a System, introduction to System Analysis and Design - System Analysis, System Design, System Development Life Cycle.	9
II	Systems Analysis and Design Life Cycle: Requirements determination – requirements specifications – feasibility analysis – final specifications – hardware and software study – system design – system implementation – system evaluation – system modification. Role of systems analyst – attributes of a systems analyst – tools used in system analysis.	9
III	System Analysis: Problems who System Development Life Cycle approach, Net for a Structured approach, Information Gathering. A problem-solving approach - Data Flow Diagrams, Data modeling with logical entity relationship. Process modeling with logical dataflow diagram, Data dictionary. Decision Tree and Decision tables. System Design: Introduction, The Process of Logical & Physical design - Modern Computer	9
IV	Databases - Different kinds of databases - E-R models - E-R diagrams - Normalization. Computer outputs and controls, computer inputs and controls, Code design, Computer based methods, procedures and controls. System Implementation: System testing Conversion Combating resistance to change Post Implementation review Software maintenance Hardware/Software Selection Security disaster/	9
V	recovery and ethics in System development. Recent trends in System Analysis Design.	9
Total Instructional Hours		45

- Course Outcomes**
- CO1: Apply knowledge of systems development life cycles (SDLC) to effectively plan, manage, and execute system analysis and design projects.
 - CO2: Utilize various fact-finding techniques like interviews, surveys, and observation to gather and analyze business requirements for information systems
 - CO3: Demonstrate and develop methodologies, standards, and System Development Life Cycle.
 - CO4: Develop conceptual, logical, and physical data models using appropriate tools and methodologies,
 - CO5: Implement system design solutions using appropriate tools and design methodologies, considering factors like scalability, security, and user experience.

Text Book:

1. Elias M.Awad, "System Analysis and Design", Second edition, Tata McGraw Hill Publishing Company Ltd, 2010.

Reference Books:

- 1.JerryL.Whitten, Lonnie D.Bently& Victor M.Bar , "System Analysis and Design" , 7thedition,PHI, 2015
- 2.Kendall, "System Analysis and Design ",10th edition, Pearson, 2019.
- 3.Robert J Thierauf, "System Analysis and Design - A Case Study Approach", Addison –Wesley, 2007
- 4.Henry F. Korth, Abraham Silberchatz&Sudharsan., "Data base System Concepts", 7th edition, PHI, 2013
- 5.Priya.A," System Analysis & Design",Margham Publications (2015)

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	3		3	3	2
CO2	3	3	3	3		3	3	3
CO3	3	3	3	3		3	3	3
CO4	3	3	3	3		3	3	3
CO5	3	3	3	3		3	3	3
AVG	3	3	3	3		3	3	2.8

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Programme	Course Code	Name of the Course	L	T	P	℄
MBA	20BAX352	ENTERPRISE RESOURCE PLANNING	3	0	0	3

Course Objective

- 1.To enable students to understand the role of ERP in an organization, its various modules, implementation issues.
- 2.To enable students to provide a contemporary and forward-looking on the theory and practice of ERP solutions and modules.
- 3.To enable students to understand the process of ERP implementation and HR issues related to it.
- 4.To enable students to understand the post implementation issues of ERP.
- 5.To enable students to understand the latest trends in ERP solutions.

Unit	Description	Instructional Hours
I	INTRODUCTION - Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems.	9
II	ERP SOLUTIONS AND FUNCTIONAL MODULES - Overview of ERP software solutions- Small medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business process Management. Overview of ERP modules -sales and Marketing, Accounting and Finance, Materials and Production management.	9
III	ERP IMPLEMENTATION - Planning Evaluation and selection of ERP systems Implementation life cycle - ERP implementation, Methodology and Frame work Training – Data Migration. People Organization in implementation-Consultants, Vendors and Employees.	9
IV	POST IMPLEMENTATION - Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation.	9
V	EMERGING TRENDS ON ERP - Extended ERP systems and ERP add-on -CRM, SCM, Business analytics etc.- Future trends in ERP systems-web enabled, Wireless technologies so on.	9
Total Instructional Hours		45

Course Outcomes

- CO1:** Describe the key concepts of ERP systems for manufacturing or service organizations.
- CO2:** Explain the scope of common ERP Systems modules.
- CO3:** Develop basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth.
- CO4:** Examine the challenges associated with implementing enterprise systems and their impacts on organizations.
- CO5:** Justify selection of an appropriate ERP transition strategy.

Text Book:

1.Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2017.

Reference Books:

- 1.Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2016
- 2.Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2016.
- 3.MahadeoJaiswal and Ganesh Vanapalli, ERP Macmillan India, 2012.
- 4.Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India,2nd edition, 2014.
- 5.Summer, ERP, Pearson Education, 2010.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	3	-	3	3	2
CO2	3	3	3	3	-	3	3	2
CO3	3	3	3	3	-	3	3	3
CO4	3	3	3	3	-	3	3	3
CO5	3	3	3	3	-	3	3	3
AVG	3	3	3	3	-	3	3	2.6

**Chairman - BoS
MBA - HICET**

**Dean (Academics)
HICET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX353	BUSINESS ANALYTICS	3	0	0	3

- Course Objective**
- 1.To introduce the students to the world of business intelligence and its role.
 - 2.To make students know the fundamental principles of business analytics strategy and its functions.
 - 3.To make students know about the underlying technologies used in data mining for business analytics.
 - 4.To make students know the application of tools and services to the development of data warehousing in business analytics.
 - 5.To make students to understand the various Business Intelligence Architectures.

Unit	Description	Instructional Hours
I	INTRODUCTION Business Intelligence: definition, concept and need for Business Intelligence, Case studies BI Basics: Data, information and knowledge, Role of Mathematical models.	9
II	ANALYTICS STRATEGY Business Analytics at the strategic level: Strategy and BA, Link between strategy and Business Analytics, BA supporting strategy at functional level, dialogue between strategy and BA functions, information as strategic resource.	9
III	DATA MINING Business Analytics at Analytical level: Statistical data mining, descriptive Statistical methods, lists, reports, automated reports, hypothesis driven methods, data mining with target variables, cluster analysis, Discriminate analysis, logistic regression, principal component analysis.	9
IV	DATA WAREHOUSING Business Analytics at Data Warehouse Level, designing physical database, Deploying and supporting DW/BI system.	9
V	BUSINESS INTELLIGENCE Business Intelligence Architectures: Cycle of Business Intelligence Analysis, Development of Business Intelligence System, spread sheets, concept of dashboard, CLAP, SQA, decision engineering. BI Tools: Concept of dashboard. BI Applications in different domains- CRM, HR, Production.	9
Total Instructional Hours		45

- Course Outcomes**
- CO1: Understand and explain on the basic concepts of business intelligence
- CO2: Apply the concepts and methods of business analytics
- CO3: Identify, model and solve decision problems with emphasis on data mining
- CO4: Acquire practical insight in to the various aspects of tools and services to the development of data warehousing.
- CO5: Organise and critically apply the concepts and methods of business analytics.

Text Book:

- 1.Turban, Sharda, Decision Support and Business Intelligence Systems, Delen, Pearson, 11th Edition, 2019.

Reference Books:

1. Olivia Parr Rud, Business Intelligence Success Factors Tools for aligning your business in the globaleconomy, John Wiley and Sons, 2012
2. Steve Williams and Nancy Williams, The Profit impact of Business Intelligence, MorganKauffman Publishers! Elsevier, 2016
3. Gert H.N. Laursen, JesperThorlund, Business Analytics for Managers: Taking BusinessIntelligence beyond reporting, Wiley and SAS Business Series. 2012.
4. S. Christian Albright, Wayne L. Winston, "Business Analytics: Data Analysis & Decision Making, Cengage Learning India Pvt. Ltd.; 6 edition, September 2019.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	2	-	3	3	2
CO2	3	3	3	2	-	3	3	2
CO3	3	3	3	2	-	3	3	2
CO4	3	3	3	2	-	3	3	3
CO5	3	3	3	3	-	3	3	3
AVG	3	3	3	2.2	-	3	3	2.4

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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX354	SOFTWARE PROJECT MANAGEMENT	3	0	0	3

- Course Objective**
- 1.To introduce the students to the world of software project and its importance.
 - 2.To make students know the fundamental of project schedule and activities.
 - 3.To make students know about the underlying technologies Resource allocation.
 - 4.To make students know the application of software configuration management.
 - 5.To make students to understand the various software maintenance.

Unit	Description	Instructional Hours
I	Software Projects - Introduction to Software Projects : Introduction- software projects - software projects versus other types of projects - Projects Management - requirements specification - An overview of project planning - Project evaluation: Strategic and technical assessment - Risk evaluation -Project Analysis and Technical planning - Software Estimation.	9
II	Project Schedules and Activities - Activity planning : Objectives- Project schedules and activities-Different planning models -Sequencing and Scheduling projects - Network planning model - shortening project duration -Identifying critical activities - Risk Management Nature of risk-Management risk-Evaluation	9
III	Resource Allocation - Resource Allocation : Nature of resources-Resource requirements- Creating Critical path and counting the POS/COST- Monitoring and control: Responsibility- assessing progress-setting check points- taking snap shots- collecting data - visualizing progress - POS/Cost monitoring – Priority monitoring - Managing people and organizing teams.	9
IV	Software Configuration Management - Software Configuration Management : Basic Functions - Responsibilities - Standards -Configuration management - Prototyping - Models of Prototyping - Planning for small projects: Introduction - Some problem with student projects - Content of project plan.	9
V	Software Maintenance - Software maintenance and configuration Management : Maintenance characteristics -Management tasks - Maintenance side effects - Maintenance issues – Configuration Management - Source code metrics - Case study - PRINCE project management.	9
Total Instructional Hours		45

- Course Outcomes**
- CO1:** Apply project management concepts and techniques to an IT project
- CO2:** Identify issues that could lead to IT project success or failure.
- CO3:** Explain project management in terms of the software development process.
- CO4:** Apply project management concepts through working in a group as team leader
- CO5:** To evaluate methods, models and technologies towards achieving project success

Text Book:

1.MikeCotterell, Bob Hughes, "Software Project Management", Inclination Thomas Computer press, 2004.

Reference Book:

1. Darrel Ince, Sharp H, and Woodman.M,"Introduction to Software Project Management and Quality Assurance", Tata McGraw Hill, 2001.
2. Andrew Stellman "Applied Software Project Management" ,1st Edition O Reilly Publishing, 20013
3. Hughes ,"Software Project Management (SIE)" McGraw Hill Education; 5 edition 2011
4. Walker Royce"Software Project Management: A Unified Framework " Pearson Education; 1 edition 2002
5. Sanjay Mohapatra, "Software Project Management" Cengage Learning; 1 edition 2011

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	2	-	3	3	2
CO2	3	3	3	2	-	3	3	3
CO3	3	3	3	2	-	3	3	2
CO4	3	3	3	2	-	3	3	3
CO5	3	3	3	2	-	3	3	3
AVG	3	3	3	2	-	3	3	2.6

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TOURISM AND TRAVEL MANAGEMENT ELECTIVES

Programme MBA	Course Code 20BAX355	Name of the Course TOURISM MANAGEMENT	L 3	T 0	P 0	C 3
Course Objective	1.To understand the concepts and typology of Tourism.					
	2.To learn and develop decision making skills in tourism management.					
	3.To know various Tourism organizations.					
	4.To acquaint students with tourism products.					
	5.To familiarize the students with the cultural heritage of Tamilnadu.					
Unit	Description					Instructional Hours
I	Introduction: Tourism-Concepts, Definitions & Historical development of Tourism. Types of Tourist: Tourist, traveler, excursionist. Forms of tourism: Inbound, Domestic, International. Tourism System: Nature, Characteristics and components of tourism industry.					9
II	Tourism Planning and Development: Planning for tourism destination, nature of tourism planning, Rating tourism planning towards tourism policy. The planning process, Goals of tourism designation, Political aspects of tourism development, Development of tourist potential.					9
III	Tourism Organizations: Concept of Tourism policy, Role of Government National tourism Organizations: Organizations like NTO, ITDC, FHRAI, TAAI and their role. International tourism organizations: Role of the international organizations like UNWTO, IATA, PATA, ICAO etc. in the promotion and development in tourism worldwide.					9
IV	Tourism Products: Meaning, characteristics, Types of tourism Products: Natural tourism products, Man Made tourism products, Symbiotic tourism products, Other tourism products, tourism product lifecycle.					9
V	Tourism Resources in Tamilnadu: Monuments, Museums, Historical sites, Art and Architecture etc. Important tourist Centers. World Heritage sites, Folk art of Tamilnadu, Sculpturing. Tamilnadu Tourism Development Corporation.					9
					Total Instructional Hours	45
Course Outcomes	CO1: Understand and explain the concept of tourism, travel and relevant industries, basic about tourism industry.					
	CO2: Access and disseminate accurately about detailed product knowledge and destination information					
	CO3: Develop professional development strategies and leadership skills specific to industry sectors.					
	CO4: Evaluate about the different stakeholders and relevant agencies in the tourism industry and how these stakeholder plays their functions.					
	CO5: Develop and evaluate sustainable tourism practices					

Text Books:

1. Sampad Kumar swain and Jitendra Mohan Mishra, Tourism Principles and practices, Oxford university Press,2011
2. Basics of Tourism Managementby Suddhendu Narayan Misra and Sapan Kumar Sadual , 30 September 2008.

Reference Books:

1. ParikshatsinghManhas, Sustainable and Responsible Tourism: Trends, Practices and cases, PHI Learning Pvt. LTD, 2012
2. Indian Tourism products, Dr.Robinet Jacob, ms. Sindhu Joseph, Anoop Philip, Abhijeet Publications, 2008
3. John Fletcher, Alan Fyall, David Gilbert, Sephen Wan hill, Tourism: Principles and Practice, Sixth Edition Pearson's, 2017
4. Suddhendu Narayana Misra, Sapan Kumar Sadual, Basics of Tourism Management, Excel Books,2009S.
5. GeethaKannammal, An Introduction to Tourism in Tamilnadu, University of Madras,2007.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	2	2	3	3	2
CO2	3	3	3	2	2	3	3	2
CO3	3	3	3	2	2	3	3	2
CO4	3	3	3	2	2	3	3	2
CO5	3	3	3	2	2	3	3	2
AVG	3	3	3	2	2	3	3	2

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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX356	TOURISM MARKETING	3	0	0	3

- Course Objective**
- 1.To enable the students to understand the tourism market and marketing concepts, functions and systems by emphasizing on strategies for Indian and global market.
 - 2.Students will acquire broad knowledge and understanding of consumer behavior in tourism and leisure
 - 3.To enable to students to understand the aspects of marketing mix elements in tourism marketing
 - 4.To make the students to understand the skills required for tourism marketing.
 - 5.To make the students to understand the current trends and strategies in tourism industry.

Unit	Description	Instructional Hours
I	Tourism Marketing – Nature and Process – Growth – Orientations tourism; Tourism Product – Characteristics; Features of Tourism Marketing; Challenges in Tourism Marketing;	9
II	Tourism Markets – Understanding the market and the consumer; Types; Tourist Behavior – Risks Involved in Travel Purchase; Tourist Buying Process – Factors influencing Tourist Buying Behavior – Environmental Factors –Individual Factors; Market Segmentation – Targeting – Market Positioning.	9
III	Marketing Mix: Tourism Product – Design – New Product Development – Destination Development –Product Life Cycle – Destination Life Cycle – Tourism Area Life Cycle; Pricing Tourism Products – Importance – Factors influencing – Methods of Price Fixation – Pricing Strategies; Tourism Distribution – Distribution Chain/Channels – Channel Design Decisions– Managing Channels; Tourism Promotion – Promotion Mix –Factors Affecting Promotion Mix – Components of Promotion Mix – Advertising – Public Relations –Sales Promotion – Personal Selling – Important Promotion Tools in Tourism.- Technology in Tourism.	9
IV	Marketing Skills: Developing Marketing Skills for Tourism - Self Motivation – Team Building – Personality Development - Creativity & Innovation– Innovative Products in Tourism.	9
V	Trends in Tourism Marketing – Marketing of Destinations, Airlines, Hotels, Resorts, Travel Agencies, Events and other Tourism sub – sectors and products, Future of Tourism marketing- International Perspective and Contemporary Trends	9
Total Instructional Hours		45

- Course Outcomes**
- CO1:** Apply marketing principles and frameworks to analyze the tourism industry,
- CO2:** Describe and explain tourist behavior through their new knowledge of leisure psychology
- CO3:** Develop and evaluate tourism marketing strategies that are tailored to specific target audiences
- CO4:** Leverage marketing tools and channels to effectively promote tourist destinations and travel products/services
- CO5:** Evaluate the ethical considerations involved in tourism marketing and responsible tourism practices

Text Books:

- 1.Jha, S.M, "Tourism Marketing", Himalaya Publishing House Pvt. Ltd.,2016.
- 2.Tourism Marketing, 1e Paperback – 1 January 2010, by Dasgupta.

Reference Books:

- 1.Philip Kotler, "Marketing for Hospitality and Tourism", Pearson, New Delhi, (Prentice Hall, India), 2017
- 2.Victor T.C Middleton Allan Fyall Mike Morgan, "Marketing in travel and tourism",4 edition 2009.
3. Manjula Chaudhary, Tourism Marketing, Oxford press, New Delhi, 2010.
- 4.DasguptaDevashish, "Tourism Marketing" Pearson Education of India, 2011

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	3	2	3	3	2
CO2	3	3	3	3	2	3	3	3
CO3	3	3	3	3	2	3	3	3
CO4	3	3	3	3	2	3	3	3
CO5	3	3	3	3	2	3	3	2
AVG	3	3	3	3	2	3	3	2.6

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Dean (Academics)
HICET

Programme
MBA

Course Code
20BAX357

Name of the Course
EVENT MANAGEMENT

L T P C
3 0 0 3

Course
Objective

1. To acquaint the students with the basics of event management.
2. To help the students understand the process of planning and administration of an event.
3. To know various accounting tools for managing events like conferences and exhibitions.
4. To learn the various concepts in determining location and event design.
5. To gain adequate knowledge on event logistics.

Unit

Description

Instructional
Hours

I	Event Management: Role of events for promotion of tourism, Types of Events-Cultural, festivals, religious, business etc. Need of event management, key factors for best event management.	9
II	Event Planning & Administration: Sponsorships, screening, budget and controls, fund-raising, negotiation and contracts; role of Government, Negotiation and contracts; Promotional Items, give-a ways, Event planning, space management, use of web technology, Develop In-Office and On-Site Ethics and Business Etiquette Policies.	9
III	Budgeting a Conference Exhibition: Use of Budget preparation, Estimating, fixed and variable costs, cash flow, ROI, Sponsorship and subsidies. Registration, Seating Arrangements, Documentation, interpreting press relation, Computer Graphics, Teleconferencing, Recording and Publishing Proceedings; Interpretation and language.	9
IV	Location & Event Design Venue Essentials, Creative events concepts, table tops, other décor props, understanding clients, fundraising galas, Conferences and Conventions, Incentives and Other Special Events, Event Planning Ethics and Etiquette, Protocol, Site selection, requirements and constraints, new venues, ancillaries and amenities, final touches.	9
V	Event Logistics Transportation; booth/space design, internal communications, public relations, networking, media handling, checklists, safety and precautions, Other considerations-entertainment, photo/video coverage, prizes and gifts, risk assessment, safety and security arrangements, Venue and supplier checklist	9

Total Instructional Hours 45

Course
Outcome

- CO1: Visualize the concept and typology of events
CO2: Understand the techniques and strategies required to plan successful events
CO3: Acquire skills regarding preparation of budget, apply and evaluate the proposal.
CO4: Select location and design an event
CO5: Plan and execute the logistics for an event.

Text Books:

1. Charles Bladen, James Kenell and Emma Abbson, events Management: An Introduction, Routledge- Taylor and Francis Group, 2017.
2. Marketing Your Event Planning Business: A Creative Approach to Gaining the Competitive Edge Paperback – February 6, 2013, by Judy Allen

Reference Books:

1. Meegan Jones, Sustainable Event management: a Practical Guide, Routledge- Taylor and Francis Group, 2017.
2. Alex Genadinik, Event planning: Management and marketing for successful events, CreateSpace Independent Publishing Platform, 2015
3. Laurence Carter, Event Planning, Second Edition, Author house, 2012
4. Laura Capell, Event management for Dummies, John Wiley & Sons, 2013
5. Jeff Wrathel and Abby Gee, "Event Management Theory and Practice", McGraw Hill, 2011.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	3		3	3	2
CO2	3	3	3	3		3	3	2
CO3	3	3	3	3		3	3	3
CO4	3	3	2	3		3	3	3
CO5	3	3	3	3	2	3	3	3
AVG	3	3	2.8	3	2	3	3	2.6

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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX358	TRAVEL AGENCY AND TOUR OPERATION	3	0	0	3
Course Objective	1.To gain knowledge about the concept and significance of Travel Agency business.					
	2.To understand the guidelines in setting up a travel agency/tour operation business and its functions.					
	3.To enable the students to understand the components of Itinerary planning and its function					
	4.To understand the process of forming a Package Tour and the cost involved in it.					
	5.To understand the roles and responsibilities of travel trade associations					
Unit	Description					Instructional Hours
I	Travel Trade - Historical Perspectives - Emergence of Thomas Cook and American Express Company - Types of Tour Operators - Wholesale and Retail Travel Agency business - Linkages and Integration with the Principal Service Providers - the Changing Scenario of Travel Trade.					9
II	Travel Agency and Tour Operation Business - Functions of Travel Agency - Setting up a full-fledged Travel Agency - Sources of Income of a travel agency - Diversification of Business - Travel Insurance, Forex, Cargo & MICE – Documentation - IATA Accreditation - Recognition from Government.					9
III	Itinerary Planning & Development - Meaning, Importance and Types of Itinerary - Resources and Steps for Itinerary Planning - Do's and Dont's of Itinerary Preparation - Tour Formulation and Designing Process - FITs & Group Tour Planning and Components - Special Interest Tours (SITs). Tour Packaging & POS/Costing - Importance of Tour Packaging – Classifications of Tour Packages					9
IV	- Components of Package Tours - Concept of POS/Costing - Types of POS/Costs - Components of tour POS/Cost - Preparation of POS/Cost sheet - Tour pricing - Calculation of tour price - Pricing strategies - Tour packages of Thomas Cook, SOTC, Cox & Kings and TCI.					
V	Role and Responsibility of Travel Trade Associations: Objectives - Roles and functions of UFTAA, PATA, ASTA, TAAI, IATO, ATAOTI, ADTOI, IAAI, FIYTO, TAFI.					9
Total Instructional Hours						45

Course Outcomes	CO1: Demonstrate a comprehensive understanding of the travel and tourism industry, including its various segments CO2: Analyze and evaluate different types of travel agencies and tour operators, including their functions, marketing strategies, and distribution channels. CO3: Develop and design comprehensive tour packages, incorporating customer preferences, destination knowledge, cost analysis, and pricing strategies. CO4: Effectively utilize various travel technology platforms and reservation systems to manage bookings, ticketing, and other travel arrangements. CO5: Acquire knowledge about the various national and international trade associations involved in the tourism industry
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Text Books:

1. Dr. Sanjeev Sharma, "Travel Agency & Tour Operations", Random Publications (2018)
2. JagmohanNegi, "Travel Agency Operations: Concepts and Principles", Kanishka Publishing House, New Delhi, 2013.
3. The Principles of Travel Agency and Tour Operation Management, by Dr. ApsaraSaleth Mary, Mar 24, 2021

Reference Books:

1. Chand, M. (2007), Travel Agency Management: An Introductory Text, Anmol Publications Pvt. Ltd., New Delhi.
2. A. K. Bhatia, "Business of Travel Agency & Tour Operations Management", Sterling Publishers Pvt. Ltd; UK ed, 2012.
3. Roday. S, Biwal. A & Joshi. V. Tourism Operations and Management, Oxford University Press, New Delhi, (2009).
4. S.K. Singh, "Fundamentals of Travel Agency and Tour Operations: Concepts and Principles", Publisher:Lakshi Publishers (2014)

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2	2		3	3	2
CO2	3	3	2	2		3	3	3
CO3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3
AVG	3	3	2.6	2.6	3	3	3	2.8




Dean (Academics)
HICET

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX359	HOSPITALITY MANAGEMENT	3	0	0	3
Course Objective	1.To give an introduction to the students on the hospitality industry					
	2.To familiarize the students with the operations of the front office of the hospitality industry.					
	3.To familiarize the students with the operations of the house keeping department of the hospitality industry.					
	4.To familiarize the students on the food and beverage department of the hospitality industry.					
	5. To familiarize the students on the different evaluation methods of the hotel industry.					
Unit	Description	Instructional Hours				
I	Introduction to Hospitality Industry: Distinctive Characteristics: Inflexibility-Intangibility-;Types of Hotels; Classification of Hotels, Chain Operations, Alternative Accommodation; E-Hospitality; Ethical and Regulatory Aspects in a Hotel.	9				
II	Front Office Duties and Responsibilities: Reservation & Registration- Meal Plans-Room Assignments- Check-in- Departure- Handling Guest Mail- Message Handling- Guest Paging Methods of Payment; Guest Services: Type of Hotel Guests- Types of Meal Plans-Wake-up call.	9				
III	Housekeeping: Hierarchy, Duties & Responsibilities of Housekeeping Staff; Important Functions of Housekeeping Management; Types of Accommodation; Activities in Accommodation Management: Room Service- Room supplies- Types of Room- Types of Bedding and Other Related Types of Service; Liaison with Other Departments	9				
IV	Food&Beverage: Hierarchy,Duties&ResponsibilitiesofStaff;FoodProductionOrganization: Kitchen- Buffets-Beverages Operation & Functions; Outlets of F & B; Types of Restaurant Menu; Catering Services: Food Service for the Airlines-Banquette-Corporate- MICE- Retail Food Market- Business/ Industrial Food Service- Healthcare Food Service-Club Food Services; Trends in Lodging and Food Services.	9				
V	Evaluating Hotel Performance: Methods of Measuring Hotel Performance: Occupancy Ratio- Average Daily Rate: Average Room Rate Per Guest-Rev PAR- Market Share Index- Evaluation of Hotel by Guest; Yield Management: Elements of Yield Management, Measuring Yield in the Hotel Industry, Benefits of Yield Management, Challenges or Problems in Yield Management.	9				
Total Instructional Hours		45				
Course Outcomes	CO1: Analyze the global hospitality industry, its diverse segments (hotels, resorts, restaurants, etc.), and their economic and social impact on various stakeholders.					
	CO2: Apply strategic management principles to hospitality operations, including market analysis, competitive advantage identification, and implementation of effective marketing and customer service strategies.					
	CO3: Critically evaluate financial performance measures and develop strategies to optimize revenue, cost control, and profitability in a hospitality setting.					
	CO4: Demonstrate strong leadership and communication skills in a hospitality context, cultivating a positive and service-oriented work environment within diverse teams.					
	CO5: Evaluate, analyze and determine the application of service marketing theories and principles in promoting hospitality businesses.					

Text Books:

1. Lynn Van Der Wagen, Lauren White (2018) Hospitality Management 4th Edition Cengage AU Publications
2. John R Walker (2008) Introduction to Hospitality Management Pearson Publications
3. Hospitality Marketing Management, 6th Edition, by David C. Bojanic and Robert D. Reid, Aug 8, 2016.

Reference Books:

1. Negi, J. (1984). Hotels for Tourism Development: Economic Planning & Financial Management. New Delhi: S. Chand
2. Wood, R. C. (2013). Key Concepts of Hospitality Management. London: SAGE Publications, London.
3. Negi, J. (2014). Professional Hotel Management. New Delhi: S. Chand.
4. Raghubalan, G., & Smritee, R. (2015). Hotel Housekeeping operations and Management. New Delhi: Oxford University Press.
5. Tewari, J. R. (2016). Hotel front office operations and Management. New Delhi: Oxford publication.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	2					3	3	2
CO2	3	3	3	3		3	3	3
CO3	3	3	3	3	2	3	3	2
CO4	3	3	3	3		3	3	3
CO5	3	3	3	3		3	3	3
AVG	3	3	3	3	2	3	3	2.6


Dean (Academics)
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HEALTH CARE MANAGEMENT ELECTIVES

Programme	Course Code	Name of the Course	L	T	P
MBA	20BAX360	HOSPITAL OPERATIONS MANAGEMENT	3	0	0
Course Objective	1.To make the students familiar with the basic services of Hospital Operations.				
	2.To enable the students to learn the laboratory services in Hospital.				
	3.To make students understand the concept of Quality in Hospital.				
	4.To create an awareness of the supporting services in hospitals.				
	5.To create an awareness about the facility management in hospitals.				
Unit	Description			Instructional Hours	
I	Meaning and scope of patient care services – significance of patient care – role of administration in - patient care – classification of Hospital. Front office services – outpatient services – inpatient services – Accident and Emergency services – Billing services.			9	
II	Lab services – Radiology and Imaging services – Rehabilitation services – Blood bank services – Telemedicine Operation theatre – Intensive care units – Hospital acquired infections – Sterilization – Nursing services – Ward Management.			9	
III	Concept of quality – Quality control – Quality assurance – ISO 9000 standards – TQM – Accreditation – NABL – JCAHQ – Quality manual.			9	
IV	Nutrition and dietary services – pharmacy services – Medical records services. Laundry services – Housekeeping services – Energy conservation methods- POS/COST containment measures in a hospital. Transportation services – Mortuary services – Hospital security services.			9	
V	Facilities Engineering – Maintenance of Civil Assets- Electrical supply and water supply – Medical gas pipeline – plumbing and sanitation – Air conditioning system – Hot water and steam supply – Communication system – Biomedical engineering department in modern hospital. Disaster management – Fire Hazards – Engineering Hazards – Radiology hazards.			9	
Total Instructional Hours			45		

Course Outcomes	CO1:	Critically evaluate the efficiency and effectiveness of various hospital operations, applying tools and frameworks
	CO2:	Develop and implement strategies for efficient resource allocation across various hospital departments, considering both cost-effectiveness and quality of care.
	CO3:	Analyze patient flow patterns within the hospital, identify and address bottlenecks, and implement strategies to improve patient satisfaction
	CO4:	Gain proficiency in using data analysis tools and techniques to assess hospital performance, identify trends, and make data-driven decisions
	CO5:	Demonstrate an understanding of ethical implications of decision-making in hospital operations.

Text Books:

- 1.Management process in Health care - S.Srinivasan
- 2.Fundamentals of International Business, Fourth Edition, By Pearson Paperback – 31 January 2019

Reference Books:

1. Hospital Department Profiles - Gold Berry A.J
2. Hospital and facilities planning and Design - G.D.Kunders
3. Hand Book of Bio-Medical Engineering - Jacob Kline
4. Clinical Engineering Principles and Practices - Webster J.G. and Albert M.Cook
5. Maintenance Planning and Control - Antony Kelly
6. Hospital Engineering in Developing Country - Hans Pfeiff, Veera

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	3	-	3	3	2
CO2	3	3	3	3	-	3	3	3
CO3	3	3	3	3	-	3	3	3
CO4	3	3	3	3	-	3	3	3
CO5	3	3	3		-	3	3	3
AVG	3	3	3	3	-	3	3	2.8

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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX361	HOSPITAL ARCHITECTURE PLANNING, DESIGN & MAINTENANCE	3	0	0	3
Course Objective	1. To make the students familiar with the basic concept of Planning a Hospital.					
	2. To enable the students to learn the concept of Project Management and the tools used in project management.					
	3. To make students understand the key processes in project formulation.					
	4.To understand the process of organizing human resources for the project.					
	5.To understand the process of work planning and execution of a project.					
Unit	Description					Instructional Hours
I	Concept of hospitals – planning and design of hospital (building and physical layout) – Space required for separate function – different types of hospitals –problems and constraints in different type of hospitals – history of hospital development- Department and organization structure of different types of hospital. Vertical & Horizontal – Clinical & Non clinical – supportive & ancillary service Departments.					9
II	Concept of project management – concept of project – categories of projects – projects life Cycle phases – project management concepts – tools and techniques for project management.					9
III	Project formulation – stages – bottlenecks – feasibility report – financing arrangements –finalization of projects – implementation of schedule.					9
IV	Organizing human resources and contracting – project manager – project manager’s authority – The project manager – roles and responsibilities of project manager project organization – accountability in project execution – contracts and tendering, selection of contractors – team building.					9
V	Organizing system and procedures – working of system – design of system – project work system design – work break down structure – project execution plan – project procedure manual project control system – planning scheduling and monitoring – monitoring contracts and project diary. Project implementation stages direction – communication in a project – coordination guidelines for effective implementation reporting in project management – project evaluation and its objectives types and methods.					9
Total Instructional Hours						45
Course Outcomes	CO1: Apply knowledge of healthcare regulations and codes to the planning, design, and maintenance of hospitals, ensuring compliance and patient safety.					
	CO2: Critically evaluate the impact of hospital design on patient experience, staff efficiency, and overall operational effectiveness.					
	CO3: Develop and implement sustainable design strategies for hospitals, minimizing environmental impact and optimizing resource utilization.					
	CO4: Integrate best practices in infection control and patient safety into hospital design, construction, and maintenance processes.					
	CO5: Effectively organize and execute design concepts to plan and execute a project effectively					

Text Book:

1. Building a Hospital – A Premier for Administrator - John Rea, J Jaffrey J Fronmelt Malcolm D. Maccoun.

Reference Books:

1. Planning & Management of Medical Care Hospital Services (Background Papers)
2. Conducted by Department of Medical Care and Hospital Administration NIH&FW, New Delhi.
3. Site Selection for Health Care Facilities - James Lifton, Owen B Hardy
4. Planning Health facilities for patient and visitors - Janet Reinstein Carpmqan Myro A Grant Deborah A. Simmons
5. Hospital waste management - John Blackman
6. How to evaluate equipment and service contract - Henry Alder
7. Hospital facilities planning and Design - G.D. Kuders

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3
AVG	3	3	3	3	3	3	3	3



**Chairman - PoS
MBA - HICET**



**Dean (Academics)
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX362	INTERNATIONAL HEALTH MANAGEMENT	3	0	0	3

- Course Objective**
- 1.To make the students familiar with the International health scenario.
 - 2.To make students understand the reforms in health care with an international perspective.
 - 3.To understand the health care delivery system.
 - 4.To create an awareness about IPR.
 - 5.To create an awareness on the different Health Policies.

Unit	Description	Instructional Hours
I	HEALTHCARE – A GLOBAL PERSPECTIVE Healthcare challenges – a global perspective- Wide gap in healthcare delivery – Healthcare financing in developed and developing countries – Developing National health Accounts – application in developing countries. Health insurance and managed care: Concept - Risk pooling concept – concept of managed care – Components - Managed health care models - Study of socialized Medicine, Social insurance, Mandatory insurance and Voluntary Insurance.	9
II	THE REFORMS OF HEALTHCARE SYSTEM - COMPARISON OF HEALTH INSURANCE AND NATIONAL AND INTERNATIONAL PERSPECTIVES. Evolutionary reforms in Healthcare - Structural reforms in healthcare – International convergence in healthcare systems – health sector reforms – lessons from different countries.	9
III	SYSTEMS OF HEALTH CARE DELIVERY Basic components of health services – Transition from traditional insurance to managed care – Trends and Directions – Significance for health care practitioners and policy makers – Complying with regulations – Health care systems in other countries.	9
IV	INTELLECTUAL PROPERTY RIGHTS TRIPS – IPR - The Patent Cooperation Treaty (PCT) – PCT system – PCT for product design – World Intellectual Property Organization (WIPO) and its role in new patent regime – International Registration of Trademarks.	9
V	HEALTH POLICY Health policy – Definition – Different forms of Health policies - Regulatory tools – government as a subsidiary to the private sector – Reforms in the healthcare sector – Decentralized role of the States – Access to healthcare – providers – in rural areas, low income segments – cost of Care - Quality of care.	9
Total Instructional Hours		45

- Course Outcomes**
- CO1: Analyze the unique challenges and opportunities faced by hospitals operating in the international healthcare landscape
 - CO2: Develop strategies for navigating cross-cultural communication and collaboration within a diverse international healthcare team
 - CO3: Evaluate and adapt existing hospital management practices to meet the specific needs of international patients and their families.
 - CO4: Implement best practices for quality improvement and patient safety in the context of an international hospital setting.
 - CO5: Assess the implications of healthcare delivery in different cultural contexts and apply ethical decision-making frameworks to address complex situations

Test Books:

1. Oxford Textbook of Public Health, Volume Three.
2. Hospital Management: Text & Cases, 1e Paperback – 1 January 2013 by Ramani.

Reference Books:

1. Delivering Healthcare in America- A systems Approach – Third Edition – Leiyu Shi and Douglas A Singh
2. Textbook of Preventive and Social Medicine (1997), 15th edition – J.E. Park
3. Health and Social Organization: Towards a health policy for the 21st century – Blane, David, Brunner, Eric – Calrendon Press.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3		3	3	3	2
CO2	3	3	3	3		3	3	2
CO3	3	3	3	3		3	3	2
CO4	3	3	3			3	3	2
CO5	3	3	3	3	3	3	3	2
AVG	3	3	3	3	3	3	3	2



Chairman - PoS
MBA - HICET




Dean (Academics)
HICET

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX363	PUBLIC HEALTH SYSTEMS AND HEALTH INSURANCE	3	0	0	3

- 1.To make the students understand the policies and theories for creating a better provision for health care.
- 2.To enable the students to understand the area of health sector reforms.
- 3.To enable student understand the process of planning, implementing and controlling the health care programmes.
- 4.To familiarize the students in the area of risk management and insurance.
- 5.To focus the students more specifically on actuarial principles in health insurance products.

Unit	Description	Instructional Hours
I	ISSUES, THEORIES AND CONCEPTS IN POLICY FORMULATION Welfare economics and investments in human capital – Health Economics – Demand of health and health services - Demand, elasticity and health – Production, Health and Health care – Economic Evaluation of Health Care – Economics of Markets and market intervention – Role and Responsibility of Governments in the health sector.	9
II	FINANCING, RESOURCE ALLOCATION AND HEALTH SECTOR REFORM: Mobilizing finances and models of financing – Public Expenditure in Health Mobilization of Private Resources – Selection of a suitable option – Role of International Agencies- Health Sector reform – Health Systems around the world – Govt and the improvement of health behaviours – Implementation. Policy Objectives – Policy Environment and consequence of reform – National Health Policy – Drug Policy – Framework for newer health care policy settlements – Impact of structural changes, globalization and public economy, environment and health status – current health care status of India.	9
III	PLAN IMPLEMENTATION AND CONTROL National health program – Tools – Regulation – Health services research – Measurement of health / medical needs and services.Utilization – Resources Allocation – POS/Cost benefit analysis – Eco based budgeting – System analysis and operation research in health care programs – Control mechanism.	9
IV	RISK INSURANCE AND MANAGEMNT Introduction to risk and insurance – Risk Identification and Risk Evaluation – Risk Management Techniques – Risk Management and Insurance Industry – WTO – Insurance Law and Regulation – International Laws (Salient features of above topics) Principles of health insurance – Health insurance products - Group Insurance products – Product design, development and evaluation- Risk Assessment – Underwriting and Premium Setting - Claims Management – Third Party Administration – Current Developments.	9
V	ISSUES, THEORIES AND CONCEPTS IN POLICY FORMULATION Welfare economics and investments in human capital – Health Economics – Demand of health and health services - Demand, elasticity and health – Production, Health and Health care – Economic Evaluation of Health Care – Economics of Markets and market intervention – Role and Responsibility of Governments in the health sector.	9

Total Instructional Hours 45

Course Outcomes	CO1:	Demonstrate adequate knowledge and skills to a wide range of public health practices
	CO2:	Critically conduct the situational analysis and develop action plan for identified public health issues
	CO3:	Plan and execute public healthcare programmes
	CO4:	Examine the different models of health insurance, identifying their impact on access to healthcare, healthcare costs, and health outcomes.
	CO5:	Demonstrate critical thinking skills in evaluating the implications of various public health policies and health insurance schemes

Text Books:


- 1.Health Planning for Effective Management – William A Reinks, Oxford University Press.
- 2.Economics of Public and Private Healthcare and Health Insurance in India Hardcover 2020, by Brijesh C. Purohit.

Reference Books:

- 1.Health Sector Reform in Developing Countries - Peter Berman, Harvard University Press, 1995
- 2.Business Planning for Health Care Management – Piggot, Carolyn Semple – UK University Press.
- 3.Insurance Law and Practice, Rajiv Jain and Rakhi Biswas, Vidhi Publishers, Delhi
- 4.Safety and Risk Management, Shailendra K Singh, Mittal Publishers.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3			3	3	2
CO2	3	3	3			3	3	2
CO3	3	3		3	3	3	3	2
CO4	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3
AVG	3	3	3	3	3	3	3	2.4


Chairman - P-3
MBA - HICET




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HICET

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX364	HEALTHCARE LAWS AND ETHICS	3	0	0	3
Course Objective	1.To make the students familiar with the code of medical ethics.					
	2.To enable the students understand the health care laws and ethics issues.					
	3.To make students understand the concept of organizational & procedural laws.					
	4.To make an awareness towards students regarding medico legal cases.					
	5.To know the legal framework for hospitals.					
Unit	Description					Instructional Hours
I	CODE OF MEDICAL ETHICS Principle of medical ethics-confidentiality-informed consent-decisions on life-sustaining therapy-Communication, barriers to it and information sharing. Medical Ethics/ Doctor Patient Relationship-List of Offences & Professional Misconduct of Doctors, as per Medical Council of India.					9
II	ADVANCED ETHICAL DECISIONS & MAJOR LAWS Advance decisions to refuse treatment- Doctor and Criminal Abortion- Ethical issues in stroke management- Ethical issues indementia-Quality of life in health care decisions. Prenatal Diagnostic Techniques, Regulations & Prevention of Misuse Act 1994 (PNDT Act) -Transplantation of human organs Act1994-TheMedicalTerminationOfPregnancyAct-Labour Laws Applicable to a Hospital.					9
III	ORGANIZATIONAL & PROCEDURAL LAWS Nursing Home-Registration Ac-Birth-Death Registration Act-Regulation of genetic counselingcenter-Regulation of pre-natal diagnostic technique- Determination of Sex prohibited-Dying Declaration - Definition - Precautions - Procedure of Recording - Special Circumstances -Importance (Section 32 & 157 of Indian Evidence Act)-Death Certificate-Precautions while issuing death certificate - Contents of Death Certificate-Importance of Death Certificate.					9
IV	MEDICAL JURISPRUDENCE Introduction & Legal Procedure - Medico legal aspects of death injuries - General aspects - Medical ethics -Consumer Protection Act- The lawful use of restraints- Quality of life in healthcare decisions- Ethical issues in health and social care.					9
V	LEGAL FRAMEWORK FOR HOSPITALS Introduction to Legal framework-Patient's rights & provider's responsibility- Medical Malpractice- Management of Medical Malpractice - Medico Legal Aspects - Impotence - Sterility - Sterilization &Artificial Insemination - Medico Legal aspects of Psychiatric & mental Health - Toxicology - Laws Relating to Toxicology. - Organ Transplantation Act-TamilNadu Clinics Act.					9
Total Instructional Hours						45

Course Outcomes	CO1:	Demonstrate a comprehensive understanding of relevant healthcare laws and regulations, on patient care, confidentiality, and professional practice.
	CO2:	Analyze and apply key legal and ethical principles to complex healthcare scenarios
	CO3:	Exhibit professional knowledge on procedural laws in health care industry.
	CO4:	Manage and leverage challenges with ethical dilemmas in healthcare of diverse perspectives.
	CO5:	Exhibit knowledge on various legal frame work for hospitals and the laws

Text Books:

- 1.Reflections on Medical Law and Ethics in India, B. Sandeepa Bhat 1st Edition, 2017. ISBN: 9788171772988.
- 2.MarcStauch Text, Cases and Materials on Medical Law and Ethics (2018) Published by Routledge
3. Health Care Law and Ethics Hardcover – Import, 2003, by Mark A. Hall, Mary Anne Bobinski, David Orentlicher .

Reference Books:

1. Parikh's Text Book of Medical Jurisprudence & Toxicology-By Dr.C.K.Parikh- CBS Publications.
2. Medical Negligence & Compensation-By Jagdish Singh- Bharat Law, Jaipur.
3. Medical Negligence & Legal Remedies-By Anoop K. Kaushal-Universal.
4. R. A. Hope, Tony Hope, Julian Savulescu, Judith Hendrick. 'Medical Ethics and law : The Core Curriculum' ,(2008).
5. Gurucharan SSai.'MedicaethicsandElderly,3rdedition',RadcliffePublishingLtd.(2009)

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3		3	3	3	2
CO2	3	3	3	3	3	3	3	2
CO3	3	3	3			3	3	3
CO4	3	3	3		3	3	3	2
CO5	3	3	3	3	3	3	3	3
AVG	3	3	3	3	3	3	3	2.4



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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX365	HOSPITAL FRONT OFFICE MANAGEMENT	3	0	0	3

Course Objective

- 1.To Introduce Routine Admission / Discharge Procedures / Discharge Summary, Telephone etiquettes and
- 2.To brief Effective handling of different Categories of Patients-Paid / Non-Paid, Emergency, VIPs.
- 3.To elucidate on Importance of Communication in Healthcare.
- 4.To describe on Team Building / Team Dynamics, Attitude building, Anger, Conflict, Crisis & Stress Management
5. To make students aware of the duties of the reception desk in an hospital.

Unit	Description	Instructional Hours
I	INTRODUCTION TO HOSPITAL INDUSTRY: Routine admission / Discharge Procedures /Discharge Summary, Telephone etiquettes and manners. Front desk grooming and other essentials - body language, speech modulation which includes articulation, variation control of pitch and total quality. Dressing sense and basic Grooming tips for the Front Office.	9
II	Outpatient services- inpatient services - Accident and Emergency Services. Relevance and importance of Customer / Patient Service Excellence in Healthcare. Effectively handling different Categories of Patients - Paid / Non-Paid, Emergency, VIPs etc. Challenges in Catering to Insurance and other Corporate patients- Handling Customers and patient attenders - Ensuring patient satisfaction-Contribution of the Front Office.	9
III	IMPORTANCE OF COMMUNICATION IN HEALTHCARE: Communication is Less talking and more Listening-Learn why? Communicating with traumatized patients and their attenders - Effective Communication for Front Office involved in Billing and Accounts Communicating and empathizing with attenders of a deceased patient Inter departmental Communication-Issues and challenges.	9
IV	TEAM BUILDING /TEAM DYNAMICS. Attitude building. Anger, Conflict, Crisis & Stress Management. Multi-tasking. NABH & other quality standards applicable to the Front Office Importance of Documentation, Automation and IT in the Front Office. Medical terminology applicable to Front Effectively Handling Waiting time in the OPDs.	9
V	Reception Duties - Collecting Patient Information-Information management in case sheets - Billing and Coding-Making Appointments- Minor Office Equipment Usage-Emergency handling.	9
Total Instructional Hours		45

Course Outcomes	CO1: Demonstrate proficiency in hospital admitting and discharge processes, including patient registration, insurance verification, and financial clearance.
	CO2: Effectively manage and communicate with patients, families, and healthcare professionals, building positive relationships and fostering a patient-centered environment.
	CO3: Apply best practices for scheduling appointments, managing patient flow, and prioritizing urgent cases to optimize hospital operations and patient satisfaction. T
	CO4: Utilize hospital information systems (HIS) effectively to manage patient data, records, and reports, maintaining data accuracy and security
	CO5: Analyze and interpret key hospital front office performance metrics to identify areas for improvement and implement solutions to enhance operational efficiency and patient experience.

Text Books:

1. Hotel front office management James A. Bardi, Ed.D., CHA John Wiley & Sons, Inc.
2. Hotel Front Office Management, 5Th Edn Paperback – 1 January 2011 by James A. Bardi.

Reference Books:

1. Mosby's Front Office Skills for the Medical Assistant DeA.Eggers, AnneM.Conway Patient Care services and Hospitals
2. Dr.S.Porkodi From Front Office to Front Line: Essential Issues for Health Care. Forwarded by Ross. Willson, MD
3. Hospital Management - Dr.Mohammed Akbar Ali Khan.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	3		3	3	2
CO2	3	3	3	3	3	3	3	2
CO3	3	3	3	3	3	3	3	2
CO4	3	3	3	3		3	2	2
CO5	3	3	3	3	2	3	2	2
AVG	3	3	3	3	2.67	3	2.6	2



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**Dean (Academics)
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ENTREPRENEURSHIP ELECTIVES

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX366	ENTREPRENEURSHIP DEVELOPMENT	3	0	0	3
Course Objective	1. To make students understand the concept of Entrepreneurship.					
	2. To understand the qualities and evolution of an Entrepreneur.					
	3. To understand the skills needed for an entrepreneur.					
	4.To learn the process of Institutional Support for Entrepreneurship development					
	5. To understand the support extended by the government.					
Unit	Description					Instructional Hours
I	Entrepreneurship: Meaning of Entrepreneurship -importance- Role of entrepreneurship in economic development- Entrepreneurial Environment-Evolution of Entrepreneurship - Entrepreneurship Culture - Stages in entrepreneurship- Managerial Vs entrepreneurial approach and emergence of entrepreneurship-entrepreneurship development programme in India.					9
II	Entrepreneur: Meaning of Entrepreneur -importance - Qualities, nature types, traits, culture, Similarities and differences between entrepreneur and intrapreneur Evolution of Entrepreneurs- Entrepreneurial promotion. Entrepreneurial change - occupational mobility-factors in mobility - Role of consultancy.					9
III	Entrepreneurial Skills: Emotional Intelligence-Entrepreneurial behaviour -entrepreneurial motivation- Resilience-Curiosity- Originality -Flexibility Time Management-achievement and management success, -entrepreneurial success in rural areas- innovation and entrepreneur-establishing entrepreneurs' system.					9
IV	Institutional Support of Entrepreneurship development: Central Level Institutions Small-Scale Industries Board (SSI Board)- Khadi& Village Industries Commission (KVIC) - Small Industries Development Organization (SIDO) - National Small Industries Corporation Ltd. (NSIC)- National Science & Technology Entrepreneurship Development Board (NSTEDB)-National Productivity Council (NPC) -National Institute for Small Industry Extension and Training (NISMET)- National Institute for Entrepreneurship and Small Business Development(NIESBUD)- Indian Institute of Entrepreneurship (IIE) -Entrepreneurship Development Institute of India (EDII)					9
V	Government schemes for entrepreneur: Multiplier Grants Scheme (MGS) for IT Research and Development-Modified Special Incentive Package Scheme (M- SIPS)-The Venture Capital Assistance Scheme-Credit Guarantee, Raw Material Assistance-Infrastructure Development Scheme- MSME Market Development Assistance-Credit Linked Capital Subsidy for Technology Upgradation - Atal Incubation Centers (AIC)-Bridge Loan Against MNRE Capital Subsidy.					9
Total Instructional Hours						45
Course Outcomes	CO1: Analyze and assess the viability of potential business ideas, considering factors like market demand, competition, and potential risks and rewards.					
	CO2: Construct a well-structured and informative business plan that outlines their venture's concept and other allied areas					
	CO3: Ability to persuasively communicate the business ideas to potential investors, partners, and customers.					
	CO4: Exhibit knowledge about various resources available to entrepreneurs, including government support programs, funding opportunities, business incubators, and mentorship programs.					
	CO5: Foster key entrepreneurial qualities such as creativity, innovation, resilience, problem-solving skills, and a passion for turning ideas into reality.					

Text Book:


N.P.Srinivasan&G.P.Gupta, " Entrepreneurial Development ", Sultan chand&Sons-2015

Reference Books:

1. Vasanth Desai "Dynamics of Entrepreneurial Development and Management Himalaya Publishing House-2011.
2. P.Saravanelu "Entrepreneurship Development ",EskapeePublications.
3. Satish Taneja, Entrepreneur Development ", New VentureCreation-2014

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	3	3	3	3	2
CO2	3	3	3	3	3	3	3	2
CO3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	2
CO5	3	3	3	3		3	3	2
AVG	3	3	3	3	3	3	3	2.2



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MBA - HICET



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HICET

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX367	INNOVATION MANAGEMENT	3	0	0	3

Course Objective

1. To make students understand the basics of innovation and the associated management issues.
2. To enable students to apply analytical tools that can help structuring information for decision making about innovation.
3. To enable students to create new ideas using technologies to market successful products in a sustainable way.
4. To enable students to learn the process of effectiveness, evaluation and post implementation analysis of innovation.
5. To enable students to have the ability to apply the concepts in real world situations.

Unit	Description	Instructional Hours
I	EXPLORING INNOVATIONS: Concept of innovation, Historic retrospective, typology of innovations, Innovation process, Macroeconomic view of innovation -Approaches to innovations, Assumptions and barriers to innovations, Innovation sources, i.e. science and R&D, technology transfer, push and pull approaches. Processes used to explore innovations along the technology, market and strategy dimensions as the innovation moves from idea.	9
II	APPLICATION OF INNOVATION: Organizational aspects of innovation, Soft methods and techniques of innovation management, Creative approaches, Systemic and analytical methods and techniques of innovation management, Economic aspects of innovations -encompassing sources of innovation Financing.	9
III	MARKETING INNOVATION PRODUCTS: Strategic considerations on innovations, Innovation platforms that incorporate new product development, Process innovations, Service innovation, Service design innovation, Multiple product options, Portfolios and Standards.	9
IV	EVALUATION OF INNOVATION: Effectiveness evaluation, Integration of risks, Factors influencing economic effectiveness, Post implementation analysis of innovation projects, Intellectual property of innovations, legal aspects of innovations.	9
V	INNOVATION IN REALITY: Mindset, lateral thinking, out of box approach, creativity, innovation for problem solving.	9
Total Instructional Hours		45

Course Outcomes	CO1:	Analyze the key concepts and frameworks in innovation management,
	CO2:	Evaluate the challenges and opportunities associated with managing innovation in different organizational contexts.
	CO3:	Apply innovation-related theories in different settings in order to generate new approaches to innovation.
	CO4:	Develop practical skills for identifying, generating, and evaluating innovative ideas, using appropriate tools and techniques.
	CO5:	Design and present a comprehensive innovation management plan, addressing key considerations

Text book

1. CKPralhad and MK Krishnan: The new age of innovation, McGraw Hill

Reference books:

1. Khandwalla: Corporate Creativity, McGrawhill
2. Govindarajan, Vijay & Trimble, Chris, Reverse Innovation; Boston: Harvard Business School Press, 2012
3. Shlome Mittal, D.V.R. Seshadri, Innovation Management: Strategies, Concepts and tools for growth and profit,
4. V.K. Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education, PaperBack.
5. V.K. Narayana, Gina Colarelli, Encyclopedia of Technology and innovation Management, John Wiley & Sons Publication.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	3	3	3	3	2
CO2	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3
AVG	3	3	3	3	3	3	3	2.8

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MBA - HiCET

Dean (Academics)
HiCET

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX368	SOCIAL ENTREPRENEURSHIP	3	0	0	3

1.To make students understand the concept of social entrepreneurship and the models associated with it.

2.To make students understand the different forms of social entrepreneurship and the different bodies associated with it.

3.To make students understand the various sources of funding to social entrepreneurship and the exit strategies for investors.

4.To make students understand the models and the tools in social marketing.

5.To make students understand the various issues related to business development based on social entrepreneurship in India and abroad.

Unit	Description	Instructional Hours
I	Social Entrepreneurship: Meaning, Business Entrepreneur Vs, Social Entrepreneur, The change Masters, Rethinking Social Initiatives by Business, Strategies of High Impact Social Organizations, Models of sustainable social changes. Seven practical models of social change: launch, lead, manage, and evaluate a social venture Charity, Market, Education, Policy, Grassroots, Movement, Funding.	9
II	Forms of Social Entrepreneurship: Profit setting: Social Enterprise, Thoughts on Business Plans. Philanthropy and Hybrid Ventures: Corporate Philanthropy, Leadership, Competitive Advantage, Citizen Sector. Nonprofits, Governments and Social Entrepreneurship: Nonprofit Organization, Inductive Typology, New Landscape.	9
III	Capital/ Funding/ Financing: Sources of Financing: New Nonprofit Ventures, Social Venture Partners, Replication of Social Venture Partners, Social Venture. Alliance, Merging Machine and Money, crowd funding, Angel Investors, Cooperatives, Co-working. Exit strategies of Investors	9
IV	Marketing in Social ventures: Social Marketing: Concepts, Theories and Models- Health Belief model (HBM), Theory of Reasoned Action (TRA), Social Cognitive Theory (SCT), Stages of Change or Trans theoretical Model, Social Ecological Model (SCM). Principles and Tools of Social marketing – Consumer Research, Segmentation, 4 Ps, Framing social venture- Testing, Social Marketing Plan, Paradigm change and the emergence of spiritual values, Bottom-of-pyramid markets.	9
V	Other Important Issues: Scaling, Legal Issues, Change: Completed Business Plan. Social Responsibility in Business Innovation and Leadership: Creativity and Skill building, Disruptive Vs. Radical Innovation, Diffusions of Innovation- five Adaptor Segments and Motives, Characteristics of Successful Social Entrepreneurs/ Social ventures - India and Abroad. Measuring and Managing Performance: SROI Methodologies. Measuring Social Value Creation.	9
Total Instructional Hours		45

Course Outcomes	CO1: Analyze and define social problems, identifying their root causes and potential solutions through a social entrepreneurship lens
	CO2: Develop a comprehensive understanding of social business models, including their key features, strengths, and limitations.
	CO3: Apply design thinking principles to design, prototype, and iterate upon solutions to social challenges,
	CO4: Comprehend the nature of corporate social responsibility in creating social value in developing business in India and abroad.
	CO5: Describe the challenges in growing a social enterprise and scaling social impact

Text Books:

1. Nicholls,Alex(2008), 'SocialEntrepreneurship–NewModelsofSustainableSocial Change',Oxford University Press, New York.
2. Wei-Skillern, J., Austin, J., Leonard, H., & Stevenson, H. (2007). 'Entrepreneurship in the Social Sector (ESS)', Sage Publications, USA

Reference Books:

1. Bornstein, David (2007), 'How to Change the World: Social Entrepreneurs and the Power of New Ideas', 1st edition, Penguin Books.
2. Peter Drucker (2014), 'Innovation and Entrepreneurship', 1st edition, Routledge, NewYork.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	3	3	3	3	2
CO2	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3
CO4	3	3	3	3		3	3	3
CO5	3	3	3	3	3	3	3	3
AVG	3	3	3	3	3	3	3	2.8



**Chairman - BoS
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**Dean (Academics)
HICET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX369	SMALL BUSINESS MANAGEMENT	3	0	0	3

- Course Objective
1. To enable the students to know the importance of small-scale business in a developing economy.
 2. To familiarize the dynamics of small business.
 3. To give exposure to the institutional support for small business.
 4. To enable the students understand the challenges faced by small business.
 5. To expose the students to global opportunities for small business.

Unit	Description	Instructional Hours
I	Basics of Small Business Enterprise: Small Business – Definition – Features – Role of Small Business in Economic Development – Quality of Small Businessmen – Advantages and Disadvantages of Small Business – Reasons for Failures of Small Business – Characteristics of Successful Small Businessmen –Steps in Setting up a Small Business	9
II	Dynamics of Small Business: Concepts and Definitions of Small-Scale Industries (SSIs) – Role of SSIs – Government Policy and Development of SSIs – Growth and Performance – SSI Sector and Committee Report – Reservation of items for SSI – Problems of SSI – Sickness of SSI: Causes, Symptoms and Cures – Prospects of SSI in free Economy.	9
III	Institutions Supporting of Small Business: State and Other Institutional Support for SSI – Directorate of Industries (DIs) -District Industries Centres (DICs) -State Financial Corporations (SFCs) -State Industrial Development/Investment Corporation (SIDCs/SIICs) -State Small Industrial Development Corporations (SSIDCs)	9
IV	Challenges and Problems faced By Small Business: Poor capacity utilization- Incompetent management- Inadequate Finance- Raw material shortages- Lack of marketing support- Problem of working capital- Problems in Export- Lack of technology up-gradation-issues connected to GST- lack of orders-shunning by banks	9
V	Global Opportunities for Small Business : Small Enterprises in International Business – Export Documents and Procedures for Small Enterprises – E-commerce and Small Enterprises – Expanding Markets- The “Ease of Doing Business Index”- -Locating facilities Abroad-Global sourcing Strategy-Sourcing of fund to become an angel Investor Business Incubators: Meaning, Definition, Services, Development and Types-Training Incubator Management-Online support programme Virtual Business Incubation framework-Future of Indian business Incubation.	9
Total Instructional Hours		45

Course Outcomes	CO1: Identify and exhibit the knowledge quotient on small business ventures and management
	CO2: Summarize the management responsibilities related to HR practices in a small business environment
	CO3: Define a marketing plan, and identify effective marketing and promotional tactics for a small business
	CO4: Identify various leadership styles, bases, qualities, and skills specifically required for small businesses
	CO5: Recall the crucial levers in small business financial management, including the role of cash flow, budget analysis and costing and pricing measures

Text Book:

1. Text book: Meir Liraz, “Small Business Management: Essential Ingredients for Success” Liraz Publishing, Jerusalem, 2017

Reference Books:

1. Ghillyer, A.W., 2015. Management: A real world approach. 2nd ed. Mc Graw-Hill: Maidenhead.
2. Wulfen, G.v., 2016. Creating innovative products and services: The fourth innovation method. Gower Publishing Limited: Farnham..
3. Seufert, S. and Diesner, I., 2010. Small business Ingredients for Success. Harvard Business Manager: Hamburg.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3			3	3	2
CO2	3	3	3			3	3	2
CO3	3	3	3			3	3	2
CO4	3	3	3	3	3	3	3	3
CO5	3	3	3			3	3	3
AVG	3	3	3	3	3	3	3	2.4



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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX370	SCIENCE AND TECHNOLOGY ENTREPRENEURSHIP	3	0	0	3

- Course Objective
- 1.To know the basics of Entrepreneurship in the field of science and Technology
 - 2.To facilitate the role of Entrepreneurship in science and Technology
 - 3.To understand the stages of technology management.
 - 4.To understand the relationship between technology and economic development.
 - 5.To provide an insight to the future of Technology Entrepreneurship.

Unit	Description	Instruction Hours
I	ENTREPRENEURSHIP : Entrepreneurship need and importance eco system and entrepreneurship - entrepreneur and employment generation - assistance to Entrepreneurship by government, academic instructions and private organization - Ethics and entrepreneurship.	9
II	ENTREPRENEURSHIP AND ITS ECONOMIC DEVELOPMENT :Entrepreneurship growth- Contribution of entrepreneurship in Indian economic development Growth and contribution of entrepreneurship across developed countries. Assistance to entrepreneurs among developed nations Contribution of educational system to entrepreneurship.	9
III	TECHNOLOGY MANAGEMENT : Evolution of technology management stages- Contribution of technology management to economic growth-technology management product and prospects - Invention, innovation and productivity improvement- technology and love competency – Technology forecasting.	9
IV	TECHNOLOGY AND ENTREPRENEURSHIP : Technological growth and economic development- Export of Defence Products.Growth of technology and its impact on employment and entrepreneurship opportunities-Technology entrepreneurship- opportunities and challenges - Technology entrepreneurship in median Context and developed nations.	9
V	FUTURE & TECHNOLOGY ENTREPRENEURSHIP :Establishment of Government initiatives to TE Involvement of academic institution in TE support of society in TE- technology Commercialization Technology transfer - Technology partnering - Requisites of national technology policy- Product innovation, development of IPR, Proto type –Meaning- Process for proto type - role of IPR in technology - Need of Corpus funds for the growth technology entrepreneurship - Future trends in technology entrepreneurship	9
Total Instructional Hours		45

- Course Outcomes
- CO1: Develop, create and evaluate potential science and technology-based business opportunities.
- CO2: Develop a comprehensive business plan for a science and technology-based venture
- CO3: Apply fundamental business principles to the specific context of science and technology ventures.
- CO4: Develop specific value propositions for a science and technology venture
- CO5: Demonstrate an entrepreneurial mindset characterized through critical thinking , innovation and resilience

Text Book:

1. S.S. Khanka. Entrepreneurial Development, S. Chand and Company Limited. New Delhi, Revised Edition 2015

Reference Books:

1. Peter F. Drucker, Innovation and Entrepreneurship Adobe Acrobat E-Book Reader Edition v 1.November 2002.
- 2.Rajeev Roy, Entrepreneurship, Oxford University Press, 2008.
- 3.Lowe, Robin, Marriott, and Sue Enterprise: entrepreneurship and innovation: concepts, contexts and commercialization First Edition 2006

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3			3	3	2
CO2	3	3	3			3	3	2
CO3	3	3	3			3	3	2
CO4	3	3	3	2		3	3	2
CO5	3	3	3			3	3	2
AVG	3	3	3	2		3	3	2

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AGRI BUSINESS MANAGEMENT ELECTIVES

Programme MBA	Course Code 20BAX371	Name of the Course	L	T	P	C
		FERTILIZER TECHNOLOGY AND MANAGEMENT	3	0	0	3

- Course Objective
- 1.To understand the process of fertilizer development.
 - 2.To analyze the principles and methods of fertilizer production including raw material requirements and intermediaries,
 - 3.To identify all aspects of fertilizer management such as quality control, logistics and application methods.
 - 4.To enable the students understand the concept of testing, marketing and distribution of fertilizer products.
 - 5.To enable students understand the pricing policies in fertilizer management and the environmental issues related to fertilizer management.

Unit	Description	Instructional Hours
I	Fertilizer development – concept, scope, need, resource availability; import and export avenues for fertilizer; types of fertilizers, grading and chemical constituents, role of fertilizers in agricultural production, production and consumption of fertilizer in India.	9
II	Raw material needed and principles of manufacturing of nitrogenous, phosphatic and potassic fertilizers, secondary nutrient sources and micro-nutrient formulations.	9
III	Production efficiency and capacity utilization; quality control and legal aspects of fertilizer control order.	9
IV	Testing facilities ; constraints in fertilizer use and emerging scenario of fertilizer use; assessment of demand and supply of different fertilizers, fertilizer distribution, fertilizer storage.	9
V	Field trials and demonstration, fertilizer pricing policy; scope of bio-fertilizer; environmental pollution due to fertilizer use.	9
Total Instructional Hours		45

- Course Outcomes
- CO1:** Analyze the various types of fertilizers and their properties for effective selection based on soil and crop requirements.
- CO2:** Apply fertilizer application techniques that optimize plant nutrient uptake while minimizing environmental concerns
- CO3:** Critically assess the economic and environmental implications of fertilizer use in agricultural production systems
- CO4:** Exhibit commendable knowledge and practice of fertilizer testing and marketing
- CO5:** Formulate and implement sustainable fertilizer management plans for agricultural operations.

Text Books:

1. Brahma Mishra - Fertilizer Technology & Management- Published by I.K. International Publishing House, 2012.
2. S G Borkar - "Microbes as Bio-fertilizers and their Production Technology (Woodhead Publishing India in Agriculture)"

Reference Books:

1. P. Saravana Pandian, "Nutrient Management and Fertilizer Technology", Agrobios Publications.
2. Brady NC & Weil RR. 2002. The Nature and Properties of Soils. 13th Ed. Pearson Edu.
3. Fertilizer Control Order (different years). Fertilizer Association of India, New Delhi.
4. Fertilizer Statistics (different years). Fertilizer Association of India, New Delhi
5. Indian Journal of Fertilizers (different years). Fertilizer Association of India, New Delhi.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2		-	3		
CO2	3	3	2		-	3	2	2
CO3	3	3	2		-	3	2	2
CO4	3	3	2		-	3	2	2
CO5	3	3	2	3	-	3		
AVG	3	3	2	3	-	3	2	2

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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX372	MANAGEMENT OF AGRO CHEMICAL INDUSTRY	3	0	0	3

- Course Objective
- 1.To understand the basics of agro-chemical industries.
 - 2.To understand the basics of Insecticides used in agriculture.
 - 3.To understand the basics of fungicides used in agriculture.
 - 4.To understand the process in development of agro-chemicals.
 - 5.To understand the organizational set up for plant protection.

Unit	Description	Instructional Hours
I	Agro-chemicals: Definition and classification; Basic knowledge of agrochemicals; role and status of agro-chemical industry in India; Pesticides – Classification and Introduction, knowledge of different pesticides.	9
II	Insecticides – Definition and classification based on (a) Mode of Entry (b) Mode of Action and (c) Chemical Structure with example; Insecticidal formulation; preliminary knowledge of mode of action of insecticides; knowledge of plant protection equipments.	9
III	Fungicides – Classification and preliminary knowledge of commonly used fungicides; Biomagnifications of pesticides and pesticide pollution.	9
IV	Introductory knowledge about development of agro-chemicals; Insecticidal poisoning, symptoms and treatment; Main features of Insecticide Act.	9
V	Directorate of Plant Protection, Quarantine and Storage – A brief account of its organizational set up and functions; IPM Concept – Bio-pesticides – Plant products.	9
Total Instructional Hours		45

- Course Outcomes
- CO1: Analyze the complex regulatory framework governing the agrochemical industry and its impact on business operations
- CO2: Develop effective strategies for managing the research, development, and production of agrochemical products.
- CO3: Evaluate and implement marketing and sales strategies specific to the agrochemical industry.
- CO4: Formulate sustainable practices for the responsible management of agrochemical products throughout their lifecycle.
- CO5: Possess proficient knowledge to infer various process development of agro chemicals

Text Books:

1. Board Eiri , Agro Chemical Industries, Publisher: Engineers India Research Institute, ISBN: 9788186732465, 9788186732465
2. TV Sathe - Agrochemicals and Pest Management Paperback – 1- January 2011-Daya Publishing House.
- 3.

Reference Books:

1. Dhaliwal GS, Singh R & Chhillar BS. 2006. Essentials of Agricultural Entomology. Kalyani.
2. Hayes WT & Laws ET. Hand Book of Pesticides. Academic Press.
3. Matsumura F..Toxicology of Insecticides. 2nd Ed. Plenum Publ.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3		-	3	2	
CO2	3	3	3		-	3		
CO3	3	3	3		-	3		
CO4	3	3	3		-	3	2	
CO5	3	3	3	3	-	3	3	3
AVG	3	3	3	3	-	3	2.3	3

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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX373	MANAGEMENT OF FLORICULTURE AND LANDSCAPING	3	0	0	3

- Course Objective
- 1.To understand the importance and significance of floriculture in India.
 - 2.To know historical facts of gardening and the importance of gardening in various eras.
 - 3.To get knowledge on New Concepts of Landscape Gardening.
 - 4.To understand the various styles of gardens present in our country.
 - 5.To understand harvesting of flowers and learn the post-harvest management of different commercial crops

Unit	Description	Instructional Hours
I	Introduction, importance and scope of floriculture industry; Recent advances in floriculture industry.	9
II	Evolution of new cultivars; and production technology of ornamental plants; special techniques for forcing of flowers for export.	9
III	Drying and dehydration of flowers; response of flowers to environmental conditions; importance and scope of landscape gardening.	9
IV	Style of gardening, Aesthetic and Socio-aesthetic planning of old and newly developed towns and cities; commercial cultivation of flower crops (rose, jasmine gladiolus, tuberose, marigold, aster, carnation, gerbera, ciliun chrysanthemum; use of plant regulators in flower production.	9
V	Extraction, purification and storage of essential oils and perfumes; post harvest changes in cut flowers, storage and packing of cut flowers; determining optimum time of harvesting of flowers for export and home use.	9
Total Instructional Hours		45

Course Outcomes

- CO1: Demonstrate knowledge and expertise on fundamental gardening principles which form the basis for learning landscape architecture.
- CO2: Apply scientific principles to the cultivation, propagation, and management of floriculture and landscaping plants
- CO3: Design and implement sustainable landscape plans, considering factors like plant selection, water conservation, and environmental impact.
- CO4: Develop and implement effective business plans for floriculture and landscaping businesses.
- CO5: Manage an open field floriculture unit from planting to harvest.

Text Books:

1. Singh, Alka- A Colour Handbook: Landscape Gardening-Imprint- NIPA,ISBN: 9789383305889
2. Chadha KL & Choudhary B. *Ornamental Horticulture in India*. ICAR.

Reference Books:

1. Alagarsamy Nithya Devi-ISBN-13: 978-3-8484-9698-3 Floriculture, Landscaping and Turf Management.
2. Grinda EW. Every Day Gardening in India. D.B. Tarporevala Sons.
3. Randhawa GS & Mukhopadhyay A. Floriculture in India. Allied Publ.
4. Randhawa MS. Beautifying India. Raj Kamal Publication.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3			3	2	2
CO2	3	3	3			3	2	2
CO3	3	3	3			3	2	2
CO4	3	3	3			3		
CO5	3	3	3			3	2	2
AVG	3	3	3	-	-	3	2	2

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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX374	FARM POWER AND MACHINERY MANAGEMENT	3	0	0	3

- Course Objective
- 1.To equip the students with sufficient knowledge about farm power and farm mechanization.
 - 2.To provide the students with the basic knowledge on the tractor and power tillage industry.
 - 3.To learn about the management of farm machinery.
 - 4.To impart knowledge on cost management in the farm power and machinery management.
 - 5.To familiarize with the production and marketing of Agricultural Equipments.

Unit	Description	Instructional Hours
I	Various sources of farm power, their availability and utilization; Importance and present status, level and the scope of farm mechanization.	9
II	Tractor and power tillage industry – model, make, capacity, production, present status and future prospects; concept of zero tillage.	9
III	Farm machinery selection for different size of farm size and for different agro climatic conditions; scheduling of farm operations for higher efficiencies, indices of machine performance.	9
IV	Cost analysis of operations using different implements, economic performance of machines, optimization of tractor implements system and transport of farm produce.	9
V	Agricultural equipments industry – their production, marketing and constraints; establishment of agricultural engineering enterprises (agro service centers, etc.).	9
Total Instructional Hours		45

- Course Outcomes
- CO1: Demonstrate a comprehensive understanding of various farm power sources and machinery types, including their functionalities, limitations, and applications
- CO2: Analyze and evaluate the economic feasibility and efficiency of different farm power and machinery options based on farm size, crop type, and operational needs
- CO3: Develop practical skills for the safe and efficient operation, maintenance, and troubleshooting of farm machinery.
- CO4: Formulate strategies for the effective management of farm power and machinery, including budgeting, scheduling, and record-keeping
- CO5: Critically evaluate advancements in farm power and machinery technology and assess their potential impact on agricultural practices and overall farm productivity.

Text Books:

1. Donnell Hunt- Farm Power And Machinery Management Paperback-Medtech; 10th edition (12 November 2013)
2. D N & S Mukesh Sharma - Farm Power And Machinery Management Vol. – 1- Jain Brothers; 2013th edition ,January 2013.

Reference Books:

1. David Wilson -Farm Power and Machinery Management- Waveland Press, 01-Oct-2015.
2. Sharma D N-Farm Power and Machinery Management (Principles & Practice)-Publisher: Jain Brothers,ISBN: 9788183601887, 818360188X
3. Er.Sanjay Kumar - Farm Power and Machinery- Publisher: Kalyani PublishersEdition: 2018, ISBN: 9789327287257, 9327287258

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	2		3		2
CO2	3	3	3	2		3	2	2
CO3	3	3	3			3	3	2
CO4	3	3	3			3	3	3
CO5	3	3	3			3		
AVG	3	3	3	2		3	2.67	2.25

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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX375	FEED BUSINESS MANAGEMENT	3	0	0	3

- Course Objective
- 1.To learn about feed industry in India and world.
 - 2.To know about the Nutrients requirements of livestock and poultry.
 - 3.To understand the processing of feeds.
 - 4.To enable students to learn about the mineral mixture and its importance.
 - 5.To understand the various Distribution channels relating to sale of food stuff.

Unit	Description	Instructional Hours
I	Present status of feed resources; gap between demand and availability of nutrients; status of feed industry in India and world, constraints in the development of Indian feed industry.	9
II	Nutrients requirements of livestock and poultry; feed stuff and their origin; scientific storage of feeds and feed ingredients; protection of protein and fat.	9
III	Processing of feeds, layout and design of feed plants, feed plant management; feed preparation for fish and pet animals, specialty feeds.	9
IV	Importance and preparation of mineral mixture; feed additives and supplements, feed mixing, principles of mixing and compounding of feeds; improving the feeding value of poor quality roughages.	9
V	Distribution channels, regulations relating to manufacture and sale of feed stuffs.	9
Total Instructional Hours		45

Course Outcomes	CO1:	Analyze the key components of the feed industry value chain, including sourcing, production, distribution, and marketing
	CO2:	Develop and implement effective feed production and quality control strategies
	CO3:	Evaluate and manage the financial aspects of a feed business, including cost control, pricing strategies, and budgeting.
	CO4:	Apply legal and regulatory knowledge to ensure feed business compliance with relevant standards and regulations
	CO5:	Possess knowledge on different feeds and their attributes in livestock management and its marketing

Text Book:

1. Stephen Goddard - Feed Management in Intensive Aquaculture- 23 August 2014, Springer; Softcover reprint of the original 1st ed. 1996 edition (23 August 2014)

Reference Books:

1. Robert Blair - A Practical Guide to the Feeding of Organic Farm Animals: Pigs, Poultry, Cattle, Sheep and Goats
2. Handbook of Poultry Science and Technology: Volume 2.
3. Board Eiri - Hand Book of Poultry Farming and Feed Formulations- Publisher: Engineers India Research Institute- ISBN: 9788186732830, 9788186732830.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3			3	2	
CO2	3	3	3			3	1	1
CO3	3	3	3			3	1	1
CO4	3	3	3			3	1	
CO5	3	3	3			3	3	2
AVG	3	3	3			3	1.6	1.3

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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX376	POULTRY AND HATCHERY MANAGEMENT	3	0	0	3

- Course Objective
- 1.To understand the role of management in poultry industry.
 - 2.To provide the basics in establishing a poultry and hatchery unit.
 - 3.To provide the basics on the process of incubation and hatching in poultry.
 - 4.To provide the basics on franchise hatcheries and management of them.
 - 5.To provide the basics of HR and marketing skills needed in poultry and hatcheries

Unit	Description	Instructional Hours
I	Poultry and hatchery industry; role of management in poultry industry.	9
II	Planning and establishing a poultry and hatchery unit- location, size and construction; farm and hatchery equipments and physical facilities; organizing and managing a poultry farm and hatchery.	9
III	Incubation and hatching; production of quality chicks and eggs; factors affecting hatchability; bio-security and hatchery sanitation; handling of hatching eggs; maintaining chick quality-chick grading, sexing, packing, dispatch , transportation and chick delivery.	9
IV	Franchise hatcheries; custom hatching; brooding; growing and laying management; crisis management; industrial breeding, feeding, housing and disease management; waste management; Record management; cost accounting and budgetary control.	9
V	Risks and insurance; personal management- labour relations including wages and salaries, job evaluation and employee appraisal; marketing management-direct sale and sale through franchisees/ agents, advertisement, sale and after sale services, other innovative sales strategies.	9
Total Instructional Hours		45

- Course Outcomes
- CO1: Apply scientific principles to the effective management of poultry and hatchery operations.
- CO2: Implement best practices for egg handling, incubation, and chick care.
- CO3: Evaluate and select appropriate housing, equipment, and biosecurity measures for poultry and hatcheries.
- CO4: Develop and implement strategies for flock management, including breeding, selection, and culling techniques.
- CO5: Analyze and interpret data relevant to poultry and hatchery performance to identify areas for improvement.

Text Book:

1. D. Kumar (Author), A. Roy (Author), AnjooYumnam (Author) - Poultry Production and Hatchery Management- Satish Serial Publishing House -January 2019-ISBN-13 : 978-9388020312

Reference Books:

1. M.T. Banday, S. Adil -Poultry Production & Hatchery Management ,2019
2. Jadhav, N V Practical Manual for Commercial Poultry Production and Hatchery Management,Daya Publishing House,2014.
3. Dr. M. Murugan-Textbook on Commercial Poultry Production and Hatchery, Publisher: Indian Council of Agricultural Research Management, Edition: 1, 2019.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3			3	2	
CO2	3	3	3			3	3	2
CO3	3	3	3			3	2	
CO4	3	3	3			3	3	3
CO5	3	3	3			3	3	3
AVG	3	3	3			3	2.6	2.7

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HICET

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX377	FOOD TECHNOLOGY AND PROCESSING MANAGEMENT	3	0	0	3

- Course Objective
- 1.To enable students to understand the status of food industry in India.
 - 2.To enable students to understand the basics on food processing and food preservation.
 - 3.To enable students to understand the process of analyzing the cost and management of quality in a food organisation.
 - 4.To enable students understand the formulation of projects in various food industries.
 - 5.To learn on the performance parameters for food processing.

Unit	Description	Instructional Hours
I	Present status of food industry in India; Organization in food industry; Introduction to operations of food industry; Deteriorative factors and hazards during processing, storage, handling and distribution.	9
II	Basic principles of food processing and food preservation by manipulation of parameters and factors and application of energy, radiations, chemicals and biotechnological agents; Packaging of foods.	9
III	Analysis of costs in food organization; Risk management; Laws and regulations related to food industry and food production and marketing; Quality management – quality standards, PFA, ISO, etc.	9
IV	Case studies on project formulation in various types of food industries – milk and dairy products, cereal milling, oil-seed and pulse milling, sugarcane milling, honey production, baking, confectionery, oil and fat processing, fruits and vegetable storage and handling, processing of fruits and vegetables, egg, poultry, fish and meat handling and processing, etc.	9
V	Performance Parameters for Food Processing – hygiene, energy efficiency, minimization of waste, labour- Overview of the types of food processing industries	9
Total Instructional Hours		45

- Course Outcomes
- CO1:** Possess commendable knowledge on various aspects of Food Technology through Theory and Practical knowledge.
- CO2:** Demonstrate knowledge with the technologies of food processing and preservation of plant and animal foods, cereals, pulses, oilseeds, fruits vegetables, spices, meat, fish, poultry, sea food, milk and dairy products.
- CO3:** Develop and implement strategies for effective management of food production, processing, and distribution
- CO4:** Evaluate food safety and quality control measures throughout the food processing chain.
- CO5:** Demonstrate knowledge and understanding of food regulations and compliance requirements.

Text Book:

1. Lisa Jordan - Food Industry: Food Processing and Management-Publisher : Callisto Reference; Illustrated edition-March 2015.

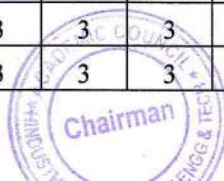
Reference Books:

1. P J Fellows- Food Processing Technology: Principles and Practice-Woodhead Publishing-4th Edition-October 2016.
2. Acharya SS & Aggarwal NL. Agricultural Marketing in India. Oxford & IBH- 2004.
3. Y. H. Hui, E. ÖzgülEvranoz-Handbook of Vegetable Preservation and Processing – 2016.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3			3	2	2
CO2	3	3	3			3		
CO3	3	3	3			3	3	3
CO4	3	3	3			3	3	3
CO5	3	3	3			3	3	2
AVG	3	3	3			3	2.75	2.5

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Programme
MBA

Course Code
20BAX378

Name of the Course
**FRUIT PRODUCTION AND POST HARVEST
MANAGEMENT**

L T P C
3 0 0 3

- Course Objective
- 1.To enable students to understand the horticulture industries in India and the world.
 - 2.To impart students with the basic knowledge on management of horticulture crops.
 - 3.To make students familiar with different aspects of post- harvest horticulture.
 - 4.To understand functional foods and development of fruit based drinks.
 - 5.To identify problems in marketing and to learn about quality standards for trade.

Unit	Description	Instructional Hours
I	World production and horticulture in India; present status of fruit industry in India and emerging scenario.	9
II	Management of horticultural crops – establishing an orchard, basic cultural practices, regulation of flowering, fruiting and thinning, protection against insect pest, weeds: pre and post-harvest management for quality and shelf life.	9
III	Post-harvest management in horticulture- procurement management, important factors for marketing, standardization and quality control, packaging.	9
IV	Post-harvest management in horticulture- development of fruit-based carbonated drinks, development of dehydrated products from some important fruits, storage of pulp in pouches, essential oils from fruit waste, dehydrated fruits. Market structure and export potential of fruits.	9
V	Problems in marketing of fruits, and government policy; quality standards for domestic and international trade.	9
Total Instructional Hours		45

- Course Outcomes
- CO1: Apply the principles and practices of fruit production management for diverse fruit crops
- CO2: Analyze the physiological and biochemical changes occurring in fruits during post-harvest handling
- CO3: Implement appropriate post-harvest handling techniques to maintain fruit quality and extend shelf life.
- CO4: Evaluate and select post-harvest technologies based on fruit type and intended market.
- CO5: Develop a comprehensive post-harvest management plan for a specific fruit crop and market

Text Book:

1. N S Rathore - Post-Harvest Management and Processing of Fruits and Vegetables Paperback-January 2012- Publisher : The Energy And Resources Institute.

Reference Books:

1. Srivastava - Fruit and Vegetable Preservation Principles and Practices Revised and Enlarged -Publisher : CBS; 3rd edition- 2019.
2. HarcharanDass , Ak Yadav -Advances In Organic Production Of Fruit Crops -Publisher : Westville- January 2017.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3			3	3	2
CO2	3	3	3			3		
CO3	3	3	3			3	3	2
CO4	3	3	3			3		
CO5	3	3	3			3	3	3
AVG	3	3	3			3	3	2.3

Chairman BoS
MBA - HICET



Dean (Academics)
HICET

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX379	Advertising and Brand Management	3	0	0	3

- Course Objective
1. To enable the students to understand the milestones in modern advertisement
 2. To enable the students to understand the Advertising communication models
 3. To acquire knowledge on broadcast and non-broadcast media
 4. To understand the promotional tools and its effectiveness.
 5. To enable students to understand the concept of product branding

Unit	Description	Instructional Hours
I	An Introduction to Advertising- Milestones in Development of Modern Advertising- Classification Types of Advertising - Advertising Spiral- Social & Economic Aspects of Advertising Marketing Communication Model - AIDA	9
II	Advertising Communication Models – Dagmar, Hierarchy of Effect, Innovation Adoption Model and Information Processing Model- Planning Framework of Promotional Strategy- How Advertising Works (Part-1 to 6)	9
III	Broadcast and Non-Broadcast Media- Budgeting Decision Rule in Media Planning and Scheduling- Objective to Task Method and Competitive Parity Methods in Media Planning and Scheduling- Factors Influencing Media Planning- Class, Vehicle & Option- Media Scheduling: Flighting, Pulsing and Continuous- Contemporary Trends in Media	9
IV	Management of Sales Promotion: Importance and Needs for Sales Promotion- Planning for Consumer Schemes and Contests, Different types of Consumer Schemes- Sales Promotion in International Market	9
V	The Concept of Product, Brand Branding- Brand Evaluation, Branding Challenges and Opportunities- Strategic Brand Management Process- Identifying and Establishing Brand Positioning and Values- Brand Building - Developing a Brand- Designing and Implementing Brand Strategies- Sustaining the Brand- Managing Brands Overtime	9
Total Instructional Hours		45

- Course Outcome
- CO1 - Acquire the basic knowledge in modern advertisement.
CO2 - Understand and analyze the various elements of Advertising communication models
CO3 - Acquire knowledge on broadcast and non-broadcast media.
CO4 - Correlate the importance of promotion tools in communicating to customers.
CO5 - Acquire knowledge on Product & Brand Branding.

Text Book:

T1: J.Craig Andrews, Terance Shimp, "Advertising Promotion and other aspects of Integrated Marketing Communication", Cengage Learning ,10th edition 2017

Reference Books:

R1: George E Beich, Micheal A Beich, Keyor Purani Advertising & Promotion , An Integrated Marketing Communication : Perspective Tata McGraw Hill, 7th Edition, 2009

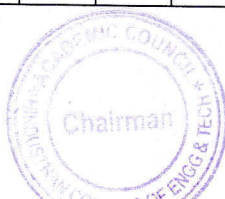
R2 : Sandra Moriarty, Nancy D Mitchell, William D Wells, Advertising and IMC 10th Global Edition 2016

R:3 Harsh V. Verma Brand Management: Text and Cases / Excel Books India, 2016

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2	1	2	3	3	2
CO2	3	3	2	1	2	3	3	2
CO3	3	3	2	3	2	3	3	2
CO4	3	3	3	3	3	3	3	3
CO5	3	3	2	3	3	3	3	3
AVG	3	3	2.2	2.2	2.4	3	3	2.4

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Dean (Academics)
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Programme MBA	Course Code 20BAX380	Name of the Course Consumer Buyer Behaviour	L 3	T 0	P 0	C 3
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Course Objective	1.	To enable the students to understand the key terms, definitions, and concepts in Consumer Behavior.
	2.	To enable the students to understand the consumer research process.
	3.	To enable the students to understand the Consumer Psychographics and Perception.
	4.	To enable students to understand the concept of Diffusion and Adoption of New Products.
	5.	To enable students to understand the Consumer Protection system in India

Unit	Description	Instructional Hours
I	Consumer Behavior Knowledge: Introduction - Forces that Drive the Change in Consumer Behaviour- The Application of Consumer Buying Behaviour Principles to Strategic Marketing- The Role of Consumer Behaviour on Strategic Planning- Consumer Scene in India. Market Segmentation: Benefits- Limitations of Segmentation -Bases for Segmentation- Criteria for Effective Targeting of Market Segments - Implementing Segmentation Strategies	9
II	Consumer Research Process- Conducting Segmentation Research Study- Development of Motivational Research- Methods in Psychology (For Motivation and Other Psychological Aspects to be Probed)- Consumer Need- Motivation- Constantly Evolving Needs and Goals- Arousal of Motives- Types and System of Needs. Personality and Consumer Behaviour: Personality Characteristics, Theories, Consumer Behaviour- Brand Personality	9
III	Consumer Psychographics and Perception: Understanding Psychographics / Application of Psychographic Analysis- Psychographic Consumer Segmentation Research: SRI VALS Program- Consumer Perception / Perceptual Mechanism- Store Image. The Nature of Consumer Attitudes and Change- Components of Attitude- Learning Process	9
IV	Diffusion and Adoption of New Products; Consumer Decision Making: Diffusion Process, Adoption Process, A Profile of the Consumer Innovator, Four Views of Consumer Decision Making- The Consumer Decision Making Process- Model of Buyer Behaviour- Post Purchase Behaviour- Relationship Marketing.	9
V	Consumer Protection in India- Consumers Need Protection – Consumer Guidance Society of India (CGSI)- Rights of Consumers- Consumer Movement- Consumerism and Consumers' Rights and Responsibilities- Business Malpractices- Legislative Regulations- Consumer Protection Councils and Consumer Education. Consumer Buyer Behaviour in Different Marketing Domains- Consumer Buyer Behaviour in Service Marketing- Consumer Buyer Behaviour in Business to Business Association	9
Total Instructional Hours		45

Course Outcome	CO1 - Understand the fundamentals concepts of Consumer behaviour
	CO2 - Visualise the consumer research process
	CO3 – Understand the Psychographics / Application of Psychographic Analysis
	CO4 - Visualize the Diffusion and Adoption of New Products
	CO5 – Understand the Consumer Protection system in India.

Text Book:

Schiffman, G.L. and Wisenblit, J. and Rameshkumar, S. (2015). Consumer Behaviour, 11/e; New Delhi: Pearson Education

Reference Books:

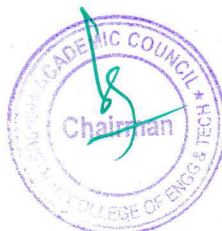
1. Hawkins, I. Del, Mothersbaugh L. David, MookerjeeAmit (2015). Consumer Behaviour: Building Marketing Strategy, 12/e; New Delhi: Tata McGraw-Hill
2. Majumdar, Ramanuj (2010). Consumer Behaviour: Insights from Indian Market; New Delhi: Phi Learning Private Limited
3. Assael, H., Consumer Behaviour and Marketing Action, South Western Publishing Company, Ohio.
4. Block and Roering, Essentials of Consumer Behaviours, Dryden Press. Chicago.
5. Engel, James F., Roser D. Blackwell, and Paul W. Miniard, Consumer Behaviour, Dryden Press, Chicago.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	1	2	3	3	2
CO2	3	3	3	1	2	3	3	3
CO3	3	3	3	1	2	3	3	3
CO4	3	3	3	1	2	3	3	3
CO5	3	3	3	1	2	3	3	3
AVG	3	3	3	1	2	3	3	2.8

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Dean (Academics)
HICET

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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX381	Product and Brand Management	P	0	0	3

Course Objective	1.	To enable the students to understand the concepts in Brand Management.
	2.	To enable the students to understand the strategies in Brand Positioning.
	3.	To enable the students to understand the concepts in Brand building – brand image and identity.
	4.	To enable students to understand the concept of brand extension and its impact on the brand architecture
	5.	To enable students to understand the brand valuation and the brand building process.

Unit	Description	Instructional Hours
I	Introduction to Product Management- Product Planning- Product Category Analysis- Insight, Innovation and Design Thinking- New Product development	9
II	Brands & Branding concept - Concept of a brand – Evolution, perspectives, Brands Vs Products- Brand elements. Brand positioning – Basic concepts – alternatives – risks – Brands & consumers –Strategies for positioning the brand for competitive advantage – Points of parity – Points of difference, Building a strong brand – steps	9
III	Brand Image & Brand Identity Brand Image-image dimensions- Brand identity – perspectives, levels, and prisms. Managing Brand image – stages – functional, symbolic & experiential brands. Brand building implications.	9
IV	Brand extensions , Brand adoption practices, extendibility. Line extensions, line trap – Co-branding & Licensing Brands. Brand design and structures - Reinforcing and Revitalization of Brands – need, methods, Brand Architecture – product, line, range, umbrella & source endorsed brands.	9
V	Brand Valuation and Building Brands Brand valuation – Methods of valuation, implications for buying & selling brands. Applications – Branding industrial products, services and Retailers – Building Brands online- Steps & Strategies- Social Media and the branded customer Experience.	9
Total Instructional Hours		45

Course Outcome	CO1: Develop a comprehensive understanding of the product life cycle and apply strategies for successful product development, launch, and management.
	CO2: Analyze consumer behavior, market trends, and competitor data to inform product positioning, pricing, and marketing strategies
	CO3: Build and manage strong brand strategy, including brand identity, positioning, and communication to create customer loyalty and brand equity.
	CO4: Evaluate and implement branding tools and techniques, such as advertising, public relations, social media marketing, and influencer marketing, to effectively manage brand image and perception
	CO5: Demonstrate an understanding of ethical considerations in product development, marketing, and branding, and apply them to make responsible decisions that benefit both the company and consumers

Text Book:

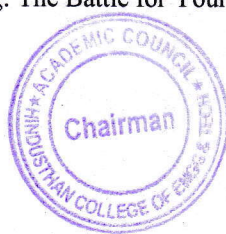
1. Kevin Lane Keller, Strategic Brand Management, Pearson, New Delhi, 5th Edition, 2019.

Books & Reference

1. Donald, R.L., & Russell S.W. (2002). Product Management (3rd Ed.). Tata McGraw Hill
2. Keller, K.L., & Swaminathan, V. (2019). Strategic Brand Management: Building, Measuring and Managing Brand Equity (5th Ed.). Prentice Hall
3. Trott, P. (2008). Innovation Management and New Product Development (4th Ed.). Prentice Hall
4. Kapferer, J. (2012). The New Strategic Brand Management: Advanced Insights and Strategic Thinking (5th Ed.). Kogan Page
5. Reis, A.; Trout, J. (2001). Positioning: The Battle for Your Mind. McGraw Hill Education

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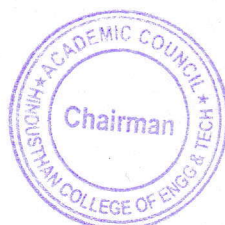


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CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	2	1	3	3	2
CO2	3	3	3	3	1	3	3	3
CO3	3	3	3	3	1	3	3	3
CO4	3	3	3	3	1	3	3	3
CO5	3	3	3	3	2	3	3	3
AVG	3	3	3	2.8	1.2	3	3	2.8

Chairman - BOS
Chairman - BOS
MBA - HiCET



Dean (Academics)
HiCET

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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX382	Digital Marketing	3	0	0	3

- Course Objective
1. To enable the students to understand the concepts of Digital Marketing.
 2. To enable the students to understand Search Engine Tools in Digital Marketing
 3. To enable the students to understand the various Email marketing techniques
 4. To enable students to understand the designing and monitoring of campaigns
 5. To enable students to understand the Social media marketing

Unit	Description	Instructional Hours
I	Introduction to Digital Marketing and its Significance- Traditional Marketing Vs Digital Marketing- Digital Marketing Process- Website Planning and Development -Types of websites- Understanding Domain and Webhosting- Building Website/Blog using CMS Word Press- Using Word Press Plug-ins	9
II	Introduction to Search Engine Optimization- Keyword Planner Tools- On Page SEO Techniques- Indexing and Key Word Placement- Content Optimization- Yoast SEO Plug-in- Off -Page SEO Techniques	9
III	Email Marketing- Introduction and Significance- Designing e-mail marketing campaigns using Mail Chimp- Building E-mail List and Signup Forms- Email Marketing Strategy and Monitoring- Email -Atomization. Pay Per Click Advertising: Introduction- Google Adword- Types of Bidding strategies	9
IV	Designing and Monitoring search campaigns- Display campaigns -Video campaigns- Universal App Campaigns. Google Analytics : Introduction and Significance- Interface and Setup- Understanding Goals and Conversions- Monitoring Traffic Behavior and preparing Reports	9
V	Social Media Marketing : Introduction and Significance- Facebook Marketing : Introduction Types of Various Ad Formats. Setting up Facebook Advertising Account- Understanding Facebook Audience and its Types- Designing Facebook Advertising Campaigns- Working with Facebook Pixel- Twitter Marketing: Basics- Designing Twitter Advertising Campaigns. Introduction to LinkedIn Marketing- Developing digital marketing strategy in Integration form.	9
Total Instructional Hours		45

Course Outcome	CO1: Develop and implement a comprehensive digital marketing plan, aligning strategy with business objectives and target audiences.
	CO2: Critically evaluate and leverage various digital marketing channels, including search engine optimization (SEO), social media marketing (SMM), pay-per-click (PPC) advertising, content marketing, and email marketing, to achieve desired marketing outcomes.
	CO3: Analyze and interpret data from various digital sources using relevant analytics tools, to track campaign performance, measure return on investment (ROI), and make data-driven marketing decisions
	CO4: Articulate ethical considerations in digital marketing practices, such as data privacy, advertising transparency, and online reputation
	CO5: Demonstrate strong communication and collaboration skills to effectively work with various stakeholders, including internal teams, external agencies, and clients, in developing and executing successful digital marketing campaigns.

TEXT BOOKS:

R1: The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns by Ian Dodson, Wiley; 1st edition (2016)

R2: Digital Marketing For Dummies by Ryan Deiss and Russ Henneberry, For Dummies.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2	2	1	3	3	3
CO2	3	3	2	2	1	3	3	3
CO3	3	3	3	3	2	3	3	3
CO4	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3
AVG	3	3	2.6	2.6	2	3	3	3



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**Dean (Academics)
HiCET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX383	Human Resource Development	3	0	0	3
Course Objective	1. To make students understand the basics of Human Resource Development. 2. To make students design the measurability for employee coaching and performance. 3. To make students sensitize to the employees counselling. 4. To understand the knowledge on career planning . 5. To create an exposure to the service strategies of different service sectors.					

Unit	Description	Instructional Hours
I	Introduction to Human Resource Development: Emergent of HRD, Critical HRD roles, challenges for HRD- HRD in global perspective, HRD- Performance link, Strategic perspective of HRD- HRD Process Model: identification of HRD needs and Design and development of HRD programmes-: HRD Process Model: Methods of Implantation, Evaluation of HRD programmes	9
II	Employee coaching and performance management: Coaching to improve poor performance, coaching analysis, coaching discussion, coaching skills. HRD interventions: Mentoring for employee development: Role of mentoring in development, understanding the role and responsibilities of mentor, mentee, implementing the mentoring process, mentoring relationship.	9
III	Employee counselling for HRD: Overview of counselling programmers, employee assistance programme, stress management, employee wellness and health promotion. Competency framework of HRD: why competency mapping? Understanding the competency mapping framework, steps in competency mapping	9
IV	Career Planning, management, and development: Career development stages and activities, role of individual and organization in career planning, Issues in career management. Intellectual capital (IC), its measurement and management: Components of IC, measurement models of IC, IC index and challenges for HR	9
V	HRD, Organizational Learning, and learning organizations- The future of HRD and HRD Ethics: Research, practice and education of HRD for innovation and talent development and management, Role of HRD in developing ethical attitude and behavior and development, Ethical problems with HRD roles	9
Total Instructional Hours		45

Course Outcome	CO1: Critically analyze the evolving HR landscape, including emerging trends and technologies
	CO2: Design and implement comprehensive talent management strategies encompassing recruitment, selection, performance management
	CO3: Develop and cultivate a positive and engaging work environment that fosters employee well-being, motivation, and high performance
	CO4: Apply effective coaching and mentoring strategies to support individual employee growth and leadership development.
	CO5: Evaluate the effectiveness of HRD initiatives through qualitative and quantitative methods

Books and references

- R1-Werner and DeSimone (2006). Human Resource Development. Thomson Press, Network.
 R2-David Mankin (2009). Human Resource Development, Oxford University Press: Delhi.
 R3- Rosemary Harison (2000). Employee Development. University Press: Hyderabad.
 R-4John P. Wilson (2005). Human Resource Development. Kogan Page.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3			3	3	2
CO2	3	3	3	3		3	3	3
CO3	3	3	3	3	3	3	3	3
CO4	3	3	3	3		3	3	3
CO5	3	3	3			3	3	3
AVG	3	3	3	3	3	3	3	2.8

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Dean (Academics)
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Programme MBA	Course Code 20BAX384	Name of the Course Managerial Skills for Interpersonal Dynamics	L	T	P	C
			3	0	0	3

Course Objective	1. To understand the Relational Development and Maintenance of employees
	2. To gain knowledge on Forgiveness and happiness
	3. To understand the concept of Servant Leadership. Moods and Emotions
	4. To enable students in employee involvement
	5. To upgrade the students towards managerial flexibility

Unit	Description	Instructional Hours
I	Relational Development and Maintenance- Relational Development and Maintenance –I, II, III & IV. Fundamental Interpersonal Relationship Orientation – Behaviour – I. Fundamental Interpersonal Relationship Orientation	9
II	Behaviour II: Forgiveness – I & II. Happiness at Workplace – I&II. Trust – I & II. Employee Recognition – I&II. Psychological Ownership – I&II. Managerial Effectiveness – I,II & III.	9
III	Servant Leadership. Moods and Emotions I, II & III. Optimism I and II- Career Engagement I &II. Spiritual Intelligence-I, II and III. Insult and Interpersonal Dynamics. Work motivation I and III.	9
IV	Employee Involvement. Humour at Workplace-Preparedness and performance- Maturity at Workplace-Hope. Ego Defence Mechanism -Group Dynamics- Dyadic Relationship at Workplace. Emotional Negotiation-I and II. Anger, Anxiety & Depression-I and II. Expectations. Thinking Process	9
V	Managerial Flexibility- Reinstating Relationships. Buddhist approach to MSID –I. Buddhist approach to MSID –II-Panchatantra and Interpersonal Dynamics. Emotion, Nutrition & Brain Bhagwat Gita and Interpersonal Dynamics. Flexibility, Quality of Life & Work family Enrichment/ Flexibility & Work Enrichment. Employee Loyalty –I and II. Chanakya and Interpersonal Dynamics	9
Total Instructional Hours		45

Course Outcome	CO1: Demonstrate a deeper understanding of individual and group behavior within organizational settings
	CO2: Develop strong self-awareness, including identifying personal strengths, weaknesses, communication styles to navigate workplace interactions effectively.
	CO3: Apply effective communication strategies, both verbally and non-verbally, to build rapport, resolve conflict, and foster collaboration within diverse teams.
	CO4: Utilize effective leadership styles to motivate, inspire, and empower team members,
	CO5: Analyze and navigate complex interpersonal dynamics within organizational hierarchies and team settings

Books & Reference

- R1.Pareek, U. (2012).Understanding Organizational Behaviour, 3e. Oxford University Press.
- R2. Exploring Interpersonal Dynamics ISBN: 978-0-7623-1153-8 eISBN: 978-1-84950-306-8
- Edited by: Pamela L. Perrewe, Daniel C. Ganster Published: 2004 Study material prepared on the basis of Research Journals.
- R3.INTERPERSONAL DYNAMICS IN THE SMALL GROUP. By Gerald M. Phillips and Eugene C. Erickson. New York: Random House, 1970. 242 pp Bruce C. Busching
- R4.Interpersonal Dynamics: Essays and Readings on Human Interaction. Warren G. Bennis , Edgar H. Schein , David E. Berlew , Fred I. SteelePaul F. Secord
- R5. Gerben A. van Kleef, Universiteit van AmsterdamPublisher:Cambridge University Press

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3
CO4			3	3		3	3	3
CO5	2	2	3	3	3	3	3	3
AVG	2.8	2.8	3	3	3	3	3	3


**Chairman - BoS
MBA - HICET**




**Dean (Academics)
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX385	Performance And Reward Management	3	0	0	3
Course Objective	1. To understand the importance of performance management 2. To know the methods of implementation of performance management system 3. To understand the rewarding systems 4. To understand the rewarding of special groups 5. To understanding the performance of reward management					

Unit	Description	Instructional Hours
I	Understanding meaning of Performance management and reward systems management - performance management process. Developing an understanding as to why performance management and reward management are of strategic importance and their role in strategic planning	9
II	Implementation of a performance management system; defining performance and choosing a measurement approach and understanding meaning of results. Implementing a performance management system in your organization. Role of performance management in employee development, addressing performance management skills and team reward Management.	9
III	Overview, reward system, understanding total, strategic and international reward. Valuing and grading jobs, understanding pay levels, job evaluation schemes, equal pay, market rate analysis, designing of grade and pay structure.	9
IV	Rewarding special groups, rewarding directors and senior executives, sales and customer service staff, knowledge workers, manual workers Understanding relevance of employee benefits and pension schemes, employee benefits, flexible benefits, pension scheme	9
V	Developing and managing reward systems, evaluating reward management, responsibility for reward Understanding the implications for Performance and Reward Management in the present organizational dynamics with case studies.	9
Total Instructional Hours		45

Course Outcome	CO1: Develop and implement effective performance management systems
	CO2: Critically evaluate and select appropriate performance appraisal methods, considering strengths and weaknesses of various approaches
	CO3: Design and implement reward and recognition systems that are aligned with organizational goals
	CO4: Analyze and explain the legal and ethical considerations in performance and reward management, ensuring compliance with relevant regulations
	CO5: Communicate effectively with employees at all levels regarding performance expectations, feedback, and rewards, fostering trust, transparency, and positive working relationships.

Books & Reference

1. Managing Employee Performance and Reward: Concepts, Practices, Strategies by John Shields. Cambridge University Press.
2. Performance and Reward management by Florence Stone.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	3		3	3	2
CO2	3	3	3	3		3	3	2
CO3	3	3	3	3	3	3	3	2
CO4	3	3	3	3	3	3	3	2
CO5	3	3	2			3	3	2
AVG	3	3	2.8	3	3	3	3	2

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