

***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 (MBA)**



**(CHOICE BASED CREDIT SYSTEM)**

**Curriculum & Syllabus**

**2020-2021**



## 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.

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

Dean (Academics)  
HICET



Chairman - BOS  
MBA - HICET



## VISION AND MISSION OF THE DEPARTMENT


### VISION

#### VISION

To excel in Management Education and develop leadership capabilities and business oriented learning for success in managerial or entrepreneurial ventures with social responsibility

### MISSION

- M1: To develop different leadership skills and qualities, to meet an increasingly complex business environment.
- M2: Our focus is on improving business competencies like, value creation, communication, networking and teamwork.
- M3 : We develop individuals who demonstrate a true passion for entrepreneurship and push themselves to achieve higher goals
- M4: We inculcate the idea of social responsibility towards business and environment.

  
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## PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

PEO1. Enable students to learn and understand business concepts, terminologies, models and perspectives.

PEO2. Students will establish themselves as effective management professional by solving real problems by using management science knowledge along with practices in the skills of effective communication, critical thinking, team work and problem solving skills.

PEO3. Students will use professional management skills to get employment or pursue entrepreneurship career along with lifelong learning in advanced areas of management related fields.

PEO4. Students will be prepared to achieve excellence in leadership roles through participation in various activities of the program.

PEO5. Incorporate ethical considerations while decision making and instill the importance of social responsibility

  
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## PROGRAM OUTCOMES (POs)

PO1. Ability to communicate effectively both writing and orally (speaking /writing skills)

PO2. Apply conceptual business foundations to solve problems both individually and organizationally.

PO3. Establish themselves as a management professional with skill sets like critical thinking, case analysis and project preparation.

PO4. An ability to identify a problem, analyze and formulate the appropriate managerial skills for obtaining the right solution.

PO5. Be a good team player (an ability to function effectively as a team player)

PO6. Use information and knowledge effectively like scanning, organizing data, synthesizing and analyzing for decision making and knowledge sharing.

PO7. Students graduating from MBA will be able to apply different domain knowledge to start their own business ventures.

PO8. An ability to demonstrate and interpret current business issues in a professional approach.

  
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MRA - HICET

# **CURRICULUM**







# 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, Tamil Nadu.



**CBCS PATTERN  
POST GRADUATE PROGRAMMES  
MASTER OF BUSINESS ADMINISTRATION (MBA)(PG)**

**REGULATION-2020**

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

**SEMESTER – I**

S.No.	Course Code	Course Title	Category	L	T	P	C	CIA	ESE	TOTAL
<b>THEORY</b>										
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
<b>PRACTICAL</b>										
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
<b>Total:</b>				<b>18</b>	<b>1</b>	<b>9</b>	<b>24</b>	<b>490</b>	<b>410</b>	<b>900</b>



**SEMESTER II**

S.No	Course Code	Course Title	Category	L	T	P	C	CIA	ES E	TOTAL
<b>THEORY</b>										
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
<b>PRACTICAL</b>										
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
<b>Total:</b>				<b>18</b>	<b>1</b>	<b>9</b>	<b>24</b>	<b>490</b>	<b>410</b>	<b>900</b>

**REGULATION-2016**

For the students admitted during the academic year 2019-2020 and onwards

**SEMESTER-III**

S.No	Course Code	Course Title	Category	L	T	P	C	CIA	ESE	TOTAL
<b>THEORY</b>										
1	16BA3201	Strategic Management	PPC	3	0	0	3	40	60	100
2	16BA3202	Entrepreneurship Development	PPC	3	0	0	3	40	60	100
3	16BA33XX	ELECTIVE-Specialization I	PEC	3	0	0	3	40	60	100
4		ELECTIVE-Specialization I	PEC	3	0	0	3	40	60	100
5		ELECTIVE-Specialization I	PEC	3	0	0	3	40	60	100
6		ELECTIVE-Specialization II	PEC	3	0	0	3	40	60	100
7		ELECTIVE-Specialization II	PEC	3	0	0	3	40	60	100
8		16XX34XX	Open Elective (Compulsory)	OEC	3	0	0	3	40	60
<b>PRACTICAL</b>										



9	16BA3701	Business Plan Development	EEC	0	0	2	1	100	0	100
10	16BA3702	Professional Research Publication	EEC							
11	16BA3703	Business Consultancy	EEC							
12	16BA3704	Case Analysis and Report Writing	EEC							
13	16BA3705	Summer Internship Training	EEC	0	0	2	1	100	0	100
<b>Total</b>				<b>24</b>	<b>0</b>	<b>6</b>	<b>27</b>	<b>520</b>	<b>480</b>	<b>1000</b>

#### SEMESTER IV

Sl.No.	Course Code No.	Course Name	L	T	P	C	CIA	ESE	TOTAL
<b>THEORY</b>									
1.	16BA4201	International Business Management	3	0	0	3	40	60	100
2.	16BA4202	Indian Ethos and Values	3	0	0	3	40	60	100
<b>PRACTICAL</b>									
3.	16BA4901	Project	0	0	24	12	100	100	200
<b>TOTAL</b>			<b>6</b>	<b>0</b>	<b>24</b>	<b>18</b>	<b>180</b>	<b>220</b>	<b>400</b>

#### LIST OF PROFESSIONAL ELECTIVES MASTER OF BUSINESS ADMINISTRATION (MBA)

Sl.No.	Course Code No	Course Name	L	T	P	C	CIA	ESE	TOTAL
<b>THEORY MARKETING - ELECTIVES</b>									
1.	16BA3301	Consumer Behavior & Marketing Research	3	0	0	3	40	60	100
2.	16BA3302	Brand Management	3	0	0	3	40	60	100
3.	16BA3303	Retail Management	3	0	0	3	40	60	100
4.	16BA3304	Services Marketing	3	0	0	3	40	60	100
5.	16BA3305	Integrated Marketing Communication	3	0	0	3	40	60	100





Sl.No.	Course Code No	Course Name	L	T	P	C	CIA	ESE	TOTAL
<b>THEORY FINANCE - ELECTIVES</b>									
1.	16BA3306	Investment Management	3	0	0	3	40	60	100
2.	16BA3307	Merchant Banking and Financial Services	3	0	0	3	40	60	100
3.	16BA3308	International Trade Finance	3	0	0	3	40	60	100
4.	16BA3309	International Financial Management	3	0	0	3	40	60	100
5.	16BA3310	Banking Financial Services Management	3	0	0	3	40	60	100

Sl.No.	Course Code No	Course Name	L	T	P	C	CIA	ESE	TOTAL
<b>THEORY HUMAN RESOURCE - ELECTIVES</b>									
1.	16BA3311	Industrial Relations & Labour Welfare	3	0	0	3	40	60	100
2.	16BA3312	Global Workforce Management	3	0	0	3	40	60	100
3.	16BA3313	Learning and Development	3	0	0	3	40	60	100
4.	16BA3314	Organizational Change and Development	3	0	0	3	40	60	100
5.	16BA3315	Performance Management	3	0	0	3	40	60	100

Sl.No.	Course Code No	Course Name	L	T	P	C	CIA	ESE	TOTAL
<b>THEORY LOGISTICS - ELECTIVES</b>									
1.	16BA3326	Store Keeping and Warehousing	3	0	0	3	40	60	100
2.	16BA3327	Purchasing and Inventory Management	3	0	0	3	40	60	100
3.	16BA3328	Export Trade and Documentation	3	0	0	3	40	60	100
4.	16BA3329	Transportation and Distribution management	3	0	0	3	40	60	100

Sl.No.	Course Code No	Course Name	L	T	P	C	CIA	ESE	TOTAL
<b>THEORY PRODUCTION AND OPERATIONS - ELECTIVES</b>									
1.	16BA3316	Project Management	3	0	0	3	40	60	100
2.	16BA3317	Technology Management & IPR	3	0	0	3	40	60	100



3.	16BA3318	Product Design & Development	3	0	0	3	40	60	100
4.	16BA3319	Lean Six Sigma	3	0	0	3	40	60	100
5.	16BA3320	Services Operations Management	3	0	0	3	40	60	100

Sl.No.	Course Code No	Course Name	L	T	P	C	CIA	ESE	TOTAL
<b>THEORY SYSTEMS - ELECTIVES</b>									
1.	16BA3321	Knowledge Management System	3	0	0	3	40	60	100
2.	16BA3322	E-Commerce Management	3	0	0	3	40	60	100
3.	16BA3323	Enterprise Resource Planning	3	0	0	3	40	60	100
4.	16BA3324	Management Information System	3	0	0	3	40	60	100
5.	16BA3325	Business Analytics	3	0	0	3	40	60	100

**OPEN ELECTIVE FOR ME/MCA/MBA**

Course Code No	Course Name	L	T	P	C	CIA	ESE	TOTAL
16BAX401	Principles of Management	3	0	0	3	40	60	100
16BAX402	Economics and Accounting for Engineers	3	0	0	3	40	60	100
16BAX403	Marketing Management for Engineers	3	0	0	3	40	60	100
16BAX404	International Marketing	3	0	0	3	40	60	100
16BAX405	Brand Management	3	0	0	3	40	60	100
16BAX406	Investment Management	3	0	0	3	40	60	100
16BAX407	Banking Financial Services Management	3	0	0	3	40	60	100
16BAX408	Global Workforce Management	3	0	0	3	40	60	100
16BAX409	Learning and Development	3	0	0	3	40	60	100
16BAX410	Technology Management & IPR	3	0	0	3	40	60	100
16BAX411	E-Commerce Management	3	0	0	3	40	60	100
16BAX412	Business Analytics	3	0	0	3	40	60	100
16BAX413	Store Keeping and Warehousing	3	0	0	3	40	60	100
16BAX414	Purchasing and Inventory Management	3	0	0	3	40	60	100



16BAX415	Export Trade and Documentation	3	0	0	3	40	60	100
16BAX416	Transportation and Distribution management	3	0	0	3	40	60	100

**CREDIT DISTRIBUTION**

**R2016**

Semester	I	II	III	IV	TOTAL
Credits	26	27	27	18	98

**R2020**

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

  
Chairman, Board of Studies

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Principal

**PRINCIPAL**  
Hindusthan College of Engineering & Technology  
COIMBATORE - 641 032

# **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**
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.

Unit	Description	Instructional hours
I	<b>Business Organization</b> 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	<b>Management</b> 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	<b>Planning and Decision Making</b> Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises – Management by Objectives -Decision Making – Types, process, techniques and problems.	9
IV	<b>Organizing</b> 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	<b>Coordination and Controlling</b> Coordination functions in Organization -Essential characteristics of coordination- group Decision Making. Controlling - System and Process of Controlling- Control techniques- - Information Technology in controlling.	9
<b>Total Instructional Hours</b>		<b>45</b>

- Course Outcome**
- CO1: Understand and apply various forms of an organization  
 CO2: Understand the evolution of management functions  
 CO3: Understand the appropriate Strategies for an organization and display their managerial skills.  
 CO4: Understand and develop an organizational structure for an organization.  
 CO5: Understand the organizational performance and its applications

**TEXT BOOKS:**

- T1: Harold Koontz and Heinz Wehrich, 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

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA1202	BUSINESS ORGANIZATION AND MANAGEMENT	3	0	0	3

- Course Objective**
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.

Unit	Description	Instructional hours
I	<b>Business Organization</b> 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	<b>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</b>	9
III	<b>Planning and Decision Making</b> Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises – Management by Objectives -Decision Making – Types, process, techniques and problems.	9
IV	<b>Organizing</b> 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	<b>Coordination and Controlling</b> Coordination functions in Organization -Essential characteristics of coordination- group Decision Making. Controlling - System and Process of Controlling- Control techniques- - Information Technology in controlling.	9
<b>Total Instructional Hours</b>		<b>45</b>

- Course Outcome**
- CO1: Understand and apply various forms of an organization  
CO2: Understand the evolution of management functions  
CO3: Understand the appropriate Strategies for an organization and display their managerial skills.  
CO4: Understand and develop an organizational structure for an organization.  
CO5: Understand the organizational performance and its applications


**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

  
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<b>Programme</b>	<b>Course Code</b>	<b>Name of the course</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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.

Unit	Description	Instructional Hours
I	<b>AN OVERVIEW</b> 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	<b>DEMAND AND SUPPLY ANALYSIS</b> 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	<b>PRODUCTION AND COST ANALYSIS</b> 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	<b>MARKET STRUCTURE AND PRICING</b> 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-Game theory and Asymmetric Information.	9
V	<b>INDIAN ECONOMY AND POLICY</b> 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.	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**

CO1. Understand the key managerial economic concepts in business.  
CO2. Remember and understand the vagaries of changes in the determinants of demand and supply  
CO3. Understand and apply the production and cost concepts in business  
CO4. Understand the market environment and prices through real time market visit  
CO5. Understand the macroeconomic elements and its impact on the economy

**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, 3<sup>rd</sup> Edition, 2012.

**REFERENCE BOOKS:**

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

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

R3 - P.L.Mehta, Managerial Economics Analysis, Problems and Cases, 20<sup>th</sup> Edition, Sulthan Chand and Sons, New Delhi, Jan 2016.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA1203	ACCOUNTING FOR MANAGERS	3	0	1	4

- Course Objective**
- 1: To Enables the students to understand the basic accounting concepts and preparation of financial statement
  - 2: To Enables the students to understand the various techniques in financial statement analysis
  - 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
  - 4: To Enables students to understand the application of marginal costing techniques in business
  - 5: To Expose the students to understand the preparation and presentation of budgets in the modern business world

Unit	Description	Instructional Hours
I	<b>INTRODUCTION TO ACCOUNTING</b> Financial Accounting- Accounting Concepts and conventions -Double entry principles of book keeping. Journal entry- Ledger- Trial Balance. Preparation of Final Accounts- Application of Excel and Tally package in preparation of accounting statements	10
II	<b>FINANCIAL ANALYSIS</b> 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	<b>COST AND MANAGEMENT ACCOUNTING</b> 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	<b>MARGINAL COSTING</b> Marginal costing- Marginal cost Equation-Contribution-Break Even Analysis - Applications of marginal costing - Application of Excel package in preparation of marginal costing.	9
V	<b>BUDGETARY CONTROL</b> Meaning of Budget and budgetary control – objectives - Cash budget-flexible budget and other budgets.-Application of Excel package in preparation of Budgets	7
<b>Total Instructional Hours</b>		<b>45</b>

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

- Course Outcome**
- CO1: Students will apply the basic accounting concepts and preparation of financial statements  
CO2: Students will remember the various techniques in financial statement analysis  
CO3: Students will remember the analysis of fund flow and cash flow and cost accounting technique in business  
CO4: Students will apply the application of marginal costing techniques in business decisions  
CO5: Students will understand the preparation and presentation of budgets in the modern business world

**TEXT BOOKS:**

T1- Maheswari S.N, MaheswariSharadK.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, 3<sup>rd</sup> edition, 2019.

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

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

  
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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	<b>PROBABILITY &amp; STATISTICS</b> 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	<b>RANDOM VARIABLE &amp; DISTRIBUTIONS</b> 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	<b>CORRELATION &amp; REGRESSION</b> Concepts of correlation – Types of correlation (only grouped data is analyzed) - Karl Pearson's coefficient of correlation – Simple Linear Regression – Multiple Regression.	9
IV	<b>TESTING OF HYPOTHESIS</b> 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	<b>ANALYSIS OF VARIANCE</b> One way and Two way classifications - Completely randomized design – Randomized block design – Latin square design	9
<b>Total Instructional Hours</b>		<b>45</b>

**Note: Theory 20 Marks and Problems 80 Marks**

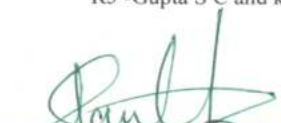
- Course Outcome**
- CO1: To Facilitate objective solutions in business decision making under subjective conditions.  
CO2: To Understand the concept of Random variables distribution functions.  
CO3: Understand the concept of Correlation and Regression.  
CO4: To Acquire skills in analyzing statistical methods.  
CO5: To Understand a clear perception of the statistical ideas and demonstrate the applications of these techniques to problems drawn from industry, management and other engineering fields.

**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, 2<sup>nd</sup> 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, 2<sup>nd</sup> Edition, 2010.  
R3 -Gupta S C and Kapoor V.K, Fundamentals of Mathematical Statistics, Sultan Chand & Sons, 2016.

  
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<b>Programme</b> MBA	<b>Course Code</b> 20BA1205	<b>Name of the Course</b> ORGANIZATIONAL BEHAVIOUR	<b>L</b> 3	<b>T</b> 0	<b>P</b> 0	<b>C</b> 3
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**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

<b>Unit</b>	<b>Description</b>	<b>Instructional Hours</b>
<b>I</b>	<b>Introduction:</b> Nature and scope – linkages with other disciplines - Approach to Organizational behaviour - models of organizational behaviour, Hawthorne Experiment.	9
<b>II</b>	<b>Foundation of individual Behaviour:</b> 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
<b>III</b>	<b>Group Behaviour:</b> Definition, types, formation of groups, dynamics, team building, effective teams. Conflict: Meaning, nature, types, process of conflict, conflict resolution. Behavioural aspects of Negotiation.	9
<b>IV</b>	<b>Motivation and leadership:</b> 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
<b>V</b>	<b>Organizational Dynamics:</b> 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
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**


- CO1. Understand the components of the behaviour within organization
- CO2. Understand the impact of individual behaviour on organization's performance
- CO3. Understand the impact of individual behaviour on organization's performance
- CO4. Apply leadership style based on situation and influences employee towards common goals and objectives
- CO5. Understand the knowledge on various organization's aspects towards managing work and life.

**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 House, 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

  
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<b>Programme</b> MBA	<b>Course Code</b> 20BA1206	<b>Name of the Course</b> LEGAL ASPECTS OF BUSINESS	<b>L</b> 3	<b>T</b> 0	<b>P</b> 0	<b>C</b> 3
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**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
<b>I</b>	<b>Foundation of Business Law – Indian Contract Act 1872</b> 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
<b>II</b>	<b>Company Act 2013</b> 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
<b>III</b>	<b>Sale of Goods Act 1930 &amp; Legal aspects relating to Business</b> 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
<b>IV</b>	<b>Goods and Services Tax</b> 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
<b>V</b>	<b>Consumer Protection Act 2019 and IPR</b> 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
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**


CO1: Remember the basics of Indian business law and Indian Contract Act  
CO2: Remember the common forms of companies and Company Act 2013  
CO3: Understand sale of goods act and legal aspects relating to business  
CO4: Understand and Apply the fundamentals of Goods and Services tax  
CO5: Remember the role of consumer rights and IPR in business

**TEXT BOOKS:**

T1 :P. K. Goel, Business Law for Managers, Biztantatara 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.

  
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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
<b>Total Instructional Hours</b>		<b>45</b>

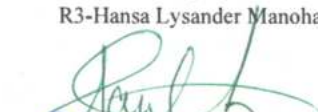
- Course Outcome**
- CO1: Understand the excel basics and features in review menu  
CO2: Apply referencing and knowledge about view menu  
CO3: Understand and apply working with ranges and carryout formatting  
CO4: Apply MS-Excel functions and auto filters in analyzing data  
CO5: Understand advance filters and create charts

**Text Books:**

- T1 - David M.Levine et al, "Statistics for Managers using MS EXCEL" (6<sup>th</sup> 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, (13<sup>th</sup> Edition) South-Western College Publication, 2011.  
R3-Hansa Lysander Manohar, "Data Analysis and Business Modeling using Microsoft Excel" PHI, 2017.

  
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<b>Programme</b> MBA	<b>Course Code</b> 20BA1002	<b>Name of the Course</b> MANAGERIAL SKILL DEVELOPMENT - I	<b>L</b> 0	<b>T</b> 0	<b>P</b> 2	<b>C</b> 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

<b>Exercise No</b>	<b>Description of the Exercise</b>	<b>Instructional Hours</b>
	<b>Listening, Reading</b>	
1	Listening for specific information	
2	News Reading	
3	Understanding short real-world notices	
	<b>Speaking</b>	
4	Just a Minute Presentation & Extempore	15
5	Group Discussion - Dos and Dents	
6	Debate on current business affairs	
	<b>Writing</b>	
7	Business letters	
8	Email Etiquettes	
<b>Total Instructional Hours</b>		<b>15</b>

- Course Outcome**
- CO1: Apply listening skills in real world situations
  - CO2: Apply reading skills in real world situations
  - CO3: Apply and deliver logical messages to the audience confidently
  - CO4: Apply oral communication skills in real world situations
  - CO5: Apply written communication skills in drafting business messages

**TEXT BOOKS:**

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

**REFERENCE BOOKS:**

- R1: E.H. McGrath, S.J , "Basic Managerial Skills for All", (9<sup>th</sup> Edition) Eastern Economy edition, PHI Learning Private Limited, New Delhi, 2011.  
R2: Herta A. Murphy , Herbert W. Hildebrandt & Jane P Thomas " Effective Business Communication" (7<sup>th</sup> 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>

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA1701	SOCIAL IMMERSION PROJECT	0	0	2	1
<b>Course Objective</b>	1: To make the students socially aware of NGOs 2: To identify the importance of solving societal issues 3: To be a part in CSR activities 4: To educate the people in need 5: To develop students, to be a socially responsible person					
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"> <li>➤ Join in a nonprofit organization and engage in their activities</li> <li>➤ Organize an event to clean the environment</li> <li>➤ To teach school students in the areas of personality, finance, and career counseling</li> <li>➤ Organize camps for the betterment of society in association with corporate</li> <li>➤ Waste management awareness camp in association with Panchayats and corporation</li> <li>➤ UPI – Unified Payment Interface awareness activities</li> <li>➤ Any other related events for the betterment of the society</li> </ul>	<b>Total Instructional Hours</b>				
		<b>15</b>				
<b>Course Outcome</b>	CO1: Understand the various forms of non-profit organizations CO2: Apply the cleanliness habits among individuals CO3: Understand and educate the methods of self – handling and career guidance CO4: Understand the importance of a better society CO5: Apply the innovative techniques in social immersion projects					

<b>Programme</b> MBA	<b>Course Code</b> 20BA2201	<b>Name of the Course</b> OPERATIONS MANAGEMENT	<b>L</b> 3	<b>T</b> 0	<b>P</b> 0	<b>C</b> 3
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<b>Course Objective</b>	<ol style="list-style-type: none"> <li>To study the concept and challenges of operations management</li> <li>To make the students to understand the techniques of demand forecasting</li> <li>To learn about the various types of product design and process design</li> <li>To identify the various methods of material management</li> <li>To expose the students know about models of facility location and project scheduling techniques.</li> </ol>
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Unit	Description	Instructional Hours
I	<b>INTRODUCTION TO OPERATIONS MANAGEMENT</b> 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	<b>DEMAND FORECASTING</b> 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	<b>PRODUCT DESIGN</b> 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	<b>MATERIALS MANAGEMENT</b> 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	<b>FACILITY LOCATION</b> Location Theories - Steps in location selection-Factors-Location Models. Facility Layout-Principles- Types-Planning tools and Techniques. Project Management process– Scheduling Techniques - PERT-CPM. Sequencing Techniques -Flow shop scheduling - Johnson’s Algorithm- Shop floor control- Gantt charts.	9
<b>Total Instructional Hours</b>		<b>45</b>

**Note: Theory 80 Marks and Problems 20 Marks**

<b>Course Outcome</b>	<p>CO1: Understand the concept and challenges of operations management</p> <p>CO2: Understand and apply the techniques of demand forecasting.</p> <p>CO3: Understand the various types of product design and process design</p> <p>CO4: Understand the methods of material management</p> <p>CO5: Understand the facility location models and project scheduling techniques.</p>
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**TEXT BOOKS:**

T1- Aswathappa K and ShridharaBhat K, Production and Operations Management, Revised Second Edition, 2015.

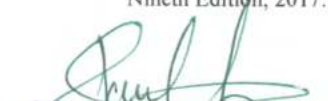
T2 - Pannerselvam R, Production and Operations Management, Prentice Hall India, Third Edition, 2012.

**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.

  
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<b>Programme</b>	<b>Course Code</b>	<b>Name of the Course</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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
<b>I</b>	<b>Introduction to Financial Management</b> 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
<b>II</b>	<b>Investment Decisions</b> 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
<b>III</b>	<b>Cost of Capital</b> 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
<b>IV</b>	<b>Financing and Dividend Decision</b> 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
<b>V</b>	<b>Working Capital Management</b> 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
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**

CO1: Remember the role of financial management and time value of money in business  
CO2: Understand capital budgeting techniques and its applications  
CO3: Remember the analysis of cost of capital and leverages  
CO4: Understand and Apply decision of capital structure and distribution of dividend  
CO5: Understand the working capital management and finance

**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.

  
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<b>Programme</b> MBA	<b>Course Code</b> 20BA2203	<b>Name of the Course</b> MARKETING MANAGEMENT	<b>L</b> 3	<b>T</b> 0	<b>P</b> 0	<b>C</b> 3
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**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
<b>I Introduction</b>	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
<b>II Marketing Mix Decisions</b>	Market segmentation – meaning – bases. Targeting – strategies. Positioning for Competitive Advantage - Branding. Advertising – decisions. Pricing – objectives – methods – types - strategies.	9
<b>III Channel Management And Sales</b>	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
<b>IV Buyer Behavior</b>	Industrial and consumer buyer behavior – decision making process – differences – influence. Customer relationship management – process –strategies. Service marketing – characteristics – classifications. Cause related marketing.	9
<b>V Marketing Research And Strategy</b>	Research process in marketing. Retail management, Rural marketing-importance-facts-myths. Green marketing. Online marketing trends - Digital Marketing.	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**

CO1: Understand and apply product oriented knowledge in business or professional environment  
CO2: Understand and apply marketing mix decisions  
CO3: Remember and understand selling skills and try to experiment it.  
CO4: Remember and understand consumer buying behavior.  
CO5: Understand and apply the knowledge in writing reports on topics of marketing concepts.

**TEXT BOOKS:**

- T1: Philip T. Kotler and Kevin Lane Keller, Marketing Management, Prentice Hall India, 15<sup>th</sup> Edition, 2017  
T2: RajanSaxena, 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, 5<sup>th</sup> Edition, 2019.  
R3: Gupta Prachi, AggarwalAshita, et al, Marketing Management : Indian Cases, 1/e Pearson 31 July 2017

  
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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
	<b>HUMAN RESOURCE MANAGEMENT PERSPECTIVES</b>	
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
	<b>HUMAN RESOURCE PLANNING AND RECRUITMENT</b>	
II	Human Resource Planning –Job analysis-Job Design- Recruitment- Selection-Tests-Interview –Induction –Socialization-Importance, Sources, Methods and Process.	9
	<b>TRAINING AND EXECUTIVE DEVELOPMENT</b>	
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.	9
	<b>SUSTAINING EMPLOYEE INTEREST</b>	
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
	<b>PERFORMANCE APPRAISAL AND CONTROL</b>	
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
<b>Total Instructional Hours</b>		<b>45</b>

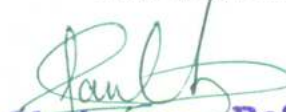
- Course Outcome**
- CO1: Understand the role of human resources and interpreting the HR Policies towards the industries  
CO2: Understand the skills needed for the recruitment and selection process towards the industries  
CO3: Understand the modern needs of training and development  
CO4: Understand the compensation plans at workplace  
CO5: Understand the designing tools for performance appraisal

**TEXT BOOKS:**

- T1: Gary Dessler, BijuVarkkey-Human resource management, Pearson Education limited, 15<sup>th</sup> 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, 11<sup>th</sup> Edition, 2019.  
R3: MemoriaC.B,Gankar.S.V,- "Personnel Management & Industrial Relations", Himalaya Publishing House, Mumbai, 2011.

  
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<b>Programme</b>	<b>Course Code</b>	<b>Name of the Course</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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	<b>INTRODUCTION TO LINEAR PROGRAMMING (LP)</b> LP-Formulation-Graphical method- Simplex method- Artificial variables – Special cases: Alternative optima, Infeasibility, Unbounded.	9
II	<b>DUALITY &amp; SENSITIVITY ANALYSIS</b> Formulation of Dual problems – Duality Concepts – Dual Simplex Method, Sensitivity Analysis.	9
III	<b>TRANSPORTATION AND ASSIGNMENT MODELS</b> Transportation Problem - Initial solutions using Vogel's Approximation Method- Check for optimality- MODI method- Assignment Problem – Transshipment Problem – Shortest Path Problem.	9
IV	<b>NETWORK &amp; INTEGER PROGRAMMING PROBLEM</b> Maximum Flow Problem, Minimum Spanning Tree – Network Models (PERT&CPM)- Integer Programming – Gomory's Fractional Cut Algorithm – Mixed Integer Programming Problem.	9
V	<b>GAME THEORY &amp; DYNAMIC PROGRAMMING</b> Game theory - Graphical Method, Dominance Property, Dynamic Programming – Algorithm – Solution Of LPP by Dynamic Programming.	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**


CO1: To Acquire the basic concepts of LPP for solving mathematical problem will be useful in solving engineering problems.  
CO2: Be able to apply the simplex algorithm to solve a linear programming problem.  
CO3: To Apply transportation and assignment models to find optimal solution in warehousing and travelling.  
CO4: To Acquire the basic concepts of network optimization problems  
CO5: Develop an understanding and appreciation of game theory and dynamic programming as effective tools in addressing real world problems.

**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.

  
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<b>Programme</b> MBA	<b>Course Code</b> 20BA2206	<b>Name of the Course</b> BUSINESS RESEARCH METHODS	<b>L</b> 3	<b>T</b> 0	<b>P</b> 0	<b>C</b> 3
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<b>Course Objective</b>	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

Unit	Description	Instructional Hours
<b>I</b>	<b>INTRODUCTION TO RESEARCH</b> 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
<b>II</b>	<b>RESEARCH DESIGN AND VARIABLES</b> 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
<b>III</b>	<b>MEASUREMENT AND SCALING</b> 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
<b>IV</b>	<b>DATA ANALYSIS AND TOOLS</b> 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
<b>V</b>	<b>REPORT WRITING</b> 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.	9
<b>Total Instructional Hours</b>		<b>45</b>

<b>Course Outcome</b>	CO1: Remember the basic method for research.
	CO2: Understand the various tools and types of research
	CO3: Apply and gain knowledge of measurement in research.
	CO4: Understanding the data descriptions and analysis through quantitative and Qualitative ways.
	CO5: Remember the models of presenting the different reports.

**TEXT BOOKS:**

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

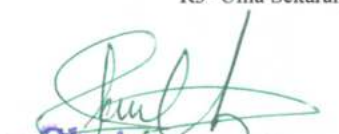
T2-C.R.Kothari and GauravGarg, Business research method, New age Publication, New Delhi, 2019.

**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.

  
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<b>Programme</b>	<b>Course Code</b>	<b>Name of the Course</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MBA	20BA2001	BUSINESS APPLICATION LAB - II	0	0	4	2

- 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.

<b>Experiment No</b>	<b>Description of the Experiment</b>	<b>Practical Hours</b>
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
<b>Total Instructional Hours</b>		<b>45</b>

- Course Outcome**
- CO1: Understand the basics of an excel and an overview about importing data and using hyperlink  
CO2: Apply data validation and an overview about formula menu  
CO3: Understand and apply to work with consolidating and analyzing the data  
CO4: Understand goal seek, scenario manager, and solver  
CO5: Understand to work with pivot tables, macros and protecting workbooks

**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, 2<sup>nd</sup> paperback,2018  
R3-Jordan Goldmeier“ Advanced Excel Essentials”Apress publishers, 1st edition 2014.

  
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<b>Programme</b> MBA	<b>Course Code</b> 20BA2002	<b>Name of the Course</b> MANAGERIAL SKILL DEVELOPMENT LAB-II	<b>L</b> 0	<b>T</b> 0	<b>P</b> 2	<b>C</b> 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.

<b>Exercise No</b>	<b>Description of the Exercise</b>	<b>Instructional Hours</b>
1	<b>Writing:</b> Report Writing	
	<b>Basics of Ms &amp; G-Suite Applications</b>	
2	Ms- Office Word – Creating documents & using references	
3	Ms Power Point & Prezi – Creating presentations	
4	Google Forms, Docs, Sheets, Slides – Basics	
	<b>Social Media Communication</b>	
5	Creation of Social media accounts (Twitter, Facebook, Instagram, LinkedIn, Blogs)	
6	Posting contents in Social media	
7	Handling comments in Social media	
<b>Total Instructional Hours</b>		<b>15</b>

- Course Outcome**
- CO1: Apply written communication skills and prepare business reports  
CO2: Understand basic features of Ms and its Applications in Managerial Decision Making  
CO3: Understand basic features of G-Suite and its Applications in Managerial Decision Making  
CO4: Understand the ways to effectively communicate in social media  
CO5: Understand the ways to effectively handle comments in social media

**TEXT BOOKS:**

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

**REFERENCE BOOKS:**

- R1: E.H. McGrath, S.J , “Basic Managerial Skills for All”, (9<sup>th</sup> Edition) Eastern Economy edition, PHI Learning Private Limited, New Delhi, 2011.  
R2: Herta A. Murphy , Herbert W. Hildebrandt & Jane P Thomas “ Effective Business Communication” (7<sup>th</sup> 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>

  
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Programme MBA	Course Code 20BA2701	Name of the Course RURAL INNOVATION PROJECT	L	T	P	C
			0	0	2	1
<b>Course Objective</b>	1: To understand the present trend of Rural market 2: To understand the problems of Rural market 3: To create the awareness on the study of rural market 4: To empower the players in rural market 5: To provide innovative techniques to strengthen the rural market.					
<b>Unit</b>	<b>Description</b>					<b>Instructional Hours</b>
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. <ul style="list-style-type: none"> <li>➤ Present Scenario of Rural Markets</li> <li>➤ Study the Demographic characteristics of Rural People</li> <li>➤ Strategies adopted to capture the rural market</li> <li>➤ Create awareness among the rural people on Digital banking</li> <li>➤ Create awareness among rural people on accessing micro finance</li> <li>➤ Create awareness among rural people on the accessing Social Security Benefits</li> <li>➤ Create awareness among rural people on the accessing government schemes</li> <li>➤ Any other related rural innovative projects</li> </ul>					
	<b>Total Instruction Hours</b>					<b>15</b>
<b>Course Outcome</b>	CO1: Understand the present trend of rural market CO2: Understand the problems of rural market CO3: Create awareness on the study of rural market CO4: Empower the players in rural market CO5: Provide innovative techniques to strengthen the rural market					

# **SYLLABUS**

**SEMESTER – III**

PROGRAMME	COURSE CODE	NAME OF THE COURSE	L	T	P	C
MBA	16BA3201	STRATEGIC MANAGEMENT	3	0	0	3

- Course Objective**
1. To learn about various initiatives taken by the organization regarding strategic management concepts.
  2. To understand the competitive advantage of firms
  3. To identify and understand different strategic options available in different business scenarios.
  4. To apply various models to understand firms efficiency.
  5. To understand the analysis and implementation of strategic management in strategic business units.

Unit	Description	Instructional hours
I	<b>STRATEGY AND PROCESS</b> Strategic leadership and competitive advantage – Strategy making process - Strategic planning and decision making - Corporate governance and ethics - Corporate social responsibility - Case studies.	9
II	<b>COMPETITIVE ADVANTAGE</b> External Analysis – Porter’s five forces model - Strategic groups - Industry lifecycle analysis - Roots of competitive advantage - Building blocks of competitive advantage - Competitive advantage and profitability - Competitive advantage and durability - Avoiding failure and sustaining competitive advantage - Case studies	9
III	<b>STRATEGIES</b> Functional strategies – Efficiency - Quality and superior innovation – Responsiveness to customers. Business level strategies – Competitive positioning and business model - Competitive positioning and Competitive positioning and generic business level strategy - Business level strategies and industry environment. Case studies.	9
IV	<b>STRATEGIC MODELS</b> Corporate level strategy – Horizontal integration – Vertical integration – related diversification - – unrelated diversification- Strategic alliance and strategic outsourcing. BCG and McKinsey 7S framework. GE 9 cell matrix and balance score card analysis-Case studies.	9
V	<b>STRATEGY IMPLEMENTATION AND EVALUATION</b> Implementing strategy through organization design and structure -Implementing strategy across countries - Strategic control system Managing technology and innovation - New business models and strategies for internet economy. Case Studies.	9
<b>Total Instructional Hours</b>		<b>45</b>

- Course Outcome**
- CO1: To create knowledge and understanding of the strategic management concepts.  
 CO2: To understand the nuances of competitive advantage  
 CO3: To understand different levels of strategy for success  
 CO4: To create business models and innovative products for success.  
 CO5: To present the report for the issues in organizational strategy

**TEXT BOOKS:**

T1- Charles.W.L.Hill and Gareth. R. Jones. Strategic Management: An Integrated approach, 9e 2012 Edition Cengage Learning Pvt Ltd

T2.-Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2008.

**REFERENCE BOOKS:**

R1- Dr.Dharma Bir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.

R2- John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, McGraw Hill, 12th Edition, 2012

R3- John A.Parnell, Strategic Management, Theory and practice Biztantra (2012).

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PROGRAMME	COURSE CODE	NAME OF THE COURSE	L	T	P	C
MBA	16BA3202R	ENTREPRENEURSHIP DEVELOPMENT	3	0	0	3

Course Objective
1. It leads to think creatively for new business opportunities to sustain individual as well as social goals. 2. To understand the theories of entrepreneurial motivation. 3. To understand the factor that motivate the people go for their own business and to select and develop a particular project. 4. To know about the guidelines for Feasibility reports. 5. To develop the insight to the students about the financial Institutions.

Unit	Description	Instructional Hours
I	<b>INTRODUCTION</b> Entrepreneur – Need – Characteristics – Types – Functions – Qualities. Intrapreneur-Characteristics- Entrepreneur Versus Intrapreneur. Entrepreneurship –Concept- Growth of Entrepreneurship in India - Entrepreneur Versus Entrepreneurship-Characteristics of Entrepreneurship-Factors affecting entrepreneurship growth-Theories of Entrepreneurship - Barriers.	9
II	<b>ENTREPRENEURSHIP DEVELOPMENT AND MOTIVATION</b> Entrepreneurship development-Meaning-Phases. Entrepreneurial culture-Meaning-Sub cultures of Entrepreneurship-Steps to change Entrepreneurial culture. Entrepreneurship Development Programme-Objectives-Phases-Problems. Entrepreneurial Motivation-Nature-Motivation process-Theories-Factors-Startup Culture.	9
III	<b>ENTREPRENEURIAL DEVELOPMENT TRAINING AND PROJECT MANAGEMENT</b> Introduction-Importance-Objectives-Methods-Benefits of training. Project - Meaning-Characteristics-Project levels - Dimensions of a project- Project Life Cycle. Project Management-Phases - Process of a project Management. Project Classification-Project Identification-Criteria for selecting a particular project- Importance-Steps- Constraints of Project Identification.	9
IV	<b>PROJECT FORMULATION AND FEASIBILITY REPORTS</b> Project Formulation-Concept-Need –Steps- Sequential Stages of project formulation-Project formulation constraints. Feasibility Report- Checklist for Feasibility report-Guidelines for Feasibility reports- Feasibility report setting. Project selection-Project report-Introduction-Scope-Importance-Contents for preparation of project report-Precautions in preparing a project report- Reasons for the failure of a project report.	9
V	<b>INSTITUTIONAL FINANCE</b> Institutional Finance-Commercial Banks-IDBI-IFCI-ICICI-IRBI-SFCs-SIDCs- SIDBI-NABARD-LIC-EXIM BANK. Institutional support - SIDO-NSIC-KVIC-SIDCO-TCO-DIC. Starting a small scale industry-Incentives and Subsidies-Women entrepreneur-Types-Problems-Remedial Measures- MSMED Act -Sickness in small scale industries-Symptoms-Causes- Remedies measures to prevent sickness.	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**

- CO1: To understand the importance of becoming an entrepreneur and to run the business effectively and efficiently.  
CO2: To understand the concept of Entrepreneurial culture and project management.  
CO3: To know about the criteria for selecting a particular project.  
CO4: To learn the guidelines for Feasibility reports.  
CO5: To get insights on feasibility report and the students will be in the position to identify the most recognized sources of potential funding and financing for business start-ups and/or expansion.

**TEXT BOOKS:**

- T1 - Vasanth Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, 5<sup>th</sup> edition, New Delhi, 2015.  
T2 - Dr.S.S.Khanka, Entrepreneurial Development, S.Chand & Company PVT Ltd, 3<sup>rd</sup> Revised edition , New Delhi,2014.

**REFERENCE BOOKS:**

- R1 - Srinivasan and G.P.Gupta. "Entrepreneurial Development", Sultan Chand and Sons, 7<sup>th</sup> edition, New Delhi, 2006.  
R2 – E.Gordon and Dr.K..Natarajan "Entrepreneurial Development" Himalaya Publishing House, 7<sup>th</sup> revised edition, New Delhi, 2017.  
R3 - P.Saravanelu "Entrepreneurship Development" ESS PEE KAY Publishing House, 2<sup>nd</sup> edition, Chennai, 2008.

  
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**MARKETING – ELECTIVES**

PROGRAMME	COURSE CODE	NAME OF THE COURSE	L	T	P	C
MBA	16BA3301	CONSUMER BEHAVIOR AND MARKETING RESEARCH	3	0	0	3

- Course Objective**
1. The course helps the students to understand the behavioral concepts of consumers
  2. To study how consumer will react as an individual
  3. The course helps in identifying the social and cultural setting of consumers
  4. The course helps the student's decision-making skills in dealing with complex, dynamic and challenging market situations
  5. How to keep pace with the competition through marketing research.

Unit	Description	Instructional Hours
I	<b>INTRODUCTION</b> Consumer behavior – concepts – dimensions of consumer behaviors – application of consumer behavior knowledge in marketing decisions – approaches to the study of Consumer behavior.	7
II	<b>CONSUMER AS AN INDIVIDUAL</b> Consumer needs and motives – personality and consumer Behavior – consumer perception – learning – consumer attitudes – attitude formation and change – communication and persuasion – self image – life style analysis . Key Determinants of a Framework of Buyer Behavior	9
III	<b>CONSUMERS IN THEIR SOCIAL AND CULTURAL SETTINGS</b> Group dynamics and consumer reference groups – family – Social- class cultural and sub-cultural aspects – cross cultural consumer behavior.	7
IV	<b>CONSUMER DECISION PROCESS AND POST PURCHASE BEHAVIOUR</b> Personal influence and opinion leadership – diffusion of innovations – consumer decision making process – models of consumer decision process – Nicosia- Howard Sheth and Engel-Kollat model- post purchase behavior – Consumer expectation and satisfaction – managing dissonance – consumer loyalty–types of loyalty programmes	11
V	<b>MARKETING MIX RESEARCH IN CONSUMER BEHAVIOUR</b> Marketing Research – Definition, Scope, Significance, Limitations and Obstacles in Acceptance. Marketing Intelligence system – Sales analysis and forecasting, New product development Concept testing, Brand Equity Research, Brand name testing, Commercial eye tracking – package designs, - positioning research, Pricing Research, Shop and retail audits, Advertising Research – Copy Testing, Readership surveys and viewer ship surveys, Ad Tracking, viral marketing research. Marketing effectiveness and analytics research: Customer Satisfaction Measurement, mystery shopping, Market and Sales Analysis Ethics in the marketing research	11
<b>Total Instructional Hours</b>		<b>45</b>

- Course Outcome**
- CO1: Helps in understanding why consumer behavior is necessary
  - CO2: Helps in understanding the individual behavior
  - CO3: The major influence of social and cultural setting in buyer behavior
  - CO4: Make the students understand how culture helps in behaviour analysis and its influence in decision making
  - CO5: Elaborate the components to be given importance in marketing research

**TEXT BOOKS:**

T1- Schiffman, G.L. and Wisenblit, J. and Rameshkumar, S. (2015). *Consumer Behaviour*, 11/e; New Delhi: Pearson Education

T2- Marketing Research, Concept & Cases – Cooper Schindler.(?)

**REFERENCES:**

R1- Assael, Consumer Behaviour, Cengage Learning, 2007

R2- Blackwell, Consumer Behaviour, Cengage Learning, 2007

R3- David L.Loudon, Albert J Della Bitta, "Consumer Behaviour", McGraw Hill, New Delhi 2005.

  
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Programme	Course Code	Name of the course	L	T	P	C
MBA	16BA3302	BRAND MANAGEMENT	3	0	0	3

- Course Objective**
1. This course would give insights on branding.
  2. Gives an insight on how branding is created.
  3. Identifies the various ways to market the brand.
  4. To understand the methods of managing brands and strategies for brand management.
  5. To make them understand how branding be evaluated.

Unit	Description	Instructional hours
I	<b>INTRODUCTION TO THE BRAND</b> Brand- definition & concept, brand image & imagery, Brand benefits and brand value - Brands versus Products – Branding Challenges and Opportunities – Strategic Brand Management Process	9
II	<b>BRAND POSITIONING AND VALUES</b> Sources of Brand Equity – Building a Strong Brand – Creating Customer Value. Establishing Brand Positioning – Positioning Guidelines – Brand Mantras and Brand personality & personification of brand identity	9
III	<b>BRAND MARKETING</b> Choosing Brand Elements – Criteria - Options and Tactics for Brand Elements, Designing Marketing Programs to Build Brand Equity – Integrating Marketing – Product – Price – Channel Strategies, Integrated Marketing Communication to Build Brand Equity – Developing IMC Programmes	9
IV	<b>BRAND STRATEGIES</b> Design & implementation of brand strategies Brand Architecture – Brand Hierarchy – Designing Branding Strategy – global branding strategies - Using Cause Marketing to Build Brand Equity Strategic success, product success, brand association and creating a brand niche	9
V	<b>MEASURING BRAND PERFORMANCE</b> Conducting Brand Audits – Designing Brand Tracking Studies - Establishing a Brand Equity Management System, Measuring Sources of Brand Equity – Qualitative Research Technique – Quantitative Research Technique.	9
<b>Total Instructional hours</b>		<b>45</b>


- Course Outcome**
- CO 1 :Students will be able to understand what brand is  
CO 2 :Create platform to systematically do branding for a product or service  
CO 3:Enhancing the students towards the customer choices  
CO 4 :How to keep the brand in the long run  
CO 5:Students will also be able to measure the outcome of branding activities

**TEXT BOOKS:**

- T1- "U.C.Mathur", Brand Management Text & Cases, Macmillan, 2006.  
T2-"Keller Kevin Lane", Strategic Brand Management-Building, Measuring and Managing, Brand Equity, 2nd edition, PHI, 2007.

**REFERENCE BOOKS:**

- R1- Tyboust and Kotter, Kellogg on Branding, Wiley, 2008  
R2- Lan Batey, Asain Branding – A Great way to fly, PHI, Singapore, 2002.  
R3- Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3303R	RETAIL MANAGEMENT	3	0	0	3

- Course Objective**
1. To understand the concepts of effective retailing.
  2. To create and develop services and products that meets the specific needs of customers.
  3. To offer these products and services at very competitive prices.
  4. To understand the target customer and communicate better with them, identify their market potential, customize product offers to them.
  5. To understand rural marketing dynamics.

Unit	Description	Instructional Hours
I	<b>INTRODUCTION</b> An overview of National and Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails	9
II	<b>RETAIL FORMATS</b> Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats	9
III	<b>RETAILING DECISIONS</b> Choice of retail locations - internal and external atmospherics – Positioning of retail shops –Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Merchandising and category management – buying	9
IV	<b>RETAIL SHOP MANAGEMENT</b> Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Regulations. Emerging trends - FDI.	9
V	<b>RURAL MARKETING</b> Rural marketing opportunities – Taxonomy of the rural market, evolution and scope. Understanding the rural economy – environment. Rural marketing experiences – HUL, CFCL, ITC (e-choupal), HLL etc. Rural consumer behavior – buyer characteristics, brand loyalty. Future of rural marketing – Cases	9
<b>Total Instructional Hours</b>		<b>45</b>


- Course Outcome**
- CO-1.To understand the concepts of effective retailing.  
CO-2.To create and develop services and products that meet the specific needs of customers.  
CO-3.To offer these products at very competitive prices.  
CO-4.To understand the target customer and communicate better with them, identify their market potential, customize product offers to them.  
CO-5. To understanding rural marketing dynamics

**TEXT BOOKS:**

- T-1 Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, SixthEdition, 2007  
T-2. Ogden Integrated Retail Management. Biztantra, India, 2008.  
T-3. C.S.G.Krishnamacharyulu and Lalitha Ramakrishnan, Rural marketing, Texts and Cases, Pearson education, second edition 2011. ISBN 978-81-317-3263-2

**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.

  
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Programme	Course Code	Name of the course	L	T	P	C
MBA	16BA3304	SERVICES MARKETING	3	0	0	3

- Course Objective**
1. To understand the meaning of services and the significance of marketing the services.
  2. To understand the extended mix in services and application of that in the required places
  3. To create a right product with enhanced service design
  4. The promoting ideas for service
  5. Strategies to be adapted in various services

Unit	Description	Instructional Hours
I	<b>INTRODUCTION</b> Introduction & evolution of services sector - characteristics of services – marketing implications, service classification - Service Economy – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.	9
II	<b>SERVICES MARKETING MIX</b> Services marketing mix – Concept of the service product – core tangibles, augmented product, - understanding supporting & facilitating services – Developing the service product – Assessing service market potential – Service market segmentation, targeting and positioning – Environment and trends	9
III	<b>SERVICE DESIGN AND DEVELOPMENT</b> Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Managing service quality - managing demand & capacity – Understanding patterns of demand for services,- Demand management strategies	9
IV	<b>SERVICE PROMOTION</b> Positioning of services – Designing service delivery System, Service Channel – Pricing services, methods – Service marketing triangle – Key issues in services promotion – Word of mouth – public relations & image management promotion tools & campaign planning Integrated Service marketing communication.	9
V	<b>STRATEGIES IN SERVICES</b> Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services – case studies	9
<b>Total Instructional Hours</b>		<b>45</b>


- Course Outcome**
- CO1: Understanding the challenges and opportunities and utilizing them.  
CO2: Design a suitable service product by using service mix components  
CO3: Make a right by using gap analysis  
CO4: Will be able to apply the concepts of services marketing in promoting services.  
CO5: The service strategies for various services

**TEXT BOOKS:**

- T1- “ Valerie.A.Zeithaml, Mary Jo Bitner, Ajay Pandit and Awarjine . D. Gremler” Services Marketing, TMH, 2008.  
T2- Ramneek Kapoor, Justin Paul, Biplab Halder, Services marketing concepts and practices, Tata McGraw Hill private limited.

**REFERENCES:**

- R1- Hoffman, Marketing of services, Cengage Learning, 2007  
R2- “Govind Apte”, Service Marketing, Oxford Publisher, 2004.  
R3- “Steve Baron & Kim Harries, Service Marketing, 2nd edition, Palgrave, 2003.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3305	INTEGRATED MARKETING COMMUNICATION	3	0	0	3

- Course Objective**
1. This course introduces students to the basic concepts of advertising and sales promotion
  2. Media's impact in advertising
  3. To study about advertising budget and design
  4. To explore into the relationship between advertising and sales promotion
  5. It helps the students to know about importance of integration in advertising activities

Unit	Description	Instructional Hours
I	<b>INTRODUCTION TO ADVERTISING</b> Definition - Nature role of advertising in modern business world- Advertising & marketing mix - advertising objectives – benefits and Social, Economic and Legal Implications of advertisements – Advertisement Agencies – Selection and remuneration – Advertisement campaigns.	9
II	<b>ADVERTISING BUSINESS AND MEDIA OVERVIEW</b> The Ad manager- the agency - Ad Plan - Organization of Ad agency - basic principles - Types of Media - Media selection - Media plan - Media cost & Availability - matching media & market - geographical selectivity - Media strategy - Media mix - Media scheduling and public relations.	9
III	<b>ADVERTISING BUDGET AND ADVERTISING DESIGN</b> Methods of Ad budgeting - administering the budget - Advertising appeals -advertising copy - visualization & layout - writing Ad copy in print - broadcasting commercials - Copy writing for outdoor & transit media - Layout design & preparation - Ad effectiveness research measuring techniques - ethics in advertising.	9
IV	<b>SALES PROMOTION</b> Importance sales promotion - Sales Promotion techniques - Sponsoring events, sales promotion through merchandising - organizing sales promotion campaign potentials & limitations of sales promotion – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Online sales promotions.	9
V	<b>PUBLIC RELATIONS AND PUBLICITY</b> Introduction – Meaning – Objectives –Scope-Functions – Marketing Public Relation function - Process of Public Relations-advantages and disadvantages of PR-Measuring the Effectiveness of PR – PR and - PR tools and techniques. Media Relations, - Publicity – Meaning – Objectives – Tools – Goals of Publicity – Scope of Publicity – Importance of Publicity – Difference between Marketing, PR and Publicity– Publicity Campaigns.	9
<b>Total Instructional hours</b>		<b>45</b>

- Course Outcome**
- CO1: Introduces advertising to the students  
CO2: Exposes the students to the media and advertising business  
CO3: How to frame advertising budget and advertising design  
CO4: Overview about the importance of advertising and sales promotion campaigns planning and objective  
CO5: Understanding how public relations and publicity helps in communication

**TEXT BOOKS:**

T1- Kenneth Clow, Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2003


T2- S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 2001.

**REFERENCES:**

R1 - George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 7<sup>th</sup> edition, 2010

R2 - Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education 7th Edition, 2007

R3 - Julian Cummings, Sales Promotion, Kogan Page, London 1998

  
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**FINANCE – ELECTIVES**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3306 R	INVESTMENT MANAGEMENT	3	0	0	3

**Course Objective**

1. To Enable the students to understand the risk and return analysis in investment management
2. To Enable the students to understand the functions of security markets
3. To Enable the students to understand the fundamental analysis on investment
4. To Enable students to understand the techniques involved in purchase or sale of securities
5. To Expose the students to understand the concepts, tools and techniques applicable in the field of security analysis and portfolio management

Unit	Description	Instructional Hours
I	<b>INVESTMENT SETTING</b> Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts. REIT,AIF,ETFs	8
II	<b>SECURITY MARKETS</b> Financial Market - Segments – Types - - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges – SEBI.	10
III	<b>FUNDAMENTAL ANALYSIS</b> Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis: Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.	9
IV	<b>TECHNICAL ANALYSIS</b> Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory-Relative strength Index-Moving Average Conversion Divergent.	9
V	<b>PORTFOLIO MANAGEMENT</b> Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision –Portfolio Evaluation – Mutual Funds.	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**

CO1: Students will understand the risk and return analysis in investment management  
 CO2: Students will understand the functions of security markets  
 CO3: Students will understand the fundamental analysis in investment  
 CO4: Students will understand the techniques involved in purchase and sale of securities  
 CO5: Students will understand the concepts, tools and techniques applicable in the field of security analysis and portfolio management

**TEXT BOOKS:**

T1 - Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill education Pvt. Ltd, New Delhi, 2015  
 T2 - Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd, New Delhi, 2015

**REFERENCE BOOKS :**

R1 - V.K.Bhalla, Investment Management, S.Chand & Company Ltd. New Delhi, 2012  
 R2 - Donald E.Fischer & Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall of India Pvt. Ltd, New Dehi, 2015.  
 R3 - Amling, Frederic, Investment –An Introduction to analysis and management, Prentice Hall of India, New Delhi., 2015.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3307 R	MERCHANT BANKING AND FINANCIAL SERVICES	3	0	0	3

- Course Objective**
1. To enable the students to study the structure of Indian financial system and its regulatory frame work.
  2. To enable the students to study the role and functions of merchant banking.
  3. To enable the students to study the knowledge on merger, acquisition mutual fund and business evaluation
  4. To enable the students to study the knowledge on leasing and hire purchases
  5. To enable the students to study the knowledge on credit cards, consumer credit, real estate, factoring, forfeiting and venture capital

Unit	Description	Instructional Hours
I	<b>INTRODUCTION TO INDIAN FINANCIAL SYSTEM</b> Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI.	5
II	<b>ISSUE MANAGEMENT</b> Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.	12
III	<b>OTHER FEE BASED SERVICES</b> Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.	10
IV	<b>FUND BASED FINANCIAL SERVICES</b> Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.	10
V	<b>OTHER FUND BASED FINANCIAL SERVICES</b> Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – Venture Capital- Recent trends in the Indian context-Startup financing.	8
<b>Total Instructional Hours</b>		<b>45</b>

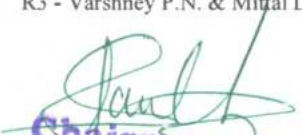
- Course Outcome**
- CO1: Students will able to understand the structure of Indian financial system and its regulatory frame work.  
CO2: Students will able to understand the role and functions of merchant banking  
CO3: Students will able to understand the knowledge on merger, acquisition mutual fund and business evaluation  
CO4: Students will able to understand the knowledge on leasing and hire purchases  
CO5: Students will able to understand the knowledge on credit cards, consumer credit, real estate, factoring, forfeiting and venture capital.

**TEXT BOOKS:**

- T1-S.Guruwamy, Merchant Banking and Financial Services, Vijay Nicole publishers, Chennai, 2015  
T2 - M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012

**REFERENCE BOOKS:**

- R1 - Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.  
R2. - J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi, 2014  
R3 - Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3308	INTERNATIONAL TRADE FINANCE	3	0	0	3

- Course Objective**
1. To enable the students to study the knowledge on International Business.
  2. To enable the students to study the knowledge on import and export finance
  3. To enable the students to study the role of forex management in international trade.
  4. To enable the students to study the documents in international trade.
  5. To enable the students to study the promotion schemes on international trade

Unit	Description	Instructional Hours
I	<b>INTERNATIONAL TRADE</b> International Trade – Meaning and Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy	9
II	<b>EXPORT AND IMPORT FINANCE</b> Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.,) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfeiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.	9
III	<b>FOREX MANAGEMENT</b> Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.	9
IV	<b>DOCUMENTATION IN INTERNATIONAL TRADE</b> Export Trade Documents: Financial Documents – Bill of Exchange- Type- Commercial Documents - Performa, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.	9
V	<b>EXPORT PROMOTION SCHEMES</b> Government Organizations Promoting Exports – Export Incentives : Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts I Export Promotion – EPZ – EQU – SEZ and Export House.	9
<b>Total Instructional Hours</b>		<b>45</b>

- Course Outcome**
- CO1: Students will able to understand the knowledge on international business  
CO2: Students will able to understand the knowledge on import and export finance.  
CO3: Students will able to understand the role of forex management in international trade  
CO4: Students will able to understand the documents in international trade  
CO5: Students will able to understand the promotion schemes in international trade

**TEXT BOOKS**

- T1- Apte P.G., International Financial Management, Tata McGraw Hill, 2014.  
T2- V.A. Avadhani, International Finance, Himalaya Publishing House, New Delhi,2015

**REFERENCE BOOKS:**

- R1- P. Subba Rao, International Business, Himalaya Publishing House, New Delhi,2015  
R2 - Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2014.  
R3 - Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2014.

  
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<b>Programme</b>	<b>Course Code</b>	<b>Name of the Course</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MBA	16BA3309	INTERNATIONAL FINANCIAL MANAGEMENT	3	0	0	3

**Course Objective**

- To enable the students to study the knowledge on global financial environment
- To enable the students to study the exposure and risk in global financial management
- To enable the students to study the knowledge on capital budgeting decision in international scenario.
- To enable the students to study the knowledge on working capital decision in international scenario
- To enable the students to study the financing methods in international business.

Unit	Description	Instructional Hours
I	<b>GLOBAL FINANCIAL ENVIRONMENT</b> Objective of financial management in a multinational corporation, functions of international financial management. Special decision variables in international financial management. International monetary system, Fischer Effect , International fisher effect.	8
II	<b>MANAGEMENT OF EXPOSURE AND RISK</b> Concept of exposure and risk. Types of exposure – transaction, transnational and economic exposure. Measurement of transaction exposure. Managing transaction exposure. Hedging Strategies. International Portfolio Investment: Economic determinants. The national FDI policy framework. Benefits of inter-national equity and bond investing. International capital asset pricing model (ICAPM)	10
III	<b>INTERNATIONAL CAPITAL BUDGETING</b> The basic framework for analysis. Issues and strategic considerations in international capital budgeting. The adjusted present value approach (APV). Financial risk and cost of capital. Exchange risk and cost of capital. Political risk and cost of capital. Impact of hedging on cost of capital. Tax consideration–Branch vs. subsidiary, withholding tax. Foreign sales corporations, 80 -20 subsidiaries and tax havens.	9
IV	<b>INTERNATIONAL WORKING CAPITAL MANAGEMENT</b> i) International cash management: The cash positioning decision. Advantages and disadvantages of centralized cash management. Multilateral netting. Intra corporate transfer of funds. Transfer pricing, problems of international cash management. ii) International Receivables management: Domestic v/s International receivables management. Letter of credit. International factoring & Accounts receivables. iii) International inventory management: Advance inventory purchases. Stockpiling.	9
V	<b>INTERNATIONAL FINANCING DECISIONS</b> i) Euro-money and Euro bond Markets. Size of the Euro currency market. Growth of Euro Dollar market. Instruments and rate of Euro Currency Markets. Creation of Euro deposits. Syndicated Euro currency loan Market. International Bond Markets, Multi-currency bonds and their types. Rationale for multi currency bonds. ii) International Equity markets: Foreign equity market and their comparative performance. Recent developments and innovations in international capital markets. Recent developments in the Euro bond market	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**

CO1: Students will able to understand the knowledge on global financial environment  
CO2: Students will able to understand the exposure and risk in global financial management  
CO3: Students will able to understand the knowledge on capital budgeting decision in international scenario.  
CO4: Students will able to understand the knowledge on working capital decision in international scenario  
CO5: Students will able to understand the knowledge on the financing methods in international business

**TEXT BOOKS**

T1- Apte P.G., International Financial Management, Tata McGraw Hill, 2014.  
T2- V.A. Avadhani, International Finance, Himalaya Publishing House, New Delhi,2015

**REFERENCE BOOKS:**

R1- P. Subba Rao, International Business, Himalaya Publishing House, New Delhi,2015  
R2 - Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2014.  
R3 - Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2014.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3310	BANKING FINANCIAL SERVICES MANAGEMENT	3	0	0	3

- Course Objective**
1. To enable the students to study the important functions of Indian Banking System.
  2. To enable the students to study the knowledge on sources and application of funds in banking companies.
  3. To enable the students to study the knowledge on credit monitoring and risk management functions of the banking companies.
  4. To enable the students to study the knowledge on mergers, diversification and evaluation of banking companies
  5. To enable the students to study the knowledge on Hitech E- Banking services.

Unit	Description	Instructional Hours
I	<b>OVERVIEW OF INDIAN BANKING SYSTEM</b> Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks – Balance sheet and Income Statement.	9
II	<b>SOURCES AND APPLICATION OF BANK FUNDS</b> Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.	9
III	<b>CREDIT MONITORING AND RISK MANAGEMENT</b> Need for credit monitoring, Signals of borrowers' financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.	9
IV	<b>MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION</b> Mergers and Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.	9
V	<b>HIGH TECH E-BANKING</b> Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI's initiatives.	9
<b>Total Instructional Hours</b>		<b>45</b>

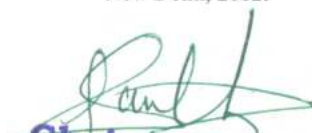
- Course Outcome**
- CO1: Students will able to understand the important functions of Indian Banking System.  
CO2: Students will able to understand the knowledge on sources and application of funds in banking companies.  
CO3: Students will able to understand the knowledge on credit monitoring and risk management functions of the banking companies.  
CO4: Students will able to understand the knowledge on mergers, diversification and evaluation of banking companies  
CO5: Students will able to understand the knowledge on Hitech E- Banking services

**TEXT BOOKS:**

- T1- Gardon and Natarajan, Banking Theory Law and Practices, Himalaya Publishing House, New Delhi, 2015.  
T2- Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi, 2012.

**REFERENCE BOOKS:**

- R1 - Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management", PHI Learning Pvt. Ltd., New Delhi 2010.  
R2 - Peter S. Rose and Sylvia C. and Hudgins, "Bank Management and Financial Services", Tata McGraw Hill, New Delhi, 2012.

  
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**HUMAN RESOURCE MANAGEMENT – ELECTIVES**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3311	INDUSTRIAL RELATIONS AND LABOUR WELFARE	3	0	0	3

- Course Objective**
1. To explore contemporary knowledge and gain a conceptual understanding of industrial relations.
  2. To know about the industrial conflict and handling the disputes.
  3. To understand the labour welfare measures taken by the organization.
  4. To understand the safety provisions and problems in the industry.
  5. To know the welfare of special categories of labour and its implications.

Unit	Description	Instructional Hours
I	<b>INDUSTRIAL RELATIONS</b> Concepts – Importance –Objectives- Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.	8
II	<b>INDUSTRIAL DISPUTES</b> Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.	10
III	<b>LABOUR WELFARE</b> Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.	9
IV	<b>INDUSTRIAL SAFETY</b> Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.	9
V	<b>WELFARE FOR SPECIAL CATEGORIES OF LABOUR</b> Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently Abled Labour –BPO & KPO Labour - Social Assistance – Social Security – Implications.	9
<b>Total Instructional Hours</b>		<b>45</b>

- Course Outcome**
- CO1: Students will gain a contemporary knowledge of industrial relations  
 CO2: Students will know how to resolve industrial disputes and promote welfare of industrial labour.  
 CO3: Students will understand the welfare measures in order to have a peaceful industrial relation.  
 CO4: Students will understand the industrial safety and psychological problems.  
 CO5: Students will understand the special categories of labour and its implications.

**TEXT BOOKS:**

- T1-Mamoria C.B. and Sathish Mamoria, "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi, Reprint 2010.  
 T2-P C Tripathi "Personnel Management and Industrial Relations", Sultan Chand & Sons, New Delhi, 21<sup>st</sup> edition, 2015.

**REFERENCE BOOKS:**

- R1-N.G Nair, Latha Nair, "Personnel Management and Industrial Relations", Sultan Chand & Sons, New Delhi, 6<sup>th</sup> edition, 2011.  
 R2-Srivastava, "Industrial Relations and Labour laws", Vikas publications, New Delhi, 6<sup>th</sup> edition, 2012.  
 R3-Subba Rao, "Essentials of Human Resource Management & Industrial relations ( Text & Cases )", Himalaya Publishing House, New Delhi, 3<sup>rd</sup> edition, 2010.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3312	GLOBAL WORKFORCE MANAGEMENT	3	0	0	3

- Course Objective**
1. To critically analyze the emerging issues in managing a global work force.
  2. To understand the recruitment and selection process by multinationals.
  3. To develop an appreciation of the issues involved in training, development and the co-ordination of an international workforce.
  4. To learn about the problems and practices in international compensation.
  5. Create a strong awareness of the importance of sensitivity in dealing with a socio-culturally diverse international workforce.

Unit	Description	Instructional Hours
I	<b>INTRODUCTION</b> International HRM – Concept-Features-Objectives- Nature - Reasons for emergence of IHRM-Factors-Models of International HRM-International HRM Versus Domestic HRM - Organizational context of IHRM-Role of culture in IHRM-Cultural dynamics-Culture assessment– Approaches of IHRM-Issues and Challenges to effective global HRM- Stages of internationalization of business.	9
II	<b>RECRUITMENT AND SELECTION BY MULTINATIONALS</b> Introduction-Recruitment and Selection of Expatriates- Roles of Expatriate-Reasons for Expatriation-Sources of International Labour Market- Advantages and Disadvantages – Procedures of Selecting Expatriates—Causes-Managing expatriate failure-Uses of Selection Test. International Assignments-Meaning-Significance-Types of International Assignments-Leadership issues in International Assignments.	9
III	<b>CROSS CULTURAL TRAINING AND DEVELOPMENT</b> Introduction-Factors of consideration in cross cultural training-Reason- Types-Cultural Assimilators-Expatriate Training-Components of effective training programme-Process-Advantages and Disadvantages-Transferability across cultures. Outsourcing-Meaning-Reasons for Investing in outsourcing HR functions-Stages-Basic HR functions Outsourced-Advantages and Disadvantages of Outsourcing-Current challenges in Outsourcing.	9
IV	<b>INTERNATIONAL COMPENSATION</b> International Compensation-Concept-Objectives-Theories-Compensation strategy-Components of International Compensation-Approaches-Factors influencing International Compensation – Compensation Administration-Steps in Designing an International Compensation Programme-Problems and Practices. Repatriation-Meaning-Process-Managing Repatriation-Repatriation Issues in Global Context-Tips for successful repatriation-Governing Laws. Building Multi-cultural Organization-Concept-Approaches-Steps.	9
V	<b>PERFORMANCE MANAGEMENT AND DIVERSITY MANAGEMENT IN INTERNATIONAL ORGANIZATIONS</b> Introduction-Performance Management and its link with other HR processes-Multinational Performance Management- Performance Management of Expatriates- Identifying variables affecting performance-Criteria used for performance appraisal of International Employees-Issues in managing performance in the global context. Diversity Management-Concept-Approaches-Process of Managing Diversity.	9
<b>Total Instructional Hours</b>		<b>45</b>

- Course Outcome**
- CO1: To understand the global perspective of Cross cultural/IHRM.  
CO2: To understand the procedure of selecting expatriates in the global recruitment process.  
CO3: To understand the cross cultural training and development and also to know the basic HR functions outsourced.  
CO4: To understand the global concepts and practices in international compensation  
CO5: To know the importance of performance management and professional practices in managing

  
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a culturally diverse workforce in an international environment.

**TEXT BOOKS:**

T1-S.C Gupta "International Human Resources Management Text and Cases", MAC Millan Publishers India LTD, New Delhi, 2<sup>nd</sup> Edition, Reprint 2008.

T2-P.L.Rao "International Human Resource Management (Text and Cases)", Excel Books,New Delhi,1<sup>st</sup> Edition, 2008.

**REFERENCE BOOKS:**

R1-Aswathappa K, Das Sadhna, "International Human Resource Management", Tata McGraw Hill,New Delhi,1<sup>st</sup> edition,2007.

R2-Dowling J.Peter and Welch E.Denice, "International Human Resource Management",Excel Books,New Delhi,1<sup>st</sup> Edition, 2008.

R3-P.Subba Rao, "International Human Resource Management", Himalaya Publishing House, New Delhi, Revised edition 2015.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3313	LEARNING AND DEVELOPMENT	3	0	0	3

- Course Objective**
1. To get exposure on how companies use training to equip employees for a certain task and acquire knowledge to do the task.
  2. To examine the entire cycle of Training and Development, from the assessment of training needs.
  3. To evaluate the trainers skills and styles within the context of today's organizations.
  4. To know the concept and process of executive development.
  5. To understand the trends and future prospects in Training and Development.

Unit	Description	Instructional Hours
I	<b>TRAINING &amp; DEVELOPMENT</b> Meaning and Definition of Training -Training concepts - Features of Training and Development – Objectives – Benefits of Training and Development-Training purpose-Scope of Training and Development, Historical development of Training and Development.	9
II	<b>ASSESSING TRAINING NEEDS</b> Concepts of Learning, Components of Learning – Principles of Learning – Learning Theories – E –Learning - Training Process – Key factors in designing training programme - Assessing Training needs – Methods of TNA – Training Design – Constraints in Training Design.	9
III	<b>TRAINER'S SKILLS AND STYLES</b> Implementation of Training – Physical arrangements – classroom management – Trainer's skills and styles – Transfer of Training - Evaluation of Training – need – types of instruments – Evaluation design – Models of Training evaluation.	9
IV	<b>EXECUTIVE DEVELOPMENT METHODS</b> Concept-Objectives-Importance-Executive development process- On and Off the Job training methods –Coaching, Job rotation, Lecture Methods, Programmed Learning – Discussion methods, Case Studies, Role Play, Business games, In-basket exercises, Field Training, Audio-Visual Aids– Computer based training, Training methods adopted by Successful Indian Organizations, Incident methods, special projects, Grid training and simulation- Kirkpatrick model.	9
V	<b>CAREER PLANNING</b> Career Planning – need - Factors affecting Career Choices, Career Stages, Succession planning - steps. Management Development – Need & Importance. Emerging Trends and Future Prospects in Training and Development, Self Development, Knowledge Management.	9
<b>Total Instructional Hours</b>		<b>45</b>

- Course Outcome**
- CO1: To understand the needs of overall training and development of organization.  
CO2: To know about the criteria for designing and implementing the training needs.  
CO3: To understand the trainers skills and styles in the organization.  
CO4: To provide knowledge to the students about various methods of training programs and executive development process.  
CO5: To assess the career planning and succession planning stages.

**TEXT BOOKS:**

T1-C.S. Thomas kutty, "Management Training And Development", Himalaya Publishing House, New Delhi, 2<sup>nd</sup> edition, 2010.

T2- Dr.B.Janakiram, "Training and Development", Biztantra/ Wiley Dreamtech publishers, Indian text edition, 2008.

**REFERENCE BOOKS:**

R1-M.N. Rudrabasvaraj, "Executive Development (In India and Abroad)", Himalaya Publishing House, New Delhi, 13<sup>th</sup> edition, 2017.

R2-P.L. Rao, "Enriching Human Capital Through Training and Development", Excel Books, New Delhi, 1<sup>st</sup> edition, 2007.

R3- Sahu.R.K, "Training for Development", Excel Books, New Delhi, 1<sup>st</sup> edition, 2008.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3314	ORGANIZATIONAL CHANGE AND DEVELOPMENT	3	0	0	3

- Course Objective**
1. To learn how an organization can be designed and developed.
  2. To study how environmental events affect organizations and drive the need for continuous change.
  3. To Analyze change at the individual, group, and systemic levels - Contrast planned and unplanned change.
  4. To make the students to know about change management.
  5. To learn how the employees can be developed according to the change.

Unit	Description	Instructional Hours
I	<b>ORGANIZATIONAL CHANGE</b> Nature and Types of Organizational Change, Causes of and rationales for change, environmental and internal organizational determinants of change. Planned and emergent change. Proactive and reactive emergent change and response to these changes. Incremental and radical change, and rates / levels of change as a function of organizational life cycle positions. .	9
II	<b>ORGANIZATIONAL THEORY</b> Theoretical frameworks, multi source feedback for organizational change, Models of diagnosing organizational groups and jobs, The organizational change web Resistance to change, Barriers to organizational change, rethinking resistance to organizational change, strategies to deal with resistance.	9
III	<b>CULTURE AND THE CHANGE PROCESS</b> The Human services manager as a cultural change agent handling power and political issues arising from change. The theoretical and practical contexts of cultural maintenance and cultural change strategies, corporate reorganization and sub culture management, Strategies and methods for achieving cultural change.	9
IV	<b>ORGANIZATIONAL DEVELOPMENT</b> Definition, growth and relevance, history and evolution. Theories of planned change, general model of planned change, different types of planned change and critique of planned change. OD practitioner role, Competencies and professional ethics.	9
V	<b>ORGANIZATIONAL DEVELOPMENT PROCESS</b> Initiating OD relationship, contracting and diagnosing the problem. Diagnosing models, open systems, individual level group level and organizational level diagnosis; collection and analysis for diagnostic information, feeding back the diagnosed information.	9
<b>Total Instructional Hours</b>		<b>45</b>

- Course Outcome**
- CO:1 Students understand the organization's ability to assess its current functioning and ability to achieve goals.  
CO:2 Students understand the wide application of behavioral science to the planned development, improvement, and reinforcement of the strategies, and structures.  
CO:3 Students can understand the processes that lead to organization effectiveness.  
CO:4 Students should gain the ability to implement tools of intervention to effectively bring about major change in an organization.  
CO:5 To learn how the employees can be developed according to the change

**TEXT BOOKS:**

- T1- Organisation Change and Development Kavitha singh Excel Books India, 2009.  
T2- Change Management by V. Nilakani and S. Ramnaryan By Sage publications 2010.

**REFERENCE BOOKS:**

- R1- Organizational change, Tupper cawlsy and Gene Deszca by Sage  
R2- Management of Organizational change K. Harigopal by Sage.  
R3- Managing Organizational change Indian Edition By Palmer /dunfordlaklin, Tata Mcgraw Hill Co.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3315	PERFORMANCE MANAGEMENT	3	0	0	3

- Course Objective**
1. The students can enhance the knowledge and skill to improve their performance.
  2. The students can understand the performance management system effectively in an enterprise.
  3. To enable the employees towards achievement of superior standards of work performance.
  4. To enable the students to know about the development of the organization.
  5. To understand the team performance management.

Unit	Description	Instructional Hours
I	<b>PERFORMANCE MANAGEMENT</b> Definition, Aims and overview, philosophy. Role of performance management system-characteristics of an ideal performance management system History objectives and standards, some examples-standards of performance.	9
II	<b>PERFORMANCE MANAGEMENT PROCESS</b> Perquisites-performance Domains-performance dimensions planning, performance development plan. Performance Execution, performance review –Definition, scope, types, steps, structured performance review process and benefits. Performance counseling –Different phases, process and counseling interview.	9
III	<b>PERFORMANCE MANAGEMENT SYSTEM AND STRATEGIES</b> Meaning, importance of performance management systems (PMS) its features, process, dimensions and, conceptual framework, Performance Management Theatre process of linking performance management to the strategic plan Evolution of strategic performance management (SPM)-characteristics, purpose, the process and components, advantages and disadvantages of SPM.	9
IV	<b>COMPETENCY-BASED PERFORMANCE MANAGEMENT SYSTEM</b> Introduction, management skills and competencies, types of competencies, steps of a competency identification process, Competency mapping in performance management, developing competency models, and Performance based compensation performance–Based career planning.	9
V	<b>TEAM PERFORMANCE MANAGEMENT</b> Introduction, definition and concepts, work wheel and team performance, measuring and managing team performance, stages of team work and team performance. Performance measurements through balance and HR score cards. Performance management and mentoring, performance measurement –statistical methods Control charts for measuring performance variation, attributes. Ranking and rating-Management by objectives, Behaviourally anchored rating scale, The mixed standard scale, Behaviourial observation scale , performance matrix and models-shingo prize model, EFQM, Malcolm Baldrige criteria for world class performance.	9
<b>Total Instructional Hours</b>		<b>45</b>

- Course Outcome**
- CO1: At the end of this course, students will be able to demonstrate knowledge and skills in the contemporary aspects of performance management.
  - CO2: The students can able to design the performance management systems.
  - CO3: The students can able to achieve superior standards of work performance.
  - CO4: To enable the students to know about the development of the organization.
  - CO5: To understand the team performance management.





**TEXT BOOKS:**

T1- Prem Chadha: Performance Management. Macmillan India. New Delhi. 2003.

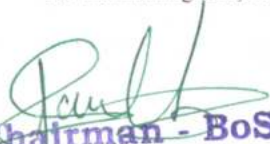
T2-Michael Armstrong & Angela Baron, Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2002.

**REFERENCE BOOKS :**

R1- T.V.Rao, Appraising and Developing Managerial Performance, TV Rao Learning Systems Pvt Limited, Excel Books, 2003.

R2- Dipak Kumar Bhattacharyya, Performance Management systems and strategies, Pearson Education , 1st Edition, New Delhi, 2011.

R3- Herman Aguinis, Performance Management , Pearson Education, 8th Edition , New Delhi, 2012.

  
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PRODUCTION AND OPERATIONS-ELECTIVES					
Programme	Course Code	Name of the Course	L	T	P C
MBA	16BA3316	PROJECT MANAGEMENT	3	0	0 3

- Course Objectives**
1. Following this course, students will be able to describe a project life cycle, and can skillfully map each stage in the cycle.
  2. To enable the students to study the role of project management in the modern business enterprise and its challenges.
  3. To enable the students to develop a project scope while considering factors such as customer requirements and internal/external goals.
  4. To conduct project planning activities that accurately forecast project costs, timelines, and quality.
  5. To implement processes for successful resource, communication, and risk and change management.

Unit	Description	Instructional Hours
I	<b>INTRODUCTION TO PROJECT MANAGEMENT</b> Project Management - Definition - Goal - Lifecycles. Project Selection Methods. Project Portfolio Process - Project Formulation - Project Manager - Roles and Responsibilities - Selection of Project Teams.	9
II	<b>PLANNING AND BUDGETING</b> The Planning Process - Work Break down Structure - Role of Multidisciplinary teams. Budget the Project - Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.	9
III	<b>SCHEDULING &amp; RESOURCE ALLOCATION</b> PERT & CPM Networks - Crashing - Project Uncertainty and Risk Management - Simulation - Gantt Charts - Expediting a project - Resource loading and leveling. Allocating scarce resources - Goldratt's Critical Chain.	9
IV	<b>SCHEDULING &amp; RESOURCE ALLOCATION</b> PERT & CPM Networks - Crashing - Project Uncertainty and Risk Management - Simulation - Gantt Charts - Expediting a project - Resource loading and leveling. Allocating scarce resources - Goldratt's Critical Chain.	9
V	<b>PROJECT ORGANISATION &amp; CONFLICT MANAGEMENT</b> Formal Organization Structure - Organization Design - Types of project organizations. Conflict - Origin & Consequences. Managing conflict -Team methods for resolving conflict.	9
<b>Total Instructional Hours</b>		<b>45</b>

- Course Outcome**
- CO1: Students will be able to understand the role of project management in modern business.  
 CO2: Students could identify the different stages involved in project planning.  
 CO3: Students would be in the position to demonstrate effective project execution and control techniques that result in successful projects.  
 CO4: Students can gain the knowledge and confidence to manage a project from beginning to end.  
 CO5: Helps the students to demonstrate effective organizational leadership and change skills for managing projects, project teams, and stakeholders.

**TEXTBOOKS:**

- T1 - Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.  
 T2 - John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.

**REFERENCES:**

- R1 - Gido and Clements, Successful Project Management, Second Edition, Thomson Learning, 2003.  
 R2 - Harvey Maylor, Project Management, Third Edition, Pearson Education, 2006.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3317	TECHNOLOGY MANAGEMENT AND INTELLECTUAL PROPERTY RIGHTS	3	0	0	3

Course Objectives
1. To enable the students to study the role of technology management in the modern business enterprise and its challenges.
2. To enable the students to update the knowledge on technological change and its implications on managerial decision making.
3. To make the students to recognize the crucial role of IPR in organizations of different industrial sectors for the purposes of product and technology development.
4. To understand the Framework of Strategic Management of Intellectual Property (IP).
5. Understanding, defining and differentiating different types of intellectual properties (IPs) and their roles in contributing to organizational competitiveness.

Unit	Description	Instructional Hours
I	<b>INTRODUCTION TO TECHNOLOGY MANAGEMENT</b> Concept and Meaning of Technology and Technology Management- Technology; Technology management, Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business- Technology and competition; Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology.	9
II	<b>MANAGING TECHNOLOGY BASED INNOVATION</b> Innovation – Technology relationship; Technological innovation and management, Process of Technology - Based Innovation, Measures of Innovative Performance, Characteristics of Innovative Work Environment, Key Areas of Management Focus for Productive Innovation, and Measures for Building High-Performing Innovative Technology- Based Organizations’.	9
III	<b>SOCIAL ISSUES IN TECHNOLOGY MANAGEMENT</b> Social Issues, Technological Change and Industrial Relations- Implementation of rationalization and automation in India; Impact of technological change, Technology Assessment and Environmental Impact Analysis- Environmental impact analysis process- Guidelines on the scope of EIA; Issues in preparation of EIA report; Elements of the environmental problem	9
IV	<b>OVERVIEW OF INTELLECTUAL PROPERTY RIGHTS</b> Introduction - Need for intellectual property right – Relevance - Business Impact - Protection of IPR - Competing Rationales for Protection of Intellectual Property Rights	9
V	<b>TYPES OF INTELLECTUAL PROPERTY RIGHTS</b> Copyrights, Trademarks, Patents, Designs, Utility Models, Trade Secrets and Geographical Indications - Introduction to the leading International Instruments concerning Intellectual Property Rights; the Berne Convention, Universal Copyright Convention, The Paris Convention, Patent Co-operation Treaty, TRIPS, The World Intellectual Property Organization (WIPO) and the UNESCO.	9
<b>Total Instructional Hours</b>		<b>45</b>

<b>Course Outcome</b>	<p>CO1: Students could think critically, creatively and analytically in developing technological solutions to simple and complex problems.</p> <p>CO2: Students can explain and apply the core aspects of information technology principles and tools, and manage their implementation in a business context.</p> <p>CO3: Students could identify different types of Intellectual Properties (IPs), the right of ownership, scope of protection as well as the ways to create and to extract value from IP.</p> <p>CO4: Students could recognize the crucial role of IP in organizations of different industrial sectors for the purposes of product and technology development</p> <p>CO5: Facilitate the transfer of knowledge and technology to intending users to promote utilization of such resources for benefit of the society.</p>
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**TEXT BOOKS:**

- T1 - Schilling, Melissa A., Strategic Management of Technological Innovation, 3rd Edition, McGraw-Hill, 2010.
- T2 - Ajit Parulekar and Sarita D' Souza, Indian Patents Law – Legal & Business Implications; Macmillan India Ltd, 2006.

**REFERENCE BOOKS:**

- R1 - Gerard H Gaynor, Hand Book of Technology Management, McGraw Hill, 1994.
- R2 - Frederic Betz, Strategic Technology Management, McGraw Hill, 1996.
- R3 - David L. Bodde, The International Entrepreneur, Prentice Hall of India, New Delhi, 2000

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3318	PRODUCT DESIGN AND DEVELOPMENT	3	0	0	3

- Course Objective**
1. To enable the students to study the knowledge on product development
  2. To enable the students to study the knowledge on product planning
  3. To enable the students to study the concept of product selection, product scoring and product testing.
  4. To enable the students to study the knowledge on product design.
  5. To enable the students to study the knowledge on intellectual property rights.

Unit	Description	Instructional Hours
I	<b>INTRODUCTION</b> Define Product, Types of products. Product development – characteristics, duration and cost, challenges. Development Process: Generic Process Adapting to product types. Evaluation – decay curve – cost expenditure curve.	9
II	<b>PRODUCT PLANNING</b> Product Planning Process – Steps. Opportunity identification – breakdown structure- product development charter. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies. Product Specification - Concept Generation – Activity-Steps- Techniques	9
III	<b>PRODUCT CONCEPT</b> Concept Selection – Importance, Methodology, concept Screening, Concept Scoring. Concept Testing. Product Architecture- Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.	9
IV	<b>INDUSTRIAL DESIGN AND DESIGN TOOLS</b> Industrial Design, Design for Manufacturing-Value Engineering-Ergonomics-Prototyping-Robust Design- Design for X-failure rate curve-product use testing-Collaborative Product development- Product development economics-scoring model- financial analysis.	9
V	<b>PATENTS</b> Define Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patent Law.	9
<b>Total Instructional Hours</b>		<b>45</b>

- Course Outcome**
- CO1: Students will able to understand the knowledge on product development  
CO2: Students will able to understand the techniques on knowledge on product planning  
CO3: Students will able to understand the concept of product selection, product scoring and product testing  
CO4: Students will able to understand the knowledge on product design product design.  
CO5: Students will able to understand the knowledge on intellectual property rights.

**TEXT BOOKS:**

T1 - A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2012.


T2 - Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2015.

**REFERENCE BOOKS :**

R1 - Anil Mital. Anoop Desai, Anand Subramanian, Aashi Mital, Product Development, Elsevier, 2014.

R2 - Michael Grieves, Product Life Cycle Management, Tata McGraw Hill . 2016.

R3 - Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata-McGraw Hill, 2015.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3319	LEAN SIX SIGMA	3	0	0	3

- Course Objectives**
1. To gain insights about the fundamentals of lean and six sigma practices
  2. The importance of lean manufacturing tools and techniques
  3. To learn Analytical tools and newer approaches towards implementing lean management.
  4. To know the impending challenges in six sigma practices.
  5. To learn about the evaluation techniques and continuous improvement methods

Unit	Description	Instructional Hours
I	<b>LEAN &amp; SIX SIGMA BACKGROUND AND FUNDAMENTALS</b> Historical Overview – Definition of quality – What is six sigma -TQM and Six sigma – lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes – six sigma capability – six sigma need assessments - implications of quality levels, Cost of Poor Quality (COPQ).	9
II	<b>THE SCOPE OF TOOLS AND TECHNIQUES</b> Tools for definition – IPO diagram, SIPOC diagram, Flow diagram, CTQ Tree, Project Charter – RU/CS analysis, SWOT, PESTLE, Five Whys, interrelationship diagram, overall equipment effectiveness, TRIZ innovative problem solving – Tools for improvement – Affinity diagram, Normal group technique, SMED, Value stream Mapping, forced field analysis – Tools for control – Gantt chart, Activity network diagram, Radar chart, Milestone tracker diagram, Earned value management.	9
III	<b>SIX SIGMA METHODOLOGIES</b> Design For Six Sigma (DFSS), Design For Six Sigma Method - Failure Mode Effect Analysis (FMEA), FMEA process - Risk Priority Number (RPN)- Six Sigma and Leadership, committed leadership – Change Acceleration Process (CAP) – Developing communication plan – Stakeholder	9
IV	<b>SIX SIGMA IMPLEMENTATION AND CHALLENGES</b> Tools for implementation – Supplier Input Process Output Customer (SIPOC) – Quality Function Deployment or House of Quality (QFD) – alternative approach – implementation – leadership training, close communication system, project selection – project management and team – champion training – customer quality index – challenges – program failure, CPQ vs. six sigma, structure the deployment of six sigma – cultural challenge – customer/internal metrics.	9
V	<b>EVALUATION AND CONTINUOUS IMPROVEMENT METHODS</b> Evaluation strategy – the economics of six sigma quality, Return on six Sigma (ROSS), ROI, poor project estimates – continuous improvement – lean manufacturing – value, customer focus, Perfection, focus on waste, overproduction – waiting, inventory in process (IIP), processing waste, transportation, motion, making defective products, underutilizing people – Kaizen – 5S.	9
<b>Total Instructional hours</b>		<b>45</b>

- Course Outcome**
- CO1: How lean six sigma and lean management helps in production  
CO2: The student would be able to relate the tools and techniques of lean sigma to increase productivity  
CO3: The various methodologies of six sigma  
CO4: The students will understand the challenges in six sigma implementations  
CO5: To understand the corrective and improvement methods

**TEXT BOOKS:**

- T1- Michael L.George, David Rowlands, Bill Kastle, What is Lean Six Sigma, McGraw – Hill 2003.  
T2- Thomas Pyzdek, The Six Sigma Handbook, McGraw-Hill,2000.

**REFERENCE BOOKS:**

- R1- Fred Soleimannejed , Six Sigma, Basic Steps and Implementation, AuthorHouse, 2004.  
R2- Forrest W. Breyfogle, III, James M. Cupello, Becki Meadows, Managing Six Sigma:A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success, John Wiley & Sons,2000.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3320	SERVICES OPERATIONS MANAGEMENT	3	0	0	3

Course Objective	Description
	1. To understand the basic concepts of services operations management. 2. To understand how service performance can be improved by studying services operations management. 3. To measure the dimensions of service quality. 4. To understand the environmental dimensions and facility location techniques. 5. To make the students aware about the managing capacity and its expansion strategies.

Unit	Description	Instructional Hours
I	<b>INTRODUCTION</b> Services – Importance, role in economy, service sector – growth; Nature of services –Service classification, Service Package, distinctive characteristics; Service Strategy –Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies – Environmental strategies	9
II	<b>SERVICE DESIGN</b> New Service Development – Design elements – Service Blue-printing - process structure – generic approaches –Value to customer; Retail design strategies – store size – Network configuration; Vehicle Routing and Scheduling.	9
III	<b>SERVICE QUALITY</b> Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality – SERVQUAL - Walk-through Audit; Quality service by design - Service Recovery - Service Guarantees; Service Encounter –creating service orientation, service profit chain; Front-office Back-office Interface – service decoupling.	9
IV	<b>SERVICE FACILITY</b> Services capes – behaviour - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location –facility location techniques – metropolitan metric, centre of gravity, retail outlet location.	9
V	<b>MANAGING CAPACITY AND DEMAND</b> Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, News vendor Model; Managing Waiting Lines– Queuing systems, Managing for growth- expansion strategies, franchising , globalization.	9
<b>Total Instructional Hours</b>		<b>45</b>

Course Outcome	Description
	CO1: Students can design and operate a service business using the concepts, tools and techniques of service operations management.
	CO2: Students will get the necessary skills which are able to examine the various approaches of service operations management.
	CO3: Students will be able to understand the dimensions and measurement of service quality.
	CO4: Students will understand the facility layout and location techniques.
	CO5: Students will understand the managing capacity and demand of services operations management.

**TEXT BOOKS:**

T1- James A. Fitzsimmons, "Service Management – Operations, Strategy, Information Technology", Tata McGraw-Hill –5th Edition, New Delhi, 2006.

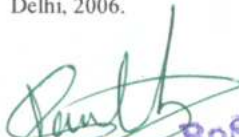
T2- Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton ,Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition, New Delhi, 2012.

**REFERENCE BOOKS:**

R1-Cengiz Haksever, Barry Render, Roberta S. Russell, Rebert G. Murdick, Service Management and Operations, Pearson Education ,Calcutta, 2nd Edition, 2004.

R2 - Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 4<sup>th</sup> Edition,Calcutta, 2012.

R3- Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage publications India Pvt Ltd, 1<sup>st</sup> edition, New Delhi, 2006.

  
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**SYSTEMS -ELECTIVES**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3321	KNOWLEDGE MANAGEMENT SYSTEM	3	0	0	3

**Course Objective**

- 1.To Improve Knowledge Access and to facilitate the processes of knowledge transfer between individuals and between organizations.
2. To Enhance the Knowledge Environment — by proactively facilitating and rewarding knowledge creation, transfer and use.
3. To make the students realize the importance of capturing knowledge elements and its structures
4. To Improve Knowledge Access and to facilitate the processes through system
5. To make the students realize the importance of technology in enhancing the knowledge.

Unit	Description	Instructional Hours
1	<b>INTRODUCTION TO KNOWLEDGE MANAGEMENT</b> History of KM, Importance of KM, Information Management to Knowledge Management, KM Cycle, Industrial Economy to Knowledge Economy.	9
2	<b>MECHANICS OF KNOWLEDGE MANAGEMENT</b> Mechanics of Knowledge Management – Tools and Technologies, Communities of Practice and Knowledge conversion, The knowledge Management Matrix. .	9
3	<b>KNOWLEDGE APPLICATION</b> Social Nature of Knowledge, Social Network Analysis, Obstacles to knowledge sharing, Organizational learning & social capital. Knowledge Application – Individual level, Group level & Organization level.	9
4	<b>KNOWLEDGE MANAGEMENT STRATEGY</b> Knowledge audit, GAP Analysis, Road Map, KM Metrics, Balance Score Card. KM Tools Knowledge Capture & creation tools, Knowledge sharing & Dissemination Tools, Knowledge Acquisition & Application tools	9
5	<b>KNOWLEDGE MANAGEMENT TEAM</b> Roles & Responsibility, Political issues in KM, Ethics in KM, Strategic issues in Knowledge Management, Future of Knowledge Management.	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcomes**

CO1:Making it easy to find relevant information and resources enabling better and faster decision making  
 CO2:Avoiding redundant effort and making the same mistakes twice  
 CO3:Taking advantage of existing expertise and experience communicating important information widely and quickly  
 CO4: To Improve Knowledge Access and to facilitate the processes through system  
 CO5: To make the students realize the importance of technology in enhancing the knowledge.

**TEXT BOOKS:**

T1-Kimiz Dalkir, Knowledge Management in Theory and practice. Elsevier Publication.  
 T2-Knowledge Management By Waman Jawadekar, Tata Mcgraw Hill Co Chennai.

**REFERENCE BOOKS:**

R1-Knowledge management – An Evolutionary view – BECERRA – Fernandez & Leidner, By PHI learning PVT Ltd.,  
 R2-Knowledge Management – Sudhir Warier by Vikas Publishing House PVT Ltd,  
 R3-Information & Knowledge by D. Kamala Vijayan – Macmillan India Ltd., Chennai.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3322	E-COMMERCE MANAGEMENT	3	0	0	3

Course Objective	Description
	1. The students will acquire knowledge about Various e-commerce business models
	2. To learn about the E-Business risk management issues.
	3. To assess the E-Payment systems and its requirements.
	4. To understand the E-customer relationship management
	5. To get exposure on the growth of mobile commerce and its applications.

Unit	Description	Instructional Hours
I	<b>E-COMMERCE</b> History of E-Commerce: Early business information exchange efforts - Emergence of Internet - Advantages of E-Commerce - Disadvantages of E-Commerce. Business model for E-Commerce: E- Business model based on relationship for E-Commerce - E-Business model based on relationship for transaction types.	9
II	<b>E-MARKETING</b> E-Marketing: Traditional marketing - The browsing behavior model - online marketing - E-Advertising - Internet Marketing - E-branding - Marketing strategies. E-Security: Security on the net - E- Business risk management issues.	9
III	<b>E-PAYMENT SYSTEMS</b> E-Payment systems: Digital payment requirements - Digital token based E-payment systems - classification of new payment systems - Cheque payment system on the internet - Risk and E-Payment system - Designing e-payment system.	9
IV	<b>E-CUSTOMER RELATIONSHIP MANAGEMENT</b> E-Customer relationship management: Customer relationship management. E-Supply chain management: E-supply chain - components - architecture.	9
V	<b>MOBILE COMMERCE</b> Mobile Commerce: Growth of mobile commerce - wireless applications - Technologies for mobile commerce - origins of WAP - WAP programming model - Wireless technologies - mobile commerce.	9
<b>Total Instructional Hours</b>		<b>45</b>

Course Outcome	Description
	CO1: To understand the foundations and importance of E-commerce.
	CO2: To describe the internet marketing relationships
	CO3: To understand the E-payment systems and the behaviour model.
	CO4: To assess the customer relationship and technologies of mobile commerce.
	CO5: To identify the growth of mobile commerce and its applications.

**TEXT BOOKS:**

T1 - P.T. Joseph, E-COMMERCE - A Management Perspective, Eastern Economy Edition, PHI Learning Pvt Ltd, New Delhi, Fifth Edition, 2015.


T2 - Ravi Kalakota & Andrew B. Whinston, "Frontiers of Electronic Commerce", Pearson Education, Seventh Edition, 2009.

**REFERENCE BOOKS:**

R1 - Jeffery F Rayport, Bernard J. Jaworski, "E-Commerce", Tata McGraw Hill, New Delhi, Second edition, 2002.

R2 - Bharat Bhaskar "Electronic Commerce – Frame work Technologies and Applications", Tata McGraw Hill, New Delhi, First edition, 2004

R3 - V.Rajaraman, "Essentials of E-Commerce Technology", PHI Learning Pvt Ltd, New Delhi, First edition 2010.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3323	ENTERPRISE RESOURCE PLANNING	3	0	0	3

- Course Objectives**
1. This course has been designed to bridge the gap between the need of business process knowledge and its application to the business environment.
  2. The aim of the course therefore is to make the student a manager of computer service offerings across business processes of an organization.
  3. The course focuses on the benefits that may be realized from an ERP system and on the management of benefits from the ERP system.
  4. To identify the factors that led to the development of ERP systems.
  5. To describe modules distinguishing characteristics of ERP software.

Unit	Description	Instructional Hours
I	<b>INTRODUCTION TO ERP</b> Overview of enterprise resource system - Evolution of ERP - Risks and Benefits of ERP - ERP and Related Technologies - Importance of ERP to a company.	9
II	<b>ERP SOLUTIONS AND FUNCTIONAL MODULES</b> Business process Re-Engineering - Business process Management - ERP Finance Module and HR Module - ERP production planning module - ERP Marketing, Sales, Distribution and Service Module.	9
III	<b>ERP IMPLEMENTATION</b> ERP Implementation Life Cycle - Implementation Challenges - ERP implementation - Hidden Cost - Data Migration - Training and Education.	9
IV	<b>POST IMPLEMENTATION</b> Maintenance of the ERP System - Measuring the Performance of the ERP System - Post Implementation Activities - Dealing with Employee Resistance - Success and Failure factors of an ERP implementation.	9
V	<b>EMERGING TRENDS ON ERP</b> ERP and enterprise application integration - ERP and E-Business - ERP, Internet and ERP-II - Cloud Computing - Future trends in ERP	9
<b>Total Instructional Hours</b>		<b>45</b>

- Course Outcome**
- CO1: Understands the concepts and applications of enterprise resource planning (ERP) systems.  
CO2: Students will understand the role of non-IT managers in information systems planning, systems development, and hardware and software selection.  
CO3: Understands the technical aspect of telecommunication systems and internet as well as their roles in business environment.  
CO4: Students would be aware of the pros and cons of implementing ERP systems.  
CO5: Understands the role of information systems in organizations, the strategic management processes, and the implications for the management.

**TEXT BOOKS:**

T1 - Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2011.


T2 - Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008

**REFERENCES:**

R1 - Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2006.

R2 - Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2006

R3 - Mahadeo Jaiswal, Ganesh Vanapalli, Textbook of Enterprise Resource Planning, Macmillan, 2005.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3324	MANAGEMENT INFORMATION SYSTEM	3	0	0	3

- Course Objectives**
1. To enable the students to study the role of MIS in the modern business enterprise and its challenges.
  2. The course aims at creating interest and awareness about the proliferation of the Information Systems in today's organizations.
  3. Familiarize the students to interpret how to use information technology to solve business problems.
  4. To enhance the ability to think strategically about technology.
  5. To stimulate the ability to manage time and resources.

Unit	Description	Instructional Hours
I	<b>CONCEPTUAL FOUNDATIONS</b> Information Systems - Roles of Information systems in business - Trends in Information system - Role of e-business in business - Components of Information System - IS activities - Types of IS.	9
II	<b>INFORMATION SYSTEM FOR OPERATIONS &amp; DECISION MAKING</b> Marketing IS, Manufacturing IS, Human Resource IS, and Accounting & Financial IS - Transaction Processing Systems - Information for strategic advantage.	9
III	<b>MANAGING INFORMATION TECHNOLOGY</b> Computer hardware - Peripherals - Computer software - Types - Data Resource Management - Telecommunication & Networks.	9
IV	<b>BUSINESS APPLICATIONS</b> E-Business systems - Enterprise business systems - ERP - SCM - E-Commerce systems - Applications & Issues - Decision Support system - Artificial Intelligence - Electronic Data Interchange - Executive Support System - Expert System.	9
V	<b>MANAGEMENT CHALLENGES</b> Security, Ethical & Societal Challenges of information system -Security Management in information system - Managing global IS - Implementation of information system.	9
<b>Total Instructional Hours</b>		<b>45</b>

- Course Outcome**
- CO1: Students would be able to understand the usage of MIS in organizations and the constituents of the MIS.
- CO2: The students also would understand the activities that are undertaken in acquiring an Information System in an organization.
- CO3: Further the student would be aware of various Information System solutions like ES, DSS, Data warehouses, TPS and the issues in successful implementation of these technology solutions in any organization.
- CO4: Appreciates how technology can help to improve decision-making in organizations.
- CO5: Appreciates how technology is used to integrate the business disciplines.

**TEXT BOOKS:**

- T1 - James A O'Brien, "Management Information Systems", Tata McGraw Hill, Fourth Edition, 1999.
- T2 - Kenneth C Laudon and Jane P Laudon, "Management Information System", 9th Edition, PHI, New Delhi, 2006.

**REFERENCE BOOKS:**

- R1 - Mahadeo Jaiswal, Monika Mital, "Management Information System" Oxford University Press, Sixth Edition, 2007.
- R2 - Waman S Jawadekar, "Management Information System Text and cases", Third Editions, Tata McGraw-Hill, 2007.
- R3 - Gordon B. Davis, Margrethe H. Olson, "Management Information System – Conceptual Foundations, Structure & Development", Tata McGraw Hill, Sixth Edition, 2001.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3325	BUSINESS ANALYTICS	3	0	0	3

**Course Objective**

1. Enabling the students to gain knowledge on minimizing the large amounts of data
2. Using the minimized data into a meaningful and actionable information
3. Utilize the same for making effective business decisions.
4. Applications of business analytics in different functional areas
5. Social media impact on analytics

Unit	Description	Instructional hours
I	<b>DATA SCIENCE FOR MANAGERS</b> Inferential & Descriptive Statistics Refresher – R & Python Packages & Functions – Tableau Visualization Techniques – Dash Board & Story points – Data Blending, Forecasting	11
II	<b>PREDICTIVE MODELLING</b> Data Import, Export & Cleansing – Data Manipulation – Exploratory Data Analysis – Modeling with Linear & Logistic Regression – Modeling with CARET	11
III	<b>ENTERPRISE RESOURCE PLANNING</b> Enterprise Reporting – Balanced Scorecard - Business Intelligence and Mobility, Cloud Computing – Business Intelligence for ERP Systems	8
IV	<b>MARKETING   FINANCE   HR ANALYTICS</b> <b>MARKETING</b> – Market basket Analysis for Retail market with Case Study – Brand Sentiment Analysis with Case Study <b>FINANCE</b> – Credit Risk Modeling with Case Study – Portfolio Analysis with Case Study <b>HR</b> – Differential Payouts for Recruiting Agency - Case Study – Predicting which Employees will leave the company - Case Study	8
V	<b>SOCIAL MEDIA ANALYTICS</b> Google Analytics & 360 Suite – Face book Insights, Marketing & ADs – Insta gram Advertising – Twitter API interaction – Social Media Management with Hoot suite – E-Mail marketing with Mail chimp	7
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**

CO1: Understanding the challenges and opportunities and utilizing them.  
 CO2: Design a suitable business analytics model by using inferential statistics  
 CO3: ERP in business applications  
 CO4: Functional areas analysis  
 CO5: Will be able to apply the concepts in research parlance.

**TEXT BOOKS:**

- T1 -An Introduction to Statistical Learning: with Applications in R By Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani  
 T2 - Hands-on Programming with R By Garet Golemund

**REFERENCE BOOKS:**

- R1 - Applied Predictive Modelling By Max Khun and Kjell Jhonson  
 R2 - Tableau Dashboard Cookbook By JenStirrup  
 R3 - Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics By Marshall Spender

  
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**LOGISTICS-ELECTIVES**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3326	STORE KEEPING AND WAREHOUSING	3	0	0	3

- Course Objective
1. To enable the students to study the objectives of warehouse management
  2. To enable the students to study the stock valuation in stores.
  3. To enable the students to study the disposal of scrap in from stores
  4. To enable the students to study the knowledge on inventory insurance
  5. To enable the students to study the knowledge on ethics in material management.

Unit	Description	Instructional Hours
I	<b>INTRODUCTION</b> Warehousing Management - Objectives of Stores–Location and Layout–Prevention – Management of Receipts –Issue Control–Stores Documentation.	9
II	<b>STOCK VALUATION</b> Stock Valuation And Verification–Need for Valuation–Methods of Valuation–FIFO–LIFO–Average Price–Weighted Average –Standard Cost–Replacement Price –Stock Verification–Process of Verification	9
III	<b>DISPOSAL OF SCRAP</b> Disposal of Obsolete and Scrap items–Management of SOS–Categorization of Obsolete/Surplus –Reasons for Obsolescence –Control of Obsolescence –Control of Scrap –Responsibility for Disposal –Disposal Methods.	9
IV	<b>INSURANCE OF STOCK AND SPARES</b> Insurance: Risk Management –Buyer’s Interest –Marine Insurance–Inland Transit Insurance–Stores Insurance –Contractors All Risk Insurance –Miscellaneous Insurance –A to Z Claims Procedure–Loss Minimization–Spare Parts Management –Salient Features of Spares –Inventory Control of Spares –Categorization of Spares –provisioning of Spares –Pricing of Spares –Relevance of Maintenance –Maintenance Costs.	9
V	<b>ETHICS IN MATERIALS MANAGEMENT</b> Ethics In Materials Management–Importance of Ethics–Business Ethics–Ethics in Buying –Code of Ethics–Problems in Ethics –Backdoor Selling –A to Z Tips for Ethical Buying –Professionalization.	9
<b>Total Instructional Hours</b>		<b>45</b>


- Course Outcome
- CO1: Students will able to understand the objectives of warehouse management.  
 CO2: Students will able to understand the methods of stock valuation.  
 CO3: Students will able to understand the methods of disposal of scrap in from stores  
 CO4: Students will able to understand the knowledge on inventory insurance  
 CO5: Students will able to understand the ethics in material management.

**TEXT BOOKS:**

- T1 - J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2016.  
 T2 - P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2016

**REFERENCE BOOKS:**

- R1 - A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2016  
 R2 - A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2016  
 R3 - S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2016.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3327	PURCHASING AND INVENTORY MANAGEMENT	3	0	0	3

- Course Objective**
1. Enable the students to understand the input and output of Material Requirement planning.
  2. Enable the students to understand the role and responsibility of purchasing management.
  3. Enable the students to understand the role of stores in inventory management
  4. Enable the students to understand the techniques involved in purchasing and storing of materials
  5. Enable the students to understand the tools and techniques in inventory control and cost reduction.

Unit	Description	Instructional Hours
I	<b>MATERIAL REQUIREMENT PLANNING</b> Input and output of MRP system - Forecasting – Overview of quantitative and qualitative methods of forecasting - Master Production Schedule - Bill of Materials – BOM Explosion - Material flow in MRP. MRP II.	9
II	<b>PURCHASING MANAGEMENT</b> Responsibilities of Purchase Department - Purchase Cycle – Negotiation & Bargaining – Vendor relations - Purchasing Methods - Global sourcing	9
III	<b>STORES</b> Functions, Importance, Organization of stores & Stores layout. Stores procedure – documentation.	9
IV	<b>INVENTORY</b> Need of Inventory - Costs associated with Inventory - Types of Inventory - Basic EOQ Model - EOQ with discounts - Classification of material - ABC Analysis - VED, HML, FSN, GOLF, SOS (Numerical expected on Basic EOQ, EOQ with discounts & ABC)	9
V	<b>INVENTORY CONTROL &amp; COST REDUCTION TECHNIQUES</b> Inventory turns ratios - Standardization – need and importance. Codification – concept, benefits. Value Engineering and Value Analysis – concept and process.	9
<b>Total Instructional Hours</b>		<b>45</b>

- Course Outcome**
- CO1: Students will understand the input and output of Material Requirement planning  
CO2: Students will understand the role and responsibility of purchasing management  
CO3: Students will understand the role of stores in inventory management  
CO4: Students will understand the techniques involved in purchasing and storing of materials  
CO5: Students will understand tools and techniques applicable in inventory control and cost reduction.

**TEXT BOOKS:**

- T1 - J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2015.  
T2 - P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2015

**REFERENCE BOOKS:**

- R1 - A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2015  
R2 - A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2015  
R3 - Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2015

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3328	EXPORT TRADE AND DOCUMENTATION	3	0	0	3

- Course Objective**
1. To enable the students to study the knowledge on documentation in international trade.
  2. To enable the students to study the knowledge on Inco terms in export trade and license
  3. To enable the students to study the packaging methods in export trade.
  4. To enable the students to study the necessary shipping documents in export trade
  5. To enable the students to study the legalities of export and import trade

Unit	Description	Instructional Hours
I	<b>INTRODUCTION TO EXPORT TRADE DOCUMENTATION</b> Exporting Preliminary Consideration-Generation of Foreign enquiries, obtaining local quotation & offering to overseas buyers scrutinizing export order, opening L/C by buyers-Export Controls and Licenses –Patent, Trade Mark, Copy Right Registrations – Confidentiality and NDA	9
II	<b>EXPORT SALES</b> Export Sales–Selling and Purchasing-Consignment-Leases–Marine and Air Causality Insurances-Export Finance -Forex-Major currencies, Exchange rates, relations & impact -Export costing and pricing & Inco terms –Export License–Import License	9
III	<b>EXPORT PACKAGING</b> Export Packaging-Preparation of pre shipment documentation–Methods of Transportation –Country of Origin Marking -Inspection of Export consignment – Export by Post, Road, Air & Sea -Claiming for Export benefits and Duty drawbacks.	9
IV	<b>SHIPMENT DOCUMENTS</b> Shipment & Shipping documents -Complicated problems in shipments & negotiation of shipping documentations - Corporate marketing strategies - 100% EOU & Free trade zone-Deemed Export–Isolated Sales Transactions	9
V	<b>ACTS OF EXPORT AND IMPORT</b> Acts for export/import-Commencement- Customs Formalities - Export Documentation - Export of Services- Export of Excisable Goods -Import Documentation – Clearance - 100% export oriented units customs house agents -import of different products - import/export incentives - import licenses etc.	9
<b>Total Instructional Hours</b>		<b>45</b>

- Course Outcome**
- CO1: Students will understand the knowledge on documentation in international trade  
CO2: Students will understand the knowledge on incoterms in export trade and licence  
CO3: Students will understand the packaging methods in export trade  
CO4: Students will understand the necessary shipping documents in export trade  
CO5: Students will understand the legalities of export and import trade

**TEXT BOOKS:**

T1 - Shri C Rama Gopal, Chartered Accountant.Publisher , Export Import Procedures-Documtation and Logistics, New Age International, 2015


T2 - P K Khurana, Export Management, New Age International, 2015

**REFERENCE BOOKS:**

R1- Thomas E Johnson and Donna L, Text Book: Export and Import Procedures and Documentations –, New Age International, 2015

R2- P. Subba Rao, International Business, Himalaya Publishing House, New Delhi,2015

R3- Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2014.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3329	TRANSPORTATION AND DISTRIBUTION MANAGEMENT	3	0	0	3

**Course Objective**

1. To enable the students to study the functions of transport
2. To enable the students to study the classifications of travel
3. To enable the students to study the impact of transport
4. To enable the students to study the historical development transport
5. To enable the students to study the knowledge on transport network.

Unit	Description	Instructional Hours
I	<b>FUNCTIONS OF TRANSPORT</b> Accessibility/Connectivity, Mobility Interrelations of Transport: Economic-cost and trade, Geography and technology, Social, cultural and recreational, Development of Information & Communication Technology	9
II	<b>CLASSIFICATION OF TRAVEL</b> Features of a Trip; origin- destination, transport zones, trip generation, trip attraction; types of travel, travel by trip purpose, by commodity, by location, by distance, by comfort or convenience; variations over time and space	9
III	<b>IMPACTS OF TRANSPORT</b> Economic, Social and cultural values, Environment Theories of Transport Study & Traffic Flow: Land Use theory; Physical Theories, Economic Theories-Utility Maximization; Choice Theory, Legit Model, Gravity Model, Generalized Cost; Elements of Traffic Flow, Generalized Car-Following Theory, Green shields Theory.	9
IV	<b>HISTORICAL DEVELOPMENT OF TRANSPORT</b> Local economies and forms of early transport, Road networks, military conquest, trade and spread of cultures, Development of ocean transport, Railways, urbanization and the industrial age, Motor Vehicles and growth of personal transport, Growth of air transport and international travel.	9
V	<b>TRANSPORT NETWORK</b> Features of networks – nodes and links, multi-modalism and choice in transport, Supply chain, Inter-modalism, Transport Infrastructure.	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**

CO1: Students will able to understand the functions of transport.  
CO2: Students will able to understand the classifications of travel  
CO3: Students will able to understand the impact of transport  
CO4: Students will able to understand the historical development of transport.  
CO5: Students will able to understand the knowledge on transport network

**TEXT BOOKS:**

R1 - Sunil Chopra, Supply Chain Management, Management – Strategy Planning and Operation, Prentice Hall Publications, New Delhi, 2015

R2 - Agarwal, Text book of Logistic and Supply Chain Management, Macmillan India, Ltd, New Delhi, 2016

**REFERENCE BOOKS:**

R1 - Vinod V.Sople, Logistics Management-The Supply Chain Imperative, Pearson, 2016.

R2 - Altekhar Rahul V, Supply Chain Management- Concept and Cases, Prentice, Hall India, New Delhi, 2005.

R3 - Bowersox Donald J, Logistic Management – The Integrated Supply Chain Process, Tata McGraw Hill, New Delhi, 2000.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3701R	BUSINESS PLAN DEVELOPMENT	0	0	2	1

- Course Objectives**
1. To help students appreciate the purposes and audiences for business plans.
  2. To help students understand the structure and content of a business plan.
  3. To guide students in preparing a first draft of their own business plan.
  4. To train students in critical evaluation of business plans.
  5. To create a business plan.

Expt. No.	Description	NO OF HOURS
1.	Discovering entrepreneurial opportunities	
2.	Business Plan: Introduction, Sample Case and General Outline	
3.	Competitive advantage of small businesses	
4.	Paths to Small Business Ownership	
5.	The New Venture Business Plan	
6.	Role, need and preparation of the business plan	
7.	Developing the details of the business plan	
8.	Finding sources of financing	
9.	Preparing a targeted presentation	
10.	Preparing a targeted pitch	
11.	Success stories of business	
<b>Total Practical Hours</b>		<b>15</b>

- Course Outcome**
- CO1: Identify suitable paths to small business ownership.  
CO2: Develop a feasibility study of the strengths and weaknesses of the proposed business opportunity.  
CO3: Demonstrate the ability to design and produce a detailed written business plan.  
CO4: Demonstrate the ability to create and deliver an effective oral presentation of the new venture business plan.  
CO5: The submission of a business plan for a social mission organization.



Programme	CourseCode	Name of the Course	L	T	P	C
MBA	16BA3702	PROFESSIONAL RESEARCH PUBLICATION	0	0	2	1

- Course Objectives**
1. To introduce students to understand the publishing process and to increase their publishing skills.
  2. To develop an overview of publishing process and master the journals and communication platforms available in related to the students' research areas.
  3. To help students communicate their ideas and research results in a professional and effective way to increase the chances of their manuscripts being published
  4. To expose students to change the role from an authors to a reviewer for understanding the importance of the novelty and clarification of a journal paper;
  5. To develop a publication plan and a paper of high quality on a topic of student's interests.

Expt. No.	Description	NO OF HOURS
1.	Academic Publishing <ul style="list-style-type: none"> <li>• Why publishing</li> <li>•Forms of publishing: open source?</li> <li>•Publishing vs. communications</li> <li>•Value of peer reviews</li> <li>•Components of a research paper</li> </ul>	
2.	Where to publish and why <ul style="list-style-type: none"> <li>•Survey of journals</li> <li>•Scope of a journal</li> <li>•Audiences and readership</li> <li>•New trends of publishing</li> </ul>	
3.	Process of formulating a paper (& writing) <ul style="list-style-type: none"> <li>• Define a REAL research question</li> <li>• Sharing your ideas</li> <li>• Novelty</li> <li>• Clarification</li> <li>• Professional</li> </ul>	
4.	Peer Review of a scientific paper <ul style="list-style-type: none"> <li>• Who are the reviewers?</li> <li>• What are reviewers evaluating?</li> <li>• Why a paper is rejected or accepted?</li> <li>• How long it takes for a review process?</li> <li>• If you are a reviewer?</li> </ul>	
5.	Communication with a Journal Editor and Publisher <ul style="list-style-type: none"> <li>•View from a journal editor</li> <li>•Scope and readership</li> <li>•Cover letter</li> <li>•Title, keywords, highlights, abstracts</li> <li>• Follow-up after submission</li> <li>• Revisions</li> <li>• Rebuttal</li> <li>• Proof reading</li> <li>• Copyright</li> </ul>	

- Publishing ethics
- 6. Tools and software of scholarly publishing
  - Database
  - References
  - Line numbers, track changes etc.
  - authenticate
- 7. Post publications, impacts of your paper
  - Journal ranking, JCR and other indicators
  - Citations
  - H-index
  - Google scholar, Research Gate, Scopus.
- 8. Multiple functions of scholarly publishing
  - Individual research and carrier
  - Academic networking
  - International collaboration
  - Building a collective knowledge base

**Total Practical Hours      15**

**Course Outcome**

CO1: Students will identify the research areas which are in the frontline of the studied topics.  
 CO2: Students will find the best international collaborators to explore the research by using the international networking and cooperation.  
 CO3: Students will find the best conferences and journals for communication and share of the research results.  
 CO4: Students could organize a manuscript to submit a most relevant journal/conference and to address the reviewers' comments to revise a paper.  
 CO5: Students find easy to enhance the impacts of a published paper to establish the international cooperation network.

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3703	BUSINESS CONSULTANCY	0	0	2	1

Course Objectives
1. To expose students to the classical literature of the consulting profession 2. To view problems from the perspective of practicing experts in the field. 3. To prepare solutions to case studies utilizing acquired technical expertise and experience 4. To apply course theories and principles to provide consulting services to actual clients. 5. To provide the students adequate knowledge, proficiency and intellectual abilities in the field of business for them to grow into fully qualified professional.

Expt. No.	Description	NO OF HOURS
1.	Introduction to the Profession <ul style="list-style-type: none"> <li>• Introduction and purpose of course</li> <li>• Review syllabus</li> <li>• Definition, roles, purpose of profession</li> <li>• Uses of consultants – public sector, private sector, and internal consulting</li> <li>• Introduce client projects</li> </ul>	
2.	Development of the Profession <ul style="list-style-type: none"> <li>• History and development of the profession</li> <li>• Consulting roles and culture</li> <li>• Professionalism and ethics</li> </ul>	
3.	Consulting Process – Entry and Contracting <ul style="list-style-type: none"> <li>• Types of projects and project cycles</li> <li>• First client meetings</li> <li>• Assignment strategy and plan</li> <li>• Proposal development</li> <li>• Consulting contract</li> <li>• Service Quality</li> <li>• Assign client projects</li> <li>• Discuss Bonner case</li> <li>• Introduce Research Review</li> <li>• Introduce Client Proposal</li> </ul>	
4.	Consulting Process - Discovery and Dialogue <ul style="list-style-type: none"> <li>• Diagnosis</li> <li>• Data gathering techniques</li> <li>• On-site interaction</li> </ul>	
5.	Consulting Process - Analysis and Decision to Act <ul style="list-style-type: none"> <li>• Developing and gathering alternatives</li> <li>• Presenting action proposals to the client</li> <li>• Work plans and project costing</li> </ul>	
6.	Industry <ul style="list-style-type: none"> <li>• View of management consulting world, synopsis of industry, types of firms</li> <li>• Key industry challenges</li> <li>• Key success factors</li> </ul>	
7.	Consulting Process – Engagement and Implementation <ul style="list-style-type: none"> <li>• Management of projects</li> <li>• Presentations and communicating with clients</li> <li>• Implementing your recommendations</li> <li>• Ongoing client contact and service</li> <li>• Team effectiveness</li> </ul>	
8.	Consulting Process – Extension, Recycle, or Termination <ul style="list-style-type: none"> <li>• Time for withdrawal</li> </ul>	

- Final reporting
- Evaluation.
- 9. Change Management and Resistance
  - Leadership
  - Stakeholder engagement
  - Utilizing resources
  - Developing support
  - Institutionalizing change
- 10. Creating Value for Yourself and the Firm
  - Firm growth strategies, sales skills
  - Managing a firm
  - Professional development and staying current
  - Developing areas of unique expertise
- 11. Legal and Ethical Issues
  - Legal risks and management
  - Client privilege issues
- 12. Client's Perspective
  - Selection of consultants
  - Effective management of consultants
  - Evaluation of performance
  - Use of consultants
  - Maintaining independence and objectivity

**Total Practical Hours      15**

**Course Outcome**

- CO1: Define management consulting and understand why and how consultants are utilized.
- CO2: Apply a consulting process framework to an actual client engagement
- CO3: Understand the value of stakeholder engagement and how to apply it
- CO4: Learn, practice, and refine skills for client engagement and project management
- CO5: Make effective presentations to client organizations



Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3704	CASE ANALYSIS AND REPORT WRITING	0	0	2	1

Course Objectives
1. To acquaint students with a diverse range of case studies with the focus of audiences.
2. To acquaint students with a process of case writing.
3. To provide practical exercises in public relations problem solving and to begin to develop judgment for such situations.
4. To develop further the writing and analytical skills of students.
5. To provide an overview of case study reports and what components should include when writing them.

Expt. No.	Description	NO OF HOURS
1.	Introduction to the Case Study Research Report.	
2.	Components of a Case Study Report	
3.	Review of a Case Study Research Report.	
4.	Case Study Report Template	
5.	Literature Searching & Databases.	
6.	Business Courses and Case Studies	
7.	Getting Published.	
<b>Total Practical Hours</b>		<b>15</b>

Course Outcome
CO1: Makes the student to understand the necessity and benefits of case study reporting to their professional experience.
CO2: Understand how to construct each section of the case study report
CO3: Understand how to do a literature search
CO4: Be able to list the components of a Case Study Report
CO5: Know what the Uniform Requirements are and understand how to pick a suitable case.

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3705	SUMMER INTERNSHIP TRAINING	0	0	4	2

- Course Objective**
1. To understand the professional and ethical practice.
  2. To expose the students knowledge, skills and abilities.
  3. To learn various types of departmental activities.
  4. To maintain work dairy
  5. To know the dynamics of organizational environment

Summer Internship Training Project specified in the Curriculum shall not exceed the maximum duration of 4 weeks after the second semester but before the commencement of the third semester.

At the end of Summer Internship Training Project the candidate shall submit a certificate from the organization where he/she has undergone training and also a brief report. The evaluation for 100 marks will be carried out internally based on this report and a Viva-Voce Examination will be conducted by a Departmental Committee constituted by the Head of the Department.

#### GUIDELINES FOR TRAINING

1. At the end of second semester examination, every student of MBA will undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 4 weeks duration.
2. During the training, the student is expected to learn about the organization and analyse and suggest solutions to a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the college/institute which will form part of third semester examination. However, the report must be submitted by the end of July during third semester so that it is evaluated well in time and third semester results are not delayed.
5. The report (based on training and the problem/project studied) prepared by the student will be known as summer training project report. The report should ordinarily be based on primary data. The report should deal with brief history of the organization, its structure, performance products/services, challenges and opportunities.
6. The report will have two certificates. One by the head of the institute/college and the other by the reporting officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report. The report should be around 40 pages. The report should also contain a chronological diary signed with seal from the supervisor in the organization.
7. The report will be evaluated by internal examiners. It will carry total of 100 marks divided into written report of 30 marks, content of 30 marks, presentation of 30 marks and question and answer 10 marks.
8. It is mandatory that the student will make presentation in the presence of Departmental committee. The student is expected to answer to the queries and questions raised in such forum.

- Course Outcome**
- CO1: Students will have the ability to take in information and see the connections amongst a data through critical thinking, intellectual flexibility, and reflective judgment.  
CO2: Students will have the ability to develop their self confidence.  
CO3: Students will know about the various functions and departmental activities.  
CO4 : Students will learn the dynamics of organizational environment  
CO5 : Students will know to present a report of the organizational study.

**SEMESTER IV**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA4201	INTERNATIONAL BUSINESS MANAGEMENT	3	0	0	3

- Course Objective**
1. To explore the students to the basic concepts of international business management
  2. To make them understand how international scenario at present
  3. To expose them with various international arrangements for trade
  4. Identify the foreign exchange and its impact
  5. How international disputes are settled

Unit	Description	Instructional Hours
I	<b>INTRODUCTION</b> International Business - Definition, Nature, advantages and disadvantages of international business - International Orientations, EPRG Framework (ethnocentric, polycentric, region centric, geocentric), International business environment – country attractiveness – Political, economic and cultural environment – Protection Vs liberalization of global business environment.	9
II	<b>INTERNATIONAL TRADE</b> Globalization – WTO Important Provisions & Agreements – International Trade & WTO – Trade Liberalization & Imports: Industry wise Analysis – Intellectual Property Rights, & Industrial Sector – Trips Agreements & Pharmaceutical Industry – WTO, Gats & Telecom Sector	9
III	<b>REGIONAL TRADE BLOCS AND ENTRY STRATEGIES</b> International Business Environment: Trade Blocks, Forms of Integration, EU, SAARC, ASEAN, NAFTA – Trade Liberalization, – International Marketing Management: Market Entry Strategies – Product Decisions, International Pricing, International Promotion – International Organization and Human Resource Management	9
IV	<b>FOREIGN EXCHANGE</b> Global Strategic management - Standardization Vs Differentiation – Strategic options – International Monetary Environment and FOREX Management: Balance of Payment – Foreign Exchange Market, Determination of Exchange Rate, Exchange Rate Systems, Convertibility of Currency, Exchange Risk and Management.	9
V	<b>CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT</b> Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies – Ethical issues in international business – Ethical decision-making.	9
<b>Total Instructional hours</b>		<b>45</b>

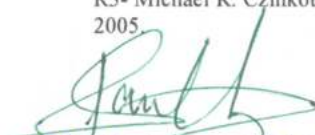
- Course Outcome**
- CO1: Students would be familiar with global business environment
  - CO2: Global practices in trade
  - CO3: Get acquainted with the global strategic management Practices and functional domain practices
  - CO4: The role of foreign exchange in international trade
  - CO5: They would be familiar with conflict situations and ethical issues in global business

**TEXT BOOKS :**

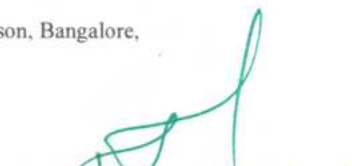
- T1- Charles W.I. Hill and Arun Kumar Jain, International Business, 6<sup>th</sup> edition, Tata Mc Graw Hill, 2009.
- T2- P.Subba Rao, International Business, Revised 4<sup>th</sup> edition, Himalaya Publishing house

**REFERENCE BOOKS:**

- R1- John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000.
- R2- K. Aswathappa, International Business, Tata Mc Graw Hill, 2008.
- R3- Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, Thomson, Bangalore, 2005.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA4202	INDIAN ETHOS AND VALUES	3	0	0	3

Course Objective
1. To learn about Indian ethos and its relevance today
2. To assist and guide the student in understanding value systems and its impact on business.
3. To know the Indian philosophy of knowing oneself.
4. To understand the management functions with Indian perspective.
5. To know management concepts from ancient texts.

Unit	Description	Instructional Hours
I	<b>INDIAN ETHOS</b> Indian Ethos - Indian work ethos and principles of Indian Management - Economics of giving - Western economic system Developing and implementing gross national happiness - Sabbath economics - Islamic economics and Banking - Cases	9
II	<b>VALUES AND ETHICS</b> Formation of values - Application of values - Personal values and organizational commitment - Values for managers - Business leadership and value attributes - Business ethics - Perspectives on ethics - Cases	9
III	<b>INDIAN PHILOSOPHICAL SYSTEM</b> Indian Philosophical system - Nature of mind - Personality attributes based on Gunas - Human values and five sheaths - Indian Ethos and corporate governance - Indian constitution and Unity in diversity - Cases	9
IV	<b>INDIAN PERSPECTIVE ON FUNCTIONS OF MANAGEMENT</b> Planning - Organizing - Leadership - Control - Communication - Compare with western management model - Indian work ethos - Cases	9
V	<b>INDIAN MANAGMENET THOUGHTS</b> Thirukural and Management - Chanakya neethi on leadership - Bagavad gita and management - Indian Heritage in production and consumption - Cases	9
<b>Total Instructional Hours</b>		<b>45</b>

Course Outcome
CO1: To impart knowledge on Indian Ethos
CO2: To apply Indian value system in management practices
CO3: To familiarize the students about Indian philosophy for business growth.
CO4: Students will know about management functions and its Indian perspectives.
CO5: To conceptualize and present various issues in Indian management thought.

**TEXT BOOKS:**

T1- Nandagopal.R and Ajith Sankar R.N. Indian Ethos and Values in Management, ISBN – 978-0-07-106779-9, Tata McGraw Hill Education Private Ltd, 2011.

T2-Khandelwal.N.M, Indian Ethos and Values for Managers, ISBN 978-93-5024-452-4, 3rd Edition, Himalaya Publishing House, 2011.

**REFERENCE BOOKS:**

R1-Management Thoughts in Thirukkural by K. Nagarajan – ANMOL Publications PVT Ltd 4374/4B Ansari Road, New Delhi 110 002. 2010

R2-Dr. Radhakrishnan Pillai, Corporate Chanakya, ISBN 978-81-8495-133-2, Jaico Publishing House, 2016

R3-Soham, LEEP (Life Empowerment and Enrichment Program), ISBN 9788175977259 Central Chinmaya Mission Trust, 2017.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA4901	PROJECT	0	0	24	12

The Project work is to be undertaken during the final semester. Every student has to undergo project work in a company for a period of 12 weeks during the fourth semester. He/She has to submit a project report containing details of company, company profile, different functional area research problems and prospects. The deadline for submission of final Project Report 30 calendar days from the last working day of the final semester.

At the end of Project work the candidate should produce an original certificate of project completion from the organization to the institution where he/she has undergone training and a copy can be attached in the project report. The evaluation for 200 marks (100 Marks for CIA and 100 marks for ESE) will be carried out internally and externally based on this report and a Viva-Voce Examination will be conducted by a Departmental Committee constituted by the Head of the Department.

The project report should be well documented and supported by the following sequence:

1. Title page
2. Bonafide Certificate
3. Institutional Certificate
4. Declaration
5. Abstract
6. Acknowledgement
7. Table of Contents
8. List of Tables
9. List of Figures
10. List of Symbols, Abbreviations or Nomenclature (Optional)
11. Chapters
12. Bibliography
13. Annexure

The Tables and Figures shall be introduced in the appropriate places.

**LIST OF OPEN ELECTIVES FOR MBA, ME AND MCA**

Programme	Course Code	Name of the Course	L	T	P	C
M.E./MCA	16BAX401	PRINCIPLES OF MANAGEMENT	3	0	0	3

**Course Objective**

- To expose the students to the basic concepts and practices of management.
- To know about various functions of management.
- To understand various theories of management.
- To make them understand the complexity and wide variety of issues.
- To enable functional specialists to face today's business environment.

Unit	Description	Instructional Hours
I	<b>MANAGEMENT THEORIES</b> Management functions and management skills - Management roles Historical approach - Classical approach I (Scientific mgt, General Admin theory – Henry fayol and max weber) - Behavioral approach Contemporary approach - Managers as leaders - Leadership traits, theories and issues - Cases	9
II	<b>PLANNING AND DECISION MAKING</b> Goals and Plans - Developing plans - Management by objectives - Decision making Process - The role of Intuition in Decision making -Decision making errors and biases - Strategic management - Types of strategies - Cases	9
III	<b>AUTHORITY AND MOTIVATION</b> Work specialization - Departmentation - Chain of command - Span of control - Centralization and Decentralization - Delegation of authority - Staffing, selection and recruitment - Motivational theories - Cases	9
IV	<b>COMMUNICATION</b> Nature and function of communication - Methods of interpersonal communication - Effective interpersonal communication – Barriers to communication - Organizational communication - Information technology and communication - Communication issues in today's organization - Organization culture and issues - Cases	9
V	<b>CONTROLLING</b> Controlling and its importance - The control process - Controlling for organizational performance - Tools for measuring organizational performance - Contemporary issues in control - Managing in global environment - Social responsibility and managerial ethics - Cases	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**


- CO1: Students will be able to understand the fundamentals of management thought.  
 CO2: Students should be able to describe and discuss the elements of effective management functions of planning, decision making and strategies  
 CO3: Students will know about the effective management systems.  
 CO4: Students will know the framework of communication in management  
 CO5: Students will be able to interpret broadly on control function and social issues in management.

**TEXT BOOKS:**

- T1 - Stephen P. Robbins, Mary Coulter and Neharika Vohra - Management, 10<sup>th</sup> Edition, ISBN 9780132090711  
 Published by Pearson Education, Inc., Prentice Hall of India, 2009.  
 T2 - Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 9th edition, Tata McGraw-Hill Education, 2012.

**REFERENCE BOOKS:**

- R1 - Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competency based approach, Thompson South Western, 11th edition, 2008.
- R2 - Heinz Wehrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 12th edition, 2008.
- R3 - Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 12th edition, 2012.

  
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Programme	Course Code	Name of the Course	L	T	P	C
M.E./MCA	16BAX402	ECONOMICS AND ACCOUNTING FOR ENGINEERS	3	0	0	3

**Course Objectives**

1. To make the students understand the basics of demand, supply and related concepts.
2. To make the students understand the basics of production, cost, market and pricing related concepts.
3. To make the students understand and apply the basic accounting concepts and financial statement analysis.
4. To interpret simple financial statement of a company for measuring financial performance of the business firms.
5. To apply suitable engineering economy techniques in decision making involving engineering problems.

Unit	Description	Instructional Hours
I	<b>INTRODUCTION, DEMAND AND SUPPLY ANALYSIS</b> Economics - Relationship with other disciplines - Managerial decisions - Demand - Types of demand - Determinants of demand-Demand function - Demand elasticity - Demand forecasting - Supply-Determinants of supply - Supply function - Supply elasticity.	9
II	<b>PRODUCTION AND COST ANALYSIS</b> Production function - Returns to scale -Production optimization -Least cost input - Isoquants - Managerial uses of production function. Cost Concepts - Cost function - Determinants of cost - Short run and Long run cost curves - Cost Output Decision - Estimation of Cost.	9
III	<b>MARKET AND PRICING DECISIONS</b> Determinants of Price Pricing under different objectives and different market structures - Price discrimination - Pricing methods in practice.	9
IV	<b>INTRODUCTION TO FINANCIAL ACCOUNTING</b> Concepts & Conventions - Double entry book keeping - Journal -Ledger - Trial Balance - Trading, Profit & Loss Account - Balance Sheet.	9
V	<b>FINANCIAL ANALYSIS</b> Characteristics - Techniques - Comparative, Common Size, Trend Analysis - Ratio Analysis - Cash flow analysis - Funds flow analysis.	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**

- CO1: Students think in the terms of a professional economist.  
CO2: Students will make wise choices among scarcity of resources.  
CO3: Students can analyse the internal and external decisions made by managers.  
CO4: Students will understand how to implement accounting system in business.  
CO5 :Students will analyse decision alternatives in engineering project/investment.

**TEXT BOOKS:**

T1 - Samuelson. Paul A and Nordhaus W.D., 'Economics', Tata Mcgraw Hill Publishing Company Limited, New Delhi, 2004.

T2 - Prasanna Chandra. 'Fundamentals of Financial Management', Tata Mcgraw Hill Publishing Ltd., 4<sup>th</sup> edition, 2005.

**REFERENCE BOOKS:**

R1 - McGuigan, Moyer and Harris, 'Managerial Economics; Applications, Strategy and Tactics', Thomson South Western, 10th Edition, 2005.

R2 - Salvatore Dominick, 'Managerial Economics in a global economy'. Thomson South Western, 4th Edition, 2001.

R3 - Pares Shah, 'Basic Financial Accounting for Management', Oxford University Press, New Delhi, 2007.

  
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Programme	Course Code	Name of the Course	L	T	P	C
M.E.	16BAX403	MARKETING MANAGEMENT FOR ENGINEERS	3	0	0	3

Course Objective
1. To understand the fundamentals of marketing function.
2. To know the concepts of marketing
3. To identify the indicators of marketing thoughts and practices.
4. To understand fundamental premise underlying market driven strategies.
5. To understand different domains of marketing

Unit	Description	Instructional Hours
I	<b>INTRODUCTION</b> Marketing – Definition – importance – scope – core concepts. Marketing Environment – different types. Marketing mix – product and service. New product development and management – factors – process. Product life cycle - strategies	9
II	<b>MARKETING MIX DECISIONS</b> Market segmentation – meaning – bases. Targeting – strategies. Positioning – how – ways. Advertising – decisions. Pricing – objectives – methods – types - strategies.	9
III	<b>CHANNEL MANAGEMENT AND SALES</b> 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	<b>BUYER BEHAVIOR</b> Industrial and consumer buyer behavior – decision making process – differences – influence. Customer relationship management – process –strategies. Service marketing – characteristics – classifications. Cause related marketing.	9
V	<b>CURRENT ISSUES</b> Global Marketing - rationale, principal driving force. Customer service – organizational issues in service quality. Rural marketing-importance-facts-myths. Green marketing. Online marketing trends. Marketing strategies – key drivers.	9
<b>Total Instructional Hours</b>		<b>45</b>

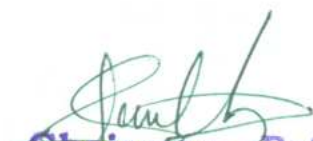
Course Outcome
CO1: Knowledge of understanding the fundamentals
CO2: Awareness about the concepts of marketing
CO3: To impart basic skills required for marketing
CO4: Awareness of marketing management processes.
CO5: To know different domains of marketing

**TEXT BOOKS:**

- T1 - Philip Kotler, Keller, Koshy, Jha, Marketing Managemnt, Pearson Education Inc 13<sup>th</sup> Edition 2009.  
T2 - Rajan Saxena, Marketing Management, Tata McGraw Hill Education Pvt Ltd, 2009.

**REFERENCE BOOKS:**

- R1 - KS Chandrasekar, Marketing Management- Text and Cases, Tata McGrawHill Vijaynicole, First edition, 2010.  
R2 - Paul Baines, Chris Fill and Kelly Oage, Marketing, Oxford University Press, 2<sup>nd</sup> Edition, 2011.  
R3 - Lamb, Hair, Sharma, Mc Daniel – Marketung – “ An Innovative approach to learning and teaching – A south asian perspective, Cengage Learning – 2012.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BAX404	INTEGRATED MARKETING COMMUNICATION	3	0	0	3

- Course Objective**
1. This course introduces students to the basic concepts of advertising and sales promotion
  2. Media's impact in advertising
  3. To study about advertising budget and design
  4. To explore into the relationship between advertising and sales promotion
  5. It helps the students to know about importance of integration in advertising activities

Unit	Description	Instructional Hours
I	<b>INTRODUCTION TO ADVERTISING</b> Definition - Nature role of advertising in modern business world- Advertising & marketing mix - advertising objectives – benefits and Social, Economic and Legal Implications of advertisements – Advertisement Agencies – Selection and remuneration – Advertisement campaigns	9
II	<b>ADVERTISING BUSINESS AND MEDIA OVERVIEW</b> The Ad manager- the agency - Ad Plan - Organization of Ad agency - basic principles - Types of Media - Media selection - Media plan - Media cost & Availability - matching media & market - geographical selectivity - Media strategy - Media mix - Media scheduling and public relations	9
III	<b>ADVERTISING BUDGET AND ADVERTISING DESIGN</b> Methods of Ad budgeting - administering the budget - Advertising appeals -advertising copy - visualization & layout - writing Ad copy in print - broadcasting commercials - Copy writing for outdoor & transit media - Layout design & preparation - Ad effectiveness research measuring techniques - - ethics in advertising	9
IV	<b>SALES PROMOTION</b> Importance sales promotion - Sales Promotion techniques - Sponsoring events, sales promotion through merchandising - organizing sales promotion campaign potentials & limitations of sales promotion – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Online sales promotions	9
V	<b>PUBLIC RELATIONS AND PUBLICITY</b> Introduction – Meaning – Objectives –Scope-Functions – Marketing Public Relation function - Process of Public Relations-advantages and disadvantages of PR-Measuring the Effectiveness of PR – PR and - PR tools and techniques. Media Relations, - Publicity – Meaning – Objectives – Tools – Goals of Publicity – Scope of Publicity – Importance of Publicity – Difference between Marketing,PR and Publicity–Publicity Campaigns	9
<b>Total Instructional hours</b>		<b>45</b>

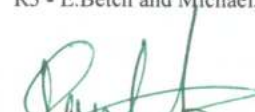
- Course Outcome**
- CO1: Introduces advertising to the students
  - CO2: Exposes the students to the media and advertising business
  - CO3: How to frame advertising budget and advertising design
  - CO4: Overview about the importance of advertising and sales promotion campaigns planning and objective
  - CO5: Understanding how public relations and publicity helps in communication

**TEXT BOOKS:**

- T1- Kenneth Clow, Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2003
- T2 - S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 2001.

**REFERENCES:**

- R1- George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 7<sup>th</sup> edition, 2010
- R2- Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education 7th Edition, 2007
- R3 - E.Betch and Michael, Advertising and Promotion, McGraw Hill, 2003.

  
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Programme	Course Code	Name of the course	L	T	P	C
MBA	16BAX405	BRAND MANAGEMENT	3	0	0	3

**Course Objective**

1. This course would give insights on branding
2. Gives an insight on how branding is created
3. Identifies the various ways to market the brand
4. To understand the methods of managing brands and strategies for brand management.
5. To make them understand how branding be evaluated

Unit	Description	Instructional Hours
I	<b>INTRODUCTION TO THE BRAND</b> Brand- definition & concept, brand image & imagery, Brand benefits and brand value - Brands versus Products – Branding Challenges and Opportunities – Strategic Brand Management Process	9
II	<b>BRAND POSITIONING AND VALUES</b> Sources of Brand Equity – Building a Strong Brand – Creating Customer Value. Establishing Brand Positioning – Positioning Guidelines – Brand Mantras and Brand personality & personification brand identity	9
III	<b>BRAND MARKETING</b> Choosing Brand Elements – Criteria - Options and Tactics for Brand Elements, Designing Marketing Programs to Build Brand Equity – Integrating Marketing – Product – Price – Channel Strategies, Integrated Marketing Communication to Build Brand Equity – Developing IMC Programmes	9
IV	<b>BRAND STRATEGIES</b> Design & implementation of brand strategies Brand Architecture – Brand Hierarchy – Designing Branding Strategy – global branding strategies - Using Cause Marketing to Build Brand Equity Strategic success, product success, brand association and creating a brand niche	9
V	<b>MEASURING BRAND PERFORMANCE</b> Conducting Brand Audits – Designing Brand Tracking Studies - Establishing a Brand Equity Management System, Measuring Sources of Brand Equity – Qualitative Research Technique – Quantitative Research Technique.	9
<b>Total Instructional hours</b>		<b>45</b>

**Course Outcome**


CO 1: Students will be able to understand what brand is  
CO 2: Create platform to systematically do branding for a product or service  
CO 3: Enhancing the students towards the customer choices  
CO 4: How to keep the brand in the long run  
CO 5: Students will also be able to measure the outcome of branding activities

**TEXT BOOKS:**

T1 - "U.C.Mathur", Brand Management Text & Cases, Macmillan, 2006.  
T2 -"Keller Kevin Lane", Strategic Brand Management-Building, Measuring and Managing, Brand Equity, 2nd edition, PHI, 2007.

**REFERENCE BOOKS:**

R1- Tyboust and Kotter, Kellogg on Branding, Wiley, 2008  
R2- Lan Batey, Asain Branding – A Great way to fly, PHI, Singapore, 2002.  
R3 - Paul Tmepoal, Branding in Asia, John Willy, 2000.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BAX406	INVESTMENT MANAGEMENT	3	0	0	3

**Course Objective**

1. To Enable the students to understand the risk and return analysis in investment management
2. To Enable the students to understand the functions of security markets
3. To Enable the students to understand the fundamental analysis on investment
4. To Enable students to understand the techniques involved in purchase or sale of securities
5. To Expose the students to understand the concepts, tools and techniques applicable in the field of security analysis and portfolio management

Unit	Description	Instructional Hours
I	<b>INVESTMENT SETTING</b> Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts.	8
II	<b>SECURITY MARKETS</b> Financial Market - Segments – Types - - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges – SEBI.	10
III	<b>FUNDAMENTAL ANALYSIS</b> Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.	9
IV	<b>TECHNICAL ANALYSIS</b> Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory-Relative strength Index-Moving Average Conversion Divergent.	9
V	<b>PORTFOLIO MANAGEMENT</b> Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision –Portfolio Evaluation – Mutual Funds.	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**

CO1: Students will understand the risk and return analysis in investment management  
CO2: Students will understand the functions of security markets  
CO3: Students will understand the fundamental analysis in investment  
CO4: Students will understand the techniques involved in purchase and sale of securities  
CO5: Students will understand the concepts, tools and techniques applicable in the field of security analysis and portfolio management

**TEXT BOOKS:**

T1 - Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill education Pvt. Ltd. New Delhi, 2015

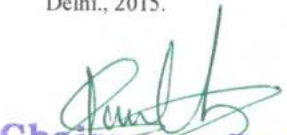
T2 - Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing, House Pvt. Ltd, New Delhi, 2015

**REFERENCE BOOKS:**

R1 - V.K.Bhalla, Investment Management, S.Chand & Company Ltd. New Delhi, 2012

R2 - Donald E.Fischer & Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall of India Pvt. Ltd, New Dehi, 2015

R3 - Amling, Frederic, Investment –An Introduction to analysis and management, Prentice Hall of India, New Delhi., 2015.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BAX407	BANKING FINANCIAL SERVICES MANAGEMENT	3	0	0	3
<b>Course Objective</b>	<ol style="list-style-type: none"> <li>To enable the students to study the important functions of Indian Banking System..</li> <li>To enable the students to study the knowledge on sources and application of funds in banking companies.</li> <li>To enable the students to study the knowledge on credit monitoring and risk management functions of the banking companies.</li> <li>To enable the students to study the knowledge on mergers, diversification and evaluation of banking companies</li> <li>To enable the students to study the knowledge on Hitech E- Banking services.</li> </ol>					
Unit	Description					Instructional Hours
I	<b>OVERVIEW OF INDIAN BANKING SYSTEM</b> Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks – Balance sheet and Income Statement.					9
II	<b>SOURCES AND APPLICATION OF BANK FUNDS</b> Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.					9
III	<b>CREDIT MONITORING AND RISK MANAGEMENT</b> Need for credit monitoring, Signals of borrowers' financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.					9
IV	<b>MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION</b> Mergers and Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.					9
V	<b>HIGH TECH E-BANKING</b> Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI's initiatives.					9
<b>Total Instructional Hours</b>						<b>45</b>
<b>Course Outcome</b>	<p>CO1: Students will able to understand the important functions of Indian Banking System..</p> <p>CO2: Students will able to understand the knowledge on sources and application of funds in banking companies.</p> <p>CO3: Students will able to understand the knowledge on credit monitoring and risk management functions of the banking companies.</p> <p>CO4: Students will able to understand the knowledge on mergers, diversification and evaluation of banking companies</p> <p>CO5: Students will able to understand the knowledge on Hitech E- Banking services</p>					

**TEXT BOOKS:**

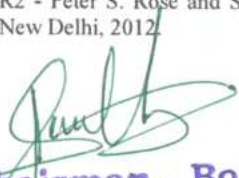
T1- Gardon and Natarajan, Banking Theory Law and Practices, Himalaya Publishing House, New Delhi, 2015.

T2- Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi, 2012.

**REFERENCE BOOKS:**

R1 - Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management", PHI Learning Pvt. Ltd., New Delhi 2010.

R2 - Peter S. Rose and Sylvia C. and Hudgins, "Bank Management and Financial Services", Tata McGraw Hill, New Delhi, 2012.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BAX408	GLOBAL WORKFORCE MANAGEMENT	3	0	0	3

Course Objective
1. To critically analyze the emerging issues in managing a global work force.
2. To understand the recruitment and selection process by multinationals.
3. To develop an appreciation of the issues involved in training, development and the co-ordination of an international workforce.
4. To learn about the problems and practices in international compensation.
5. Create a strong awareness of the importance of sensitivity in dealing with a socio-culturally diverse international workforce.

Unit	Description	Instructional Hours
I	<b>GLOBAL HUMAN RESOURCE MANAGEMENT</b> Cross cultural/International HRM – Concept-Features-Objectives- Nature - Reasons for emergence of IHRM- Factors-Models of International HRM-International HRM Versus Domestic HRM - Organizational context of IHRM-Role of culture in IHRM-Cultural dynamics-Culture assessment– Approaches of IHRM-Issues and Challenges to effective global HRM-Stages of internationalization of business.	9
II	<b>RECRUITMENT AND SELECTION BY MULTINATIONALS</b> Introduction-Recruitment and Selection of Expatriates- Roles of Expatriate-Reasons for Expatriation-Sources of International Labour Market- Advantages and Disadvantages – Procedures of Selecting Expatriates—Causes-Managing expatriate failure-Uses of Selection Test. International Assignments-Meaning-Significance-Types of International Assignments-Leadership issues in International Assignments.	9
III	<b>CROSS CULTURAL TRAINING AND DEVELOPMENT</b> Introduction-Factors of consideration in cross cultural training-Reason- Types-Cultural Assimilators-Expatriate Training-Components of effective training programme-Process-Advantages and Disadvantages-Transferability across cultures. Outsourcing-Meaning-Reasons for Investing in outsourcing HR functions-Stages-Basic HR functions Outsourced-Advantages and Disadvantages of Outsourcing-Current challenges in Outsourcing.	9
IV	<b>INTERNATIONAL COMPENSATION</b> International Compensation-Concept-Objectives-Theories-Compensation strategy-Components of International Compensation-Approaches-Factors influencing International Compensation – Compensation Administration-Steps in Designing an International Compensation Programme-Problems and Practices. Repatriation-Meaning-Process-Managing Repatriation-Repatriation Issues in Global Context-Tips for successful repatriation-Governing Laws. Building Multi-cultural Organization-Concept-Approaches-Steps.	9
V	<b>PERFORMANCE MANAGEMENT AND DIVERSITY MANAGEMENT IN INTERNATIONAL ORGANIZATIONS</b> Introduction-Performance Management and its link with other HR processes-Multinational Performance Management- Performance Management of Expatriates- Identifying variables affecting performance-Criteria used for performance appraisal of International Employees-Issues in managing performance in the global context. Diversity Management-Concept-Approaches-Process of Managing Diversity.	9
<b>Total Instructional Hours</b>		<b>45</b>

Course Outcome
CO1: To understand the global perspective of Cross cultural/IHRM.
CO2: To understand the procedure of selecting expatriates in the global recruitment process.
CO3: To understand the cross cultural training and development and also to know the basic HR functions outsourced.
CO4: To understand the global concepts and practices in international compensation
CO5: To know the importance of performance management and professional practices in managing a culturally diverse workforce in an international environment.

**TEXT BOOKS:**

T1-S.C Gupta "International Human Resources Management Text and Cases", MAC Millan Publishers India LTD, New Delhi, 2<sup>nd</sup> Edition, Reprint 2008.

T2-P.L.Rao "International Human Resource Management (Text and Cases)", Excel Books, New Delhi, 1<sup>st</sup> Edition, 2008.

**REFERENCE BOOKS:**

R1-Aswathappa K. Das Sadhna, "International Human Resource Management", Tata McGraw Hill, New Delhi, 1<sup>st</sup> edition, 2007.

R2-Dowling J. Peter and Welch E. Denise, "International Human Resource Management", Excel Books, New Delhi, 1<sup>st</sup> Edition, 2008.

R3-P. Subba Rao, "International Human Resource Management", Himalaya Publishing House, New Delhi, Revised edition 2015.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BAX409	LEARNING AND DEVELOPMENT	3	0	0	3

- Course Objective**
1. To get exposure on how companies use training to equip employees for a certain task and acquire knowledge to do the task.
  2. To examine the entire cycle of Training and Development, from the assessment of training needs.
  3. To evaluate the trainers skills and styles within the context of today's organizations.
  4. To know the concept and process of executive development.
  5. To understand the trends and future prospects in Training and Development.

Unit	Description	Instructional Hours
I	<b>TRAINING &amp; DEVELOPMENT</b> Meaning and Definition of Training -Training concepts - Features of Training and Development – Objectives – Benefits of Training and Development-Training purpose-Scope of Training and Development, Historical development of Training and Development.	9
II	<b>ASSESSING TRAINING NEEDS</b> Concepts of Learning,Components of Learning–Principles of Learning– Learning Theories –E Learning -Training Process –Key factors in designing training programme - Assessing Training needs –Methods of TNA –Training Design –Constraints in Training Design.	9
III	<b>TRAINER'S SKILLS AND STYLES</b> Implementation of Training – Physical arrangements – classroom management – Trainer's skills and styles – Transfer of Training - Evaluation of Training – need – types of instruments – Evaluation design – Models of Training evaluation.	9
IV	<b>EXECUTIVE DEVELOPMENT METHODS</b> Concept-Objectives-Importance-Executive development process- On and Off the Job training methods –Coaching, Job rotation, Lecture Methods, Programmed Learning – Discussion methods, Case Studies, Role Play, Business games, In-basket exercises, Field Training, Audio-Visual Aids– Computer based training, Training methods adopted by Successful Indian Organizations, Incident methods, special projects, Grid training and simulation- Kirkpatrick model.	9
V	<b>CAREER PLANNING</b> Career Planning – need - Factors affecting Career Choices, Career Stages, Succession planning - steps. Management Development – Need & Importance. Emerging Trends and Future Prospects in Training and Development, Self Development, Knowledge Management.	9
<b>Total Instructional Hours</b>		<b>45</b>

- Course Outcome**
- CO1: To understand the needs of overall training and development of organization.  
CO2: To know about the criteria for designing and implementing the training needs.  
CO3: To understand the trainers skills and styles in the organization.  
CO4: To provide knowledge to the students about various methods of training programs and executive development process.  
CO5: To assess the career planning and succession planning stages.

**TEXT BOOKS:**

T1-C.S. Thomas kutty, "Management Training And Development", Himalaya Publishing House,New Delhi, 2<sup>nd</sup> edition, 2010.

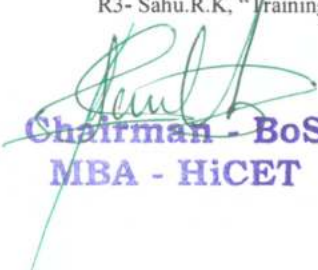
T2- Dr.B.Janakiram, "Training and Development", Biztantra/Wiley Dreamtech publishers, Indian text edition, 2008.

**REFERENCE BOOKS:**

R1-M.N. Rudrabasvaraj, "Executive Development (In India and Abroad)",Himalaya Publishing House,New Delhi, 13<sup>th</sup> edition, 2017.

R2-P.L.Rao,"Enriching Human CapitalThroughTraining and Development",Excel Books,New Delhi,1<sup>st</sup>edition, 2007.

R3- Sahu.R.K, "Training for Development", Excel Books, New Delhi, 1<sup>st</sup> edition, 2008.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BAX410	TECHNOLOGY MANAGEMENT AND INTELLECTUAL PROPERTY RIGHTS	3	0	0	3

**Course objectives**

1. To enable the students to study the role of technology management in the modern business enterprise and its challenges.
2. To enable the students to update the knowledge on technological change and its implications on managerial decision making.
3. To make the students to recognize the crucial role of IPR in organizations of different industrial sectors for the purposes of product and technology development.
4. To understand the Framework of Strategic Management of Intellectual Property (IP).
5. Understanding, defining and differentiating different types of intellectual properties (IPs) and their roles in contributing to organizational competitiveness.

Unit	Description	Instructional Hours
I	<b>INTRODUCTION TO TECHNOLOGY MANAGEMENT</b> Concept and Meaning of Technology and Technology Management- Technology; Technology management, Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business- Technology and competition; Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology.	9
II	<b>MANAGING TECHNOLOGY BASED INNOVATION</b> Innovation – Technology relationship; Technological innovation and management, Process of Technology - Based Innovation, Measures of Innovative Performance, Characteristics of Innovative Work Environment, Key Areas of Management Focus for Productive Innovation, and Measures for Building High-Performing Innovative Technology- Based Organizations’.	9
III	<b>SOCIAL ISSUES IN TECHNOLOGY MANAGEMENT</b> Social Issues, Technological Change and Industrial Relations- Implementation of rationalization and automation in India; Impact of technological change, Technology Assessment and Environmental Impact Analysis- Environmental impact analysis process- Guidelines on the scope of EIA; Issues in preparation of EIA report; Elements of the environmental problem	9
IV	<b>OVERVIEW OF INTELLECTUAL PROPERTY RIGHTS</b> Introduction - Need for intellectual property right – Relevance - Business Impact - Protection of IPR - Competing Rationales for Protection of Intellectual Property Rights	9
V	<b>TYPES OF INTELLECTUAL PROPERTY RIGHTS</b> Copyrights, Trademarks, Patents, Designs, Utility Models, Trade Secrets and Geographical Indications - Introduction to the leading International Instruments concerning Intellectual Property Rights: the Berne Convention, Universal Copyright Convention, The Paris Convention, Patent Co-operation Treaty, TRIPS, The World Intellectual Property Organization (WIPO) and the UNESCO.	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course  
Outcome**

CO1: Students could think critically, creatively and analytically in developing technological solutions to simple and complex problems.

CO2: Students can explain and apply the core aspects of information technology principles and tools, and manage their implementation in a business context.

CO3: Students could identify different types of Intellectual Properties (IPs), the right of ownership, scope of protection as well as the ways to create and to extract value from IP.

CO4: Students could recognize the crucial role of IP in organizations of different industrial sectors for the purposes of product and technology development

CO5: Facilitate the transfer of knowledge and technology to intending users to promote utilization of such resources for benefit of the society.

**TEXT BOOKS:**

T1 - Schilling, Melissa A., Strategic Management of Technological Innovation, 3rd Edition, McGraw-Hill, 2010.


T2 - Ajit Parulekar and Sarita D' Souza, Indian Patents Law – Legal & Business Implications; Macmillan India Ltd, 2006.

**REFERENCE BOOKS:**

R1 - Gerard H Gaynor, Hand Book of Technology Management, McGraw Hill, 1994.

R2 - Frederic Betz, Strategic Technology Management, McGraw Hill, 1996.

R3 - David L. Bodde, The International Entrepreneur, Prentice Hall of India, New Delhi, 2000.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BAX411	E-COMMERCE MANAGEMENT	3	0	0	3

**Course Objective**

- 1.The students will acquire knowledge about Various ecommerce business models
- 2.To learn about the E-Business risk management issues.
- 3.To assess the E-Payment systems and its requirements.
- 4.To understand the E-customer relationship management
- 5.To get exposure on the growth of mobile commerce and its applications.

Unit	Description	Instructional Hours
I	<b>E-COMMERCE</b> History of E-Commerce: Early business information exchange efforts - Emergence of Internet - Advantages of E-Commerce - Disadvantages of E-Commerce. Business model for E-Commerce: E- Business model based on relationship for E-Commerce - E-Business model based on relationship for transaction types.	9
II	<b>E-MARKETING</b> E-Marketing: Traditional marketing - The browsing behavior model - online marketing - E-Advertising - Internet Marketing - E-branding - Marketing strategies. E-Security: Security on the net - E- Business risk management issues.	9
III	<b>E-PAYMENT SYSTEMS</b> E-Payment systems: Digital payment requirements - Digital token based E-payment systems - classification of new payment systems - Cheque payment system on the internet - Risk and E-Payment system - Designing e-payment system.	9
IV	<b>E-CUSTOMER RELATIONSHIP MANAGEMENT</b> E-Customer relationship management: Customer relationship management. E-Supply chain management: E-supply chain - components - architecture.	9
V	<b>MOBILE COMMERCE</b> Mobile Commerce: Growth of mobile commerce - wireless applications - Technologies for mobile commerce - origins of WAP - WAP programming model - Wireless technologies - mobile commerce.	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**

CO1: To understand the foundations and importance of E-commerce.  
CO2: To describe the internet marketing relationships  
CO3: To understand the E-payment systems and the behaviour model.  
CO4: To assess the customer relationship and technologies of mobile commerce.  
CO5: To identify the growth of mobile commerce and its applications.

**TEXT BOOKS:**

T1 - P.T. Joseph, E-COMMERCE - A Management Perspective, Eastern Economy Edition, PHI Learning Pvt Ltd, New Delhi, Fifth Edition , 2015.

T2 - Ravi Kalakota & Andrew B. Whinston, "Frontiers of Electronic Commerce", Pearson Education, Seventh Edition, 2009.

**REFERENCE BOOKS:**

R1 - Jeffery F Rayport, Bernard J. Jaworski, "E-Commerce", Tata McGraw Hill, New Delhi, Second edition, 2002.

R2 - Bharat Bhaskar "Electronic Commerce – Frame work Technologies and Applications", Tata McGraw Hill, New Delhi , First edition, 2004

R3 - V.Rajaraman , "Essentials of E-Commerce Technology", PHI Learning Pvt Ltd, New Delhi, First edition 2010.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BAX412	BUSINESS ANALYTICS	3	0	0	3

- Course Objective**
1. Enabling the students to gain knowledge on minimizing the large amounts of data
  2. Using the minimized data into a meaningful and actionable information
  3. Utilize the same for making effective business decisions.
  4. Applications of business analytics in different functional areas
  5. Social media impact on analytics

Unit	Description	Instructional hours
I	<b>DATA SCIENCE FOR MANAGERS</b> Inferential & Descriptive Statistics Refresher – R & Python Packages & Functions – Tableau Visualization Techniques – Dash Board & Story points – Data Blending, Forecasting	11
II	<b>PREDICTIVE MODELLING</b> Data Import, Export & Cleansing – Data Manipulation – Exploratory Data Analysis – Modelling with Linear & Logistic Regression – Modelling with CARET	11
III	<b>ENTERPRISE RESOURCE PLANNING</b> Enterprise Reporting – Balanced Scorecard - Business Intelligence and Mobility, Cloud Computing – Business Intelligence for ERP Systems	8
IV	<b>MARKETING   FINANCE   HR ANALYTICS</b> <b>MARKETING</b> – Market basket Analysis for Retail market with Case Study – Brand Sentiment Analysis with Case Study <b>FINANCE</b> – Credit Risk Modelling with Case Study – Portfolio Analysis with Case Study <b>HR</b> – Differential Payouts for Recruiting Agency - Case Study – Predicting which Employees will leave the company - Case Study	8
V	<b>SOCIAL MEDIA ANALYTICS</b> Google Analytics & 360 Suite – Facebook Insights, Marketing & ADs – Instagram Advertising – Twitter API interaction – Social Media Management with Hootsuite – E-Mail marketing with Mailchimp	7
<b>Total Instructional hours</b>		<b>45</b>


- Course Outcome**
- CO1: Understanding the challenges and opportunities and utilizing them.  
CO2: Design a suitable business analytics model by using inferential statistics  
CO3: ERP in business applications  
CO4: Functional areas analysis  
CO5: Will be able to apply the concepts in research parlance.

**TEXT BOOKS:**

- T1 -An Introduction to Statistical Learning: with Applications in R By Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani  
T2 - Hands-on Programming with R By Garet Golemund

**REFERENCE BOOKS:**

- R1 - Applied Predictive Modelling By Max Khun and Kjell Jhonson  
R2 - Tableau Dashboard Cookbook By JenStirrup  
R3 - Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics By Marshall Sponder

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BAX413	STORE KEEPING AND WAREHOUSING	3	0	0	3

- Course Objective**
1. To enable the students to study the objectives of warehouse management
  2. To enable the students to study the stock valuation in stores.
  3. To enable the students to study the disposal of scrap in from stores
  4. To enable the students to study the knowledge on inventory insurance
  5. To enable the students to study the knowledge on ethics in material management.

Unit	Description	Instructional Hours
I	<b>INTRODUCTION</b> Warehousing Management - Objectives of Stores–Location and Layout–Prevention – Management of Receipts –Issue Control–Stores Documentation.	9
II	<b>STOCK VALUATION</b> Stock Valuation And Verification–Need for Valuation–Methods of Valuation–FIFO–LIFO–Average Price–Weighted Average –Standard Cost–Replacement Price –Stock Verification–Process of Verification	9
III	<b>DISPOSAL OF SCRAP</b> Disposal of Obsolete and Scrap items–Management of SOS–Categorization of Obsolete/Surplus –Reasons for Obsolescence –Control of Obsolescence –Control of Scrap –Responsibility for Disposal –Disposal Methods.	9
IV	<b>INSURANCE OF STOCK AND SPARES</b> Insurance: Risk Management –Buyer’s Interest –Marine Insurance–Inland Transit Insurance–Stores Insurance –Contractors All Risk Insurance –Miscellaneous Insurance – A to Z Claims Procedure–Loss Minimization–Spare Parts Management –Salient Features of Spares –Inventory Control of Spares –Categorization of Spares –provisioning of Spares –Pricing of Spares –Relevance of Maintenance –Maintenance Costs.	9
V	<b>ETHICS IN MATERIALS MANAGEMENT</b> Ethics In Materials Management–Importance of Ethics–Business Ethics–Ethics in Buying –Code of Ethics–Problems in Ethics –Backdoor Selling –A to Z Tips for Ethical Buying –Professionalization.	9
<b>Total Instructional Hours</b>		<b>45</b>

- Course Outcome**
- CO1: Students will able to understand the objectives of warehouse management.  
CO2: Students will able to understand the methods of stock valuation.  
CO3: Students will able to understand the methods of disposal of scrap in from stores  
CO4: Students will able to understand the knowledge on inventory insurance  
CO5: Students will able to understand the ethics in material management.

**TEXT BOOKS:**

- T1 - J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2016.  
T2 - P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2016

**REFERENCE BOOKS:**

- R1 - A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2016  
R2 - A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2016  
R3 - S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2016.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BAX414	PURCHASING AND INVENTORY MANAGEMENT	3	0	0	3

- Course Objective**
1. Enable the students to understand the input and out put of Material Requirement planning.
  2. Enable the students to understand the role and responsibility of purchasing management.
  3. Enable the students to understand the role of stores in inventory management
  4. Enable the students to understand the techniques involved in purchasing and storing of materials
  5. Enable the students to understand the tools and techniques in inventory control and cost reduction.

Unit	Description	Instructional Hours
I	<b>MATERIAL REQUIREMENT PLANNING</b> Input and output of MRP system - Forecasting – Overview of quantitative and qualitative methods of forecasting - Master Production Schedule - Bill of Materials – BOM Explosion - Material flow in MRP. MRP II.	9
II	<b>PURCHASING MANAGEMENT</b> Responsibilities of Purchase Department - Purchase Cycle – Negotiation & Bargaining – Vendor relations - Purchasing Methods - Global sourcing	9
III	<b>STORES</b> Functions, Importance, Organization of stores & Stores layout. Stores procedure – documentation.	9
IV	<b>INVENTORY</b> Need of Inventory - Costs associated with Inventory - Types of Inventory - Basic EOQ Model - EOQ with discounts - Classification of material - ABC Analysis - VED, HML, FSN, GOLF, SOS (Numericals expected on Basic EOQ, EOQ with discounts & ABC)	9
V	<b>INVENTORY CONTROL &amp; COST REDUCTION TECHNIQUES</b> Inventory turns ratios - Standardization – need and importance. Codification – concept, benefits. Value Engineering and Value Analysis – concept and process.	9
<b>Total Instructional Hours</b>		<b>45</b>


- Course Outcome**
- CO1: Students will understand the input and out put of Material Requirement planning  
CO2: Students will understand the role and responsibility of purchasing management  
CO3: Students will understand the role of stores in inventory management  
CO4: Students will understand the techniques involved in purchasing and storing of materials  
CO5: Students will understand tools and techniques applicable in inventory control and cost reduction.

**TEXT BOOKS:**

- T1 - J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2015.  
T2 - P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2015

**REFERENCE BOOKS:**

- R1 - A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2015  
R2 - A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2015  
R3 - Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2015

  
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**HiCET**



Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BAX415	<b>EXPORT TRADE AND DOCUMENTATION</b>	3	0	0	3
<b>Course Objective</b>	1. To enable the students to study the knowledge on documentation in international trade. 2. To enable the students to study the knowledge on incoterms in export trade and licence 3. To enable the students to study the packaging methods in export trade. 4. To enable the students to study the necessary shipping documents in export trade 5. To enable the students to study the legalities of export and import trade					
Unit	Description	Instructional Hours				
I	<b>INTRODUCTION TO EXPORT TRADE DOCUMENTATION</b> Exporting Preliminary Consideration-Generation of Foreign enquiries, obtaining local quotation & offering to overseas buyers scrutinizing export order, opening L/C by buyers-Export Controls and Licenses –Patent, Trade Mark, Copy Right Registrations – Confidentiality and NDA	9				
II	<b>EXPORT SALES</b> Export Sales–Selling and Purchasing–Consignment–Leases–Marine and Air Causality Insurances-Export Finance -Forex-Major currencies, Exchange rates, relations & impact -Export costing and pricing & Incoterms –Export Licence–Import Licence	9				
III	<b>EXPORT PACKAGING</b> Export Packaging-Preparation of pre shipment documentation–Methods of Transportation –Country of Origin Marking -Inspection of Export consignment – Export by Post, Road, Air & Sea -Claiming for Export benefits and Duty drawbacks.	9				
IV	<b>SHIPMENT DOCUMENTS</b> Shipment & Shipping documents -Complicated problems in shipments & negotiation of shipping documentations - Corporate marketing strategies - 100% EOU & Free trade zone-Deemed Export–Isolated Sales Transactions	9				
V	<b>ACTS OF EXPORT AND IMPORT</b> Acts for export/import-Commencement- Customs Formalities - Export Documentation - Export of Services- Export of Excisable Goods -Import Documentation – Clearance - 100% export oriented units customs house agents -import of different products - import/export incentives - import licenses etc.	9				
<b>Total Instructional Hours</b>						<b>45</b>
<b>Course Outcome</b>	CO1: Students will understand the knowledge on documentation in international trade CO2: Students will understand the knowledge on incoterms in export trade and licence CO3: Students will understand the packaging methods in export trade CO4: Students will understand the necessary shipping documents in export trade CO5: Students will understand the legalities of export and import trade					

**TEXT BOOKS:**

T1 - Shri C Rama Gopal, Chartered Accountant.Publisher , Export Import Procedures-Documentation and Logistics, New Age International, 2015


T2 - P K Khurana, Export Management, New Age International, 2015

**REFERENCE BOOKS:**

R1- Thomas E Johnson and Donna L, Text Book: Export and Import Procedures and Documentations –, New Age International, 2015

R2- P. Subba Rao, International Business, Himalaya Publishing House, New Delhi,2015

R3- Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2014.

  
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Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BAX416	TRANSPORTATION AND DISTRIBUTION MANAGEMENT	3	0	0	3

- Course Objective**
- To enable the students to study the functions of transport
  - To enable the students to study the classifications of travel
  - To enable the students to study the impact of transport
  - To enable the students to study the historical development transport
  - To enable the students to study the knowledge on transport network.

Unit	Description	Instructional Hours
I	<b>FUNCTIONS OF TRANSPORT</b> Accessibility/Connectivity, Mobility Interrelations of Transport: Economic-cost and trade, Geography and technology, Social, cultural and recreational, Development of Information & Communication Technology	9
II	<b>CLASSIFICATION OF TRAVEL</b> Features of a Trip; origin- destination, transport zones, trip generation, trip attraction; types of travel, travel by trip purpose, by commodity, by location, by distance, by comfort or convenience; variations over time and space	9
III	<b>IMPACTS OF TRANSPORT</b> Economic, Social and cultural values, Environment Theories of Transport Study & Traffic Flow: Land Use theory; Physical Theories, Economic Theories-Utility Maximization; Choice Theory, Logit Model, Gravity Model, Generalised Cost; Elements of Traffic Flow. Generalised Car-Following Theory, Greenshields Theory.	9
IV	<b>HISTORICAL DEVELOPMENT OF TRANSPORT</b> Local economies and forms of early transport, Road networks, military conquest, trade and spread of cultures, Development of ocean transport, Railways, urbanization and the industrial age, Motor Vehicles and growth of personal transport, Growth of air transport and international travel.	9
V	<b>TRANSPORT NETWORK</b> Features of networks – nodes and links, Multi-modalism and choice in transport, Supply chain, Inter-modalism, Transport Infrastructure.	9
<b>Total Instructional Hours</b>		<b>45</b>


- Course Outcome**
- CO1: Students will able to understand the functions of transport.  
CO2: Students will able to understand the classifications of travel  
CO3: Students will able to understand the impact of transport  
CO4: Students will able to understand the historical development of transport.  
CO5: Students will able to understand the knowledge on transport network

**TEXT BOOKS:**

- T1 - Sunil Chopra, Supply Chain Management, Management – Strategy Planing and Operation, Prentice Hall Publications, New Delhi, 2015  
T2 - Agarwal, Text book of Logistic and Supply Chain Management, Macmillan India, Ltd, New Delhi, 2016.

**REFERENCE BOOKS:**

- R1 - Vinod V.Sople, Logistics Management-The Supply Chain Imperative, Pearson, 2016.  
R2 - Altekar Rahul V, Supply Chain Management- Concept and Cases, Prenice, Hall India, New Delhi, 2005.  
R3 - Bowersox Donald J, Logistic Management – The Integrated Supply Chain Process, Tata McGraw Hill, New Delhi, 2000.

  
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**CO'S, PO'S MAPPING  
MBA Regulation 2020**

**Semester – I**

**Mapping of Course Outcome and Programme Outcome:**

Year	Sem	Course code & Name	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8		
<b>Theory</b>												
I	I	20BA1201– Business Organization & Management	1	3	2.8	3	1	3	2.6	2.2		
		20BA1202-Managerial Economics	1	2.8	2.8	2.2	1	2.6	2.6	2.2		
		20BA1203– Accounting for Managers	2.6	1.8	2.6	2.4	2	2.4	2	1.2		
		20BA1204- Quantitative Methods for Management	0	2	2	2.2	0	0	2	0		
		20BA1205- Organizational Behavior	1.4	2.2	3	3	1.8	2.6	3	2.6		
		20BA1206- Legal Aspects of Business	2	3	2	1.8	1	1.8	2.6	1.6		
		<b>Practical</b>										
		20BA1001- Business Application Lab - I	1.4	3	2	1	1	2.8	1	1		
		20BA1002- Managerial Skill Development - I	3	3	2.6	2.6	3	2.4	2	1.8		
20BA1701- Social Immersion Project	3	3	2.6	2.6	3	2.4	2	1.8				

**Semester – II**

**Mapping of Course Outcome and Programme Outcome:**

Year	Sem	Course code & Name	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>Theory</b>										
I	II	20BA2201-Operations Management	2.6	1.8	2.6	2.4	2	2.4	2	1.2

		20BA2202-Financial Management	1	3	2.4	2.6	1	2	3	1.8
		20BA2203-Marketing Management	2	2.4	2.6	2.6	1.8	3	2.4	2.2
		20BA2204- Human Resource Management	2.6	1.8	2.6	2.4	2	2.4	2	1.2
		20BA2205- Quantitative Techniques	0	2	2	2.2	0	0.4	2	0.2
		20BA2206- Business Research	2	1.8	1.4	1.4	1.2	3	1	1.6
		<b>Practical</b>								
		20BA2001- Business Application Lab - II	2.8	2	2.5	2	2	0	0	0
		20BA2002- Managerial Skill Development - II	3	3	3	3	3	3	3	3
		20BA2701-Rural Innovation Project	3	3	2.6	2.6	3	2.4	2	1.8

### Semester – III

#### Mapping of Course Outcome and Programme Outcome:

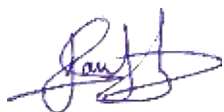
Year	Sem	Course code & Name	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
			<b>Theory</b>								
II	III	16BA3201- Strategic Management	2	2.4	2.6	2.6	1.8	3	2.4	2.2	2.2
		16BA3202- Entrepreneurship Development	0.4	2	2	1.8	0.4	1.4	2.6	2.2	1.8
		16BA3406- Investment Management	2.4	2.6	2.4	2.6	1.8	2.8	2.6	3	2.6
		16BA3303- Retail Management	1	3	2.8	3	1	3	2.6	2.2	1
		16BA3304- Services Marketing	1	3	2.8	3	1	3	2.6	2.2	1
		16BA3305- Integrated Marketing Communication	1	3	2.8	3	1	3	2.6	2.2	1
		16BA3307- Merchant Banking and Financial Services	3	1.8	2.6	2	0.2	3	3	3	2.6
		16BA3308- International Trade Finance	2.6	2.2	2	1.4	0	2.8	2.4	3	1.2
		16BA3311- Industrial Relations & Labour Welfare	1	3	2.8	3	1	3	2.6	2.2	1
		16BA3312- Global Workforce Management	1.8	2	2	2	2.6	2	2.4	2.2	1.6
			<b>Practical</b>								

		16BA3701- Business Plan Development	1	2	0	1	0.8	1.2	1.8	1	2
		16BA3705-Summer Internship	3	3	2.6	2.6	3	2.4	2	1.8	2

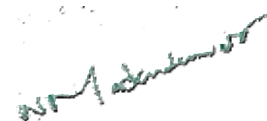
**Semester – IV**

**Mapping of Course Outcome and Programme Outcome:**

Year	Sem	Course code & Name	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	
<b>Theory</b>												
II	IV	16BA4201- International Business Management	1	3	2.75	3	1	3	2.75	2	1	
		16BA4202- Indian Ethos and Values	3	3	3	2.6	1	1.8	2	2.4	1	
		<b>Practical</b>										
		20BA4701- Project Work	3	3	3	2.6	1	1.8	2	2.4	1	



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