

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

2021-2022

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




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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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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 2021-2022 and onwards
SEMESTER – I

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



SEMESTER II

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

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

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



SEMESTER IV

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

**LIST OF PROFESSIONAL ELECTIVES COURSES
MASTER OF BUSINESS ADMINISTRATION (MBA)**

Sl. No	Course Code No.	Course Name	L	T	P	C	CIA	ESE	TOTAL
THEORY					MARKETING ELECTIVES				
1.	20BAX301	Integrated Marketing Communication	3	0	0	3	40	60	100
2.	20BAX302	Customer Relationship Management	3	0	0	3	40	60	100
3.	20BAX303	Brand Management	3	0	0	3	40	60	100
4.	20BAX304	Retail Management	3	0	0	3	40	60	100
5.	20BAX305	Services Marketing	3	0	0	3	40	60	100
6.	20BAX306	Consumer Behaviour	3	0	0	3	40	60	100
7.	20BAX307	International Marketing	3	0	0	3	40	60	100

Sl. No	Course Code No.	Course Name	L	T	P	C	CIA	ESE	TOTAL
THEORY					FINANCE ELECTIVES				
1.	20BAX308	Equity Research & Portfolio Management	3	0	0	3	40	60	100
2.	20BAX309	Financial & Insurance Services	3	0	0	3	40	60	100
3.	20BAX310	Banking Regulation & Services	3	0	0	3	40	60	100
4.	20BAX311	International Financial Management	3	0	0	3	40	60	100
5.	20BAX312	Financial Derivatives	3	0	0	3	40	60	100
6.	20BAX313	Behavioural Finance	3	0	0	3	40	60	100



Sl. No	Course Code No.	Course Name	L	T	P	C	CIA	ESE	TOTAL
THEORY			HUMAN RESOURCE ELECTIVES						
1.	20BAX314	Personnel & Interpersonal Effectiveness	3	0	0	3	40	60	100
2.	20BAX315	Talent Management	3	0	0	3	40	60	100
3.	20BAX316	Industrial Relations & Labour Legislations	3	0	0	3	40	60	100
4.	20BAX317	Organizational Development	3	0	0	3	40	60	100
5.	20BAX318	International HRM	3	0	0	3	40	60	100
6.	20BAX319	Strategic HRM	3	0	0	3	40	60	100
7.	20BAX320	Manpower Planning, Recruitment, and Selection	3	0	0	3	40	60	100
8.	20BAX321	Team Dynamics at Work	3	0	0	3	40	60	100

Sl.No	Course Code No.	Course Name	L	T	P	C	CIA	ESE	TOTAL
THEORY			BUSINESS ANALYTICS ELECTIVES						
1.	20BAX322	Data Visualization for Managers	3	0	0	3	40	60	100
2.	20BAX323	Business Intelligence	3	0	0	3	40	60	100
3.	20BAX324	Big Data Analytics	3	0	0	3	40	60	100
4.	20BAX325	Human Resource and Financial Analytics	3	0	0	3	40	60	100
5.	20BAX326	Marketing Analytics	3	0	0	3	40	60	100

Sl.No	Course Code No.	Course Name	L	T	P	C	CIA	ESE	TOTAL
THEORY			OPERATIONS MANAGEMENT ELECTIVES						
1.	20BAX327	Innovation and Technology Management	3	0	0	3	40	60	100
2.	20BAX328	Lean and Agile Manufacturing Systems	3	0	0	3	40	60	100
3.	20BAX329	Total Quality Management	3	0	0	3	40	60	100
4.	20BAX330	Logistics and Supply Chain Management	3	0	0	3	40	60	100
5.	20BAX331	Operations Strategy	3	0	0	3	40	60	100
6.	20BAX332	Sales and Operations Planning	3	0	0	3	40	60	100
7.	20BAX333	Sourcing Management	3	0	0	3	40	60	100
8.	20BAX334	Quality Toolkit for Managers		0	0	3	40	60	100



Sl.No	Course Code No.	Course Name	L	T	P	C	CIA	ESE	TOTAL
THEORY			LOGISTICS MANAGEMENT ELECTIVES						
1.	20BAX335	Logistics Management	3	0	0	3	40	60	100
2.	20BAX336	Export Import Trade & Documentation	3	0	0	3	40	60	100
3.	20BAX337	Supply Chain Management	3	0	0	3	40	60	100
4.	20BAX338	International Logistics & Shipping Management	3	0	0	3	40	60	100
5.	20BAX339	Supply Chain Analytics	3	0	0	3	40	60	100

Sl.No	Course Code No.	Course Name	L	T	P	C	CIA	ESE	TOTAL
THEORY			MICRO & SMALL BUSINESS MANAGEMENT ELECTIVES						
1.	20BAX340	Design and Change in Organizations	3	0	0	3	40	60	100
2.	20BAX341	Planning, Structuring, and Financing Small Business	3	0	0	3	40	60	100
3.	20BAX342	Business Plan Preparation for Small Business	3	0	0	3	40	60	100
4.	20BAX343	Marketing for Small Business	3	0	0	3	40	60	100
5.	20BAX344	Finance and Accounting for Small Business	3	0	0	3	40	60	100

Sl.No	Course Code No.	Course Name	L	T	P	C	CIA	ESE	TOTAL
THEORY			MEDIA MANAGEMENT ELECTIVES						
1.	20BAX345	Mass Communication	3	0	0	3	40	60	100
2.	20BAX346	Journalism	3	0	0	3	40	60	100
3.	20BAX347	Media Management and Public Relations	3	0	0	3	40	60	100
4.	20BAX348	Media Law and Ethics	3	0	0	3	40	60	100
5.	20BAX349	Media Production Planning & Management	3	0	0	3	40	60	100

Sl.No	Course Code No.	Course Name	L	T	P	C	CIA	ESE	TOTAL
THEORY			SYSTEM ELECTIVES						
1.	20BAX350	Electronic Commerce.	3	0	0	3	40	60	100
2.	20BAX351	System Analysis and Design	3	0	0	3	40	60	100
3.	20BAX352	Enterprises Resource Planning	3	0	0	3	40	60	100
4.	20BAX353	Business Analytics	3	0	0	3	40	60	100
5.	20BAX354	Software Project Management	3	0	0	3	40	60	100



Sl.No	Course Code No.	Course Name	L	T	P	C	CIA	ESE	TOTAL
THEORY TOURISM & TRAVEL MANAGEMENT ELECTIVES									
1.	20BAX355	Tourism Management	3	0	0	3	40	60	100
2.	20BAX356	Tourism Marketing	3	0	0	3	40	60	100
3.	20BAX357	Event Management	3	0	0	3	40	60	100
4.	20BAX358	Travel Agency and Tour Operation	3	0	0	3	40	60	100
5.	20BAX359	Hospitality Management	3	0	0	3	40	60	100

Sl.No	Course Code No.	Course Name	L	T	P	C	CIA	ESE	TOTAL
THEORY HEALTH CARE MANAGEMENT ELECTIVES									
1.	20BAX360	Hospital Operations Management	3	0	0	3	40	60	100
2.	20BAX361	Hospital Architecture Planning, Design & Maintenance	3	0	0	3	40	60	100
3.	20BAX362	International Health Management	3	0	0	3	40	60	100
4.	20BAX363	Public Health Systems and Health Insurance	3	0	0	3	40	60	100
5.	20BAX364	Health Care Laws and Ethics	3	0	0	3	40	60	100
6.	20BAX365	Hospital front office Management	3	0	0	3	40	60	100

Sl.No	Course Code No.	Course Name	L	T	P	C	CIA	ESE	TOTAL
THEORY Entrepreneurship ELECTIVES									
1.	20BAX366	Entrepreneurship development	3	0	0	3	40	60	100
2.	20BAX367	Innovation Management	3	0	0	3	40	60	100
3.	20BAX368	Social Entrepreneurship	3	0	0	3	40	60	100
4.	20BAX369	Small Business Management	3	0	0	3	40	60	100
5.	20BAX370	Science and Technology Entrepreneurship	3	0	0	3	40	60	100

Sl.No	Course Code No.	Course Name	L	T	P	C	CIA	ESE	TOTAL
THEORY AGRI BUSINESS MANAGEMENT ELECTIVES									
1.	20BAX371	Fertilizer Technology Management	3	0	0	3	40	60	100
2.	20BAX372	Management Of Agro Chemicals	3	0	0	3	40	60	100
3.	20BAX373	Management Of Floriculture and Landscaping	3	0	0	3	40	60	100
4.	20BAX374	Farm Power and Machinery Management	3	0	0	3	40	60	100
5.	20BAX375	Feed Business Management	3	0	0	3	40	60	100
6.	20BAX376	Poultry And Hatchery Management	3	0	0	3	40	60	100
7.	20BAX377	Food Technology and Processing Management	3	0	0	3	40	60	100



8.	20BAX378	Fruit Production and Post Harvest Management	3	0	0	3	40	60	100
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LIST OF OPEN ELECTIVES FOR BE

Sl.No	Course Code No.	Course Name	L	T	P	C	CIA	ESE	TOTAL
THEORY OPEN ELECTIVES									
1.	20LSX401	Entrepreneurship and Innovation	1	0	0	0	100	0	100
2.	20LSX402	Leadership and Management Skills	1	0	0	0	100	0	100
2.	20LSX403	Indian Ethos and Human Values	3	0	0	3	25	75	100

CREDIT DISTRIBUTION

R2020

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


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Principal

PRINCIPAL
Hindustan 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	Business Organization Nature, scope and objectives of Business – Forms of Business Organization – Single person company, Partnership firms, Joint stock Companies and Co-operative Societies – Public Enterprises –Characteristics, Advantages and disadvantages.	9
II	Management Purpose and Importance, Managerial functions and principles – Role of Managers, Management as a science or an art - The Evolution of Management thought - Sustainability and Corporate Social Responsibility, Peter Drucker and his contributions– Emotions - Recent trends in Management	9
III	Planning and Decision Making Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises – Management by Objectives -Decision Making – Types, process, techniques and problems.	9
IV	Organizing Organizing - Importance, Structure, principles and process-Organization structure – Types - Formal and informal organization-Delegation of Authority- Line and Staff Authority- Decentralization Vs Centralization – Advantages and disadvantages. Departmentation – Importance and types.	9
V	Coordination and Controlling Coordination functions in Organization -Essential characteristics of coordination- group Decision Making. Controlling - System and Process of Controlling- Control techniques- - Information Technology in controlling.	9
Total Instructional Hours		45

- Course Outcome**
- 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

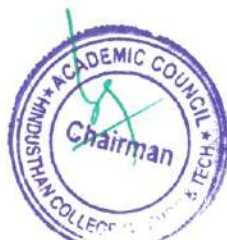
TEXT BOOKS:

- 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	Business Organization Nature, scope and objectives of Business – Forms of Business Organization – Single person company, Partnership firms, Joint stock Companies and Co-operative Societies – Public Enterprises –Characteristics, Advantages and disadvantages.	9
II	Management Purpose and Importance, Managerial functions and principles – Role of Managers, Management as a science or an art - The Evolution of Management thought - Sustainability and Corporate Social Responsibility, Peter Drucker and his contributions– Emotions - Recent trends in Management	9
III	Planning and Decision Making Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises – Management by Objectives -Decision Making – Types, process, techniques and problems.	9
IV	Organizing Organizing - Importance, Structure, principles and process-Organization structure – Types - Formal and informal organization-Delegation of Authority- Line and Staff Authority- Decentralization Vs Centralization – Advantages and disadvantages. Departmentation – Importance and types.	9
V	Coordination and Controlling Coordination functions in Organization -Essential characteristics of coordination- group Decision Making. Controlling - System and Process of Controlling- Control techniques- - Information Technology in controlling.	9
Total Instructional Hours		45

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

Course Objective
1. To study the fundamental concepts in managerial economics
2. To identify the determinants of demand and supply
3. To make the students to understand the relationship between production and cost concepts
4. To know how prices can be determined in markets from the economic terms
5. To understand the macro economic variables and its real time impact on economy and government policies.

Unit	Description	Instructional Hours
I	AN OVERVIEW Meaning, Nature, Scope of Managerial Economics – Micro and Macroeconomics- Relationship between managerial economics and other disciplines – Roles and Responsibilities of managerial economist - Basic economic tools for Decision Making.	9
II	DEMAND AND SUPPLY ANALYSIS Demand – Meaning, Determinants - Types of demand –Law of demand-Exceptions- Elasticity of demand – Demand Forecasting - Methods of demand forecasting. Supply - Meaning – Law of Supply-Elasticity of Supply-Determinants.	9
III	PRODUCTION AND COST ANALYSIS Production functions-Meaning-Types: Law of variable proportions, Isoquant, Law of returns to scale. Analysis of cost – Types – Cost output relationship – Relationship between cost and production function - Economies and Diseconomies of scale-Meaning-Kinds.	9
IV	MARKET STRUCTURE AND PRICING Market structure – Meaning-Determinants-Different market structure: Perfect and Imperfect Competition: Monopoly, Monopolistic Competition, Oligopoly, and Duopoly. Price determination under various market structures - Characteristics. Pricing-Methods. Advanced pricing-Auctions-Game theory and Asymmetric Information.	9
V	INDIAN ECONOMY AND POLICY Business cycles: Phase, causes and effects – Inflation and deflation: Types, Causes and effects – Monetary and Fiscal Policies –National Income – Growth and economic reforms: Poverty and Inequality- Economic reforms towards more liberalization-Agriculture, Industry and Services-Government reforms and the emerging energy-economy-environment regulatory framework.	9
Total Instructional Hours		45

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 Maheswari, Managerial Economics, PHI Learning, 3rd Edition, 2012.

REFERENCE BOOKS:

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

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

R3 - P.L.Mehta, Managerial Economics Analysis, Problems and Cases, 20th Edition, Sulthan 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	Description
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	INTRODUCTION TO ACCOUNTING 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	FINANCIAL ANALYSIS Financial Reporting Practices-Analysis of financial statements - Techniques of Financial analysis- Comparative statement- Common size statement- Trend analysis -Ratio Analysis - Application of Excel package in Financial analysis.	9
III	COST AND MANAGEMENT ACCOUNTING Management Accounting- -Fund flow analysis-Cash flow analysis- Cost Accounting- Functional classification of cost - Preparation of Cost Sheet - Application of Excel package in preparation of cost sheet.	10
IV	MARGINAL COSTING Marginal costing- Marginal cost Equation-Contribution-Break Even Analysis - Applications of marginal costing - Application of Excel package in preparation of marginal costing.	9
V	BUDGETARY CONTROL Meaning of Budget and budgetary control – objectives - Cash budget-flexible budget and other budgets.-Application of Excel package in preparation of Budgets	7
Total Instructional Hours		45

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

Course Outcome	Description
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, 3rd 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	PROBABILITY & STATISTICS Introduction to probability – Descriptive statistic - Measures of central tendency - mean – median –mode, Measures of dispersion - range – quartile deviation – standard deviation – coefficient of variation- Data Visualisation.	9
II	RANDOM VARIABLE & DISTRIBUTIONS Definition- Discrete and continuous random variables, Problems Distributions (Only problems based on Distributions) –Discrete Distributions Binomial, Poisson- Continuous Distributions – Exponential and Normal distributions.	9
III	CORRELATION & REGRESSION Concepts of correlation – Types of correlation (only grouped data is analyzed) - Karl Pearson's coefficient of correlation – Simple Linear Regression – Multiple Regression.	9
IV	TESTING OF HYPOTHESIS Sampling Distributions – Confidence Interval – Hypothesis testing - Tests based on t (single mean and difference of means), F distribution - for testing difference of variances, Chi-square goodness of fit , The Comparison of two samples - Mann Whitney U-Test, Kruskal-Wallis Test.	9
V	ANALYSIS OF VARIANCE One way and Two way classifications - Completely randomized design – Randomized block design – Latin square design	9
Total Instructional Hours		45

Note: Theory 20 Marks and Problems 80 Marks

Course Outcome
CO1: 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, 2nd Edition, New Delhi, April 19, 2017.

REFERENCE BOOKS:

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


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

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

Course Outcome

CO1. 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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Programme MBA	Course Code 20BA1206	Name of the Course LEGAL ASPECTS OF BUSINESS	L 3	T 0	P 0	C 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
I	Foundation of Business Law – Indian Contract Act 1872 Business Law: Meaning and Sources of Business Law in India. Contract: Meaning, Essential elements of valid contract, types of contract, performance of contract, discharge of contract, Breach of contract and its remedies, quasi contracts, Indemnity and Guarantee, Bailment & Pledge, Laws of Agency.	9
II	Company Act 2013 Company: Characteristics and kinds of companies, Formation and Incorporation of a company, Memorandum and articles of association, Prospectus, Duties, Power and liabilities of directors. Winding up of companies, Compliance Management.	9
III	Sale of Goods Act 1930 & Legal aspects relating to Business Essential elements of contract of sale – Sale and Agreement to Sell - Conditions and Warranties – Transfer of Property - Performance of Sales contract. Law relating to Partnership – Alternate Dispute Resolution. Insolvency and Bankruptcy Code, 2016 – An overview.	9
IV	Goods and Services Tax GST: GST Council, Levy and collection of SGST, CGST & IGST, Basic concept of time and value of supply, Input tax credit, Computation of GST Liability, Registration, Tax Invoice, Credit & Debit Notes, Electronic Way bill, Returns, Payment of taxes including Reverse Charge.	9
V	Consumer Protection Act 2019 and IPR Consumer protection Act 2019: Rights of consumers, Consumer Disputes Redressal Commission. Introduction of Intellectual Property Rights, Law relating to Copy rights, Trademarks, Geographical Indications and Patent.	9
Total Instructional Hours		45


- Course Outcome**
- CO1: 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
Total Instructional Hours		45

- 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" (6th Edition) Pearson, 2010.
T2-William J.Stevenson, CeyhunOzgur, 'Introduction to Management Science with spreadsheet', Tata McGraw Hill, 2009

Reference Books:

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


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Programme MBA	Course Code 20BA1002	Name of the Course MANAGERIAL SKILL DEVELOPMENT - I	L 0	T 0	P 2	C 1
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- Course Objective**
- 1: To enhance the listening and reading skills of students
 - 2: To enhance the reading skills of students
 - 3: To enable students to build their confidence in delivering logical messages to their audience
 - 4: To improve the oral communication skills through group discussion and debate
 - 5: To improve written communication skills through drafting business messages

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

- 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", (10th edition) TATA McGraw- Hill, 2008.
T2: Barun K. Mitra" Personality Development and Soft Skills", (2nd edition), Oxford University Press , 2016.

REFERENCE BOOKS:

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

WEBSITE REFERENCE:

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


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Programme MBA	Course Code 20BA1701	Name of the Course SOCIAL IMMERSION PROJECT	L 0	T 0	P 2	C 1
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Course Objective

- 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	<p>He/she should undergo a voluntary seven working day program and get certificate and thereby do a presentation and submit a report.</p> <ul style="list-style-type: none"> ➤ Join in a nonprofit organization and engage in their activities ➤ Organize an event to clean the environment ➤ To teach school students in the areas of personality, finance, and career counseling ➤ Organize camps for the betterment of society in association with corporate ➤ Waste management awareness camp in association with Panchayats and corporation ➤ UPI – Unified Payment Interface awareness activities ➤ Any other related events for the betterment of the society 	
Total Instructional Hours		15

Course Outcome

- CO1: 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

Programme MBA	Course Code 20BA2201	Name of the Course OPERATIONS MANAGEMENT	L 3	T 0	P 0	C 3
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Course Objective	<ol style="list-style-type: none"> To study the concept and challenges of operations management To make the students to understand the techniques of demand forecasting To learn about the various types of product design and process design To identify the various methods of material management To expose the students know about models of facility location and project scheduling techniques.
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Unit	Description	Instructional Hours
I	INTRODUCTION TO OPERATIONS MANAGEMENT Meaning-Importance-Historical development of OM. Transformation processes-Difference between products and services. System perspective- Functions-Challenges and recent trends. Operations strategy-Elements. Supply chain management-Objectives-Functions-Process view of supply chain- Lean vs Agile supply chains. Quality Management and Sustainable operations management. 5S.	9
II	DEMAND FORECASTING Need- Types- Factors- Overview of Qualitative and Quantitative methods. Capacity Planning- Objectives-Levels-Process-Classification. Overview of Material Requirement Planning (MRP) - Manufacturing Resource planning (MRP II) and ERP.	9
III	PRODUCT DESIGN Characteristics –Factors-Approaches-Legal, Ethical and Environmental issues in product design. Product development- Stages. Process selection- Process-Product and process life cycle matrix. Process design- Factors-Types-Interrelationship of product and process design. Work study- Objectives, Procedures. Method study- Steps-Techniques. Motion study principles. Work measurement-Benefits, Techniques.	9
IV	MATERIALS MANAGEMENT Objectives- Functions. Material Planning, Budgeting and Control. Purchasing- Objectives, Functions, Purchasing Policies. Vendor rating and Value Analysis. Stores management- Nature, Layout, Classification and Coding. Inventory- Classification-Inventory control- Need-Objectives- Techniques. Overview of JIT.	9
V	FACILITY LOCATION Location Theories - Steps in location selection-Factors-Location Models. Facility Layout-Principles- Types-Planning tools and Techniques. Project Management process– Scheduling Techniques - PERT-CPM. Sequencing Techniques -Flow shop scheduling - Johnson's Algorithm- Shop floor control- Gantt charts.	9
Total Instructional Hours		45

Note: Theory 80 Marks and Problems 20 Marks

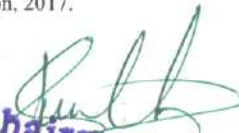
Course Outcome	<p>CO1: Understand the concept and challenges of operations management</p> <p>CO2: Understand and apply the techniques of demand forecasting.</p> <p>CO3: Understand the various types of product design and process design</p> <p>CO4: Understand the methods of material management</p> <p>CO5: 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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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA2202	FINANCIAL MANAGEMENT	3	0	1	4

Course Objective

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

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

Course Outcome

CO1: 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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Programme MBA	Course Code 20BA2203	Name of the Course MARKETING MANAGEMENT	L 3	T 0	P 0	C 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
I Introduction	Marketing – Definition – importance – scope – core concepts. Analyzing Marketing Environment and Competition. Marketing mix – product and service, Product classification. New product development and Product extension strategies. Product life cycle - strategies.	9
II Marketing Mix Decisions	Market segmentation – meaning – bases. Targeting – strategies. Positioning for Competitive Advantage - Branding. Advertising – decisions. Pricing – objectives – methods – types - strategies.	9
III Channel Management And Sales	Sales promotions- significance- decisions. Personal selling-principles-theories-skills. Sales force management – recruiting – selection – motivating- evaluation. Channel management – decisions – systems – integration – conflict – cooperation – competition. Building and measuring customer satisfaction.	9
IV Buyer Behavior	Industrial and consumer buyer behavior – decision making process – differences – influence. Customer relationship management – process –strategies. Service marketing – characteristics – classifications. Cause related marketing.	9
V Marketing Research And Strategy	Research process in marketing. Retail management, Rural marketing-importance-facts-myths. Green marketing. Online marketing trends - Digital Marketing.	9
Total Instructional Hours		45

Course Outcome

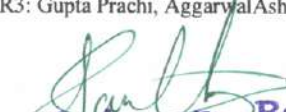
- CO1: Understand and apply product oriented knowledge in business or professional environment
- CO2: Understand and apply marketing mix decisions
- CO3: Remember and understand selling skills and try to experiment it.
- CO4: Remember and understand consumer buying behavior.
- CO5: Understand and apply 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, 15th Edition, 2017
T2: Rajan Saxena, Marketing Management, Tata McGraw Hill Education Pvt Ltd, 2009.

REFERENCE BOOKS:

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


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

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

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

- Course Outcome**
- CO1: 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, 15th Edition, 2017
T2: Aswathappa-Human resource management Text and Cases ,McGraw Hill Education,New Delhi, 8th Edition, 2017

REFERENCE BOOKS:

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

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

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

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

- Course Outcome**
- CO1: 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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Programme MBA	Course Code 20BA2206	Name of the Course BUSINESS RESEARCH METHODS	L 3	T 0	P 0	C 3
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- Course Objective**
- 1: To expose the students to the principles of scientific methodology in business research
 - 2: To learn about the various variables in research.
 - 3: To learn the various measures for measurement and scaling
 - 4: To develop the analytical skills.
 - 5: To develop the research report

Unit	Description	Instructional Hours
I	INTRODUCTION TO RESEARCH Introduction to business research- Concepts of tools of business research, objectives- Problem identification and formulation of research – Contribution of research to theory and practices in research – Hypotheses setting and new paradigms in research – Literature review and identifying and accessing sources of information and scholarly literature. Steps in literature development.	9
II	RESEARCH DESIGN AND VARIABLES Research design-concepts and importance in research- Types of research design and types of research- Concept of variables (dependent, independent and extraneous) – Argumentation, Nature and types of quantitative research - Writing up Qualitative research – Experimental Design.	9
III	MEASUREMENT AND SCALING Measurement – validity and reliability of the instrument- Basic scales and different types of attitudinal scales – Data and data collection methods – Construction of questionnaire and its importance – Sampling design and different types of sampling.	9
IV	DATA ANALYSIS AND TOOLS Data entry and screening – Designing and Coding, Developing research proposals – purpose, nature, evaluation, content, format, practical consideration, timeline, budgets, supervision, management and defense of proposals. Descriptive analysis, Influential analysis Univariate and bi-variate analysis (chi-square and correlation) – Multi-variate analysis (discriminant, factor, and Multiple regression) – Parametric test, (t-test, F-test, and z-test) Non-parametric tests (Kruskalwallis test, Mann-Whitney test, Anova) – Application of Excel	9
V	REPORT WRITING Research report writing – Developing Research proposals – purpose, nature evaluation, content, format, practical consideration, timeline, budgets, supervision management, presentation and defense of proposals. Types of research report (Technical and Popular research reports) – Layout of research paper- Subjectivity and Objectivity in research – Academic writing and referencing – Research Ethics.	9
Total Instructional Hours		45

- Course Outcome**
- 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, 9th Edition, Tata McGraw Hill, 2018.

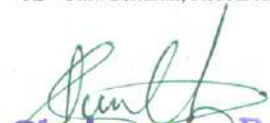
T2-C.R.Kothari and GauravGarg, Business research method, New age Publication, New Delhi, 2019.

REFERENCE BOOKS:

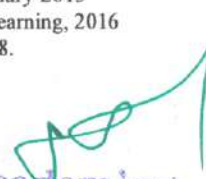
R1- Business Research Methods by Prahlad Mishra, Oxford University Press, January 2015

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

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


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Programme	Course Code	Name of the Course	L	T	P	C
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.

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

- Course Outcome**
- CO1: 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, 2nd paperback, 2018
R3-Jordan Goldmeier“ Advanced Excel Essentials” Apress publishers, 1st edition 2014.


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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA2002	MANAGERIAL SKILL DEVELOPMENT LAB-II	0	0	2	1

- Course Objective**
- 1: To improve written communication skills through report writing
 - 2: To provide an insight to students into basic features of Ms and its Applications in Managerial Decision Making
 - 3: To provide an insight to students into basic features of G-Suite and its Applications in Managerial Decision Making
 - 4: To make students communicate effectively in Social media.
 - 5: To make students handle comments effectively in Social media.

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

- Course Outcome**
- CO1: 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”, (10th edition) TATA McGraw- Hill, 2008.

T2: Barun K. Mitra“ Personality Development and Soft Skills”, (2nd edition), Oxford University Press , 2016.

REFERENCE BOOKS:

R1: E.H. McGrath, S.J , “Basic Managerial Skills for All”, (9th Edition) Eastern Economy edition, PHI Learning Private Limited, New Delhi, 2011.

R2: Herta A. Murphy , Herbert W. Hildebrandt & Jane P Thomas “ Effective Business Communication” (7th edition), TATA McGraw- Hill, 2009.

R3: Jennifer Grappone, GradivaCouzine, “Five Stars: Putting Online Reviews to Work for Your Business”, Sybex Publisher, 2014.

WEBSITE REFERENCE:

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


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SYLLABUS

Programme MBA	Course Code 20BA2701	Name of the Course RURAL INNOVATION PROJECT	L 0	T 0	P 2	C 1
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Course Objective	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.

Unit	Description	Instructional Hours
I	This paper enables the students to create innovative techniques to improve the rural market and related issues through filed surveys, Live and Consultancy projects. <ol style="list-style-type: none"> 1. Present Scenario of Rural Markets 2. Study the Demographic characteristics of Rural People 3. Strategies adopted to capture the rural market 4. Create awareness among the rural people on Digital banking 5. Create awareness among rural people on accessing micro finance 6. Create awareness among rural people on the accessing Social Security Benefits 7. Create awareness among rural people on the accessing government schemes 8. Any other related rural innovative projects 	
Total Instruction Hours		15

Course Outcome	CO1: 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

SEMESTER – III

Programme MBA	Course Code 20BA3201	Name of the Course STRATEGIC MANAGEMENT	L 3	T 0	P 0	C 3
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- 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
	STRATEGY AND PROCESS	
I	Strategic leadership and competitive advantage, The Role of Leader in The Industry 4.0. Strategy making process - Strategic planning and decision making - Corporate governance and ethics - Corporate social responsibility - Case studies.	9
	COMPETITIVE ADVANTAGE	
II	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
	STRATEGIES	
III	Functional strategies – Efficiency - Quality and superior innovation – Responsiveness to customers. Business level strategies – Competitive positioning and business model - Competitive positioning and generic business level strategy - Business level strategies and industry environment.. Case studies.	9
	STRATEGIC MODELS	
IV	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- Blue ocean and red ocean strategies. Case studies.	9
	STRATEGY IMPLEMENTATION AND EVALUATION	
V	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
Total Instructional Hours		45

- 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.DharmaBir 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.Parrcell. Strategic Management, Theory and practice Biztantra (2012).

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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA3302	INTERNATIONAL BUSINESS	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	INTRODUCTION 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	INTERNATIONAL TRADE Globalization – WTO Important Provisions & Agreements – International Trade & WTO – Trade Liberalization & Imports: Industry wise Analysis – Intellectual Property Rights, & Industrial Sector- Trips Agreements & Pharmaceutical Industry -WTO, GATT& Telecom Sector	9
III	REGIONAL TRADE BLOCS AND ENTRY STRATEGIES International Business Environment: Trade Blocks, Forms of Integration, EU, SAARC, ASEAN, NAFTA – Trade Liberalization, – International Marketing Management: Market Entry Strategies – FDI in India and the world – Product Decisions, International Pricing, International Promotion – International Organization and Human Resource Management	9
IV	FOREIGN EXCHANGE 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	CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies (IMF, World Bank), World economic forums – Ethical issues in international business – Ethical decision-making.	9
Total Instructional hours		45

- 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, 6th edition, Tata Mc Graw Hill, 2009.
T2-P.Subba Rao, International Business, Revised 4th 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,

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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA3001	DATA ANALYSIS AND BUSINESS MODELLING	3	0	0	3

- Course Objective**
- 1: To enable students develop a reliable questionnaire and create a data file in SPSS
 - 2: To make students check the data distribution and perform descriptive statistics & relationship analysis.
 - 3: To enable students statistically test the mean differences using t test.
 - 4: To acquaint students the tests to statistically test mean differences for more groups / variables and estimate relationships.
 - 5: To develop knowledge on performing non-parametric test in SPSS and its application.

Experiment No	Description of the Experiment	Practical Hours
	Introduction - SPSS	
1	Questionnaire creation and coding	3
2	Setting up a data file	3
3	Reliability Analysis	3
4	Descriptive Statistics	3
5	Testing for Normality	3
	Parametric & Non Parametric test - SPSS	
6	Correlation & Chi-Square	3
7	One sample t test	3
8	Independent t test	3
9	Paired t test	3
10	One-Way ANOVA	3
11	MANOVA	3
12	Regression	3
13	Mann- Whitney U test	3
14	Wilcoxon Signed Rank test	3
15	Kruskal Wallis test	3
	Total Instructional Hours	45

- Course Outcome**
- CO1: Understand and create questionnaire for data collection and data file in SPSS for analysis.
- CO2: Apply and check the data distribution and also perform descriptive statistics & relationship analysis
- CO3: Apply t-test to statistically test the mean differences.
- CO4: Understand appropriate test to statistically test mean differences for more groups / variables and estimate relationships.
- CO5: Understand non-parametric test in SPSS and its application

Text Books:

T1 : Kiran Pandya and SmritiBulsari, "SPSS in Simple Steps", Dremtech 2011.

T2: Sabine Landau and Brian S. Everitt, "A Handbook of Statistical Analyses using SPSS", Chapman & Hall/CRC, 2004.

Reference Books:

R1: Nancy L. Leech, Karen C. Barrett & George A. Morgan, "IBM SPSS for Intermediate Statistics", 5th Edition, 2014

R2: Andy Field "Discovering Statistics Using IBM SPSS Statistics ", SAGE Publications Ltd; 5 edition, 2013

R3: Brian C. Cronk "How to Use SPSS", Routledge; 10 edition, 2017.

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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA3702	MANAGERIAL SKILL DEVELOPMENT -III	0	0	2	1

Course Objective
<ol style="list-style-type: none"> To understand the nuances in attending an interview. To get the confidence in participating in group discussion. To acquire the needed managerial skills. To enable students to get the confidence in presentation skills. To develop leadership decision-making

Exercise No	Description of the Exercise	Instructional Hours
1	Resume writing	
2	Interview tips and techniques.	
3	Goal setting and problem solving.	15
4	Management in VUCA World	
5	World Economic Forum Reports	
6	Annual Reports	
7	Global Skill Index	
Total Instructional Hours		15

Course Outcome
CO1: Visualize the art of Attending and giving interviews. CO2: Acquire the skills needed for a group discussion. CO3: Familiarize with various types of managerial skills. CO4: Comprehend themselves to develop various dimensions of communication skills. CO5: Develop collaborative capacity, perspective coordination, contextual thinking, and decision-making process.

TEXT BOOKS:

T1 :Get Your Dream Job: A Step-by -step Guide to Clear Any Interview With Confidence by Piyush Bhatia.

T2: Interview: The Art of the Interview: The Perfect Answers to Every Interview Question (Interview Questions and Answers, Interviewing, Resume, Interview Tips, Motivational Interviewing, Job Interview) by James Storey

T3 :Custom edition Financial Reporting and Analysis, compiled by P. Platikanova and G. Bartllori.

REFERENCE BOOKS:

R1: E.H. Mc Grath, S.J , "Basic Managerial Skills for All", (9th Edition) Eastern Economy edition, PHI Learning Private Limited, New Delhi, 2011.

WEBSITE REFERENCE:

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

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SEMESTER IV

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA4201	INDIAN ETHOS AND VALUES	3	0	0	3
Course Objective	1. To learn about Indian ethos and its relevancetoday 2. To assist and guide the student in understanding value systems and its impact onbusiness. 3. To know the Indian philosophy of knowingoneself. 4. To understand the management functions with Indianperspective. 5. To know management concepts from ancienttexts.					
Unit	Description					Instructional Hours
	INDIAN ETHOS					
I	Indian Ethos –Models of management in Indian socio-political environment. Indian work ethos and principles of Indian Management –Goals of Life- Teachings of important Indian Spiritual leaders..					9
	BUSINESS CONCEPTS AND PHILOSOPHIES					
II	Economics of giving - Western economic system. Developing and implementing gross national happiness - Sabbath economics - Islamic economics and Banking					9
	INDIAN PHILOSOPHICAL SYSTEM					
III	Indian Philosophical system - Nature of mind - Personality attributes based on Gunas - Human values and five sheaths - Bagavad Gita for human perfection					9
	VALUES					
IV	Meaning - Significance - Formation of values- Science and values. – Application of values in Management - Values for managers - Chanakyaaneethi on leadership					9
	ETHICS					
V	Introduction to Greek philosophers - Perspectives on ethics - Indian constitution and Unity in diversity - Thirukuralon ethics					9
Total Instructional Hours						45
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 AjithSankar R.N. Indian Ethos and Values in Management, 2011.
 T2-Khandelwal.N.M, Indian Ethos and Values for Managers, ISBN 978-93-5024-452-4, 3rd Edition, Himalaya Publishing House, 2011.

REFERENCEBOOKS:

- 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, Jaico Publishing House, 2016
 R3-Soham, LEEP (Life Empowerment and Enrichment Program), Central Chinmaya Mission Trust, 2017.

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MARKETING ELECTIVES

Programme MBA	Course Code 20BAX301	Name of the Course INTEGRATED MARKETING COMMUNICATION	L	T	P	C
			3	0	0	3
Course Objective	1. To enable the students to understand the key terms, definitions, and concepts in integrated marketing communications. 2. To enable the students to understand the communication process and to explore the use of various promotional tools like advertising, public relations, sales promotion, direct marketing, event marketing, and online marketing. 3. To acquire knowledge on advertisements and its strategies. 4. To understand the promotional tools and its effectiveness. 5. To enable students to understand influence of information technology in integrated marketing communication and the latest trends evolving.					
Unit	Description					Instructional Hours
I	Integrated Marketing Communications: Communications and IMC programs: Components, Value of IMC Plans. IMC: Overview, IMC Mix, New media and the Challenges, Product Cues, Price Cues, Place, Promotion, Publicity. Value in Marketing-Events – Communication and Branding.					10
II	Advertising Management Meaning, Objectives, Importance, Classification of advertisement, Economic and Social Effects of Advertising, Organization of Advertising Department, Advertising Agency Management, Campaign Planning, Advertising Budget. Advertising Copywriting for Print and Broadcast Media – Principles- case studies					11
III	Advertising: Advertising Management: Overview, Advertising Planning and Research, Advertising Campaign Management: Communication and Advertising Objectives, Communications Budget, Media Selection –Types, Planning and Scheduling, Integration Strategies, Creativity and Message Strategies and Development, Measurement. Advertising agency: Role, Types*, Decisions					11
IV	Promotional Tools: Consumer Promotions: Types, problems*, tactics Trade promotions: Types, Objectives, Concerns, Direct selling, Personal selling: Process, strategies Public relations: Regulations, sponsorship programs, Functions*, Types of stakeholders, Public relations events, Damage control, Social responsibility, Public relations tools, Regulating marketing communications.					10
V	Digital Marketing Introduction - Concept of digital marketing -Traditional marketing Vs digital marketing- Social Media Marketing - Social media channels-Issues and challenges of digital and social media marketing The Internet as an Advertising Medium: Tracking Website visits, page views and click-stream analysis - Affiliate marketing - Blog marketing-Concept of banner marketing – case studies.					10
Total Instructional Hours						45

- Course Outcome**
- CO1 - Acquire the basic knowledge in integrated marketing communication.
 - CO2 - Understand and analyze the various elements of communication process and their application as a promotion tool.
 - CO3 - Visualize the process of creating an advertisement and its strategies.
 - CO4 - Correlate the importance of promotion tools in communicating to customers.
 - CO5 - Visualize the impact of information technology and the latest trends in using it for communication


Text Book:

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

Reference Books:

R1: George E Beich, Micheal A Beich,KeyorPurani Advertising & Promotion , An Integrated Marketing Communication : PerspectiveTata McGraw Hill,7th Edition,2009

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


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

Course Objective

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

Unit	Description	Instructional Hours
I	Customer Relationship Management Introduction- Meaning and Definition of CRM - History- Importance of CRM - Concept and Growth of Relationship Marketing- Scope of Relationship Marketing- Benefits and difficulties of CRM.	10
II	Understanding Customer: Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behaviour in relationship perspectives; individual and group customer’s - Customer life time value – Selection of Profitable customer segments.	10
III	CRM Planning and Implementation Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM– Operational CRM - Call centre management – Role of CRM Managers.	10
IV	Technological Support in CRM: Introduction - technological Applications in CRM - types of Technological Applications in CRM - Customer Databases and Information Systems - Database Marketing Strategies - CRM Software Solutions for B2C and B2B Markets - Accounting Systems for Customer Acquisition and Retention POS/Costs. Profitability through Technology	10
V	e-CRM – Emerging Trend in CRM Introduction - Importance of e-CRM in Service Marketing - Challenges involved in formulating and implementing e-CRM strategies - e-CRM architecture and its components - Five engines of e-CRM - Evolution of e-customer and e-marketing - e-CRM for personalized service	12
Total Instructional Hours		45

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

Text Book

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

Reference Books:

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

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

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

Unit	Description	Instructional Hours
I	Brands & Branding concept - Concept of a brand – Evolution, perspectives, anatomy, types of brand names, brand name associations, Brands Vs Products, Advantages of Brands to consumers & firms. Brand elements: Components & choosing brand elements, Branding challenges & opportunities.	9
II	Brand Positioning Brand positioning – Basic concepts – alternatives – risks – Brands & consumers –Strategies for positioning the brand for competitive advantage – Points of parity – Points of difference, Building a strong brand – steps	9
III	Brand Image & Brand Identity Brand Image-image dimensions, brand associations, Role of brand ambassadors & image, Brand identity – perspectives, levels, and prisms. Managing Brand image – stages – functional, symbolic & experiential brands. Brand building implications.	9
IV	Brand Extension Leveraging Brands – Brand extensions, Brand adoption practices, extendibility, merits & demerits, Line extensions, line trap – Co-branding & Licensing Brands. Brand design and structures - Reinforcing and Revitalization of Brands – need, methods, Brand Architecture – product, line, range, umbrella & source endorsed brands.	9
V	Brand Valuation and Building Brands Brand valuation – Methods of valuation, implications for buying & selling brands. Applications – Branding industrial products, services and Retailers – Building Brands online- Steps & Strategies- Social Media and the branded customer Experience.	9
Total Instructional Hours		45

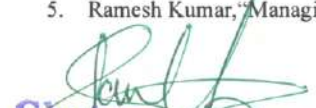
- Course Outcome**
- CO1 - Understand the key principles and elements of branding.
- CO2 - Practically develop a brand, including positioning and communications.
- CO3 - Develop the process and methods of brand management, including how to establish brand image and
- CO4 - Analyze the effective branding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

Text Book:

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

Reference Books:

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


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Programme MBA	Course Code 20BAX304	Name of the Course RETAIL MANAGEMENT	L 3	T 0	P 0	C 3
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- Course Objective**
1. To enable the students to understand the concepts in retail management.
 2. To enable the students to understand the customer and his shopping behaviour and the challenges in retail management.
 3. To enable the students to understand the various retail formats and the role of MNC in it.
 4. To enable students to understand and analyse the retail store location decision & the operational and pricing issues in it.
 5. To enable students to understand the concept of retail space management and the emerging trends in

Unit	Description	Instructional Hours
I	Introduction to Retailing: Concept of retailing, Functions of retailing, Terms & Definition, Retail formats and types, Retailing Channels, Retail Industry in India, Importance of retailing, Changing trends in retailing.	9
II	Understanding the Retail Consumer: Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India- Case studies.	9
III	Retail Formats: Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.	9
IV	Retail Location Selection: Importance of Retail locations, Types of retail locations, Factors determining the location decision, Steps involved in choosing a retail location, Measurement of success of location. Retail Operations and Retail Pricing: Store administration, Receipt Management, Customer service, Retail Pricing, Factors influencing retail prices.	9
V	Retail Space Management and Marketing: Definition of Space Management, Store layout and Design, Visual Merchandising, Retail Communication Mix, POP Displays Emerging trends in retailing: Changing nature of retailing, Organized retailing, Modern retail formats, E-tailing, Challenges faced by the retail sector.	9
Total Instructional Hours		45

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

TEXT BOOKS:
 T-1 Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, SixthEdition, 2007
 T-2. Ogden Integrated Retail Management, Biztantra, India, 2008.
 T-3. C.S.G.Krishnamacharyulu and LalithaRamakrishnan, Rural marketing, Texts and Cases, Pearson education, second edition 2011.

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

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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX305	SERVICES MARKETING	3	0	0	3

Course Objective

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

Unit	Description	Instructional Hours
I	Foundations for Services Marketing Introduction to Services Definition – Product Vs services –Special characteristics – Classification of services – Reasons for the growth of services - Role of Technology in services marketing	9
II	Services quality – Definition of quality – Developing service quality – Quality standards – Bench marking – PZB model of SERVQUAL: Quality Gaps – Gaps closing strategies.	9
III	Services Marketing Mix Elements: 7s Ps - Service products – Service life cycle strategies – New service development – Service differentiation strategies Service distribution difficulties and strategies – Pricing of services	9
IV	Promoting the services – Promotional mix – Media choice and selection – People and services – The role of employees in services marketing – Process strategies: Service Blue Print – Physical evidence strategies.	9
V	Services Marketing – 7 Ps: Banks – Insurance – Transport – Telecommunication – Hospitals – Hotels – Tourism Industry – Consultancy – Legal services – BPO & KPOP - Advertising agencies – IT Enabled services – Personal services Applying technology to service settings, e-services	9
Total Instructional Hours		45

Course Outcome

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

Text Book:

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

Reference Books:

- Christopher Lovelock, JochenWirtz (2013). Services Marketing, 7/e; New Delhi: Pearson Education
- Harsh, V. Verma (2012). Services Marketing: Text and Cases, 2/e; New Delhi: Pearson Education
- Jha, S.M "Services Marketing " Himalaya Publishing Company", New Delhi, 2010
- Lovelock C. H. & Wirtz, J.). "Service Marketing: People, Technology, Strategy" Pearson Education, 5th ed., 2004
- Gousalves "Services Marketing", Prentice Hall, New Delhi, 2011.
- Sinha P.K&Sahoo S.C., " Services Marketing" Himalayas , Mumbai, 2010.
- Ravi Shankar, " Services Marketing", Excel publications, 2000.

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Programme MBA	Course Code 20BAX306	Name of the Course CONSUMER BEHAVIOUR	L 3	T 0	P 0	C 3
Course Objective	<ol style="list-style-type: none"> 1. To understand consumer behaviour in an informed and systematic way. 2. To gain knowledge on the influence of personal, socio-cultural, and environmental dimensions towards consumer decisions making. 3. To understand the models of consumer buying behavior. 4. To enable students in designing and evaluating post purchase behaviour of the consumers 5. To upgrade the students towards consumerism and digitalization 					

Unit	Description	Instructional Hours
I	Introduction to Consumer behaviour Defining Consumer Behaviour - Scope and Application of Consumer Behavior – The Interdisciplinary Nature of Consumer behavior - diversity of consumer behavior, Characteristics of Indian Consumers.	9
II	Influences for Consumer behaviour Psychological Influences and Learning on Consumer Decision Making Motivation – Personality – Perception – Attitudes – Learning. Sociological Influences on Consumer Decision Making The Family and Social Class – Culture and Subculture – Cross-Cultural Behaviour – Reference Groups and Word-of-Mouth	9
III	Consumers' Decision-Making Levels of Consumer Decision-Making - Basic Model of Consumer Behaviour - Kotler's Model of Buyer Behaviour - Brand Equity and Consumer Decision-Making Process	9
IV	Post purchase behavior Consumer satisfaction concept & Models – Expectancy Disconfirmation, Desires Congruency Model, Equity Theory, Attribution Theory, Cognitive dissonance, Consumer delight, consumer complaint behaviour.	9
V	Consumerism Evolution of consumer society. Definition of consumerism, buyers & seller's rights, effects of consumerism. Digital Revolution and consumer behaviour	9
Total Instructional Hours		45


Course Outcome	CO1 - Demonstrate how knowledge of consumer behaviour can be applied to marketing CO2 - Visualize the Consumer behaviour decision process and factors affecting – External factors / CO3 - Relate internal dynamics such as personality, perception, learning motivation and attitude to the CO4 - Use appropriate Models of consumer buying behavior CO5 - Be able to demonstrate how consumerism and digital Marketing improves sales.
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Text Book:

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

Reference Books:

1. Hawkins, I. Del, Mothersbaugh L. David, Mookerjee Amit (2015). Consumer Behaviour: Building Marketing Strategy, 12/e; New Delhi: Tata McGraw-Hill
2. Majumdar, Ramanuj (2010). Consumer Behaviour: Insights from Indian Market; New Delhi: Phi Learning Private Limited
3. Assael, H., Consumer Behaviour and Marketing Action, South Western Publishing Company, Ohio.
4. Block and Roering, Essentials of Consumer Behaviours, Dryden Press. Chicago.
5. Engel, James F., Roser D. Blackwell, and Paul W. Miniard, Consumer Behaviour, Dryden Press, Chicago.
6. Hawkins, Dal I., Roger J. Best and Kenneth A. Coney, Consumer Behaviour Implication for Marketing Strategy, McGraw Hill.
7. Hoyer, Wayne D. and Debovar J. Macinnis, Consumer Behaviour, Cengage Learning.


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

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

- Course Outcome**
- CO1 - Develop an understanding of nuances related to international marketing.
 - CO2 - Have developed skills in researching and analyzing trends in global markets and in modern marketing practice
 - CO3 - Be able to assess an organization's ability to enter and compete in international markets
 - CO4 - Identify potential business opportunities in international markets and formulate suitable strategies.
 - CO5 - Prepare a comprehensive international marketing plan

Text Book:

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

Reference Books:

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

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FINANCE ELECTIVES

Programme MBA	Course Code 20BAX308	Name of the Course Equity Research And Portfolio Management	L 3	T 0	P 0	C 3
Course Objective	<ol style="list-style-type: none"> 1. To enable the students to learn Investment Alternatives, Primary Market and Secondary Market and its Operations. 2. To make students understand the concepts of new issue market 3. To make students understand Fundamental and Technical Analysis through financial statements, charts signals, trends and technical indicators 4. To familiarize the students relating to Valuation of Bonds and Stocks 5. To make students learn basic of mutual fund & Portfolio Management 					

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

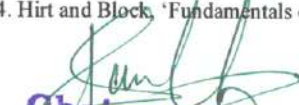
Course Outcome	<p>CO1 - To understand the various alternatives available for investment.</p> <p>CO2 - To Analyze the risk and return in stock investment.</p> <p>CO3 - To comprehend the fundamental and technical analysis</p> <p>CO4 - To Analyze the value of bonds and stock returns</p> <p>CO5 - To Evaluate a portfolio of stocks and performance analysis</p>
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Text Book:

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

Reference Books:

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


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

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

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

- Course Outcome**
- CO1 - Analyze the role of Merchant Bankers, SEBI, NBFC and Mutual funds and other financial markets in India
- CO2 - Visualize the various fund based financial services
- CO3 - Visualize the various fee based financial services
- CO4 - Have the basic knowledge about the Indian Insurance Industry
- CO5 - Evaluate and Invest in Life Insurance Health Insurance General Insurance

Text Book:

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

REFERENCE BOOKS

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

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Programme MBA	Course Code 20BAX310	Name of the Course Banking Regulations and Services	L 3	T 0	P 0	C 3
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- Course Objective**
1. To enable students to understand Structural framework-Indian Banking System
 2. To enable students to understand Banking services provided by the banks.
 3. To enable students to understand Regulatory framework related to Banking Regulations.
 4. To enable students to gain knowledge regarding Marketing of banking services.
 5. To enable the students to understand the products of Life Insurance, Health Insurance General Insurance

Unit	Description	Instructional Hours
I	STRUCTURAL FRAMEWORK-INDIAN BANKING An Overview – Banking Structure – Different types of Banking – Investment Banking and Commercial Banking – Central Bank – Need and establishment – Organization and Administration of RBI – Functions of RBI – Banking Ombudsman –Basle Norms	9
II	FUND BASED FINANCIAL SERVICES Fund based business-Deposit Products – CASA and Term Deposits – Different. Type of Commercial Loans, Retail Loans and Wholesale Loans – Trade finance – Overdraft Facilities – Primary and Collateral Securities – Modes of creating charges on securities – Hypothecation, Pledge, Mortgage, Lien and Assignment-Non fund-based business – Bank guarantee and Letter of Credit.	9
III	REGULATORY FRAMEWORK-BANKING REGULATIONS ACT RBI Act – Credit control measures and Monetary policy of RBI: CRR, SLR, REPO rates, Reverse REPO rates and Base Lending Rate – Bank Capital: Tier I & Tier II – Basel III and Capital Adequacy norms (CAR AND CRAR) – Liquidity Adjustment Facility (LAF) – IBA – Payment and Settlement System Act.	9
IV	MARKETING OF BANKING SERVICES Marketing Strategies: Segmentation, Marketing Mix for Banking Services – Product and Services. Innovation – Cost effective pricing, one stop shop, Cross selling of products, value added services, Marketing Information System – Importance of Finance Planning – Identification of Investment needs for retail investors – Studying Investment Behavior - Household Vs Institutional Investors.	9
V	E-BANKING Electronic Banking – Core Banking, Mobile Banking, Online Banking – Remittance Facilities and Clearing system: National Electronic Fund Transfer (NEFT), RTGS, ECS, SWIFT, MICR – ATMs, Credit / Debit / Smart Cards – Technology Initiatives of RBI/IDRBT –Electronic Benefit Transfers.	9
Total Instructional Hours		45

- Course Outcome**
- CO1 - Analyze Structural framework-Indian Banking System.
 - CO2 - Evaluate the Banking services provided by the banks.
 - CO3 - Learn the Regulatory framework related to Banking Regulations
 - CO4 - Apply the Marketing of banking services
 - CO5 - Apply of Technology in Banking

Text Book:

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

REFERENCE BOOKS

1. IyengarVijayaragavan -Introduction to Banking, Excel Books, India 2009.
2. Muraleedharan. D, - Modern Banking theory and practice, PHI Pvt. Ltd, 2nd Edition,2014.
3. Sundharam K.P.M, -Modern Banking, Sultan Chand & Co, 1st Edition, 2015.
4. Machiraju H.R - Modern Commercial Banking, Vikas Publishing House, 2nd Edition,2019.
5. Tannan M.L.-Tannan.,s Banking Law and Practice in India, Jain Book, 27th Edition.2017.
6. MacDonald S., Timothy W -Management of Banking., Cengage learning, 2014, revised Edition.
7. Dr.S.R.Myneni, Law of Banking and Negotiable Instruments, 4th Edition, Asia law House, Hyderabad, 2019


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

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

- Course Outcome**
- CO1 - Analyze International Financial Management Environment
 - CO2 - Evaluate the Currency forecasting and Manage foreign exchange risk
 - CO3 - Analysis of Foreign Investment Decision.
 - CO4 - Learn Multinational Cash management.
 - CO5 - Perform Foreign Exchange Operations.

Text Book:

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

Reference Books:

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


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Programme MBA	Course Code 20BAX312	Name of the Course FINANCIAL DERIVATIVES	L 3	T 0	P 0	C 3
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- Course Objective**
1. To understand the features and regulations of financial derivatives
 2. To understand the mechanism future contract, forward contract
 3. To understand the hedging techniques in foreign exchange transactions
 4. To understand the Options dealing in financial transactions
 5. To understand the growth of commodity market in India

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


- Course Outcome**
- CO1 - Understand the regulatory frame work of derivative markets
 - CO2 - Understand the methods of derivative contracts
 - CO3 - Understand the hedging strategy in international trade
 - CO4 - Understand the Option's mechanism in financial transactions
 - CO5 - Understand the growth of Commodity market in India.

Text Book:

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

REFERENCE BOOKS

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


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Programme MBA	Course Code 20BAX313	Name of the Course BEHAVIOURAL FINANCE	L 3	T 0	P 0	C 3
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- Course Objective**
1. Acquaint with the concept and the foundations of traditional finance.
 2. Understand the beliefs, biases and heuristics in financial markets
 3. Familiarize with the fundamentals of behavioral finance
 4. To understand the investor behaviour and market outcomes
 5. To gain knowledge of about the investing techniques

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

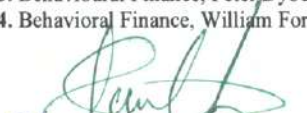
- Course Outcome**
- CO1 - To identify the limitations of „rational“ models of investment decision making
 - CO2 - To understand the cognitive biases and errors of judgment that affect financial decisions
 - CO3 - Evaluate the main results in the field of behavioral finance on financial market processes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

Text Book:


1. PrasannaChandra ,Behavioural finance, McGraw Hill Education (India) Private Limited,2016
2. Behavioral Finance: Psychology, Decision-Making and Markets, L. F. Ackert and R. Deaves, South-Western College Publication

REFERENCE BOOKS

1. Investor Behavior: The Psychology of Financial Planning and Investing, H K Baker and V Ricciardi, 2018.
2. Personal Finance (11th ed.), Jack Kapoor, Les Dlabay and R. J. Hughes, McGraw Hill.
3. Behavioural Finance, Peter DybdahlHede, Ventus Publishing ApS , 2012.
4. Behavioral Finance, William Forbes, Wiley, 2009.


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HUMAN RESOURCES ELECTIVES

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

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

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


- Course Outcome**
- CO1 - Understand various dimensions of self and its importance with exercises.
 - CO2 - Make students conversed with interpersonal relationships and can analyze the cultural differences in interpersonal communication
 - CO3 - Understand the importance of assertiveness and apply it in organizational life
 - CO4 - Analyze various transactions in day to day life and apply in organizational decision-making process
 - CO5 - Acquire the skills of counselling.

Text Book:

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

Reference Books:

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


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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX315	TALENT MANAGEMENT	3	0	0	3
Course Objective	1. To enable students to understand the basics of talent management and the process related to it.					
	2. To enable students to understand the components of talent management system.					
	3. To enable students to understand the process of planning and acquisition in talent management.					
	4. To enable students to understand the process of engagement, retention and compensation in talent management.					
	5. To enable students to understand the role of HR analytics in Current Scenario					

Unit	Description	Instructional Hours
I	Introduction to Talent Management: Competencies and Talent Management— Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Source of Talent Management, Tools for Managing Talent— Benefits of Talent Management- Building blocks of talent management – Basics	9
II	Talent Management System: Introduction, Talent Management System, Critical Success Factors to Create Talent Management System Factors of unique talent management approach, Key Elements of Talent Management System-Life Cycle of Talent Management	9
III	Talent Planning & Acquisition: Talent Planning, Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership., Talent Acquisition, Recruiting Process, Strategic Trends in Talent Acquisition, Talent acquisition management	9
IV	Talent Engagement, Retention & Compensation: Introduction, Concept of Talent Engagement and Retention, the Race for Talent: Retaining and Engaging Workers. Compensation and reward strategies for Effective Talent Management: Introduction, Effective Talent Management, Principles of Compensation Plans, Defining the Elements of Total Rewards, Designing Integrated Rewards, Strategic Compensation plan for Talent Engagement.	9
V	HR Analytics: What is HR Analytics - Importance of HR Analytics. Translating HR metrics results into actionable business decisions for upper management (Using Excel Application exercises, HR dashboards)-- HR information systems and data sources- HR Metrics and HR Analytics- Intuition versus analytical thinking- HRMS/HRIS and data sources-- Analytics frameworks like I AMP-- HCM-21(r) Model	9
Total Instructional Hours		45

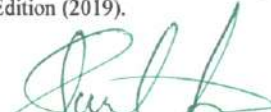
Course Outcome	Description
CO1	Visualize the role of the HR professional as a talent management function.
CO2	Explore the various approaches to implement best practices of talent management within an
CO3	Confidently design and plan the talent management system to acquire people.
CO4	Have the skills in the process of engaging, retaining and compensating in talent management.
CO5	Understand and apply HR analytics to enhance business value

Text Book:

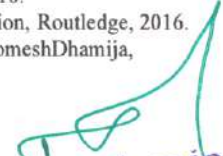
1. People and Talent Management - A Concise Approach, Panart Publication, Nirmal Kumar Betchoo, Republic of Mauritius, © February 2014, Reviewed with Corrections: June 2017.
2. Managing to Make a Difference: How to Engage, Retain, and Develop Talent for Maximum Performance by Larry Sternberg and [Kim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

Reference Books:

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


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Programme MBA	Course Code 20BAX316	Name of the Course INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS	L 3	T 0	P 0	C 3
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- Course Objective**
1. Understand the industrial relation systems in India and as well as at International level
 2. Have adequate knowledge of acts relating to trade union and dispute management and apply it in corporate life
 3. Utilize provisions regarding social welfare measures in their workplace.
 4. Employ the law regarding the wages when faced with issues relating to it
 5. Get acquainted with factories act and other laws pertaining to women and children

Unit	Description	Instructional Hours
I	Background of Industrial Relations – Definition, scope, objectives, factors affecting IR, participants of IR, importance of IR. Approaches to Industrial relations, system of IR in India. ILO and its influence on Legal enactments in India, National Commission on Labour. Changing dimensions of Labour Market	9
II	Trade Unions and Disputes The Trade Union Act, 1926. Industrial Conflicts- Industrial conflict –Meaning, causes and types of Industrial conflicts, prevention of Industrial conflicts, Industrial disputes act 1947, The contract labour (regulation and abolition Act 1970 (With latest Amendments), Case study.	9
III	Social Welfare Legislations Employees’ State Insurance (ESI) Act, 1948, Employees’ compensation Act, 1923, Employees’ Provident Fund and Miscellaneous Provisions Act 1952, Payment of Gratuity Act 1972. (With latest Amendments), Case study.	9
IV	Wages Act Law relating to wages 1946, Payment of bonus act 1965, Payment of wages act 1936, Minimum wages act 1948, Industrial employment (standing orders) act.(with latest amendments), case study	9
V	Legislations Other legislations, factories act 1948, maternity benefit act 1961, child labour (prohibition and regulation) act 1986, Sexual harassment at workplace (prohibition, prevention and redressal) act 2013(with latest amendments)	9
Total Instructional Hours		45

- Course Outcome**
- CO1 - Understand the industrial relation systems in India and as well as at International level
- CO2 - Have adequate knowledge of acts relating to trade union and dispute management and apply it in corporate life
- CO3 - Utilize provisions regarding social welfare measures in their workplace.
- CO4 - Employ the law regarding the wages when faced with issues relating to it
- CO5 - Get acquainted with factories act and other laws pertaining to women and children

Text Book:

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

Reference Books:

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

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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX317	ORGANIZATIONAL DEVELOPMENT	3	0	0	3

Course Objective

1. To make students understand the fundamental terminology relevant to the discipline of Organizational Development.
2. To make students understand the role of OD professionals and the components of OD.
3. To make students aware of the different types of interventions and their implementations.
4. To make students understand the impact of technology on OD.
5. To make students understand the future of OD and the latest trends in OD.

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

- Course Outcome
- CO1 - Visualize the philosophical, historical, theoretical, political and practical underpinnings of OD as a core
 - CO2 - Gain an insight into the organizational development programmes and the components of OD.
 - CO3 - Increase awareness of different tools that are used to diagnose organizations as well as interventions used through hands-on experience.
 - CO4 - Comprehend how to evaluate organizational development interventions and the use of technology.
 - CO5 - Enhance their skills in the latest trends in OD.

Text Book:

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

Reference Books

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

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Programme MBA	Course Code 20BAX318	Name of the Course INTERNATIONAL HUMAN RESOURCE MANAGEMENT	L 3	T 0	P 0	C 3
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- Course Objective**
1. To enable students to understand the basics and growth of IHRM
 2. To become familiar with strategies of International Business
 3. To get an understanding on staffing process in international context
 4. To know the compensation practices in MNCs
 5. To Know the current trends in IHRM

Unit	Description	Instructional Hours
I	INTRODUCTION: IHRM Definition, The drivers of internationalization of business. The different setting of International Human Resource Management. Development of IHRM. Difference between IHRM and Domestic HRM. Models of IHRM International Organisation – Approaches to the Study of Comparative Employment Policy: Convergence Policy, the Cultural Approach and the Institutions Perspective International HRM Models: Poole’s Adaptation of the Harvard Model, The Brewster and Bournois Model of International HRM	9
II	STRATEGIES IN INTERNATIONAL BUSINESS: The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration. International Business: Cross-border Mergers and Acquisitions – International Equity Joint Ventures – The roots of responsiveness, understanding diversity, responding to diversity, the challenges of localization. Managing alliances and joint ventures - IHRM and International Alliances, IHRM and International Joint Ventures.	9
III	STAFFING IN INTERNATIONAL CONTEXT International Workforce planning and staffing: International labour market International Recruitment function; head-hunters, cross-national advertising, e-recruitment; International staffing choice, different approaches to multinational staffing decisions, Types of international assignments, Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues, Successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry	9
IV	MANAGING AND COMPENSATION Managing International Employees: International Training and Development – International Compensation IHRM in the Host-Country: Standardization and Localisation of HRM Practices – Managing Human Resources in ‘Offshoring Countries’. Establishment of labour standards by International Institutions, The global legal and regulatory context of MNE, The International framework of Ethics and Labour standards.	9
V	CURRENT SCENARIO OF INTERNATIONAL HRM International Workforce and International HRIS: Working with multicultural and ethnic groups, Health and safety and International Assignees, Crisis Management, Global HR Shared Services, Managing HR in virtual organization, HRIS: Meaning, Role of IT in HR, Designing of HRIS, Applications of HRIS in Employee Management, Limitation of HRIS. Socio political systems in UK, U.S, Japan	9
Total Instructional Hours		45

- Course Outcome**
- CO1 - Visualize the concept of International HRM
 - CO2 - Analyze the strategic issues in International business
 - CO3 - Help students to focus on staffing strategies in international context
 - CO4 - Acquire skills in managing compensation practices at the global level
 - CO5 - Gain Knowledge on the current trends of IHRM

Text Book:

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

Reference Books:

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


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

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

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


- Course Outcome**
- CO1 - Understand perspective of strategic human resource management
 - CO2 - Remember and understand processes of strategic human resource management
 - CO3 - Understand and apply strategic human resource formulations in corporate world
 - CO4 - Understand the organizational and corporate context of SHRM
 - CO5 - Understand about the future strategic HR

Text Book:

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

Reference Books:

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


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Programme MBA	Course Code 20BAX320	Name of the Course MANPOWER PLANNING, RECRUITMENT AND SELECTION	L 3	T 0	P 0	C 3
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- Course Objective**
1. To gain understanding on the basics of Manpower Planning, Selection and Recruitment
 2. To develop necessary skill set for application of various forecasting techniques
 3. To know the nuances of manpower planning and basics of HR accounting
 4. To understand the process of recruitment
 5. To know the various strategies adopted in selection process.

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

- Course Outcome**
- CO1 - Understand perspective of strategic human resource management
 - CO2 - Remember and understand processes of strategic human resource management
 - CO3 - Understand and apply strategic human resource formulations in corporate world
 - CO4 - Understand the organizational and corporate context of SHRM
 - CO5 - Understand about the future strategic HR

Text Book:

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

Reference Books:

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


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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX321	TEAM DYNAMICS AT WORK	3	0	0	3

Course Objective

- To get an overview on the concept of team
- To understand the dynamics of group in an organization
- To gain knowledge on creation of a team in work environment
- To get conceptual clarity on team building
- To understand the contemporary issues in managing team

Unit	Description	Instructional Hours
I	TEAM INTRODUCTION: Teams in the modern workplace, why teams have become so popular, difference between group and team, types of teams – problem-solving teams, self-managed work teams, cross-functional teams, virtual teams. Managerial Implications	9
II	GROUP DYNAMIC: S Meaning of a Group and Group Dynamics. Theories of group formation: Classic theory of George Homans, Theodore Newcomb's Balance theory, Exchange theory. Five stage group development model, Punctuated Equilibrium model of development of temporary groups with deadlines. Managerial Implications.	9
III	CREATING EFFECTIVE TEAMS Team Effectiveness, The Team Effectiveness Model – context, composition, work design, process. Ingredients of effective teams – supportive environment, skills and role clarity, super ordinate goals, team rewards. Potential team problems – changing composition, social loafing. Guidelines for developing effective self-managed teams. Turning individuals into team players, shaping team players – selection, training, rewards. Managerial Implications	9
IV	TEAM BUILDING: Meaning of team building, need of team building, the process, specific building issues, team leadership, skills useful in team building – process consultation, T- group sensitivity training, communication skills, Negotiation skills, conflict resolution in teams, competitive vs collaborative behavior, developing collaboration facilitating behaviours, feedback. Managerial Implications	9
V	CONTEMPORARY ISSUES IN MANAGING TEAMS Teams and quality management, teams and workforce diversity. Cultural/global issues. Characteristics of mature teams - individual territories versus team spaces. Managerial Implications	9
Total Instructional Hours		45

- Course Outcome**
- CO 1 - Comprehend the basics of team concept
 - CO 2 - Analyze the implications of group dynamics
 - CO 3 - Create strategies to build effective team
 - CO4 - Acquire skills for team management
 - CO 5 - Comprehend the contemporary issues in team building

Text Book:

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

Reference Books:

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

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BUSINESS ANALYTICS ELECTIVES

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

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

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


- Course Outcome**
- CO1: Understand data visualization basics and process.
 CO2: Understand and select the right tool for data visualization and graphics.
 CO3: Able to handle various data formats, prepare data for analysis and understand design standards.
 CO4: Able to optimize data story and presentation.
 CO5: Apply data visualization tools namely tableau and power BI.

TEXT BOOKS:


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

REFERENCE BOOK:

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


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

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

Unit	Description	Instructional Hours
I	INTRODUCTION Early Framework for computerized decision support - Business Intelligence – Introduction, Framework of Business Intelligence. Business Analytics – overview. Decision making: Introduction and definitions – characteristics - phases of decision making process.	9
II	DESCRIPTIVE ANALYTICS Data Warehousing: Definitions and concepts - Data warehousing process overview. Data integration and the ELT. Business reporting definitions and concepts – data and information visualization – types of charts and graphs – visual analytics – performance dashboards. Performance measurement – dashboards vs scorecards.	9
III	PREDICTIVE ANALYTICS Data mining: Concepts and applications - data mining processes – data mining methods – data mining software tools – Issues. Basic concepts of neural networks, text analytics and text mining: concepts and definitions – text mining applications – text mining process and tools – sentiment analysis: An overview of Webmining – methods for Search engine optimization - web usage mining and social media analytics – An overview.	9
IV	PRESCRIPTIVE ANALYTICS Decision Support systems modeling – certainty, uncertainty and risk – problem solving search methods – Simulation: Characteristics, advantages and disadvantages, methodology and types – Visual interactive simulation. Automated decision systems - Artificial Intelligence field – basic concepts of expert system – application of expert systems.	9
V	BIG DATA Fundamentals of Big data analytics – Big data technologies :Mapreduce& Hadoop – Data Scientist – Big data and data warehousing –Big data vendors – big data and stream analytics – applications of stream analytics – emerging trends in business analytics.	9
Total Instructional Hours		45

- Course Outcome**
- CO1: Understand the basics of business intelligence and business analytics.
CO2: Apply the concepts of data warehousing, business reporting, visualization and performance management.
CO3: Understand the process of data mining, text mining, web mining and social media analytics.
CO4: Understand decision support system modeling, simulation and automated decision systems.
CO5: Gain insight on big data analytics and emerging trends in business analytics.

TEXT BOOKS:

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

REFERENCE BOOK:

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

R2: Successful Business Intelligence, Second Edition Howson Cindi

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

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

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

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

- Course Outcome**
1. To understand the basic of big data in business decisions
 2. To visualize fundamentals of big data analytics
 3. To comprehend the application of techniques in big data analytics
 4. To visualize the various visualization techniques
 5. To apply different techniques in data mining.

TEXT BOOKS:

- T1: Edwards Martin R, Edwards Kirsten (2016), "Predictive HR Analytics: Mastering the HR Metric", Kogan Page Publishers, ISBN-0749473924
T2: Fitz-enzJac, Mattox II John (2014), "Predictive Analytics for Human Resources", Wiley, ISBN- 1118940709

REFERENCE BOOK:

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


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

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

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

- Course Outcome**
- CO1: Understanding on human resource analytics, its role and importance.
 - CO2: Understanding on HR processes and perform diversity analysis.
 - CO3: Evaluate effectiveness of recruitment, selection and performance using HR analytics.
 - CO4: Understanding on financial analytics and forecasting.
 - CO5: Understanding on financial modeling and building a financial model.

TEXT BOOKS:

- T1: Edwards Martin R, Edwards Kirsten (2016), "Predictive HR Analytics: Mastering the HR Metric", Kogan Page Publishers, ISBN-0749473924
T2: Fitz-enzJac, Mattox II John (2014), "Predictive Analytics for Human Resources", Wiley, ISBN- 1118940709

REFERENCE BOOK:

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

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

- Course Objective**
1. To create an understanding on marketing analytics and the data sources.
 2. To understand the pricing analytics and ways to optimize price.
 3. To learn about methods to measure advertising effectiveness and media selection.
 4. To understand the analysis for market segmentation and sales forecasting.
 5. To learn about customer value and retail analytics.

Unit	Description	Instructional Hours
I	INTRODUCTION Forms of Business analytics: Descriptive, Diagnostic, Predictive and Prescriptive Analytics. Marketing Analytics: Meaning – Importance - Data Sources in Marketing – Limitations of data. Using Excel to Summarize Marketing Data: Slicing and Dicing Marketing data with pivot tables.	9
II	PRICING Pricing analytics: Meaning – Importance. Price elasticity and pricing strategy: Linear Pricing - Price bundling - Non linear pricing – Price skimming and sales. Revenue Management: Estimating demand and segmenting customers. Using Excel Solver to optimize price.	9
III	ADVERTISING Measuring the effectiveness of advertising: The Adstock model. Media Selection model: Linear media allocation model. Pay Per Click online advertising – profitability model for pay per click advertising. Text mining – Applying text mining in real life scenarios.	9
IV	MARKET SEGMENTATION AND FORECASTING Segmentation: Cluster Analysis – collaborative filtering – classification trees for segmentation. Sales Forecasting: Simple Linear Regression and correlations to forecast sales using Excel – interpretation of excel output. Ratio to moving average forecasting method - Multiple regression to forecast sales.	9
V	CUSTOMER VALUE AND RETAIL ANALYTICS Customer life time value – measuring customer value – Net Promoter Score. Retail Analytics : Meaning – Importance – Data sources. Market Basket Analysis and Lift – RFM Analysis – Allocating retail space and sales resources.	9
Total Instructional Hours		45

- Course Outcome**
- CO1: Understanding on marketing analytics and sources of data for analytics.
CO2: Analyse pricing strategies and to optimize price.
CO3: Measure effectiveness of advertising and media selection.
CO4: Carry out market segmentation and sales forecasting analysis.
CO5: Measure customer value and perform retail analytics.

TEXT BOOKS:

T1: Wayne L Winston , Marketing Analytics – Data Driven Techniques with Microsoft Excel, Wiley publishers, 1st Edition, NewDelhi, 2014.

T2: Philip T. Kotler, Gary Armstrong, PrafullaAgnihotri, Principles of Marketing, Pearson, 17th Edition, New Delhi.

REFERENCE BOOK:

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


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OPERATIONS MANAGEMENT ELECTIVES

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

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

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

- Course Outcome**
- CO1 :Update knowledge on technological changes and innovative business solutions for firm's sustainable development.
- CO2 :Analyze the technology management challenges and provide solutions to manage technology in turbulent environment.
- CO3 :Apply critical thinking and employ problem solving approach to mitigate the hindrances in innovation and technology management.
- CO4 :Evaluate the role of innovation in organizational process and ensure innovation works as a core competency in technology management.
- CO5 :Display the breadth of skills changing the landscape of organizational success with highly recognized innovative practices to manage technology adoption.

TEXT BOOKS:

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

REFERENCE BOOK:

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

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

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

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

- Course Outcome**
- CO 1: Understand the key requirements and concepts of lean manufacturing
CO 2: Apply the tools in lean manufacturing to analyses a manufacturing system and plan for its improvements.
CO 3: Appreciate the significance of lean culture to initiate a continuous improvement change program in a manufacturing organization.
CO4: Gain global knowledge on agile systems and determine the methodologies of introducing agile and scrum system in an organization.
CO 5: Critically evaluate and implement agile processes and scrums for designated projects and review in an organization with an eye for improvement.

TEXT BOOKS:

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

REFERENCE BOOKS:

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

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

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

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

Course Outcome	Description
CO 1:	Understand the key requirements and concepts of lean manufacturing
CO 2:	Apply the tools in lean manufacturing to analyses a manufacturing system and plan for its improvements.
CO 3:	Appreciate the significance of lean culture to initiate a continuous improvement change program in a manufacturing organization.
CO4:	Gain global knowledge on agile systems and determine the methodologies of introducing agile and scrum system in an organization.
CO 5:	Critically evaluate and implement agile processes and scrums for designated projects and review in an organization with an eye for improvement.

TEXT BOOKS:

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

REFERENCE BOOKS:

1. Mohanty.R.Pand Lakhe R.R."TQM in Service Sector", Tata McGraw Hill 1st edition 2001
2. Sundararaju, "Total Quality Management", Macmillan India Limited, 2001.
3. Bill Creech, "Five Pillars of TQM", 3rd edition, PHI, 2007
4. Joseph and Berk, "Total Quality Management", Prentice Hall of India, New Delhi, 1994
5. Stephen George, "TQM Strategies and Techniques" 2nd Edition, TMH, 2007.
6. V. Vijayan, H. Ramakrishnan, "Total Quality Management", S. Chand Publishing Co. July 2014.
7. Poornima M. Charantimath, "Total Quality Management", Pearson Education; Third edition, April 2017.
8. Besterfield Dale H. (Author), Bester field Carol, (Author), Bester field (Author), & 3 More, "Total Quality Management (TQM) 5e by Pearson, October 2018.

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

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

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

- Course Outcome**
- CO 1: Visualize the structure of supply chains and its importance in the competitive market.
CO 2: Will be able to design an effective supply chain network
CO 3: Comprehend the components of the Logistics system
CO4: Analyse the role of various intermediaries in the logistics system
CO 5: An understanding on the importance of the global logistics system in today's context.

TEXT BOOKS:

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

Reference Books:

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

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Programme MBA	Course Code 20BAX331	Name of the course OPERATIONS STRATEGY	L 3	T 0	P 0	C 3
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- Course Objective**
- 1.To make students understand the concept of strategy formulation and the importance of operations strategy in business.
 - 2.To make students understand the importance of resource audit and competitiveness in strategy formulation for operations in business.
 - 3.Develop an understanding of the love competency in planning the operation strategy.
 - 4.Develop an understanding on the development of operation strategy for different types of organization.
 - 5.To make student understand the different methods of evaluating the strategy for operational excellence.

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

- Course Outcome**
- CO 1: Visualize the concept of strategy formulation and the importance of operations strategy in business.
CO 2: Make students infer the importance of resource audit and competitiveness in strategy formulation for operations in business.
CO 3: Have an appreciable knowledge on love competency in planning the operation strategy.
CO4: Have an appreciable knowledge on the development of operation strategy for different types of organization
CO 5: Make student infer the different methods of evaluating the strategy for operational excellence.

TEXT BOOKS:

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

REFERENCE BOOKS:

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


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Programme	Course Code	Name of the course	L	T	P	C
MBA	20BAX332	SALES AND OPERATIONS PLANNING	3	0	0	3

- Course Objective**
- To understand the importance of integration sales and operations management.
 - To learn the methods and techniques to balance the demand and supply.
 - To study the detailed production planning techniques to balance the sales.
 - To understand to integrate the outsourced model to manage the sales.
 - To understand the sales and operational planning across different industries.

Unit	Description	Instructional Hours
I	INTRODUCTION: Sales management - objectives and importance – objectives of operation management – importance of integrating sales and operations – exchange of information between sales and operations – training people across sales and operation function – understanding of dependency of each other – modules and software packages of integration	9
II	DEMAND AND PRODUCTION PLANNING: Demand forecasting – sales forecasting – types and methods – matching demand and supply – aggregate planning strategies – problems in vary workforce, vary inventory level, vary working time and sub contract – production planning and control – functions.	9
III	DETAILED OPERATIONS PLANNING: Master production schedule (MPS) – balancing sales and MPS during off season and peak season – organization service level and sales management – service level and operational planning – scheduling problems – sequencing N jobs with two machines and three machines.	9
IV	SALES AND OPERATION PLANNING IN OUTSOURCED MODEL: Operation/production activities – Decision to make or buy (Outsource) – factors considered – Problems in make or buy – Advantages and disadvantages in outsourcing – problem in sourcing – integrating sales and outsourced infrastructure – operation planning with outsourced infrastructure – managing sales with internal infrastructure and outsourced model – issues	9
V	SALES AND OPERATIONS PLANNING IN DIFFERENT CONTEXT: Management of sales and operation planning in service organization, FMCG manufacturing firms and consumer durable manufacturing firms – Sales and operation planning in heavy equipment's manufacturing industry and automobile industry – Sales and operations planning in make to order and make to sales context – Recent case studies.	9
Total Instructional Hours		45

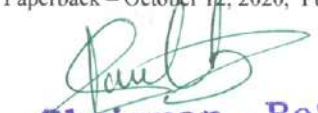
- Course Outcome**
- CO 1: Visualize the importance of integration sales and operations management.
CO 2: To have appreciable knowledge in different methods and techniques to balance the demand and supply.
CO 3: To apply various techniques in scheduling the production operations for increasing the efficiency of the organization.
CO4: Comprehend the importance of the integrated outsourced model to manage the sales for increasing the efficiency of the organization.
CO 5: To have appreciable knowledge on the sales and operational planning across different industries

TEXT BOOKS:

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

REFERENCE BOOKS:

- Operations Management, Norman Gaither, Greg Frazier, Cengage, New Delhi, 13th edition, 2012
- Production and Operations Management, S.N.Chary, Tata McGraw Hill, New Delhi, 13th edition, 2004.
- Production and Operations management, Everett E. Adam Jr, Ronald J Ebert, New Delhi, 6th edition, 2007
- Marketing Management, Philip Kotler, Pearson New Delhi, 13th edition, 2003
- John Dougherty & Christopher Gray, "Sales and Operations Planning: Best Practices - Lessons Learned from Worldwide Companies Paperback, 2 May 2006, Trafford Publishing,
- Donald H Sheldon, "Getting Value from Sales and Operations Planning: The Capstone of ERP Excellence Paperback – October 12, 2020, Publisher-BookBaby


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Programme MBA	Course Code 20BAX333	Name of the course SOURCING MANAGEMENT	L 3	T 0	P 0	C 3
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- Course Objective**
1. To understand the need and importance of sourcing.
 2. To familiarize with the process of vendor management in sourcing.
 3. To understand the key concepts of inventory management and models of inventory applied in organization.
 4. To understand the process of sourcing for different industries.
 5. To understand the process of sourcing for different types of institution.

Unit	Description	Instructional Hours
I	Sourcing: Need and Importance: Sourcing-meaning, nature, importance, objectives, sourcing-policy, procedure, steps-methods of sourcing. Integrating sourcing with OM functions. Sourcing for competency development-sourcing from multiple location and for multiple plant production technology management for sourcing.	9
II	Sourcing-vendor management: Purchasing-needs identification-supplier identification vendor rating and selection – steps-vendor development, vendor as business partners-vendor management for operational excellence-purchase order to payment and record maintenance-technology management among vendor-POS/Cost control.	9
III	Inventory management: Role of inventory - Inventory drivers - EOQ, EBQ&POQ model and Discount model - simple problems - Inventory management with shortages - service level and inventory management -safety stock and ROL - Inventory management in procurement and transportation - packing and material handling in sourcing.	9
IV	Sourcing across industries: Sourcing of semi-finished goods, finished goods, purchase items – sourcing in FMCG, and consumer durables – sourcing of technical and non-technical services – sourcing for service and manufacturing industry – sourcing of Agricultural commodities, sourcing and e-marketing.	9
V	Sourcing for Institutions: Sourcing for service Institutions, non-profit organization, educational institutions – sourcing for government. Institutions/Depts – sourcing for MNCs International and national entities – sourcing for large scale and SMES.	9
Total Instructional Hours		45

- Course Outcome**
- CO 1: To visualize the need and importance of sourcing.
CO 2: To have an appreciable knowledge in the process of vendor management in sourcing.
CO 3: To visualize the key concepts of inventory management and the application of various models of inventory during sourcing..
CO4: To visualize the process of sourcing for different industries.
CO 5: To visualize the process of sourcing for different types of institution.

TEXT BOOKS:

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

REFERENCE BOOKS:

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

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Programme	Course Code	Name of the course	L	T	P	C
MBA	20BAX334	QUALITY TOOL KIT FOR MANAGERS	3	0	0	3

- Course Objective**
1. To impart the basic concepts in Quality Management.
 2. To make students understand the role of employees in achieving Quality in organization.
 3. To make students understand the importance of suppliers in achieving Quality in organization.
 4. To impart the basics of quality management systems.
 5. To make students understand the concept of Quality Function deployment.

Unit	Description	Instructional Hours
I	Quality – Concepts and growth: Quality:-Definition – Gurus of TQM and their concepts, Historical review of quality management – Quality control, Quality assurance – SQC – Control charts sampling - Single sampling, Double sampling and multistage sampling - OC Curve and Sampling plan.	9
II	Employee Involvement and process improvement: Quality circle – Role employee in quality improvement - motivation, achieving motivated work force employee empowerment – Teams and Team building for Quality Management: Quality process Juvan Trilogy, process improvement strategies - PDSA Cycle Kaizen – 6T.	9
III	Supplier partnership and performance measurement: Supplier partnering – Supplier selection, Certification and rating – Relationship Development: Performance measure concepts – POS/Cost of quality – Limitation of quality POS/Cost Malcolm Baldrige National Quality Award Rajiv Gandhi National Award – Balance score card – bench marking.	9
IV	Quality management system: ISO – standards, Registration requirements, implementation, documentation acting and certification. ISO/4000 concepts, Evaluation standards, requirements, policy, implementation and corrective action. Integrating ISO 14000 with ISO 9000 relationship to health and safety.	9
V	Quality Function Deployment: QFD Team, Benefits – voice of the customers – House of quality – Quality by Design, Design for Six sigma.	9
Total Instructional Hours		45

- Course Outcome**
- CO1: To visualize the need and importance of sourcing.
CO2: To have an appreciable knowledge in the process of vendor management in sourcing.
CO3: To visualize the key concepts of inventory management and the application of various models of inventory during sourcing..
CO4: To visualize the process of sourcing for different industries.
CO5: To visualize the process of sourcing for different types of institution.

TEXT BOOKS:

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

REFERENCE BOOKS:

1. Mohanty R.Pand Lakhe R.R" TQM in Service Sector", Tata McGraw Hill 1st edition 2001
2. Sundararaju, "Total Quality Management", Macmillan India Limited, 2001.3.
3. Joseph and Berk, "Total Quality Management", Prentice Hall of India, New Delhi, 1994
4. Stephen George, "TQM Strategies and Techniques" 2nd Edition, TMH, 2007.
5. V. Vijayan, H. Ramakrishnan, "Total Quality Management", S. Chand Publishing Co. July 2014.
6. Poomima M. Charantimath, "Total Quality Management", Pearson Education; Third edition, April 2017.
7. John S. Oakland, "Total Quality Management and Operational Excellence: Text with Cases", July 9, 2020 by Routledge
8. Erick Jones, "Quality Management for Organizations Using Lean Six Sigma Techniques", April 16, 2017 by CRC Press.

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LOGISTICS MANAGEMENT ELECTIVES

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

- Course Outcome**
- CO 1 - Be able to understand the concept of logistics and the organization needed for the supply chain
 - CO 2 - Be able to plan the inventory, storage systems and the material handling systems for the supply chain.
 - CO3 - Be familiar with the various containers for moving goods and the importance of intermediaries in the logistics system
 - CO 4 - Be familiar with the various transportation modes and planning the appropriate mode of transportation for the logistics system.
 - CO 5 -Be able to understand the impact of technology on the logistics system and the global logistics system.

Text Book:

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

Reference Books:

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


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

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

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


- Course Outcome**
- CO 1 - Understand the basic concepts of exports and imports in international trade.
- CO 2 - Understand the various steps in export process.
- CO 3 - Get familiarized with the procedure of importing goods and services.
- CO 4 - Acquainted with the process of documentation in international business.
- CO 5 - Understand the EXIM policy framework in local, regional and global context and apply its provisions.

Text Book:

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

Reference Books:

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


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Programme MBA	Course Code 20BAX337	Name of the Course SUPPLY CHAIN MANAGEMENT	L 3	T 0	P 0	C 3
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- Course Objective**
1. To make the students familiar with the basic concept of Supply Chain Management and its strategy.
 2. To enable the students to learn the functions & principles distribution and supply chain network.
 3. To make students understand the key processes of production planning in SCM.
 4. To understand the role of inventory in SCM.
 5. To create an awareness about the impact of Information Technology in global SCM.

Unit	Description	Instructional Hours
I	Supply Chain Management - Introduction to Supply Chain Management: Objectives, Concepts, Importance, Process View of SCM. Supply Chain Strategy: Framework, Strategic Fit, Expanding Strategic Scope. Performance Measurement in Supply Chain: Dimensions, SCOR Model. Supply Chain Drivers and Metrics.	9
II	Distribution in Supply Chain Network: Designing, Factors influencing, Network Design Option, Selecting Network Design. Network Design in Supply Chain: Role, Elements, Factors influencing, Process of Network Design. Network Integration: Enterprise Facility Network, Warehouse Requirements, Total cost Integration, Formulating Logistical Strategy.	9
III	Production Planning: - Importance, Procedures, Factors determining Production Planning - Production Scheduling: - Objectives, Importance, Types, Factors determining Production Scheduling. Customer-focused Marketing: Customer Service, Customer Satisfaction, Customer Success, Forecasting, Collaborative Planning, Forecasting and Replenishment (CPFR).	9
IV	Inventory in SCM: Functionality and Definitions, Inventory Carrying Cost, Planning Inventory, Managing Uncertainty, Inventory Management Policies and Practices. Demand Forecasting: Meaning, Types, Levels, Components, Methods. Supply Chain Integration: Development, Framework, Dimensions, Types, Stages, Bullwhip Effect, Barriers to Supply	9
V	Global Supply Chain - Agile Supply Chain: Elements, Model, Importance, Problems. Outsourcing: Classifications. Control Measures in Outsourcing. IT in Supply Chain - Supply Chain & IT Framework, Innovative Technologies in Supply Chain - Global Environmental Factors. Global Supply Chain Strategy, Issues and Challenges. Recent Trends in Supply Chain Management.	9
Total Instructional Hours		45

- Course Outcome**
- CO 1 - Understand the concept of SCM and its strategic importance.
- CO 2 - Understand the various processes in SCM for improving distribution network in organizational performance.
- CO 3 - Design a production planning process in achieving competitive advantage.
- CO 4 - To have practical insight in to the various aspects of inventory in logistics function.
- CO 5 - To understand the application of IT in SCM process.

Text Book:

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

Reference Books:

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

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

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

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

- Course Outcome**
- Visualize the elements of the international logistics system
 - Comprehend the various commercial documents used in export and import business.
 - Recognize the basic elements in ocean transportation.
 - Learn the current issues for the design and evaluation of an international logistics system.
 - Comprehend the Indian Shipping System.

Text Book

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

Reference Books:

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


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

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

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

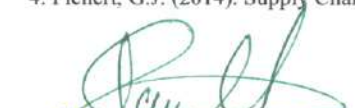
- Course Outcome**
- Visualize the huge opportunity that exists in supply chain analytics.
 - Visualize various analytic techniques for supply chain decisions.
 - Comprehend the application of analytics in sourcing and procurement for increasing the efficiency of the supply chain.
 - To use the analytics part in an effective manner to increase the customer satisfaction and reduce distribution Cost.
 - Appreciable knowledge on developing supply chain strategies for effective reverse logistics to increase the customer satisfaction.

Text Book:

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

Reference Books:

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


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MICRO AND SMALL BUSINESS MANGEMENT ELECTIVES

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX340	DESIGN AND CHANGE IN ORGANISATION	3	0	0	3

Course Objective

1. Helps in understanding organizational design concepts.
2. Understanding the organization structures and its effectiveness.
3. To study the need of organizational change and its types.
4. Identifying the ways for implementing the change.
5. To understand manage the change in the organizations.

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

Course Outcome

CO1 -Visualize the concept of organizational design.
CO2 -To learn Organization design structures and its effectiveness.
CO3 -To comprehend the impact of organization change.
CO4 -Students will be able to learn the steps in implementing change
CO5 -Realize the process of managing change in organisation.

Text Book:

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

Reference Books:

1. Hurst, David K., Crisis and Renewal : Meeting the Challenge of Organizational Change, Mass
2. Kavitha Singh Organizational change and Development, Excel Books New Delhi, 2010 Hammer, Michael and Champy, James, Reengineering the Corporation: A Manifesto for Business Revolution, Harper Business, New York .
3. ORGANIZATION THEORY AND DESIGN, 11 th ed., R. L. Daft, South-Western, Cengage Learning, 2013.
4. Organizational design : a step-by-step approach .Burton Richard M., ObelBørge., HåkonssonDortheDøjbak, 3rd edition . 2015 : xviii, 304 sider.

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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX341	PLANNING, STRUCTURING AND FINANCING SMALL BUSINESS	3	0	0	3

- Course Objective**
1. To enable the students to know the importance of small scale business and its role in economic development.
 2. To understand the dynamics of Small scale business.
 3. To Know the supporting factors of small business
 4. To facilitate the managing technique of small business.
 5. To describe the new trends in small business.

Unit	Description	Instructional Hours
I	BASICS OF SMALL BUSINESS: Basics of Small Business Enterprise: – Definition – Features – Role of Small Business in Economic Development –Registration procedure for Small business – Quality of Small Businessmen – Advantages and Disadvantages of Small Business – Reasons for Failures of Small Business – Characteristics of Successful Small Businessmen – Different Stages of Small business – Steps in Setting up a Small Business – Crisis Management in Business – Relationships between Small and Large Units – Small Sector in India – A note on Family Business.	9
II	DYNAMICS OF SMALL BUSINESS: Dynamics of Small Business Concepts and Definitions of Small Scale Industries (SSIs) – Role of SSIs – Government Policy and Development of SSIs – Growth and Performance – SSI Sector and Committee Report – Reservation of items for SSI – Problems of SSI – Sickness of SSI: Causes, Symptoms and Cures – Prospects of SSI in free Economy	9
III	SUPPORT AND PROGRESSION OF SMALL BUSINESS: Institutions Supporting Small Business - Central, State and Other Institutional Support for SSI – Technological Up gradation - Institutional facility for SSI – Incentives and Subsidies for SSI.	9
IV	MANAGING SMALL BUSINESS: Management of Small Business Production Management – Financial Management – Marketing Management – Strategic Management – Personal Management – and Office Management in Small Business Enterprises.	9
V	TRENDS IN SMALL BUSINESS: Global Opportunities for Small Business Small Enterprises in International Business – Export Documents and Procedures for Small Enterprises – E-commerce and Small Enterprises – Exposure and Observation Visit: Poultry, Sericulture, Courier, Cell Phone Sales and Service, Dairy, Mushroom Cultivation, Ornamental Pottery, Dying Unit, Power loom and Handloom, Blood Bank, Rice Mill and Food and Fruit Processing Unit – Role of Women SHGs in Micro Enterprises.	9
Total Instructional Hours		45

- Course Outcome**
- CO1- To enable the students understand the importance of small scale business in a developing economy like
 - CO2- To visualize the dynamics of Small scale business.
 - CO3- Comprehend the supporting factors of small business.
 - CO4- Appreciable knowledge on the techniques in managing small business.
 - CO5- Visualize the new trends in small business

Text Book:

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

Reference Books:

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


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

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

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

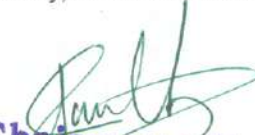
- Course Outcome**
- CO1- Visualizing various business entry strategies and examine the effects on their business concepts.
 - CO2- Identify and understand a clear marketing plan for business
 - CO3- Comprehend the real implications of financial resources
 - CO4- Identify markets, analyze potential competition, and build customer profiles
 - CO5- Inheriting the skills needed for presenting a business.

Text Books:

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

Reference Books:

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


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

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

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


- Course Outcome
- CO1- To visualize the basic marketing principles for a small business
 - CO2- Comprehend the networking and marketing strategies for the success of small business
 - CO3- Acquire the skills for promoting the products of small business
 - CO4- Understand the importance of social media marketing for small business success.
 - CO5- To Identifying the benefits of E-CRM in developing the small business to national level.

Text Book:

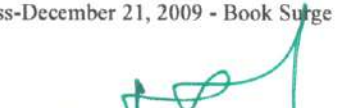
- 1.U.S. Chamber of Commerce- Small Business Marketing Strategies All-in-One For Dummies ,May 2016

Reference Books:

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


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Programme	Course	Name of the Course	L	T	P	C
MBA	20BAX344	FINANCE AND ACCOUNTING FOR SMALL BUSINESS	3	0	0	3

- Course Objective**
1. To enable the students to understand the finance and accounting concepts of small Business
 2. To understand the concepts and techniques of Capital Budgeting, Working Capital Management of
 3. To throw light on the significance of cost of Capital for deciding the Capital Structure of small business
 4. To understand the taxation concept under business process.
 5. To understand the impact of GST on small business.

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

- Course Outcome**
- CO1- To enable the students to understand the finance and accounting concepts of small Business
 - CO2- To understand the concepts and techniques of Capital Budgeting, Working Capital Management
 - CO3- To throw light on the significance of cost of Capital for deciding the Capital Structure of small
 - CO4- Comprehend the technique of making decisions related to taxation of small business
 - CO5- Visualize the concept of GST its impact on small business.

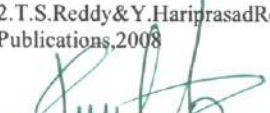
Text Book:

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

Reference Books:

1.Ashish K. Bhattacharya,Financial Accounting for Business Managers, 5th Edition, Prentice-Hall of India Pvt. Ltd.,2006

2.T.S.Reddy&Y.HariprasadReddy,Financial Accounting & Management Accounting,4th Edition, Margham Publications,2008


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MEDIA MANAGEMENT ELECTIVES

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX345	MASS COMMUNICATION	3	0	0	3
Course Objective	1. To enable the students, understand the process of mass communication.					
	2. To enable the students, understand the concept of print media and its process.					
	3. To enable the students, understand the concept of broadcast and its process.					
	4. To understand the influence of information technology on mass communication process and the latest trends in Digital Marketing.					
	5. To make the students understand the Media Audience and the Media Development process.					
Unit	Description	Instructional Hours				
I	Introduction to Communication Theory - communication as a social science - Need for communication- definition of communication – types - three stages of interpersonal communication - group communication - mass communication – interactive communication - barriers of communication - IT and society - Mass communication and culture.	9				
II	Print Media- Print Production Operations: Typography – Description of Types- Type face- Type styles— font identification – kerning- spacing techniques- measurement techniques. Comprehensive Layouts-principles of layout and design- elements of design – methods and techniques-Magazine Analysis	9				
III	Broadcast Media: Radio station – structure and functioning, Writing for Radio principles guidelines, Radio programme production process – studio facilities, tapes. Recording, Editing – methods and techniques. Television station –structure and functioning-Writing for TV genres- Planning and production of TV programmes: pre-production process – camera, film formats, lenses, shots, lighting principles and techniques, types of sound, audio control, Post production process: sequence, structure, types of transition, film editing methods and techniques, graphics; TV genres	9				
IV	Digital Marketing- Search Engine Optimization (SEO), Social Media Marketing, Facebook Marketing, Twitter Marketing, YouTube Marketing, Instagram Marketing, Google AdWords Pay-Per-Click (PPC), Email Marketing, Mobile Marketing, Affiliate, Blogs, Banners & Forums Marketing, Podcasting Marketing, Online Advertising, Online Marketing Mix.	9				
V	Media Audience and Media Development - psychology of audience - public opinion surveys - Mass media and politics - Audience measurement: the 'rating' game - Readership surveys-representation of women in mass media - need for audience studies - media and consumerism.- The popular culture in the Media-The Freedom of speech and its Impact on the Media	9				
Total Instructional Hours		45				

- Course Outcome
- CO1- Have the basic knowledge in Mass Communication and its influence.
 - CO2-Understand the basics of print Media and its evolution.
 - CO3- Understand the basics of broadcast Media, its evolution and the process of developing.
 - CO4- Visualize the impact of IT and the developments in Digital Marketing sphere.
 - CO5- To prepare socially responsible media academicians, researchers and professionals.

Text Book:

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

Reference Books:

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

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

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

4.Organizational design : a step-by-step approach .Burton Richard M., ObelBørge., HåkonssonDortheDøjbak. 3. edition. : 2015 : xviii, 304 sïder


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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX346	JOURNALISM	3	0	0	3

- Course Objective**
1. To enable the Student to understand the concept and kinds of Journalism.
 2. To make the student to understand the role of press in India.
 3. To provide the basic knowledge of Magazine Journal.
 4. To enable the students to have the basic knowledge in Photo Journalism.
 5. To develop the student's Skills in Digital Journalism.

Unit	Description	Instructional Hours
I	Journalism: Definitions, Nature, Scope, Functions. Principles of Journalism. Glossary of Print Media. Kinds of Journalism: Development Journalism, Community Journalism, Tabloid Journalism.	9
II	Press in India: A brief Review of the Evolution of Indian Press- Freedom of Press- Its basic principles and Constraints – Responsibilities and Criticisms Review of newspaper and periodicals contents.	9
III	Magazine Journal: Origin- Growth – Categories- functions and Trends - Types of magazines- general interest magazines - special audience magazines - literary magazines - Sunday magazines and journals.	9
IV	Photo Journalism: Photography – Brief history of Photography – early photography techniques – Photography as a medium of communication – role and importance of Photography- Qualities, role and responsibilities of Photo Journalist.	9
V	Digital Journalism: Online Publishing – tools and Techniques – Online content development and reporting for the web- editing online report - Social Networking websites.	9
Total Instructional Hours		45

- Course Outcome**
- CO1- Visualize the nature and functions of Journalism and the different kinds of journalism evolved.
CO2- Analyze the role of press in India.
CO3- Understand the different types of magazine journals and its importance.
CO4- Understand the medium of photo journalism and its importance.
CO5- Understand the basics of digital journalism and latest trends in journalism.

Text Book:

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

Reference Books:

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

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

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

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

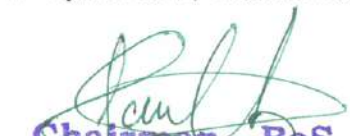
- Course Outcome**
- CO1- Understand the basics of Media Planning and its Metrics.
 - CO2- Visualize the components of Media Mix and its planning.
 - CO3- Plan and implement a Media Plan.
 - CO4- Understand the concept of PR and its importance to Media.
 - CO5- Evaluate the Media Management, PR strategy and planning through the objectives.

Text book:

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

Reference Books:

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


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

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

Unit	Description	Instructional Hours
I	Media Law - History of Media Law in India - Indian Constitution (Specific Provisions Related to Media) - fundamental rights - Directive principles of state policy - Freedom of media introduction – Defamation	9
II	Acts - Provisions of Indian Penal Code & Criminal Procedure Code- Official Secrets Acts 1923 - The Contempt of Courts Act 1971 - Print Media: Acts - The Press and Registration of books Act – Registration of News Papers - Press council Act	9
III	Patent Rights - Intellectual Property Rights - Patents Act - The copy right Act -Right to Information Act 2005 - The Monopolies and Restrictive Trade Practices Act - Types of cybercrimes -Cyber Law- Information Technology Act 2000.	9
IV	Media Law and Women - Media Law and Women - Indecent Representation of Women (Prohibition) Act –salient features of the act-media and children - The Children’s Act-broadcasting-The PrasarBharati Act, features - The Cable Television Network Act - Film media - Cinematograph Act	9
V	Ethics Vs Law - Ethics Vs Law - Ethics VS principles of journalism - Code of Ethics- broadcasting Ethics-Telecom Regulatory Authority of India Regulations (TRAI)-Net Neutrality-Case studies.	9
Total Instructional Hours		45

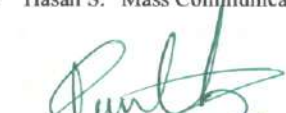
Course Outcome	Description
CO1-	Examine media law and ethics pertaining to media.
CO2-	Understand the media acts and principles to the professional settings.
CO3-	Analyse various laws relating to Patent Rights
CO4-	Comprehend various Media Law relating to women and broadcast media.
CO5-	Differentiate Ethics Vs Law and understand the various regulatory bodies in India.

Text Book:

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

Reference Books:

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


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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX349	MEDIA PRODUCTION PLANNING AND MANAGEMENT	3	0	0	3

- Course Objective**
1. To enable the students, understand the Media Planning & Management
 2. To enable the students, understand the concepts of Reach & Frequency
 3. To enable the students, understand the concepts of Media Pricing
 4. To develop the student's Skills in Advertising research
 5. To make the students understand the concept of budget allocation for a media plan and fundamentals

Unit	Description	Instructional Hours
I	Media Planning: Introduction, Meaning, Definitions, Factors Affecting, Importance, -Terms and concepts , Rating – HUT, PUT, PUR , Share – Rating/HUT/Share , Post Analysis, Gross Rating Points/ Target Rating Points , Impressions -Understanding the evolution and forms of mass media.	9
II	Reach and Frequency: Optimal Vs. Ideal Reach , Media Frequency Mapping , GRP Calculation , Effective Reach-Media Mix and Media Strategies: Media Mix-Index, Media Strategies-Media Buying: Objective, Negotiations, Value Addition, Analysis	9
III	Pricing Media Properties for Sponsorships and Programming: Syndicate and Spot Buys , Sponsorships and Associate Sponsorships, Media Pricing for Television , Media Pricing for Radio , Media Pricing for Print Media, Pricing for Unconventional	9
IV	Advertising Message Research-Types: Product Appeal Research- Copy testing Research - Advertising Media Research - Advertising Effectiveness research. Advertising Research Application: Evaluating Advertising Effectiveness-Measuring Systems-Concepttesting-Copy testing-Concurrent testing. Advertising Research: Purpose of development -Idea generation - Audience definition and Profiling -Concept testing-Field works and other Methods	9
V	Media Budgets, Spends & Plan Analysis: Allocating media budgets across various mediums based on TG analysis, readership, listenership and viewership data, Analysing data from NRS,IRS,TAM and other media monitoring agencies to evaluate above data, Finalising media spends depending upon ground realities for each target market, pre-launch and post launch phases, etc, Analysing the media plan effectiveness post advertising campaign to incorporate changes, if any, based on market feedback	9
Total Instructional Hours		45

- Course Outcome**
- CO1- Visualize the nature and functions of Media Planning & Management
 - CO2- Understand the concepts of Reach & Frequency
 - CO3- Understand the concepts of Media Pricing
 - CO4- Comprehend Advertising research
 - CO5- Examine the budget allocation for a media plan and fundamentals

Text books:

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

Reference Books:

1. Media planning workbook by William Goodrich and Jack Scissors -McGraw-Hill; 5th edition (February 9, 2001)
2. Advanced media planning by John R Rossitier, Peter J Danaher -Springer; Softcover reprint of the original 1st edition. 1998 edition (5 September 2012)
3. Advertising Media planning by Jack Scissors and Roger Baron-McGraw Hill Education; 7th edition (1 July 2017)
4. "Advertising Media Planning", Sissors and Bumba, 4th Edition. o NRS 2008 / IRS 2008 (CD)
5. Essentials of media planning by Arnold M. Barban, Steven M. Cristol, Frank J Kopec-Ntc Pub Group; Reprint edition (January 11, 1993)
6. The media hand book a complete guide to advertising media selection by Helen E Katz-Routledge; 5th edition 2013

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SYSTEM ELECTIVES

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

Course Objective

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

Unit	Description	Instructional Hours
I	Introduction to E Commerce Introduction- Definitions of e-commerce - Evolution of e-commerce - Factors fueling e-commerce- E-commerce consumer applications- E-commerce organization applications- e Commerce Models - Types of E-Commerce Business- B2C Models- differences between B2B and B2C.	9
II	Internet environment for E commerce business E Commerce Security Information- Internet economy conceptual frame work- Provider and vendors for E Business – E Business enabling Technology. Understanding Cloud Computing: History of Cloud Computing, Cloud Architecture, Cloud Storage, Companies in the cloud Today, Cloud Services.	9
III	Electronic Payment Systems: Overview of the Electronic payment Technology – Requirements for Internet Based payments - Electronic payment Medias - Electronic commerce and banking. Security Concepts- Types of security in E Commerce- Security Solutions.	9
IV	Legal and Ethical Issues in Internet: Legal Issues – Paper documents Vs Electronic documents – Risks of electronic documents – Legal issues in Internet commerce. Authentication of Electronic documents- Laws for E Commerce for India- Commonly used Laws – EDI interchange agreement.	9
V	Challenges for E Commerce Introduction- E Commerce disadvantages for customers - E Commerce disadvantages for business – Challenges for E Commerce for Banks. Designing and building Ecommerce Web Site – Web Page Creation, Blog Creation. Introduction- Managing products – Database- Shopping cart applications – Shipping calculations. Mobile E Commerce: Introduction- Integration – Payment gateways- Tracking Order and benefits. Recent Trends in E Commerce.	9
Total Instructional Hours		45

- Course Outcome**
- CO1- Understand the basic concepts and technologies used in the field of e-commerce.
 - CO2- Have the knowledge of Cloud Computing in e-commerce.
 - CO3- Understand the processes of development of Electronic payment system.
 - CO4- Understand the ethical, social, and security issues of information systems.
 - CO5- Gain all knowledge about Web page creation and Mobile e-commerce.

Text Book:

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

Reference Books:

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

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

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

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

- Course Outcome**
- CO1- Visualize the terminology of systems analysis and design.
 - CO2- Comprehend the problem-solving methods in systems development.
 - CO3- Demonstrate and develop methodologies, standards, and System Development Life Cycle.
 - CO4- Be aware of the systems analysis project with E-R Models and develop a project.
 - CO5- Comprehend the process of system implementation.

Text Book:

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

Reference Books:

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

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

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

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

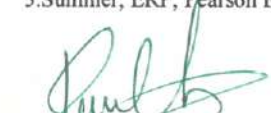
- Course Outcome**
- CO1- Understand ERP its role in integrating business functions
 - CO2-Comprehend the strategic options for ERP identification and adoption.
 - CO3-Design the ERP implementation strategies.
 - CO4- Create reengineered business processes for successful ERP implementation.
 - CO5- Gain all knowledge about ERP Software and its new trends.

Text Book:

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

Reference Books:

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


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

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

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

- Course Outcome**
- CO1- Visualize the basic concepts of business intelligence.
 - CO2- Have the knowledge of the business analytical strategy.
 - CO3- Understand the technologies with emphasis on data mining.
 - CO4- Have practical insight in to the various aspects of tools and services to the development of data
 - CO5- Gain all knowledge about various Business Intelligence Architectures and its new trends.

Text Book:

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

Reference Books:

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

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Programme MBA	Course Code 20BAX354	Name of the Course SOFTWARE PROJECT MANAGEMENT	L 3	T 0	P 0	C 3
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- Course Objective**
- 1.To introduce the students to the world of software project and its importance.
 - 2.To make students know the fundamental of project schedule and activities.
 - 3.To make students know about the underlying technologies Resource allocation.
 - 4.To make students know the application of software configuration management.
 - 5.To make students to understand the various software maintenance.

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

- Course Outcome**
- CO1-Visualize the basic concepts of project management
 - CO2-Have the knowledge of the project activities.
 - CO3-Understand the technologies with emphasis on Resource allocation.
 - CO4-Have practical insight in to the various aspects of Configuration Management.
 - CO5-Gain all knowledge about various software maintenance and its new trends.

Text Book:

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

Reference Book:

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

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TOURISM AND TRAVEL MANAGEMENT ELECTIVES

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX355	TOURISM MANAGEMENT	3	0	0	3
Course Objective	1.To understand the concepts and typology of Tourism. 2.To learn and develop decision making skills in tourism management. 3.To know various Tourism organizations. 4.To acquaint students with tourism products. 5.To familiarize the students with the cultural heritage of Tamilnadu.					
Unit	Description	Instructional Hours				
I	Introduction: Tourism-Concepts, Definitions & Historical development of Tourism. Types of Tourist: Tourist, traveler, excursionist. Forms of tourism: Inbound, Domestic, International. Tourism System: Nature, Characteristics and components of tourism industry.	9				
II	Tourism Planning and Development: Planning for tourism destination, nature of tourism planning, Rating tourism planning towards tourism policy. The planning process, Goals of tourism designation, Political aspects of tourism development, Development of tourist potential.	9				
III	Tourism Organizations: Concept of Tourism policy, Role of Government National tourism Organizations: Organizations like NTO, ITDC, FHRAI, TAAI and their role. International tourism organizations: Role of the international organizations like UNWTO, IATA, PATA, ICAO etc. in the promotion and development in tourism worldwide.	9				
IV	Tourism Products: Meaning, characteristics, Types of tourism Products: Natural tourism products, Man Made tourism products, Symbiotic tourism products, Other tourism products, tourism product lifecycle.	9				
V	Tourism Resources in Tamilnadu: Monuments, Museums, Historical sites, Art and Architecture etc. Important tourist Centers. World Heritage sites, Folk art of Tamilnadu, Sculpturing. Tamilnadu Tourism Development Corporation.	9				
Total Instructional Hours		45				

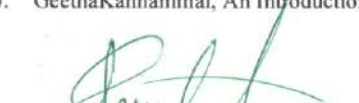
Course Outcome	Description
CO1-	Visualize the concept tourism - both domestic and international.
CO2-	Plan and organize tourism to various destination
CO3-	Have the knowledge on various tourism organization both national and international
CO4-	Understand the different tourism products
CO5-	Gain knowledge and appreciate the heritage of Tamilnadu

Text Books:

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

Reference Books:

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


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

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

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

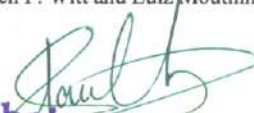
- Course Outcome**
- CO1- Visualize the tourism marketing concepts and its evolution in current scenario
 - CO2- Describe and explain tourist behavior through their new knowledge of leisure psychology
 - CO3- Become familiar with the marketing mix and be able to formulate the best mix for a particular travel
 - CO4-Understand and conceptualize the skills needed for the Tourism industry.
 - CO5-Enable the students to get along with the current trends in tourism marketing both local and international

Text Books:

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

Reference Books:

- 1.Philip Kotler, "Marketing for Hospitality and Tourism", Pearson, New Delhi, (Prentice Hall, India), 2017
- 2.Victor T.C Middleton Allan Fyall Mike Morgan, "Marketing in travel and tourism", 4 edition 2009.
3. Manjula Chaudhary, Tourism Marketing, Oxford press, New Delhi, 2010.
- 4.DasguptaDevashish, "Tourism Marketing" Pearson Education of India, 2011
- 5.Nilanjan Ray, Dilip Kumar Das, Raj Kumar, "Tourism Marketing: A Strategic Approach" Apple Academic Press,2017
- 6.Stephen F. Witt and Luiz Moutinho (Eds.), Tourism Marketing and Management Handbook (Prentice Hall, India).


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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX357	EVENT MANAGEMENT	3	0	0	3

Course Objective

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

Unit	Description	Instructional Hours
I	Event Management: Role of events for promotion of tourism, Types of Events-Cultural, festivals, religious, business etc. Need of event management, key factors for best event management.	9
II	Event Planning & Administration: Sponsorships, screening, budget and controls, fund-raising, negotiation and contracts; role of Government, Negotiation and contracts; Promotional Items, give-a ways, Event planning, space management, use of web technology, Develop In-Office and On-Site Ethics and Business Etiquette Policies.	9
III	Budgeting a Conference Exhibition: Use of Budget preparation, Estimating, fixed and variable costs, cash flow, ROI, Sponsorship and subsidies. Registration, Seating Arrangements, Documentation, interpreting press relation, Computer Graphics, Teleconferencing, Recording and Publishing Proceedings; Interpretation and language.	9
IV	Location & Event Design Venue Essentials, Creative events concepts, table tops, other décor props, understanding clients, fundraising galas, Conferences and Conventions, Incentives and Other Special Events, Event Planning Ethics and Etiquette, Protocol, Site selection, requirements and constraints, new venues, ancillaries and amenities, final touches.	9
V	Event Logistics Transportation; booth/space design, internal communications, public relations, networking, media handling, checklists, safety and precautions, Other considerations-entertainment, photo/video coverage, prizes and gifts, risk assessment, safety and security arrangements, Venue and supplier checklist	9
Total Instructional Hours		45

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

Text Books:

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

Reference Books:

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


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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX358	TRAVEL AGENCY AND TOUR OPERATION	3	0	0	3

- Course Objective**
- 1.To gain knowledge about the concept and significance of Travel Agency business.
 - 2.To understand the guidelines in setting up a travel agency/tour operation business and its functions.
 - 3.To enable the students to understand the components of Itinerary planning and its function
 - 4.To understand the process of forming a Package Tour and the cost involved in it.
 - 5.To understand the roles and responsibilities of travel trade associations

Unit	Description	Instructional Hours
I	Travel Trade - Historical Perspectives - Emergence of Thomas Cook and American Express Company - Types of Tour Operators - Wholesale and Retail Travel Agency business - Linkages and Integration with the Principal Service Providers - the Changing Scenario of Travel Trade.	9
II	Travel Agency and Tour Operation Business - Functions of Travel Agency - Setting up a full-fledged Travel Agency - Sources of Income of a travel agency - Diversification of Business - Travel Insurance, Forex, Cargo & MICE – Documentation - IATA Accreditation - Recognition from Government.	9
III	Itinerary Planning & Development - Meaning, Importance and Types of Itinerary - Resources and Steps for Itinerary Planning - Do's and Dont's of Itinerary Preparation - Tour Formulation and Designing Process - FITs & Group Tour Planning and Components - Special Interest Tours (SITs).	9
IV	Tour Packaging & POS/Costing - Importance of Tour Packaging – Classifications of Tour Packages - Components of Package Tours - Concept of POS/Costing - Types of POS/Costs - Components of tour POS/Cost - Preparation of POS/Cost sheet - Tour pricing - Calculation of tour price - Pricing strategies - Tour packages of Thomas Cook, SOTC, Cox & Kings and TCI.	9
V	Role and Responsibility of Travel Trade Associations: Objectives - Roles and functions of UFTAA, PATA, ASTA, TAAI, IATO, ATAOL, ADTOI, IAAI, FIYTO, TAFI.	9
Total Instructional Hours		45

- Course Outcome**
- CO1- Visualize the growth and prospects of travel agency and tour operator trade.
 - CO2- Know the rules and regulations of the government to set up travel agency and tour operation business.
 - CO3- Be confident in planning the tour itinerary.
 - CO4- Application of domain knowledge in tour packaging and pricing of it.
 - CO5- Knowledge about the various trade associations involved in the tourism industry and their support in the

Text Books:

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

Reference Books:

1. Chand, M. (2007), Travel Agency Management: An Introductory Text, Anmol Publications Pvt. Ltd., New Delhi.
2. Mohinder Chand Dhiman, Vinay Chauhan, "Handbook of Research on International Travel Agency and Tour Operation Management (Advances in Hospitality, Tourism, and the Services Industry),Publisher: IGI Global; 1 edition (2019)
3. A. K. Bhatia, "Business of Travel Agency & Tour Operations Management", Sterling Publishers Pvt. Ltd; UK ed, 2012.
4. Roday. S, Biwal. A & Joshi. V. Tourism Operations and Management, Oxford University Press, New Delhi, (2009).
5. S.K. Singh, "Fundamentals of Travel Agency and Tour Operations: Concepts and
6. Principles", Publisher:Lakshi Publishers (2014)


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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX359	HOSPITALITY MANAGEMENT	3	0	0	3

- Course Objective
- 1.To give an introduction to the students on the hospitality industry
 - 2.To familiarize the students with the operations of the front office of the hospitality industry.
 - 3.To familiarize the students with the operations of the house keeping department of the hospitality industry.
 - 4.To familiarize the students on the food and beverage department of the hospitality industry.
 5. To familiarize the students on the different evaluation methods of the hotel industry.

Unit	Description	Instructional Hours
I	Introduction to Hospitality Industry: Distinctive Characteristics: Inflexibility-Intangibility-;Types of Hotels; Classification of Hotels, Chain Operations, Alternative Accommodation; E-Hospitality; Ethical and Regulatory Aspects in a Hotel.	9
II	Front Office Duties and Responsibilities: Reservation & Registration- Meal Plans-Room Assignments- Check-in- Departure- Handling Guest Mail- Message Handling- Guest Paging Methods of Payment; Guest Services: Type of Hotel Guests- Types of Meal Plans-Wake-up call.	9
III	Housekeeping: Hierarchy, Duties & Responsibilities of Housekeeping Staff; Important Functions of Housekeeping Management; Types of Accommodation; Activities in Accommodation Management: Room Service- Room supplies- Types of Room- Types of Bedding and Other Related Types of Service: Liaison with Other Departments	9
IV	Food&Beverage: Hierarchy,Duties&ResponsibilitiesofStaff;FoodProductionOrganization: Kitchen-Bufferets-Beverages Operation & Functions; Outlets of F & B; Types of Restaurant Menu; Catering Services: Food Service for the Airlines-Banquette-Corporate- MICE- Retail Food Market- Business/ Industrial Food Service- Healthcare Food Service-Club Food Services; Trends in Lodging and Food Services.	9
V	Evaluating Hotel Performance: Methods of Measuring Hotel Performance: Occupancy Ratio-Average Daily Rate: Average Room Rate Per Guest-Rev PAR- Market Share Index- Evaluation of Hotel by Guest; Yield Management: Elements of Yield Management, Measuring Yield in the Hotel Industry, Benefits of Yield Management, Challenges or Problems in Yield Management.	9
Total Instructional Hours		45

- Course Outcome
- CO1-Visualize the basics of Hospitality industry.
 - CO2- Enhanced skills and industry exposure to the operations in front office of the hospitality industry.
 - CO3- Comprehend the functions of house keeping
 - CO4- Visualize the students with the nuances of the food and beverage department.
 - CO5- Understand the different methods of evaluating the performance of the hotel.

Text Books:

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

Reference Books:

- 1.Negi,J.(1984).HotelsforTourismDevelopment:EconomicPlanning&FinancialManagement.New Delhi: S. Chand
- 2.Wood,R.C.(2013).Key Concepts of Hospitality Management. London: SAGE Publications, London.
- 3.Negi,J.(2014).Professional Hotel Management. New Delhi: S.Chand.
- 4.Raghubalan,G.,&Smritee,R.(2015).HotelHousekeepingoperationsandManagement.New Delhi: Oxford University Press.
5. Tewari,J.R.(2016).HotelfrontofficeoperationsandManagement.NewDelhi:Oxfordpublication.

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HEALTH CARE MANAGEMENT ELECTIVES

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX360	HOSPITAL OPERATIONS MANAGEMENT	3	0	0	3

Course Objective

- 1.To make the students familiar with the basic services of Hospital Operations.
- 2.To enable the students to learn the laboratory services in Hospital.
- 3.To make students understand the concept of Quality in Hospital.
- 4.To create an awareness of the supporting services in hospitals.
- 5.To create an awareness about the facility management in hospitals.

Unit	Description	Instructional Hours
I	Meaning and scope of patient care services – significance of patient care – role of administration in - patient care – classification of Hospital. Front office services – outpatient services – inpatient services – Accident and Emergency services – Billing services.	9
II	Lab services – Radiology and Imaging services – Rehabilitation services – Blood bank services – Telemedicine Operation theatre – Intensive care units – Hospital acquired infections – Sterilization – Nursing services – Ward Management.	9
III	Concept of quality – Quality control – Quality assurance – ISO 9000 standards – TQM – Accreditation – NABL – JCAHQ – Quality manual.	9
IV	Nutrition and dietary services – pharmacy services – Medical records services. Laundry services – Housekeeping services – Energy conservation methods- POS/COSt containment measures in a hospital. Transportation services – Mortuary services – Hospital security services.	9
V	Facilities Engineering – Maintenance of Civil Assets- Electrical supply and water supply – Medical gas pipeline – plumbing and sanitation – Air conditioning system – Hot water and steam supply – Communication system – Biomedical engineering department in modern hospital. Disaster management – Fire Hazards – Engineering Hazards – Radiology hazards.	9
Total Instructional Hours		45

- Course Outcome**
- CO1- Visualize the basic operations in the Hospital.
 - CO2- Comprehend the various laboratory services in Hospital.
 - CO3- Understand the concept of Quality in Hospital and the process of getting certification.
 - CO4- To have practical insight into the various supporting services of hospitals.
 - CO5- To understand the various facility management requirements in hospitals.

Text Books:

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

Reference Books:

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

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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX361	HOSPITAL ARCHITECTURE PLANNING, DESIGN & MAINTENANCE	3	0	0	3

- Course Objective**
1. To make the students familiar with the basic concept of Planning a Hospital.
 2. To enable the students to learn the concept of Project Management and the tools used in project management.
 3. To make students understand the key processes in project formulation.
 4. To understand the process of organizing human resources for the project.
 5. To understand the process of work planning and execution of a project.

Unit	Description	Instructional Hours
I	Concept of hospitals – planning and design of hospital (building and physical layout) – Space required for separate function – different types of hospitals – problems and constraints in different type of hospitals – history of hospital development- Department and organization structure of different types of hospital. Vertical & Horizontal – Clinical & Non clinical – supportive & ancillary service Departments.	9
II	Concept of project management – concept of project – categories of projects – projects life Cycle phases – project management concepts – tools and techniques for project management.	9
III	Project formulation – stages – bottlenecks – feasibility report – financing arrangements – finalization of projects – implementation of schedule.	9
IV	Organizing human resources and contracting – project manager – project manager's authority – The project manager – roles and responsibilities of project manager project organization – accountability in project execution – contracts and tendering, selection of contractors – team building.	9
V	Organizing system and procedures – working of system – design of system – project work system design – work break down structure – project execution plan – project procedure manual project control system – planning scheduling and monitoring – monitoring contracts and project diary. Project implementation stages direction – communication in a project – coordination guidelines for effective implementation reporting in project management – project evaluation and its objectives types and methods.	9
Total Instructional Hours		45


- Course Outcome**
- CO1- Design and Plan a hospital infrastructure.
 - CO2-Understand the various processes in Project Management and formulation of projects.
 - CO3-Use various tools and techniques to prepare a project report.
 - CO4-To have practical insight in to the process of organizing a project.
 - CO5- To plan and execute a project effectively.

Text Book:

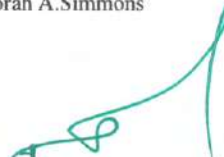
1. Building a Hospital – A Premier for Administrator - John Rea, J Jaffrey J Frommelt Malcolm D. Maccoun.

Reference Books:

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


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Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX362	INTERNATIONAL HEALTH MANAGEMENT	3	0	0	3

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

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


- Course Outcome**
- CO1- Visualize the International health care scenario.
 - CO2- Comprehend the reforms in the health care sector with an international perspective.
 - CO3- Understand a health care delivery system.
 - CO4- Appreciate the importance of IPR and its relevance to the health care sector.
 - CO5- Comprehend the International health care policies for the betterment of health care.

Test Books:

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

Reference Books:

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


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

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

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

Total Instructional Hours 45

- Course Outcome**
- CO1- Visualize the process of the Public health system.
 - CO2- Comprehend the reforms in the Health sector and its financial implications.
 - CO3- Comprehend the process of planning and budgeting of the health care programmes.
 - CO4- Have practical insight into risk management and insurance in general.
 - CO5- Understand the actuarial principles in Health Insurance system and the risk coverage.

Text Books:

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

Reference Books:

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

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

Course Outcome	Description
CO1-	Comprehend the ethical issues in health care
CO2-	Visualize the laws and regulations with regard to the use and disclosure of health information
CO3-	Comprehend the organizational and procedural laws in health care industry
CO4-	To have practical knowledge of medical jurisprudence.
CO5-	Comprehend the various legal frame work for hospitals and the laws relating to consumer protection act.

Text Books:

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

Reference Books:

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

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

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

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

- Course Outcome**
- CO1- Visualize the fundamentals of front office management in hospital environment.
 - CO2- Understand and be aware of basic outpatient services and inpatient services patient satisfaction.
 - CO3- Visualize the handling of communication with traumatized patient and their at tenders.
 - CO4- Comprehend the Importance of Documentation, Automation and IT in the Front Office.
 - CO5- Visualize the basics of reception duties and handling minor equipment's.

Text Books:

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

Reference Books:

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

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ENTREPRENEURSHIP ELECTIVES

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BAX366	ENTREPRENEURSHIP DEVELOPMENT	3	0	0	3
Course Objective	1. To make students understand the concept of Entrepreneurship. 2. To understand the qualities and evolution of an Entrepreneur. 3. To understand the skills needed for an entrepreneur. 4. To learn the process of Institutional Support for Entrepreneurship development 5. To understand the support extended by the government.					
Unit	Description					Instructional Hours
I	Entrepreneurship: Meaning of Entrepreneurship -importance- Role of entrepreneurship in economic development- Entrepreneurial Environment-Evolution of Entrepreneurship - Entrepreneurship Culture - Stages in entrepreneurship- Managerial Vs entrepreneurial approach and emergence of entrepreneurship-entrepreneurship development programme in India.					9
II	Entrepreneur: Meaning of Entrepreneur -importance - Qualities, nature types, traits, culture, Similarities and differences between entrepreneur and intrapreneur Evolution of Entrepreneurs- Entrepreneurial promotion. Entrepreneurial change - occupational mobility-factors in mobility - Role of consultancy.					9
III	Entrepreneurial Skills: Emotional Intelligence-Entrepreneurial behaviour -entrepreneurial motivation- Resilience-Curiosity- Originality -Flexibility Time Management-achievement and management success, -entrepreneurial success in rural areas- innovation and entrepreneur-establishing entrepreneurs' system.					9
IV	Institutional Support of Entrepreneurship development: Central Level Institutions Small-Scale Industries Board (SSI Board)- Khadi& Village Industries Commission (KVIC) - Small Industries Development Organization (SIDO) - National Small Industries Corporation Ltd. (NSIC)- National Science & Technology Entrepreneurship Development Board (NSTEDB)-National Productivity Council (NPC) -National Institute for Small Industry Extension and Training (NISJET)- National Institute for Entrepreneurship and Small Business Development(NIESBUD)- Indian Institute of Entrepreneurship (IIE) -Entrepreneurship Development Institute of India (EDII)					9
V	Government schemes for entrepreneur: Multiplier Grants Scheme (MGS) for IT Research and Development-Modified Special Incentive Package Scheme (M- SIPS)-The Venture Capital Assistance Scheme-Credit Guarantee, Raw Material Assistance-Infrastructure Development Scheme- MSME Market Development Assistance-Credit Linked Capital Subsidy for Technology Upgradation - Atal Incubation Centers (AIC)-Bridge Loan Against MNRE Capital Subsidy.					9
	Total Instructional Hours					45
Course Outcome	CO1- Visualize the different aspects of Entrepreneurship, and its role in Business and society. CO2- Comprehend the Qualities and evolution of Entrepreneur. CO3- Visualize the skills needed for an entrepreneur. CO4- Identify, evaluate the Institutional Support for Entrepreneurship development CO5- Comprehend the government schemes available for the entrepreneurs					

Text Book:

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

Reference Books:

1. Vasanth Desai "Dynamics of Entrepreneurial Development and Management Himalaya Publishing House-2011.
2. P.Saravanavelu "Entrepreneurship Development ",EskapeePublications.
3. Satish Taneja, Entrepreneur Development ", New VentureCreation-2014
4. RobertD.Hisrich,MichaelP.Peters,"EntrepreneurshipDevelopment,TataMcGrawHill edition-2018.
5. Anil Kumar"Entrepreneurial Development",newagepublishers-2003

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

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

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


- Course Outcome**
- CO1- Visualize the different aspects of innovation, and its role in business and society.
CO2- Apply innovation-related theories in different settings in order to generate new approaches to innovation.
CO3- Design and develop strategies for new product development.
CO4- Identify, evaluate and suggests solutions to challenges in large and small organizations relating to innovative performance
CO5- Make students apply the learning in real world situations.

Text book

I.CKPrahalad and MK Krishnan: The new age of innovation, McGraw Hill

Reference books:

1. Paul Trott, Innovation Management and New Product Development, Pearson, 4thEdition.
2. Khandwalla: Corporate Creativity, McGrawhill
3. Fraser, Healthier, Design Works: Toronto: University of Toronto Press,2012
4. Govindarajan, Vijay & Trimble, Chris, Reverse Innovation; Boston: Harvard Business School Press,2012
5. Shlome Mittal, D.V.R. Seshadri, Innovation Management: Strategies, Concepts and tools for growth and profit,


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6. V.K. Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education, PaperBack.
7. William L. Miller & Langdon Morris, Fourth Generation R&D, Managing Knowledge, Technology and Innovation, Wiley India Edition.
8. V.K. Narayana, Gina Colarelli, Encyclopedia of Technology and Innovation Management, John Wiley & Sons Publication.

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

- 1.To make students understand the concept of social entrepreneurship and the models associated with it.
- 2.To make students understand the different forms of social entrepreneurship and the different bodies associated with it.
- Course Objective**
- 3.To make students understand the various sources of funding to social entrepreneurship and the exit strategies for investors.
- 4.To make students understand the models and the tools in social marketing.
- 5.To make students understand the various issues related to business development based on social entrepreneurship in India and abroad.

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

- Course Outcome**
- CO1- Differentiate social entrepreneurship from business Entrepreneurship and identify areas of our economy /society where social entrepreneurs work.
- CO2- Visualize how social entrepreneurship can contribute to whole systems.
- CO3- Comprehend the financial issues for an entrepreneur in general and social entrepreneur in particular.
- CO4- Analyze the social marketing environment.
- CO5- Comprehend the nature of corporate social responsibility in creating social value in developing business in India and abroad.

Text Books:

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



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Reference Books:

1. Bornstein, David (2007), 'How to Change the World: Social Entrepreneurs and the Power of New Ideas', 1st edition, Penguin Books.
2. Casson, M., Yeung, B. Basu, A. and Wadeson (2008), N, 'The Oxford Handbook of Entrepreneurship', 1st edition, Oxford University Press,
3. Elkington, J. and Hartigan, P. (2008) 'The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World', Harvard Business Press.
4. Peter Drucker (2014), 'Innovation and Entrepreneurship', 1st edition, Routledge, New York.
5. Welch, Wilford (2008), 'Tactics of Hope: How Social Entrepreneurs are Changing Our World'. San Rafael, Earth Aware.


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Programme MBA	Course Code 20BAX369	Name of the Course SMALL BUSINESS MANAGEMENT	L 3	T 0	P 0	C 3
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- Course Objective**
1. To enable the students to know the importance of small-scale business in a developing economy.
 2. To familiarize the dynamics of small business.
 3. To give exposure to the institutional support for small business.
 4. To enable the students understand the challenges faced by small business.
 5. To expose the students to global opportunities for small business.

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

- Course Outcome**
- CO1- Visualize the importance and role of small business.
 - CO2- Comprehend the Dynamics of Small Business
 - CO3- Understand the institutional support to the development of small business and be prepared for interacting
 - CO4- Face the challenges of the small business.
 - CO5- Identifying the Global Opportunities for Small Business

Text Book:

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

Reference Books:

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

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

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

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

- Course Outcome**
- CO1- Visualize the importance and role of science and Technology Entrepreneurship.
 - CO2- Comprehend the role of entrepreneurship in Science and Technology.
 - CO3- Visualize the stages in the evolution of technology management.
 - CO4- Appreciate the relationship between Technology Economic development.
 - CO5- Identifying the Future Opportunities for science and Technology Entrepreneurship


Text Book:

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

Reference Books:

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

4. Robert Szakonyi, 2006, Handbook of Technology Management - Viva Books Private Limited
5. White and Bruton, Management of technology and Innovation, Cengage Learning, 2010
6. Norman Gaither and Greg Frazier, Operations Management, 9 Edition, Cengage publications, 2002 (Reprint 2013).
7. Frederick Betz, Managing technological innovation, Wiley Publications, 2011.
8. V.K Narayanan, encyclopedia of technology and innovation management, Wiley Publications, 2010.
9. Robert and Roland, Managing Technology and Innovation, Routledge, 2010


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AGRI BUSINESS MANAGEMENT ELECTIVES

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

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

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

Course Outcome


CO1- Visualize the different manure and fertilizers used in different crops according to soil condition
 CO2- Comprehend the basic principles and methods in fertilizer production.
 CO3- Acquire knowledge in fertilizer management.
 CO4- Students become aware on the phases in fertilizer testing and marketing.
 CO5- Comprehend the essentiality of fertilizer use in environment.

Text Books:

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

Reference Books:

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


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Programme MBA	Course Code 20BAX372	Name of the Course MANAGEMENT OF AGRO CHEMICAL INDUSTRY	L 3	T 0	P 0	C 3
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- Course Objective**
- 1.To understand the basics of agro-chemical industries.
 - 2.To understand the basics of Insecticides used in agriculture.
 - 3.To understand the basics of fungicides used in agriculture.
 - 4.To understand the process in development of agro-chemicals.
 - 5.To understand the organizational set up for plant protection.

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

- Course Outcome**
- CO1- Gain appreciable knowledge about the agro-chemical industries.
 - CO2- Appreciable knowledge in the use of Insecticides in agriculture.
 - CO3- Appreciable knowledge in the use of fungicides in agriculture.
 - CO4- To infer the process in development of agro-chemicals.
 - CO5- To have an appreciable knowledge in the organizational set up for plant protection.

Text Books:

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

Reference Books:

1. Dhaliwal GS, Singh R & Chhillar BS. 2006. Essentials of Agricultural Entomology. Kalyani.
2. T. V. Sathe , Agrochemicals and Pest Management, Daya Publishing House, ISBN-10 : 8170353092, ISBN-13 : 978-8170353096
3. Knowles, Alan - Chemistry and Technology of Agrochemical Formulations- Springer Netherlands Publishers.
4. Hayes WT & Laws ET. Hand Book of Pesticides. Academic Press.
5. Matsumura F..Toxicology of Insecticides. 2nd Ed. Plenum Publ.
6. Rajeev K & Mukherjee RC. . Role of Plant Quarantine in IPM. Aditya Books.


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Programme MBA	Course Code 20BAX373	Name of the Course MANAGEMENT OF FLORICULTURE AND LANDSCAPING	L 3	T 0	P 0	C 3
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- Course Objective**
- 1.To understand the importance and significance of floriculture in India.
 - 2.To know historical facts of gardening and the importance of gardening in various eras.
 - 3.To get knowledge on New Concepts of Landscape Gardening.
 - 4.To understand the various styles of gardens present in our country.
 - 5.To understand harvesting of flowers and learn the post-harvest management of different commercial crops

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


- Course Outcome**
- CO1- Gain appreciable knowledge on floriculture industry.
 - CO2- To develop effective ideas related to gardening.
 - CO3- Gain appreciable knowledge on Landscape gardening.
 - CO4- Interpret different styles of gardening.
 - CO5- Management of Post Harvesting of commercial crops.

Text Books:

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

Reference Books:

1. AlagarsamyNithya Devi-ISBN-13: 978-3-8484-9698-3 Floriculture, Landscaping and Turf Management.
2. Desh Raj -Objective Floriculture and Landscaping Paperback – 1- Kalyani Publishers (1 January 2015)- ISBN-13 : 978-9327234893
3. Grinda EW. Every Day Gardening in India. D.B. Tarporevala Sons.
4. Randhawa GS &Mukhopadhyay A. Floriculture in India. Allied Publ.
5. Randhawa MS. Beautifying India. Raj Kamal Publication.


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Programme MBA	Course Code 20BAX374	Name of the Course FARM POWER AND MACHINERY MANAGEMENT	L 3	T 0	P 0	C 3
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- Course Objective**
- 1.To equip the students with sufficient knowledge about farm power and farm mechanization.
 - 2.To provide the students with the basic knowledge on the tractor and power tillage industry.
 - 3.To learn about the management of farm machinery.
 - 4.To impart knowledge on cost management in the farm power and machinery management.
 - 5.To familiarize with the production and marketing of Agricultural Equipments.

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

- Course Outcome**
- CO1- Understand various sources of farm power and farm mechanization.
 - CO2- Gain appreciable knowledge on the tractor and power tillage industry.
 - CO3- Gain appreciable knowledge on the management of farm machinery.
 - CO4- Gain appreciable knowledge on cost management practices in the farm power and machinery management.
 - CO5- Gain Practical knowledge on specialized agricultural equipments.

Text Books:

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

Reference Books:

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


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Programme MBA	Course Code 20BAX375	Name of the Course FEED BUSINESS MANAGEMENT	L 3	T 0	P 0	C 3
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- Course Objective**
- 1.To learn about feed industry in India and world.
 - 2.To know about the Nutrients requirements of livestock and poultry.
 - 3.To understand the processing of feeds.
 - 4.To enable students to learn about the mineral mixture and its importance.
 - 5.To understand the various Distribution channels relating to sale of food stuff.

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

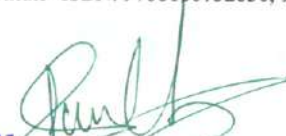
- Course Outcome**
- CO1- Understand about feed industry worldwide.
 - CO2- Demonstrate a basic understanding of livestock nutrition.
 - CO3- Comprehend the basic knowledge on processing of feeds
 - CO4- Visualize the importance of mineral mixture.
 - CO5- Students will gain knowledge about food stuff in livestock management & its marketing.

Text Book:

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

Reference Books:

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


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

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

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


- Course Outcome**
- CO1- Gain appreciable knowledge on the management of poultry industry.
 - CO2- Visualize the basics in establishing a poultry and hatchery unit.
 - CO3- Comprehend the process of incubation and hatching in poultry.
 - CO4- To infer the basics on franchise hatcheries and management of them.
 - CO5- Comprehend the HR and marketing skills needed in poultry and hatcheries.

Text Book:

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

Reference Books:

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


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

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

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

- Course Outcome**
- CO1- Gain appreciable knowledge on the food industry in India.
 - CO2- Visualize the basics on food processing and food preservation.
 - CO3- To analyze the cost and management of quality in a food organisation.
 - CO4- To appraise the students with the formulation of projects in various food industries.
 - CO5- Gain appreciable knowledge on the performance parameters for food processing.

Text Book:

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

Reference Books:

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

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Programme MBA	Course Code 20BAX378	Name of the Course FRUIT PRODUCTION AND POST HARVEST MANAGEMENT	L 3	T 0	P 0	C 3
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- Course Objective**
- 1.To enable students to understand the horticulture industries in India and the world.
 - 2.To impart students with the basic knowledge on management of horticulture crops.
 - 3.To make students familiar with different aspects of post- harvest horticulture.
 - 4.To understand functional foods and development of fruit based drinks.
 - 5.To identify problems in marketing and to learn about quality standards for trade.

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

- Course Outcome**
- CO1- Gain appreciable knowledge on the horticulture industries.
 - CO2- Comprehend on various types of horticulture crops.
 - CO3- Acquire knowledge on post-harvest management tools & techniques in horticulture industry.
 - CO4- Able to identify different functional fruits and development of drinks from them.
 - CO5- Gain knowledge on marketing & quality standards for trade.

Text Book:

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

Reference Books:

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


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LIST OF OPEN ELECTIVES FOR BE

Programme	Course Code	Name of the Course	L	T	P	C
B.E./B.TECH.	20LSX401	ENTREPRENEURSHIP & INNOVATION	1	0	0	0

- Course Objective**
1. To acquire the knowledge and skills needed to manage the development of innovation.
 2. To recognize and evaluate potential opportunities to monetize these innovations.
 3. To plan specific and detailed method to exploit these opportunities.
 4. To acquire the resources necessary to implement these plans.
 - 5: To make students understand organizational performance and its importance.

Unit	Description	Instructional Hours
1	Entrepreneurial Thinking	1
2	Innovation Management	1
3	Design Thinking	1
4	Opportunity Spotting / Opportunity Evaluation	1
5	Industry and Market Research	1
6	Innovation Strategy and Business Models	1
7	Financial Forecasting	1
8	Business Plans/ Business Model Canvas	1
9	Entrepreneurial Finance	1
10	Pitching to Resources Providers / Pitch Deck	1
11	Negotiating Deals	1
12	New Venture Creation	1
13	Lean Start-ups	1
14	Entrepreneurial Ecosystem	1
15	Velocity Venture	1
Total Instructional Hours		15

- Course Outcome**
- CO1: Understand the nature of business opportunities, resources, and industries in critical and creative aspects.
- CO2: Understand the processes by which innovation is fostered, managed, and commercialized.
- CO3: Remember effectively and efficiently the potential of new business opportunities.
- CO4: Assess the market potential for a new venture, including customer need, competitors, and industry attractiveness..
- CO5: Develop a business model for a new venture, including revenue. Margins, operations, working capital, and investment.

TEXT BOOKS


- T1: Arya Kumar "Entrepreneurship – Creating and leading an Entrepreneurial Organization", Pearson, Second Edition (2012).
- T2: EmrahYayici "Design Thinking Methodology", Artbiztech, First Edition(2016).

REFERENCE BOOKS

- R1: Christopher Golis "Enterprise & Venture Capital", Allen & Unwin Publication, Fourth Edition (2007).
R2: Thomas Lock Wood & Edger Papke "Innovation by Design", Career Press.com, Second Edition (2017).
R3: Jonathan Wilson "Essentials of Business Research", Sage Publication, First Edition (2010).

WEB RESOURCES

- W1: <https://blof.forgeforward.in/tagged/startup-lessons>
W2: <https://blof.forgeforward.in/tagged/entrepreneurship>
W3: <https://blof.forgeforward.in/tagged/minimum-viable-product>
W4: <https://blof.forgeforward.in/tagged/minimum-viable-product>
W5: <https://blof.forgeforward.in/tagged/innovation>
W6: <https://www.youtube.com/watch?v=8vEyL7uKXs&list=PLmP9QrmTNPqBEvKbMSXvwlwn7fdnXe6Lw>


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Programme	Course Code	Name of the Course	L	T	P	C
B.E./B.TECH.	20LSX402	LEADERSHIP AND MANAGEMENT SKILLS	1	0	0	0

- Course Objective**
1. To know about the leadership skills that is to be acquired for success.
 2. To become a teamwork expert, real world problem solver, your views will be challenged
 3. To gain global perspective and becoming an effective communicator
 4. To understand about learning, negotiation and decision making
 - 5: To get first hand information about the skills we possess and to work on improvement.

Unit	Description	Instructional Hours
1	Strategic thinking skills	1
2	Planning and Delivery skills	1
3	People management skills (Delegation)	1
4	Change management and Innovation skills	1
5	Communication skills	1
6	Persuasion and influencing skills	1
7	Learning Agility	1
8	Motivation	1
9	Personality	1
10	Emotions	1
11	Perception	1
12	Negotiation	1
13	Decision making	1
14	Problem solving	1
15	Building trust	1
Total Instructional Hours		15

- Course Outcome**
- CO1: To practice essential leadership skills in day to day operations
 - CO2: To work on leadership skills in the study environment
 - CO3: To understand and develop the skills consciously.
 - CO4: To know about the real worth of all the skills for success
 - CO5: To Analyze the real worth of the person and suggestion for improvement

TEXT BOOKS


- T1: A REVIEW OF LEADERSHIP THEORY AND COMPETENCY FRAMEWORKS, Bolden, R., Gosling, J., Marturano, A. and Dennison, P. June 2003
- T2: LEADING FROM WITHIN: Building Organizational Leadership Capacity-David R. Kolzow, PhD, 2014

REFERENCE BOOKS

- R1: Seven habits of highly effective people – Stephen R.Covey
R2: The Art of Business Leadership: Indian Experiences – G.Balasubramaniam
R3: DEVELOPING the LEADER WITHIN YOU-JOHN C. MAXWELL

WEB RESOURCES

- W1: <https://www.skillsyouneed.com/leadership-skills.html>
W2: <https://www.thebalancecareers.com/top-leadership-skills-2063782>
W3: <https://in.indeed.com/career-advice/resumes-cover-letters/leadership-skills>
W4: https://www.mindtools.com/pages/main/newMN_LDR.htm
W5: <https://www.ccl.org/articles/leading-effectively-articles/fundamental-4-core-leadership-skills-for-every-career-stage/>
W6: <https://www.northeastern.edu/graduate/blog/essential-leadership-skills-for-tomorrow/>
W7: <https://www.thebalancecareers.com/management-skills-list-2062427>
W8: <https://www.ckju.net/en/blog/top-10-management-skills-professional-growth>
W9: https://www.mindtools.com/pages/article/newTMM_28.htm (Test to understand Management Skills)
W10: <https://in.indeed.com/career-advice/career-development/management-skills>


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Programme	Course Code	Name of the Course	L	T	P	C
B.E./B.TECH.	20LSX403	INDIAN ETHOS AND HUMAN VALUES	3	0	0	3

- Course Objective**
1. To learn about Indian ethos and its importance today
 2. To know about business concepts and philosophies from various perspectives.
 3. To know the Indian philosophical system of knowing oneself.
 4. To understand values and its significance.
 5. To know ethics from western and Indian perspective.

Unit	Description	Instructional Hours
	INDIAN ETHOS	
I	Indian Ethos – Models of management in Indian socio-political environment. Indian work ethos and principles of Indian Management – Goals of Life- Teachings of important Indian Spiritual leaders..	9
	BUSINESS CONCEPTS AND PHILOSOPHIES	
II	Economics of giving - Western economic system. Developing and implementing gross national happiness - Sabbath economics - Islamic economics and Banking	9
	INDIAN PHILOSOPHICAL SYSTEM	
III	Indian Philosophical system - Nature of mind - Personality attributes based on Gunas - Human values and five sheaths - Bagavad Gita for human perfection	9
	VALUES	
IV	Meaning - Significance - Formation of values- Science and values. – Application of values in Management - Values for managers - Chanakyaneethi on leadership	9
	ETHICS	
V	Introduction to Greek philosophers - Perspectives on ethics - Indian constitution and Unity in diversity - Thirukural on ethics	9
Total Instructional Hours		45

- Course Outcome**
- CO1: To impart knowledge on Indian Ethos for inspirational life
CO2: To apply Business concepts and philosophies for broader perspective in society
CO3: To familiarize students about Indian philosophy system to handle life efficiently
CO4: To apply values in day to day functioning for better standard of life.
CO5: To conceptualize ethics from western and Indian perspective

TEXT BOOKS:

- T1-Nandagopal.R and AjithSankar 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 CentralChinmaya Mission Trust, 2017.

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Chairman - BoS
MBA - HiCET



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Dean (Academics)
HiCET

**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		
Theory												
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		
		Practical										
		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
Theory										
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
Practical										
		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
Theory										
II	III	20BA3201- Strategic Management	2	2.4	2.6	2.6	1.8	3	2.4	2.2
		20BA3202- International Business	1	3	2.75	3	1	3	2.75	2
		20BA3303- Brand Management	2	3	3	2.6	1	2.6	3	2
		20BA3304- Retail Management	2	3	3	2.6	1	2.6	3	2
		20BA3308- Equity Research & Portfolio Management	2.6	1.8	2.6	2.4	2	2.4	2	1.2
		20BA3309- Financial & Insurance Services	2	3	3	2.6	1	2.6	3	2
		20BA3323- Business Intelligence	2.2	2.8	3	3	2	3	1.2	2
		20BA3326- Marketing Analytics	2.2	2.8	3	3	2	3	1.2	2
		20BA3314- Personnel & Interpersonal Effectiveness	1	2.8	2.8	2.2	1	2.6	2.6	2.2
		20BA3316- Industrial Relations & Labour	1	3	2.8	3	1	3	2.6	2.2
		Practical								
		20BA3001- Data Analysis and Business Modeling Lab	1.4	3	2	1	1	2.8	1	1
		20BA3701- Summer Internship	3	3	3	2.6	1	1.8	2	2.4

		20BA3702- Managerial Skill Development -	3	3	2.6	2.6	3	2.4	2	1.8
		20BA3703- Online Certification/Conference Certification	3	2.4	2.4	2.6	1.4	1.8	2	2.4

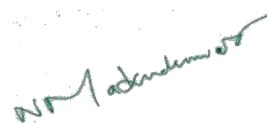
Semester – IV

Mapping of Course Outcome and Programme Outcome:

Year	Sem	Course code & Name	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8		
Theory												
II	IV	20BA4201- Indian Ethos and Values	1.4	2.8	3	3	2	3	3	1		
		20BA4310- Banking Regulation & Services	2.6	1.8	2.6	2.4	2	2.4	2	1.2		
		20BA4311- International Financial Management	1	3	3	2.8	1	2.6	2.2	1.4		
		20BA4301- Integrated Marketing Communication	1	3	2.8	3	1	3	2.6	2.2		
		20BA4325- HR & Finance Analytics	2.6	1.8	2.6	2.4	2	2.4	2	1.2		
		20BA4306- Consumer Behaviour	3	2.2	2.8	3	2.8	2.4	2.4	3		
		20BA4322- Data Visualization for Managers	2	1.8	1.4	1.4	1.2	3	1	1.6		
		20BA4319- Strategic Human Resource Management	3	2.2	2.8	3	2.8	2.4	2.4	3		
		20BA4321- Team Dynamics at Work	2	1.8	1.4	1.4	1.2	3	1	1.6		
		Practical										
				20BA4701- Project Internship	3	3	3	2.6	1	1.8	2	2.4
				20BA4702- Conference/Online/National/ International Certification Program	3	2.4	2.4	2.6	1.4	1.8	2	2.4



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