

MBA DEGREE PROGRAMME

2018 Regulations, Curriculum & Syllabi



BANNARI AMMAN INSTITUTE OF TECHNOLOGY

(Autonomous Institution affiliated to Anna University, Chennai Approved by AICTE, Accredited by NBA New Delhi, NAAC with "A" Grade)

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REGULATIONS - 2018
MBA Programme
(CHOICE BASED CREDIT SYSTEM)

***NOTE:** The regulations hereunder are subject to amendments as may be decided by the Academic Council of the Institute from time to time. Any or all such amendments will be effective from such date and to such batches of students including those already in the middle of the programme as may be decided by the Academic Council.*

1. ELIGIBILITY FOR ADMISSION

Candidates for admission to the first semester of the MBA Degree Programme shall be required to have passed an appropriate Under-Graduate Degree Examination of Anna University or equivalent as specified under qualification for admission as per the Tamil Nadu Common Admission (TANCA) criteria from time to time.

2. DURATION OF THE PROGRAMME

- i. Minimum Duration: The programme will lead to the Degree of Master of Business Administration (M.B.A.) of the Anna University, Chennai and extend over a period of two Academic years consisting of four semesters.
- ii. Maximum Duration: A Candidate shall complete all the passing requirements of the M. B. A. degree programme within a maximum period of 4 years / 8 semesters, these periods being reckoned from the commencement of the semester to which the student was first admitted.

3. STRUCTURE OF THE PROGRAMME

- i. Curriculum: The curriculum for the MBA programme includes theory courses (including electives), practical, internship, projects etc with detailed syllabi prescribed by the Board of Studies from time to time.
- ii. Specialization Electives: Every student shall register for elective in the third and fourth semester in consultation with the Head of the Department.
- iii. Self-study electives: Students can opt for the self-study elective(s) from II semester onwards to get exposure in the recent developments, under the guidance of the faculty provided he / she maintain a minimum CGPA of 7.0 till the previous semester. The grade obtained will be indicated in the mark sheet, but will not be accounted for CGPA.

iv. One credit courses: Candidates can opt for one credit courses which will be offered at our institution from industry / other institution / our institution on specialized topics. Credits will be indicated for these courses in the grade sheet, but it will not be considered for computing CGPA.

v. Internship: Every student shall undertake an Internship in the summer vacation, between second and third semester, for duration of six weeks, in consultation with the faculty supervisor and the Head of the Department. Report of the Internship is to be submitted by the students within 15 days from the commencement of the third Semester.

vi Project: Every student shall undertake a Project Work in the fourth semester in consultation with the faculty supervisor and the Head of the Department in the area of Organisational/ Industrial /Social related problems or issues. In case of Project Work at industrial / research organization, the same shall be jointly supervised by a faculty supervisor and an expert from the organization. Students will be allowed to go for data collection with a maximum of two weeks duration in the mid of the final semester.

vii. Credit assignment: Each course is normally assigned a certain number of credits. One credit will be assigned for 10 hours of lectures. Two credits for Internship, six credits for the Project will be assigned.

vii. Minimum credits: For the award of the degree, the student shall earn a minimum number of total credits as prescribed by the Board of Studies and by passing the prescribed courses of study as given in clause 3 (vii).

4. COURSE ENROLMENT AND REGISTRATION

- (i) Each student, on admission shall be assigned to a Faculty Advisor (vide Section 6) who shall advise and counsel the student about the details of the academic programme and the choice of courses considering the student's academic background and career objectives.
- (ii) Every student shall enroll for the course(s) of the succeeding semester in the current semester. However, the student shall confirm the enrolment by registering for the courses within the first five working days after the commencement of the concerned semester.
- (iii) After registering for a course, a student shall attend the classes, satisfy the attendance requirements, earn Continuous Assessment marks and appear for the End Semester Examinations.
 - a) Each student on admission to the programme shall register for all the **courses prescribed in the curriculum in the student's first Semester of study.**
 - b) The enrolment for all the courses of the Semester II will commence 10 working days prior to the last working day of Semester I. The student shall confirm the enrolment

by registering for the courses within the first five working days after the commencement of the Semester II. However, the student is allowed to register the course for which the student has not enrolled, if these are the courses in which the student has failed.

- c) The enrolment for the courses of the III Semester to Final Semester will commence 10 working days prior to the last working day of the preceding semester. If the student wishes, the student may drop or add courses (vide Section 4.1) within five working days after the commencement of the concerned semester and complete the registration process duly authorized by the Faculty-in-Charge of the Programme. The student is allowed to register for courses for which the student has not enrolled, if these are the courses in which the student has failed.
- d) A student who has passed all the courses prescribed in the curriculum for the award of the degree shall not be permitted to re-enrol to improve the student's marks in a course or the aggregate marks / CGPA.

Flexibility to Add or Drop courses

- (i) A student has to earn the total number of credits specified in the curriculum of the respective Programme of study in order to be eligible to obtain the degree. However, if the student wishes, the student is permitted to earn more than the total number of credits prescribed in the curriculum of the student's programme by opting additional courses.
- (ii) From the II to final semesters, the student has the option of registering for additional courses or dropping existing courses. Total number of credits of such courses cannot exceed 6. However the maximum number of credits the student can register in a particular semester cannot exceed 30 credits (including courses for which the student has done reappearance registration vide Section 4.2)

Reappearance Registration

- (i) If a student fails in a theory course, the student shall do reappearance registration for that course in the subsequent semesters or when it is offered next. The student shall earn Continuous Assessment marks and attend end semester examination.
- (ii) On registration, a student may attend the classes for the reappearance registration courses, if the student wishes. However, the attendance requirement (vide Section 5) is not compulsory for such courses.
- (iii) If the theory course, in which the student has failed, is an elective, the student may register for the same or any other elective course in the subsequent semesters or when it is offered next.
- (iv) The student who fails in any Project work, Lab, Internship shall register for the same in the subsequent semester or when offered next, and repeat the course. In this case, the student

shall attend the classes, satisfy the attendance requirements (vide Section 5) earn Continuous Assessment marks and appear for the End Semester Examinations. The facility of Reappearance Registration is not available for such courses.

- (v) If a student is prevented from writing end semester examination of a course due to lack of attendance, the student has to register for that course again, when offered next, attend the classes and fulfil the attendance requirements as per Section 5. If the course, in which the student has lack of attendance, is an Elective course, the student may register for the same or any other Elective course within the same discipline group or specialisation group in the subsequent semesters.

5. Requirements for Appearing for the End Semester Examination of A Course

A student who has fulfilled the following conditions (vide clause 5.1 and 5.2) shall be deemed to have satisfied the attendance requirements for appearing for End Semester Examination of a particular course. Each semester shall normally consist of 75 working days or 540 periods of each 50 minutes duration.

Ideally every student is expected to attend all the periods and earn 100% attendance. However, a student shall secure not less than 80% attendance (Physical presence) course wise taking into account the number of periods required for that course as specified in the curriculum.

If a student secures attendance between 70% and 79% in any course in the current semester due to medical reasons (prolonged hospitalization / accident / specific illness) or participation in Institution/ University/ State/ National/ International level extra and co-curricular activities, with prior permission from the Head of the Department, shall be permitted to appear for the current semester examinations subject to the condition that the student shall submit the medical certificate / participation certificate attested by the Head of the Department. Such certificates shall be forwarded to the Controller of Examinations for verification and for the permission to attend the examinations.

A student shall normally be permitted to appear for End Semester Examination of a course if the student has satisfied the attendance requirements (vide Clause 5.1 –5.2) and has registered for examination in those courses of that semester by paying the prescribed fee.

A Student who does not satisfy clause 5.1 and 5.2 and who secure less than 70% attendance in a course will not be permitted to write the End-Semester Examination of that course. The student has to register and repeat this course in the subsequent semester or when it is offered next (vide clause 4,2.(v)).

A student who has already appeared for a course in a semester and passed the examination is not entitled to reappear in the same course for improvement of grades / marks.

6. Faculty Advisor

To help the students in planning their courses of study and for general advice on the academic programme, the Head of the Department will attach a certain number of students to a Faculty member of the Department who shall function as Faculty Advisor for those students. The Faculty Advisor shall advise and guide the students in registering of courses, reappearance of courses, monitor their attendance and progress and counsel them periodically. If necessary, the Faculty Advisor may also discuss with or inform the parents about the progress / performance of the students concerned.

Class Committee Meeting

- (i) For all the courses taught, prescribed in the curriculum, Class Committee meeting shall be convened twice in a semester, comprising members of the faculty handling all the courses and two student representatives from the class.
- (ii) One of the members of the faculty (not handling any courses to that class), nominated by the Head of the Department, shall coordinate the activities of this Committee. During these meetings, the student members shall meaningfully interact and express their opinions and suggestions of all the students to improve the effectiveness of the teaching-learning process. It is the responsibility of the student representatives to convey the proceedings of these meetings to all other students.

7. ASSESSMENT AND PASSING REQUIREMENTS

(i) Assessment:

The assessment will comprise continuous assessment and final examination, carrying marks as specified in the scheme (Section 12). Continuous assessment will be made as per the guidelines framed by the Institute from time to time. All assessments will be done on absolute marks basis. However, for the purpose of reporting the performance of a candidate, letter grades and grade points will be awarded as per Section 7(v).

(ii) End Semester Examinations:

End Semester examinations will normally be conducted at the end of the semester. Supplementary examinations may be conducted at such times as may be decided by the College. A student will be permitted to appear for the end semester examination of a semester only if he / she has completed the study of that semester satisfying the requirements given in clause 5 and registered simultaneously for the examinations of the highest semester eligible and all the courses which he / she be in arrears of. A student, who is not permitted to appear for the end semester examination of a semester, is not permitted to proceed to the following semester. A student who is not permitted to appear for the end semester examination of any semester has to register for and redo the courses of that semester at the next available opportunity.

(iii) Re-joining the Programme:

A candidate who has not completed the study of any semester as per Section 7 (ii) or who is allowed to re-join the programme after a period of discontinuance or who on his/her own request is permitted to repeat the study of any semester, may join the semester which he/she is eligible or permitted to join, only at the time of its normal commencement for a regular batch of candidates and after obtaining the approval from the Director of Technical Education and Anna University, Chennai. No candidate will however be enrolled in more than one semester at any point of time. In the case of repeaters, the earlier continuous assessment in the repeated Courses will be disregarded.

(iv) Internship and Project Work:

Every candidate shall submit reports on Internship and Project on dates announced by the Institute / department through the faculty guide to the Head of the Department. If a candidate fails to submit the reports of any of these Courses not later than the specified date, he/she is deemed to have failed in it. Every candidate shall present report/papers in the seminars in each of the relevant semesters about the Internship and Project. The reports/papers shall be presented in the seminar before a review committee constituted by the Head of the Department. Internship and Project will be evaluated based on the presentations in the seminar, reports and viva-voce examinations. In case of the Internship evaluation will be carried out in the third semester by a team of internal examiners appointed by the Head of the Department. In case of project, the viva-voce examination will be carried out by a team consisting of an internal examiner, usually the supervisor, and an external examiner, appointed by the Principal / Controller of Examinations.

(v) Letter grade and grade point:

The letter grade and the grade point are awarded based on percentage of total marks secured by a candidate in an individual Course as detailed below:

Range of Percentage of Total Marks	Grade Point (g)	Letter Grade
91 to 100	10	O (Outstanding)
81 to 90	9	A ⁺ (Excellent)
71 to 80	8	A (Very Good)
61 to 70	7	B ⁺ (Good)
50 to 60	6	B (Above average)
0 to 49	0	RA (Reappearance)
Incomplete	0	I
Withdrawal	0	W
Absent	0	AB

- 'RA' - Reappearance registration is required for that particular course
'I' - Continuous evaluation is required for that particular course in the subsequent examinations.

After completion of the evaluation process, Semester Grade Point Average (SGPA) and

Cumulative Grade Point Average is calculated using the formula:

$$SGPA/CGPA = \frac{\sum_{i=1}^n C_i * g_i}{\sum_{i=1}^n C_i}$$

where

C_i : Credit allotted to the course.

g_i : Grade Point secured corresponding to the course.

n : number of courses successfully cleared during the particular semester in the case of SGPA and all the semesters, under consideration, in the case CGPA.

A student can apply for revaluation of his/her semester examination answer paper in a theory course, within 3 working days from the declaration of results, on payment of a prescribed fee along with prescribed application to the Controller of Examinations through the Head of Department. The revaluation results will be intimated to the student. Revaluation is not permitted for laboratory course and project work.

(vi) Passing a Course:

A candidate who secures grade point 6 or more in any Course of study will be declared to have passed that Course, provided a minimum of 50% is secured in the End Semester examination of that Course of study. A candidate, who is absent for the End Semester examination or withdraws from End Semester examination or secures a letter grade RA (Grade point 0), The Continuous Assessment (CA) marks obtained by the candidate in the first appearance shall be retained and considered valid for one subsequent attempt. From the third attempt onwards, the candidate shall be declared to have passed the examination if he/she secures a minimum of 6 grade point in the course prescribed for the End Semester Examinations alone.

8. QUALIFYING FOR THE AWARD OF DEGREE

A student will be declared to have qualified for the award of the Degree of Master of Business Administration provided:

- i. He / She has successfully completed the course requirements and has passed all the prescribed courses of study as per the programme structure.
- ii. No disciplinary action is pending against the student.

9. CLASSIFICATION OF DEGREE

- i. First Class with Distinction:

A student who qualifies for the award of degree vide clause 4 having passed all the courses of all the semesters at the first opportunity within four consecutive semesters after the commencement of his/her study and securing a CGPA of not less than 8.50 shall be declared to have passed in First Class with Distinction. For this purpose the withdrawal from examination (vide clause 4) will not be construed as an opportunity for appearance in the examination.

- ii. First Class:

A student who qualifies for the award of degree vide clause 8 having passed all the courses of all the semesters within a maximum period of six consecutive semesters after commencement of his/her study and securing a CGPA of not less than 7.00 shall be declared to have passed in First Class.

- iii. Second Class:

All other students who qualify for the award of degree vide clause 8 shall be declared to have passed in Second Class.

10. WITHDRAWAL FROM EXAMINATION:

A student may, for valid reasons, be granted permission to withdraw from appearing for the examination in any course or courses of only one semester examination during the entire duration of the degree programme. Also, only one application for withdrawal is permitted for that semester examination in which withdrawal is sought. Withdrawal application shall be valid only if the student is otherwise eligible to write the examination and if it is made prior to the commencement of the semester examinations and also recommended by the Head of the Department and the Principal. Withdrawal shall not be construed as an opportunity for appearance in the examination for the eligibility of a student for First Class with Distinction.

11. BREAK-OF-STUDY FROM THE PROGRAMME

- (i). A student is permitted to go on break of study for a maximum period of one year either as two breaks of one semester each or a single break of one year.
- (ii). A student, who would like to avail the break-of-study, shall apply to the Head of the Institution through concerned Head of the Department, in any case, not later than the last date of the first assessment period. The application (available with the Controller of Examinations) duly filled by the student shall be submitted through the Head of the Department. In case of short term employment/ training/ internship, the application for break of study shall be approved and forwarded by the Head of the Department.
- (iii). The students permitted to re-join the programme after break of study / prevention due to lack of attendance, shall be governed by the Curriculum and Regulations in force at the time of re-joining. A committee constituted by the Head of the Institution shall prescribe additional/equivalent courses, if any, from any semester of the regulations in-force, so as to bridge the curriculum in-force and the old curriculum.
- (iv). The total period for completion of the programme reckoned from, the commencement of the first semester to which the student was admitted shall not exceed the maximum period specified in the Section 2 irrespective of the period of break of study in order that the student may be eligible for the award of the degree (vide Section 8 and 9).
- (v). In case, there is any period of break-of-study more than the permitted duration of break of study, the student shall be permitted to continue the programme only if the approval is obtained from the Directorate of Technical Education and Affiliating University.

12. SCHEME OF ASSESSMENT:

<i>I THEORY COURSES</i>	<i>Marks</i>
Continuous Assessment	50
Distribution of marks for Continuous Assessment:	
Periodical Test I (15)	
Periodical Test II (15)	
Field study/Report & Presentation/Case Studies/Paper Publication (20)	
End Semester Examination	50
Total Marks	100
<i>II ONE CREDIT COURSES</i>	<i>Marks</i>
Continuous Assessment	50
Distribution of marks for Continuous Assessment:	
Periodical Test I (15)	
Periodical Test II (15)	
Assignments (10)	
Viva Voca (10)	
End Semester Examination	50
Total Marks	100
<i>III PRACTICAL</i>	<i>Marks</i>
Continuous Assessment	100
Distribution of marks for Continuous Assessment:	
Presentation/Data Analysis & interpretation/ Scenario Analysis / Financial Statement preparation (30)	
Record (10)	
Periodical Test I (20)	
Periodical Test II (20)	
Final Viva Voca (20)	
Total Marks	100
<i>IV INTERNSHIP</i>	<i>Marks</i>
Continuous Assessment	100
Distribution of marks for Continuous Assessment:	
Review of weekly reports from industry (30)	
Industry feedback (10)	
Report (20)	
Presentation (20)	
Viva voce (20)	
Total Marks	100

V PROJECT	Marks
Continuous Assessment	50
Distribution of marks for Continuous Assessment:	
a. Review 1 Presentation(10)	
b. Review 2 Presentation(10)	
c. Identification of problem(5)	
d. Literature Survey(5)	
e. Research Methodology(5)	
f. Data collection and analysis(10)	
g. Finding, Analysis and conclusion(5)	
End Semester Examination (including Reports & Viva Voca)	50
Total Marks	100
Total Marks	100

Optional Test: A student becomes eligible to appear for the one optional test conducted after the Periodical Test II, only under the following circumstances, if absent for Test I or Test II or both, on account of (i) medical reasons (hospitalization/ accident / specific illness) (ii) participation in the College / University / State / National / International level Sports events with prior permission from the Head of the Institution and (iii) on satisfying the conditions (i) or (ii), the student should have registered for the Optional Test, through the concerned faculty member who handles the course or through the respective Head of the Department, submitted to the Controller of Examinations. Such Optional Tests are not conducted for the courses under the categories c, d and e listed above.

13. DISCIPLINE

Every student is required to observe disciplined and decorous behaviour both inside and outside the college and not to indulge in any activity which will tend to bring down the reputation of the Institution. All the students are informed to follow the rules related to the Institution and Hostels as given in the Calendar.

Question Paper Pattern for Theory Examinations

Type	Questions	Marks
Part A	2 Mark Questions (10 x 2 Marks)	20
Part B	12 Mark Questions either or pattern (5 x 12 Marks)	60
Part C	20 Mark Questions (Case Study)	20
Total		100

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

- I. To impart the graduates with analytical, problem solving and critical decision making skills to handle business challenges using cutting-edge research tools and latest technologies.
- II. To inculcate the graduates, the holistic approach to take up leadership role to empower the business organizations through innovative strategies and policies by incorporating the ethics, environment and sustainability.
- III. To harness the in-depth knowledge and acumen to take up entrepreneurial initiatives or managerial role in an organization.

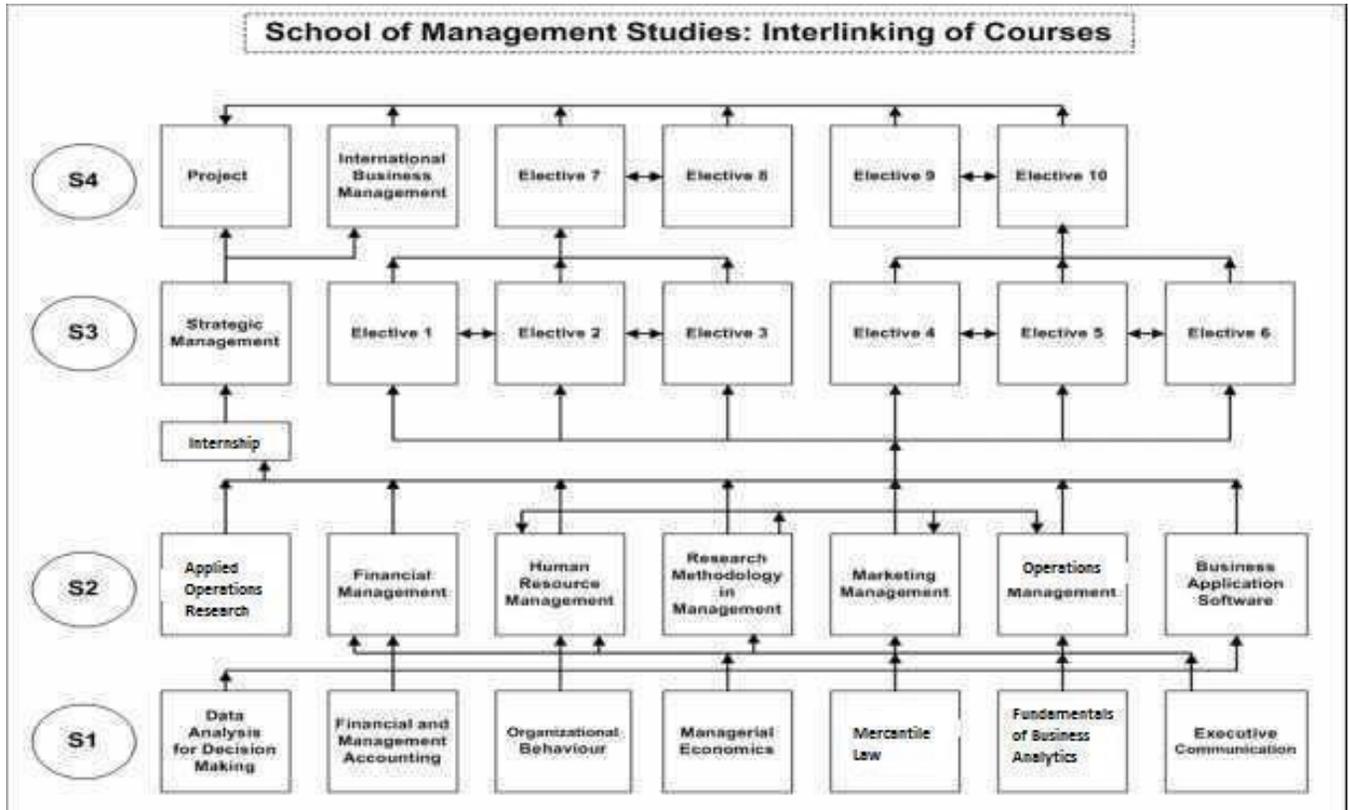
PROGRAMME OUTCOME (POs)

- On completion of the programme, the students will be able to:
 - a) Assess the impact of social dimensions, culture, economic environment, globalization, liberalization, governance, technology upgradation and dynamic legal framework in operating business entities.
 - b) Acquire insight into raising, sourcing and application of funds, accounting procedures, global standards, institutional and regulatory policy frameworks to maximise the financial wealth of the different stakeholders.
 - c) Undertaking the problem identification, formulation, and optimising the resources in production and operation process, materials management, quality management for achieving sustainable growth and development.
 - d) Acquire the ability to apply the core aspects of marketing, negotiation and allied disciplines in real market scenario for attaining the targeted growth.
 - e) Understand the process of human resource planning, recruitment, selection, placement, training and development, organizational behaviour, HRD audit and industrial relation to improve the overall productivity and efficiency of the organization.
 - f) Apply various mathematical and statistical tools, Information and communication technologies, Business Application Software Packages to do the Business Analytics for solving the complex business problems.
 - g) Experience the real time business practices through industrial hands-on training and contemporary business projects.
 - h) Acquire entrepreneurial traits to start and manage their own innovative and life lasting business successfully with ethics.
 - i) Comprehend the strategic business management aspects for effective strategy formulation and implementation.
 - j) Understand the principles of business ethics, ethical behaviour, yoga and meditation.
 - k) Acquire industry ready status to take up leadership and managerial role in a business organisation through effective communication.

Mapping of PEOs and POs

PEO (s)	Programme outcome (s)										
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)
I			x			x			x		
II	x	X		x	x					x	
III							X	x			x

Connectivity Chart



M.B.A

Minimum credits to be earned: 106

FIRST SEMESTER							
Code No.	Course	Objectives & Outcomes		L	T	P	C
		PEOs	POs				
18MB11	Managerial Economics	I	A	4	0	0	4
18MB12	Data Analysis for Decision Making	I	F	3	1	0	4
18MB13	Organizational Behaviour	II	E	4	0	0	4
18MB14	Financial and Management Accounting	I	B	3	1	0	4
18MB15	Mercantile Law	I	A	4	0	0	4
18MB16	Fundamentals of Business Analytics	I	F	3	1	0	4
18MB17	Executive Communication	I	K	0	0	4	2
Total				21	3	4	26
SECOND SEMESTER							
Code No.	Course	Objectives & Outcomes		L	T	P	C
		PEOs	POs				
18MB21	Applied Operations Research	I	F	3	1	0	4
18MB22	Operations Management	II	C	4	0	0	4
18MB23	Marketing Management	II	D	4	0	0	4
18MB24	Financial Management	II	B	3	1	0	4
18MB25	Human Resource Management	II	E	4	0	0	4
18MB26	Research Methodology in Management	I	F	3	1	0	4
18MB27	Business Application Software	I	F	0	0	4	2
Total				21	3	4	26
THIRD SEMESTER							
Code No.	Course	Objectives & Outcomes		L	T	P	C
		PEOs	POs				
18MB31	Strategic Management	II	I	3	0	0	3
	Professional Elective I	--	--	4	0	0	4
	Professional Elective II	--	--	4	0	0	4
	Professional Elective III	--	--	4	0	0	4
	Professional Elective IV	--	--	4	0	0	4
	Professional Elective V	--	--	4	0	0	4
	Professional Elective VI	--	--	4	0	0	4
18MB32	Internship	III	G				2
Total				27	0	0	29
FOURTH SEMESTER							
Code No.	Course	Objectives & Outcomes		L	T	P	C
		PEOs	POs				
18MB41	International Business Management	II	A	3	0	0	3
	Professional Elective VII	--	--	4	0	0	4
	Professional Elective VIII	--	--	4	0	0	4
	Professional Elective IX	--	--	4	0	0	4
	Professional Elective X	--	--	4	0	0	4
18MB42	Project	III	G				6
Total				19	0	0	25

LIST OF PROFESSIONAL ELECTIVES							
Code No.	Course	Objectives & Outcomes		L	T	P	C
		PEOs	Pos				
Stream/Specialization: Marketing							
18MM01	Advertising and Promotion Management	I	d	4	0	0	4
18MM02	Brand Management	I	d	4	0	0	4
18MM03	Consumer Behaviour	I	d	4	0	0	4
18MM04	Digital Marketing	I	d	4	0	0	4
18MM05	Retail Management	I	d	4	0	0	4
18MM06	Event Marketing	I	d, k	4	0	0	4
18MM07	Services Marketing	I	d	4	0	0	4
18MM08	Marketing Metrics and Analytics	I	d,f	4	0	0	4
Stream/Specialization: Finance							
18MF01	Banking system and Practices	I	b	4	0	0	4
18MF02	Equity Derivatives and Risk Management	I	b	4	0	0	4
18MF03	Merchant Banking and Financial Services	I	b	4	0	0	4
18MF04	Mergers, Acquisitions and Restructuring	I	b	4	0	0	4
18MF05	Project Finance	I	b	4	0	0	4
18MF06	Investment Analysis and Portfolio Management	I	b	4	0	0	4
18MF07	Goods and Services Tax	I	b	4	0	0	4
18MF08	Financial Modeling	I	b,f	4	0	0	4
18MF09	Behavioural Finance	I	b	4	0	0	4
18MF10	Corporate Accounting	I	b	4	0	0	4
Stream/Specialization: Human Resource Management							
18MH01	Industrial Relations and Labour Laws	I	a,e	4	0	0	4
18MH02	Managerial Behaviour and Effectiveness	I,II	e, l	4	0	0	4
18MH03	Organizational Change And Intervention Strategy	I,II	e	4	0	0	4
18MH04	Performance Management	I	e	4	0	0	4
18MH05	Behavioural Modification and Management	I,II	e	4	0	0	4
18MH06	Training and Development	I	e	4	0	0	4
18MH07	Competency Mapping and Development	I	e	4	0	0	4
18MH08	Social Psychology	I	a,e	4	0	0	4
18MH09	HR Analytics	I,II	e, l,f	4	0	0	4
Stream/ Specialization : Operations Management							
18MO01	Business Process Re-engineering	I	c	4	0	0	4
18MO02	Advanced Maintenance Management	I	c	4	0	0	4
18MO03	Lean Manufacturing	I	c	4	0	0	4
18MO04	Purchasing and Materials Management	I	c	4	0	0	4
18MO05	Services Operations Management	I	c	4	0	0	4
18MO06	Supply Chain and Logistics Management	I	c	4	0	0	4

18MO07	Total Quality Management	I	c	4	0	0	4
18MO08	Six Sigma	I	c	4	0	0	4
Stream/Specialization: Commercial Bank Management							
18MC01	Fundamentals of Commercial Bank Management	I	b	4	0	0	4
18MC02	Resource Mobilization – Deposits	I	b	4	0	0	4
18MC03	Resource Deployment – Small Loans	I	b	4	0	0	4
18MC04	Resource Deployment – Commercial Advances	I	b	4	0	0	4
18MC05	Export and Import Financing	I	b	4	0	0	4
18MC06	Management of Non-Performing Assets	I	b	4	0	0	4
18MC07	Risk Management in Banks	I	b	4	0	0	4
Stream/ Specialization : Entrepreneurship Development							
18ME01	Entrepreneurship and Small Business Management	III	h, k	4	0	0	4
18ME02	Creativity, Innovation And Entrepreneurship	III	h	4	0	0	4
18ME03	Legal and Regulatory Frame Work for Entrepreneurship	III	h	4	0	0	4
18ME04	Soft Skills for Entrepreneurs	III	h, l	4	0	0	4
18ME05	Business Plan	III	h	4	0	0	4
18ME06	Building a Sustainable Enterprise	III	h	4	0	0	4
18ME07	Intellectual Property Rights	I,II	h	4	0	0	4
Stream/ Specialization : Systems							
18MS01	Information Systems Design and Development	I	f	4	0	0	4
18MS02	E-Commerce	I	f	4	0	0	4
18MS03	Business Intelligence	I	f	4	0	0	4
18MS04	Knowledge Management	I	f	4	0	0	4
18MS05	Decision Support System	I	f	4	0	0	4
18MS06	Software Project Management System	I	f	4	0	0	4
18MS07	Content Management and Electronic Publishing	I	f	4	0	0	4
18MS08	Enterprise Resource Planning	I	f	4	0	0	4

SELF STUDY ELECTIVES

- 18MG01 Agribusiness Management
- 18MG02 Hospital Management
- 18MG03 B2B Marketing
- 18MG04 Disaster Management

ONE CREDIT COURSE

- 18MX01 Electronic Retailing
- 18MX02 Indian Ethos in Management
- 18MX03 Business Ethics
- 18MX04 Industry 4.0
- 18MX05 Introduction to FIN-TECH

18MB11 MANAGERIAL ECONOMICS

4 0 0 4

Course Objectives

- To give an insight into demand and supply analysis, forecasting and decision making.
- To provide students with a basic understanding of various Market structures.
- To provide students with a basic understanding of the Macro Economic concepts and Indian Government's Stabilization policies.

Programme Outcomes (POs)

- a. Assess the impact of social dimensions, culture, economic environment, globalization, liberalization, governance, technology upgradation and dynamic legal framework in operating business entities.

Course Outcomes (COs)

1. Analyse the essence of economy of scale.
2. Apply the demand functions for creating a favourable impact on operations.
3. Execute the different strategies for different markets.
4. Apply the knowledge gained on national income policy for decisions.
5. Evaluate the impact of macroeconomic factors on business.

UNIT I

8 Hours

INTRODUCTION

Objectives of Organizations - Production Possibility Curve - Economy & Diseconomies of scale - Business Decision Making - Production Analysis and Cost Analysis.

Stake holder's welfare maximization.

UNIT II

8 Hours

DEMAND AND SUPPLY

Demand Function - Law of Demand - Demand Shift - Elasticity of Demand - Demand Forecasting - Supply Function - Law of Supply - Supply Shift - Equilibrium Price Determination.

Barometric Indicators.

UNIT III

8 Hours

MARKET STRUCTURE

Market Structure - Perfect Competition - Shut Down Point - Monopoly - Economic Inefficiency of Monopoly - Monopolistic Competition – Oligopoly.

Price Discrimination.

UNIT IV

8 Hours

NATIONAL INCOME

Circular flow of Income and Expenditure - Measurement of National Income - GNP - GDP - Per-Capita Income.

Gini Co-efficient.

UNIT V

8 Hours

ECONOMIC INDICATORS

Price Indices - Inflation - Deflation - Business Cycle and Stabilization Policies - Monetary Policy - Fiscal Policy - Limitations and Effectiveness of Monetary and Fiscal policies.

Economical aspects of Taxation.

Total: 40 Hours

Reference(s)

1. Geetika, Piyali Ghosh and Purba Roy Choudhury "Managerial Economics", New Delhi: Tata McGraw-Hill, 2017.
2. Samuelson and Nordhaus, "Economics", New Delhi: Tata McGraw Hill, 2010.
3. D.N. Dwivedi, "Macro Economics Theory and Policy", New Delhi: Tata McGraw Hill, 2017.
4. Richard G. Lipsey and K. Alec Chrystal, "Economics", New Delhi: Oxford, 2011.
5. Mankiw, "Principles of Economics", New Delhi: Thomson Learning, 2016.

18MB12 DATA ANALYSIS FOR DECISION MAKING

3 1 0 4

Course Objectives

- To enable the students to have an insight into basic statistical techniques.
- To gain an understanding about hypothesis testing, using tools such as Z test, F test, ANOVA, chi-square tests, regression & correlation analysis and non-parametric tests.
- To enable the students to draw conclusions from the analysis for better decisionmaking.

Programme Outcomes (POs)

f. Apply various mathematical and statistical tools, Information and communication technologies, Business Application Software Packages to do the Business Analytics for solving the complex business problems.

Course Outcomes (COs)

1. Analyse the collected information using descriptive and inferential statistics to interpret the collected data.
2. Generate Hypothesis to draw meaningful conclusions.
3. Analyse the collected data using univariate and bivariate statistical tools.
4. Produce the future sales / profit and other variables forecast using correlation and regression.
5. Apply non-parametric test for drawing meaningful conclusions.

UNIT I

8 Hours

DESCRIPTIVE STATISTICS

Introduction to Statistics, Measures of Central Location - Mean, Median, Mode, Percentiles, Quartiles, Weighted Mean. Measures of Variability- Range, Inter-Quartile Range, Variance, Standard Deviation, Coefficient of Variation.

Presenting and Exploring Data

UNIT II

7 Hours

EXPERIMENTS AND SAMPLE SPACE

Experiment and Sample Space, Events and Operations with Events, Basic Probability Rules, Probability of an Event, Binomial Distribution, Normal Distribution.

Random numbers

UNIT III

8 Hours

CORRELATION AND REGRESSION

Dependent vs. Independent Variables, Correlation Coefficient (Pearson and Spearman's Rank Correlation), Interpretation of Covariance, Simple Linear Regression.

Bivariate Data

UNIT IV

9 Hours

PARAMETRIC TESTS

z- Test, t-test (One Sample and Two Sample) and ANOVA (One Way) Basic computation.

Level of significance

UNIT V

8 Hours

NON PARAMETRIC TESTS

Chi-Square Test: Mann-Whitney U Test, Wilcoxon Rank Signed Test and Kruskal-Wallis Test, Friedman Test.

Parametric vs. Non Parametric tests

Total: 40 Hours

Reference(s)

1. G.Beri, "Business Statistics", New Delhi: Tata McGraw Hill, 2009
2. Keller, "Statistics for Management", New Delhi: Cengage Learning (Thompson), 2009
3. R.I. Levin and D S.Rubin, "Statistics for Management", New Delhi: Prentice Hall of India, 2011.
4. Ronald E Walpole, Raymond H Myers, Sharon L Myers, and Keying Ye, "Probability and Statistics for Engineering and Scientists", Noida: Pearson Education, 2010
5. P. R.Hooda, "Statistics for Business and Economics", New Delhi: Tata McGraw Hill, 2010.

18MB13 ORGANIZATIONAL BEHAVIOUR

4 0 0 4

Course Objectives

- To familiarize students with contemporary organizational behaviour theories.
- To help them understand predict and manage people better.
- To familiarize the students with organizational culture and help them to manage change.

Programme Outcomes (POs)

e. Understand the process of human resource planning, recruitment, selection, placement, training and development, organizational behaviour, HRD audit and industrial relation to improve the overall productivity and efficiency of the organization.

Course Outcomes (COs)

1. Implement behavioural theories for managing employee's behaviour.
2. Assess the people's behaviour and adopt appropriate motivation strategies.
3. Check the various techniques for effectively managing the conflict.
4. Organise the role of organizational culture in organizational functioning.
5. Plan to Initiate, manage and implement changes in organization.

UNIT I

8 Hours

INTRODUCTION

Meaning and Importance of Organizational Behaviour (OB), Contributing Disciplines, Challenges and Opportunities for OB, Personality: Determinants and Attributes, Values and Attitudes, Components and Functions of Attitudes, Perception, Life Cycle Management.

Emotional Intelligence

UNIT II

8 Hours

MOTIVATION AND GROUP BEHAVIOUR

Motivation, Basic Concepts, Motivation Theories, Problems in Motivation, Group Dynamics, Types of Groups, Group Norms and Cohesiveness, Group Roles.

Motivating Gen X & Gen Y

UNIT III

8 Hours

EMPLOYMENT RELATIONSHIP AND CONFLICT MANAGEMENT

Employment Relationship and Career Dynamics, Conflict Process, Sources of Conflict, Structural Approach to Conflict Management, Employee engagement in conflict management, Dynamics of Conflict Resolution.

ZOPA

UNIT IV

8 Hours

ORGANIZATIONAL CULTURE

Organizational Culture, Elements of Organizational Culture, Organizational Culture and Performance, Changing and Strengthening Culture, Complying of Organizational culture in various environment, Organizational Socialization.

Globalization and culture

UNIT V

8 Hours

ORGANIZATIONAL DYNAMICS

Organizational change - Forces for change, Resistance to change, Overcoming resistance to change, Change agents. Organizational Development, Organizational Development intervention.

Implementing change

Total: 40 Hours

Reference(s)

1. P.Stephen Robbins, Organizational Behaviour, New Delhi: Prentice Hall India, 2016
2. Mcshane L Steven, Von Glinow Mary, and Ann Sharma R. Radha., Organizational Behaviour, New Delhi: Tata McGraw Hill, 2011.
3. Uma Sekaran, Organizational Behaviour, New Delhi: Tata McGraw Hill, 2016.
4. Hellriegel and Slocum, Organizational Behaviour, New Delhi: Thomson South Western, 2015.
5. Fred Luthans, Organizational Behaviour, New Delhi: Tata McGraw Hill, 2014.
6. 6. Nelson, Quick, Khandelwal. ORGB An innovative approach to learning and teaching. Cengage learning. 2nd edition. 2013

**18MB14 FINANCIAL AND MANAGEMENT
ACCOUNTING**

3 1 0 4

Course Objectives

- To acquaint the students with the fundamental principles of accounting.
- To enable the students to read and understand Financial Statements
- To enhance the knowledge of students in Costing, Budgeting and Marginal costing techniques.

Programme Outcomes (POs)

- b. Acquire insight into raising, sourcing and application of funds, accounting procedures, global standards, institutional and regulatory policy frameworks to maximise the financial wealth of the different stakeholders.

Course Outcomes (COs)

1. Generate the Final Account statements by applying GAAP.
2. Analyse and interpretation of income statement and Balance sheet.
3. Compute and use various ratios to measure financial strength of a company through inter and intra firm comparisons.
4. Evaluate the overheads and other costs across various products.

UNIT I

8 Hours

INTRODUCTION

Introduction, Meaning, Branches and Objectives of Accounting, Concepts and Conventions of Accounting, An Overview of Journal, Ledger, Trial Balance, Preparation of Trading and Profit & Loss Account and Balance Sheet, Basics of IGAAP and IFRS.

Format of Balance Sheet as per Company Law and annexures to it

UNIT II **7 Hours**

FINANCIAL STATEMENTS

Financial Statements, Characteristics, Limitations, Methodical Classification, Ratio Analysis, Fund Flow Statement and Cash Flow Statement (Basic problems).

Share holder ratios

UNIT III **9 Hours**

COST ACCOUNTING

Cost Accounting, Meaning and Objectives, Classification and Elements of Costs, Cost Concepts Preparation of Cost Sheet, Apportionment of Cost, An Overview of Activity Based Costing.

Inventory Valuation Method- FIFO, LIFO, Average Cost Method.

UNIT IV **8 Hours**

BUDGET AND BUDGETARY CONTROL

Budget and Budgetary Control, Cash Budget, Functional Budgets and Flexible Budget.

Zero based budgeting

UNIT V **8 Hours**

BREAK EVEN ANALYSIS

Cost Volume Profit Analysis, Break Even Analysis, Application of Marginal Costing Techniques in Managerial Decision Making.

Multi product firm and BEP

Total: 40 Hours

Reference(s)

1. N.Ramachandran Ram Kumar Kakani, "Financial Accounting for Management", New Delhi: Tata McGraw Hill, 2015.
2. R.Narayanaswamy, "Financial Accounting - A Managerial Perspective", New Delhi: Prentice Hall India, 2016.
3. Norman H. Godwin, C. Wayne Alderman & Debashish Sanyal, "An Innovative Approach to Learning and Teaching Financial Accounting"- A South-Asian Perspective, New Delhi: Cengage Learning (P) Ltd., 2012.
4. M.Y. Khan and P.K.Jain, "Management Accounting- Text, Problems and Cases", New Delhi: Tata McGraw Hill, 2016.
5. Roby Sawyers, Steve Jackson, Greg Jenkins & Ravinder Kumar Arora, "An Innovative Approach to Learning and Teaching Managerial Accounting" A South-Asian Perspective, New Delhi: Cengage Learning (P) Ltd., 2012.

18MB15 MERCANTILE LAW

4 0 0 4

Course Objectives

- To instil the students an awareness of legal framework of a contract.
- To understand the basics of some special contracts.
- To gain an insight into Negotiable Instruments Act.

Programme Outcomes (POs)

a. Assess the impact of social dimensions, culture, economic environment, globalization, liberalization, governance, technology upgradation and dynamic legal framework in operating business entities

Course Outcomes (COs)

1. Analyze the fundamental aspects of a legal contract.
2. Evaluate the flaws in contract and the various remedies for rectification.
3. Assess the need for some special contracts and its implementation.
4. Differentiate the rights of buyers and sellers under the Sale of Goods Act.
5. Combine the functional aspects of Negotiable Instruments and the role of bankers.

UNIT I

8 Hours

LAW OF CONTRACT I

Nature of contract- Offer and Acceptance - Consideration - Capacity to contract - Free consent - Legality of object - Void agreements - Business Law and Constitution

Elements of Contract - Case Study.

UNIT II

7 Hours

LAW OF CONTRACT II

Contingent contracts - Performance of contract - Discharge of contract - Remedies for breach of contract - Quasi contracts –

Draft Contract - Case Study.

UNIT III

8 Hours

SPECIAL CONTRACTS

Indemnity and guarantee - Bailment and Pledge - Contract of Agency - Partnership - Formation of partnership - Registration of firms - Relations of partners - Dissolution of firm - Income Tax

Goods and Service Tax - Case Study.

UNIT IV

9 Hours

SALE OF GOODS

Formation of contract of sale of goods - Conditions and Warranties - Transfer of property - Performance of contract - Rights of an unpaid seller - Consumer Protection Act

Caveat Emptor - Case Study.

UNIT V

8 Hours

NEGOTIABLE INSTRUMENTS

Negotiable Instruments Act - Definition of Promissory Note - Cheque and Bill of Exchange - Holder for Value - Holder in Due Course - Types of Negotiation - Rights of Collecting and Paying Bankers - Duties of Collecting and Paying Bankers .

Forgery - Case Study.

Total: 40 Hours

Reference(s)

1. Kapoor N D, "Elements of Mercantile Law", New Delhi: Sultan Chand & Sons Pvt. Ltd., 2017
2. AkhileshwarPathak, "Legal Aspects of Business", New Delhi: Tata McGraw Hill, 2011
3. P. C.Tulsian, "Business and Corporate Law for CA PE- II", New Delhi: Tata McGraw Hill, 2012
4. Padhi, P. K., "Legal Aspects of Business", New Delhi: PHI Learning, 2010
5. Satish B. Mathur, "Business Law", New Delhi: Tata McGraw Hill, 2010
6. S.Yatindra, "Cyber Laws", New Delhi: Universal Law Publishing Co, 2010

**18MB16 FUNDAMENTALS OF BUSINESS
ANALYTICS**

3 1 0 4

Course Objectives

- To acquaint the students with the basics of Business Intelligence.
- To enable the students to understand Data Integration and Multidimensional Data Modelling.
- To enhance the knowledge of students in Measures, Metrics, KPIs, Performance Management and Basics of Enterprise Reporting.

Programme Outcomes (POs)

f. Apply various mathematical and statistical tools, Information and communication technologies, Business Application Software Packages to do the Business Analytics for solving the complex business problems.

Course Outcomes (COs)

1. Differentiate the Structured and Semi Structured Data.
2. Apply appropriate Data Models for OLTP and OLAP.
3. Evaluate appropriate Type of Data Model.
4. Apply suitable technology for Data Integration.
5. Check Measure Key Performance Indicators.

UNIT I

8 Hours

INTRODUCTION

IT in Business - Characteristics of Internet- Ready IT Applications - Information Users and Their Requirements. Types of Digital Data; Structured Data, Unstructured Data and Semi-Structured Data - Difference between Semi-Structured and Structured Data.

Extracting Data

UNIT II

8 Hours

BASICS OF BUSINESS INTELLIGENCE

Introduction to On-Line Transaction Processing (OLTP), On-Line Analytical Processing (OLAP), Different OLAP Architectures, Data Models for OLTP and OLAP, Role of OLAP Tools in the BI Architecture. Evolution of Business Intelligence (BI) and Role of DSS, EIS, MIS and Digital

Dashboard -Question About BI Where, When, and What? - Data from Many Perspective -BI Frame Work - BI Applications -BI Users.

BI for Past, Present and Future

UNIT III

8 Hours

BASICS OF DATA INTEGRATION

Data Warehouse and its need, Data Mart, Constitution of Data Warehouse, Extract-Transform-Load (ETL), Data Integration and its Technologies, Data Quality and Data Profiling.

Common Approaches of Data Integration

UNIT IV

8 Hours

MULTIDIMENSIONAL DATA MODELLING

Basics of Data Modeling, Types of Data Model, Data Modeling Techniques, Fact Table, Dimension Table, Typical Dimensional Models, Dimensional Modeling Life Cycle.

Designing the Dimensional Model.

UNIT V

8 Hours

MEASURES, METRICS, KPIS, PERFORMANCE MANAGEMENT AND BASICS OF ENTERPRISE REPORTING

Basics of Measures and Performance, Measurement System Terminology, Role of Metrics and Metrics Supply Chain, Fact-Based Decision Making and KPIs, KPI usage in companies, Sources of Business Metrics and KPIs. Reporting Perspectives Common to All Levels of Enterprise, Report Standardization and Presentation Practices, Enterprise Reporting Characteristics in OLAP World, Balanced Scorecard and Dashboards.

Funnel and Distribution Channel Analysis.

Total: 40 Hours

Reference(s)

1. R N Prasad and Seema Acharya, "Fundamentals of Business Analytics", New Delhi: Willey, 2nd Edition, 2016
2. Bhambri V, Krishan B Chopra B, "Business Analytics: Concepts & Theories", Khanna Book Publishers Co. (P) Ltd., New Delhi, 2014.
3. Jesper Thorlund Gert H.N. Laursen, "Business Analytics for Managers: Taking Business Intelligence Beyond Reporting", Willey, 2013
4. Evans James R, "Business Analytics", New Delhi: Pearson, 2nd Edition, 2017.
5. Hardoon R., David and Shmulei G., "Getting Started with Business Analytics: Insightful Decision-Making", Boca Raton Florida, Chapman and Hall/CRC, 2013

18MB17 EXECUTIVE COMMUNICATION

0 0 4 2

Course Objectives

- To enable the students to exhibit effective written and oral communication skills in business situations.
- To help them draft and deliver the message by understanding purpose, analyzing audience, selecting appropriate channel and medium.
- To prepare a professional and effective covering letter and Resume to enable them to appear unique during interviews.

Programme Outcomes (POs)

k. Acquire industry ready status to take up leadership and managerial role in a business organisation through effective communication.

Course Outcomes (COs)

1. Differentiate among positive, neutral and negative messages and create one based on the situation.
2. Apply the techniques required for effective reading and listening skills.
3. Produce powerful abstract, proposals and reports by understanding the essentials of effective writing.
4. Evaluate others by understanding their body language.
5. Create professional covering letter and resume with necessary information to apply for interviews.

1	4 Hours
EXPERIMENT 1 Write neutral, positive, negative and persuasive messages (Sales letter, Complaint letter, Enquiry letter)	
2	3 Hours
EXPERIMENT 2 Prepare an e-mail adopting e-mail etiquette.	
3	3 Hours
EXPERIMENT 3 Draft a press release.	
4	3Hours
EXPERIMENT 4 Make an oral presentation using appropriate aids for Print Ad / Video Ad.	
5	3 Hours
EXPERIMENT 5 Exhibit well developed reading skills - Reading comprehension.	
6	4 Hours
EXPERIMENT 6 Exhibit well developed listening skills.	

7	3 Hours
EXPERIMENT 7 Write memos, notices, agenda and minutes of a meeting, Circulars.	
8	4 Hours
EXPERIMENT 8 Prepare an abstract of the business report (containing not more than 100 words), Preparation of Proposals.	
9	3 Hours
EXPERIMENT 9 Demonstrate appropriate body language.	
10	3 Hours
EXPERIMENT 10 Case Analysis and Presentation.	
11	3 Hours
EXPERIMENT 11 Role Play and Analysis.	
12	4 Hours
EXPERIMENT 12 Covering Letter and Resume.	

Total: 40 Hours

Reference(s)

1. MatthuKutty M. Monippally, "Business Communication Strategies", New Delhi: Tata McGraw Hill, 2013
2. ArunaKoneru, "Professional Communication", New Delhi: Tata McGraw Hill, 2013 / 2014
3. Ashraf Rizvi M, "Effective Technical Communication", New Delhi: Tata McGraw Hill, 2014
4. . Meenakshi Raman, Sangeeta Sharma, "Technical Communication: Principles and Practice", Oxford University Press, 2015
5. John V. Thill & Courtland L. Bovee, "Excellence in Business Communication", 10th edition. Boston : Pearson, 2013

18MB21 APPLIED OPERATIONS RESEARCH

3 1 0 4

Course Objectives

- To enable the students to have insight into basic linear programming.
- To enable the students to understand operations research techniques in business operations.
- To enable the students to become more analytical for solving real life problems.

Programme Outcomes (POs)

f. Apply various mathematical and statistical tools, Information and communication technologies, Business Application Software Packages to do the Business Analytics for solving the complex business problems.

Course Outcomes (COs)

1. Execute the Linear Programming for profit maximization and cost minimization.
2. Analyse the transportation and assignment technique for optimization.
3. Organise the tools and techniques of CPM and PERT to manage the projects.
4. Generate the risk and uncertainty and apply the decision making.
5. Evaluate the queuing model and replacement model for enhancing operational efficiency.

UNIT I

9 Hours

LINEAR PROGRAMMING

Linear Programming, Formulation, Solving LPP: Graphical method, Simplex method- Dual simplex method- Principles of Duality- Sensitivity Analysis.

Introduction to DEA & Problems to be solved using Spreadsheet

UNIT II

8 Hours

TRANSPORTATION AND ASSIGNMENT

Transportation problems-North-West Corner Solution, Least cost, Vogel's Approximation method(VAM) - Test of optimality - MODI method, Assignment Problem: Hungarian method.Travelling Salesmen Algorithm.

Travelling salesmen & Problems to be solved using Spreadsheet

UNIT III

8 Hours

NETWORK TECHNIQUES

Introduction- Phases of project management, Guidelines for network construction-Critical Path Method-CPM float calculations-PERT analysis.

Network components & Problems to be solved using project software

UNIT IV

8 Hours

GAME THEORY

Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination 20 (Averages)-Decision making under risk, Expected Monetary Value approach, Decision Trees- Monte-carlo simulation.

Decision making under uncertainty

UNIT V

7 Hours

WAITING LINE MODELS

Waiting line models: Features and Terminologies, Solution to the practical problems on (M/M/1): (FCFS/ ∞/∞) model.

Queuing theory

Total: 40 Hours

Reference(s)

1. Hamdy A Taha, "Operations Research- An Introduction", New Delhi: Pearson Education, 2014.
2. J.K.Sharma, "Operations Research - Theory and Application", Noida: Mac Millan India, 2013.
3. N.D.Vohra, "Quantitative Techniques in Management", New Delhi: Tata McGraw Hill Publishing Co. Ltd, 2015.
4. R.Paneerselvam, "Operations Research", New Delhi: Prentice Hall of India, 2008.
5. Frederick S.Hillier and Gerald J. Lieberman, "Operations Research", New Delhi: Tata McGraw Hill, 2010.

18MB22 OPERATIONS MANAGEMENT

4 0 0 4

Course Objectives

- To introduce students to Operations terminology and concepts.
- To enable the students to comprehend the important aspects like production system, layout, production planning and inventory management.
- To enable the students to understand the utility of work measurement techniques.

Programme Outcomes (POs)

c. Undertaking the problem identification, formulation, and optimising the resources in production and operation process, materials management, quality management for achieving sustainable growth and development.

Course Outcomes (COs)

1. Differentiate production system according to the nature of the product.
2. Check the issues involved and tasks to be performed for production planning.
3. Design plant layout for ergonomics.
4. Plan for inventory requirements and management.
5. Implement work measurement techniques choose capacity and demand of service operations.

UNIT I

8 Hours

INTRODUCTION

Production and Operations Management: Evolution and Functions of Production Management.
Production Systems: Job, Batch, Mass, Continuous Flow, Group technology.

Cellular manufacturing

UNIT II

9 Hours

PRODUCTION LOCATION AND LAYOUT

Location Decision: Factors Affecting Location Decision. Facility Layout: Product, Process Layout, Cellular Layout, Fixed Position Layout. Line Balancing (Problem).

Centre of gravity model

UNIT III

7 Hours

PROCESS PLANNING IN PRODUCTION AND SERVICE

Process Planning: Characteristics and Functions, Capacity Requirement Planning: Methodology
Aggregate planning: Methodology. Master Production Schedule, Material Requirement Planning.
Manufacture Resource Planning (MRP) II. Managing capacity and demand in service, Service supply
relationship.

Product tree

UNIT IV

8 Hours

INVENTORY MANAGEMENT

Independent Demand model: Economic Order Quantity (EOQ) Model (problems). Types of Inventory control - P System, Q System, Techniques of Inventory control: ABC Analysis (problem), Just in Time (JIT), KANBAN.

Andons

UNIT V

8 Hours

WORK MEASUREMENT TECHNIQUES AND LEAN MANUFACTURING

Work Measurement Techniques: Time Study, Method, Time Measurement (MTM), Work Sampling (problems), Lean Manufacturing: 7 Wastes.

Motion study

Total: 40 Hours

Reference(s)

1. Norman Gaither and Greg Frazier., "Operations Management", New Delhi: Thomson Learning Inc, 2010.
2. KanishkaBedi, "Production and Operations Management", New Delhi: Oxford University Press, 2011.
3. S.N.Chary, "Production and Operations Management", New Delhi: Tata McGraw Hill, 2009.
4. Byron J Finch, "Operations Now", New Delhi: Tata McGraw Hill, 2007.
5. Chase Jacobs, Aquilano, and Agarwal, "Operations Management for Competitive Advantage", New Delhi: Tata McGraw Hill, 2005.
6. James A.Fitzsimmons, MonaJ.Fitzsmmons, "Service Management" Chennai McGraw Hill Education (India) Private Limited, 2017

18MB23 MARKETING MANAGEMENT

4 0 0 4

Course Objectives

- To gain insight on the impact of marketing environment on the marketing strategies adopted by the business organizations.
- To provide understanding about STP (Segmentation, Targeting, Positioning) in marketing and give an comprehensive view about the individual buyer behaviour.
- To give detailed insight into the 4Ps of Marketing.

Programme Outcomes (POs)

d. Acquire the ability to apply the core aspects of marketing, negotiation and allied disciplines in real market scenario for attaining the targeted growth.

Course Outcomes (COs)

1. Analyse the fundamentals and core aspects of marketing.
2. Execute the various strategies of marketing and buyer behaviour.
3. Differentiate the 4 Ps of Marketing and the role of marketing channels.
4. Organise the promotional aspects of marketing and modern marketing.
5. Implement the marketing research with the application of technology.

UNIT I **8 Hours**

INTRODUCTION

Marketing -Marketing Management - Core concepts - Philosophies of Marketing Management - The Marketing Environment - Marketing Mix

Sensory Marketing.

UNIT II **8 Hours**

STP AND BUYER BEHAVIOUR

Market Segmentation: Levels - Importance -Procedures - Bases for Segmentation - Targeting Strategies - Positioning: Differentiation Strategies - Positioning Strategies -Individual Buyer Behaviour -Model- Buying Decision Process - Buyer Roles- Buying Influences

Organizational Buyer Behaviour.

UNIT III **9 Hours**

4 PS OF MARKETING - PRODUCT, PRICING AND PLACE

Product Classification- Product Levels - Product Hierarchy-New Product Development: Process- Product Life Cycle - Branding: Brand Name Decision - Brand Strategy Decision - Pricing - Methods - Initiating Price Changes -Responding to Price Changes - Marketing Channels - Channel Functions - Channel Levels - Channel Design Decisions - Channel Management- Brand Identity Prism

Organized Retailing.

UNIT IV **8 Hours**

4 PS OF MARKETING -PROMOTION

Marketing Communication - Process - Developing Effective Communications - Advertising - Developing Effective Advertising Programs- Forms of Advertising- Appeals - Sales Promotion - Digital Branding

Marketing Communications through Social Media.

UNIT V **7 Hours**

MARKETING RESEARCH

Research - Marketing Research- Marketing Information Systems - Marketing Analytics - Social Media Marketing

Technology Enabled Marketing.

Total: 40 Hours

Reference(s)

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, and MithileswarJha, "Marketing Management "A South Asian Perspective", Noida: Pearson, 2012.
2. Zikmund Amico, "Marketing", New Delhi: Thomson South Western, 2011.
3. V.S. Ramaswamy and S.Namakumari, "Marketing Management Planning Implementation and Control - The Indian context", Noida: Macmillan India, 2013.
4. O'Guinn, Allen and Semenik, "Advertising and Brand Promotion", New Delhi: Thomson South Western, 2011.
5. Louis W Stern, Adel I El Ansary, and Anne T Coughlan., "Marketing Channel", New Delhi: Prentice Hall of India, 2010.
6. Naresh K Malhotra and Satyabhusan Dash, "Marketing Research - An Applied Orientation", New Delhi: Pearson, 2015.

18MB24 FINANCIAL MANAGEMENT

3 1 0 4

Course Objectives

- To enable the students to understand the concepts of Financial Management.
- To understand the concepts and techniques of Capital Budgeting, Working Capital Management and Dividends.
- To throw light on the significance of Cost of Capital for deciding the Capital Structure.

Programme Outcomes (POs)

b. Acquire insight into raising, sourcing and application of funds, accounting procedures, global standards, institutional and regulatory policy frameworks to maximise the financial wealth of the different stakeholders.

Course Outcomes (COs)

1. Execute financial planning and predicting future and present value of money.
2. Evaluate appropriate Capital Budgeting Techniques.
3. Analyse the impact of Optimum Capital Structure on Market Value of the firm.
4. Plan appropriate Dividend Policy for optimal risk return trade-off.
5. Apply different Working Capital techniques to improve liquidity.

UNIT I

8 Hours

INTRODUCTION

Financial Management: Functions, Goals, Organization of Finance Function, Time Value of Money, Future Value and Present Value of Money-Sources of Finance. Financial Planning: Introduction, Objectives, Benefits, Guidelines, Steps in Financial Planning, Factors Affecting Financial Planning, Estimation of Financial Requirements of a Firm, Capitalisation - Financial management Environment.

Real and Nominal Interest Rate

UNIT II

8 Hours

PRINCIPLES OF CAPITAL BUDGETING

Principles and Nature of Capital Budgeting, Evaluation Techniques: Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index.

Project selection under Capital Rationing

UNIT III

8 Hours

COST OF CAPITAL AND CAPITAL STRUCTURE

Concept of Cost of Capital, Measurement of Specific Costs and Overall Cost of Capital, Factors Determining Capital Structure, Operating and Financial Leverage.

Term Structure of Interest Rate

UNIT IV

8 Hours

DIVIDEND THEORY

Dividend Policy, Dividend Theories, Determinants of Dividend Policy, Forms of Dividend.

Share Split

UNIT V

8 Hours

PRINCIPLES OF WORKING CAPITAL

Principles and Determinants of Working Capital, Operating Cycle, Estimation of Working Capital, Policies for Financing Current Assets.

GWC vs. NWC

Total: 40 Hours

Reference(s)

1. I.M.Pandey, "Financial Management", New Delhi: Vikas Publishing House Pvt. Ltd., -2016.
2. James C. Van Horne, "Financial Management & Policy", New Delhi: Prentice Hall of India, 2011.
3. Brigham and Houston, "Fundamentals of Financial Management", New Delhi: Thomson Learning, 2015.
4. M.Y. Khan and P. K.Jain, "Financial Management- Text, Problems and Cases", New Delhi: Tata McGraw Hill Publishing Company Ltd, 2017.
5. Prasanna Chandra, "Financial Management- Theory and Practice", New Delhi: Tata McGraw-Hill Publishing Company Ltd, 2017.

18MB25 HUMAN RESOURCE MANAGEMENT

4 0 0 4

Course Objectives

- To enable the students to understand the various HR functions in-depth.
- To familiarize students with contemporary practices.
- To enable the students to understand the challenges in domestic and IHRM.

Programme Outcomes (POs)

e. Understand the process of human resource planning, recruitment, selection, placement, training and development, organizational behaviour, HRD audit and industrial relation to improve the overall productivity and efficiency of the organization.

Course Outcomes (COs)

1. Execute policies and systems for all HR sub-functions.
2. Analyse the factors to deal with multi-cultural workforce.
3. Implement training methods for developing workforce to meet dynamic environment.
4. Assess the performance of workforce in organization.
5. Differentiate the different competencies required for managing global workforce

UNIT I

7 Hours

INTRODUCTION

Nature and Scope of Human Resource Management (HRM), Meaning and Definition of HRM, Objectives and Functions of HRM, Models of HRM, HR policies, HRM in the changing environment.

HRIS

UNIT II

8 Hours

STAFFING

Human Resource Planning, Job Analysis, Job Description, Job Specification, Recruitment, Selection, Induction, Placement.

Social networking

UNIT III **7 Hours**

TRAINING AND DEVELOPMENT

Training and Development, Principles of Learning, Objectives, Training need Analysis, Training calendar, Training Methods, Training evaluation, Management Development: Meaning, Scope, Objectives and Methods. - Compensation Management.

e-learning

UNIT IV **9 Hours**

PERFORMANCE MANAGEMENT AND REWARD

Performance Management Cycle, Performance Appraisal, Process, Methods, Factors that Distort Appraisal, Wage and Salary Administration, Principles and Techniques of Wage Fixation, Job Evaluation, Rewards & Recognition, Incentive Schemes.

Recent trends in compensation

UNIT V **9 Hours**

INTERNATIONAL HRM

Domestic versus international Human Resource management, Perspective and practices of International Human Resource Management, Competencies required for International Managers.

Changing roles of HR during the transition from Local to Global

Total: 40 Hours

Reference(s)

1. K.Aswathappa, "Human Resource and Personnel Management- Text and Cases", New Delhi: Tata McGraw Hill, 2016.
2. Biswajeet Pattanayak, "Human Resource Management", New Delhi: Prentice Hall of India, 2015.
3. Gary Dessler, "Human Resource Management", New Delhi: Prentice Hall of India, 2013.
4. Bernardin H John, "Human Resource Management-An experiential Approach", New Delhi: Tata McGraw Hill, 2015.
5. Cascio H Wayne, "Managing Human Resources- Productivity, Quality of Work Life and Profits", New Delhi: Tata McGraw Hill, 2014.
6. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2014

**18MB26 RESEARCH METHODOLOGY IN
MANAGEMENT**

3 1 0 4

Course Objectives

- To introduce the concept of scientific research and the methods of conducting scientific enquiry.
- To familiarize students in the area of application of multivariate statistical tools in Business Research.
- To enable the students to prepare Business Reports and present them to top management for decision making.

Programme Outcomes (POs)

f. Apply various mathematical and statistical tools, Information and communication technologies, Business Application Software Packages to do the Business Analytics for solving the complex business problems.

Course Outcomes (COs)

1. Execute research on a scientific basis and select appropriate research design.
2. Develop measurement tools and test for its validity and reliability.
3. Differentiate data by adopting appropriate methods and prepare the data for further analysis.
4. Analyse the collected data using multivariate tools for interpretation of the data.
5. Generate the research report adopting the right tools for enhancing the quality of presentation.

UNIT I

8 Hours

TYPES OF RESEARCH AND RESEARCH DESIGN

Introduction to Research: Types of Research, Research Process, Problem Definition and Objective Formulation. Research Design: Exploratory, Descriptive and Causal Research Design.

Post Facto Research

UNIT II

8 Hours

MEASUREMENT AND SCALING

Fundamentals of Measurement and Scaling: Measurement of Variables, Developing Scales, Validity Testing, Reliability Testing.

MDS

UNIT III

8 Hours

DATA COLLECTION METHODS AND SAMPLING

Data Collection Methods: Primary Data Collection Methods, Guidelines for Questionnaire Design, Secondary and Special Data Collection Methods. Sampling Techniques: Probability and Non-Probability Sampling Methods, Determination of Sample Size, Development of Hypothesis and Testing.

Data Preparation

UNIT IV

9 Hours

MULTIVARIATE STATISTICAL TECHNIQUES

Multivariate Statistical Techniques: Basic Theoretical Framework on Discriminant Analysis, Factor Analysis, Multiple Regression Analysis, Cluster Analysis, and Conjoint Analysis, Application of Statistical Software for Data Analysis.

Bivariate vs. Multivariate techniques.

UNIT V

7 Hours

REPORT WRITING

Research Report: Basics of Written Report, Graphical Presentation, Synopsis, Essence of Oral Presentation.

Executive summary and Software for detection of Plagiarism.

Total: 40 Hours

Reference(s)

1. Donald R. Cooper and Pamela S. Schindler, "Business Research Methods", New Delhi: Tata McGraw Hill Publishing Company Limited, 2015.
2. Uma Sekaran, "Research Methods for Business", New Delhi: Wiley India, 2014.
3. 3. William G. Zikmund, "Business Research Methods", New Delhi: Thomson Learning, 2015.
4. RajendraNargundkar, "Marketing Research, Text and Cases", New Delhi: Tata McGraw Hill Publishing Company Limited, 2015.
5. Naresh K. Malhotra, "Marketing Research - An Applied Orientation", Noida: Pearson Education, 2015.

18MB27 BUSINESS APPLICATION SOFTWARE

0 0 4 2

Course Objectives

- To familiarize students on the features of MS Word and PowerPoint.
- To enable the students to use Excel and Tally in the area of critical evaluation.
- To enable the students to be proficient in applying SPSS in Business Research.

Programme Outcomes (POs)

f. Apply various mathematical and statistical tools, Information and communication technologies, Business Application Software Packages to do the Business Analytics for solving the complex business problems.

Course Outcomes (COs)

1. Create a Word document effortlessly for different context requirements.
2. Generate Business Presentations by applying various features of Power Point.
3. Apply various excel features for modelling and data analysis.
4. Execute the SPSS Package with necessary data input and variables.
5. Analyse the output generated by the SPSS packages for decision-making.

1 **3 Hours**

EXPERIMENT 1

Prepare a Sales Report using various MS Word Document features.

2 **3 Hours**

EXPERIMENT 2

Draft an invitation for Annual General Body Meeting (AGM) using mail merger.

3 **3 Hours**

EXPERIMENT 3

Design a presentation for the General Body Meeting of your company announcing the appointment of new CFO, using text effects, animations and transitions of MS “Power Point”.

4 **3 Hours**

EXPERIMENT 4

Design a presentation using various features like slide designs, images and sound clips, to present the activities conducted during the Management Meet in your department.

5 **3 Hours**

EXPERIMENT 5

Decide the product mix / blending mix using LPP.

6 **4 Hours**

EXPERIMENT 6

Construct a transportation model for solving Travelling Salesman Problem / Transshipment Problem.

7 **4 Hours**

EXPERIMENT 7

Construct an assignment model for Workforce Scheduling / HR Assignment Problems.

8 **4 Hours**

EXPERIMENT 8

Construct a Make or Buy Decision Model / Financial Model using What If Analysis in Excel.

9 **3 Hours**

EXPERIMENT 9

Perform a Sales Analysis using Pivot Table.

10 **3 Hours**

EXPERIMENT 10

Explore the Sales Data by Constructing a Dashboard using various features of Tableau.

11 **3 Hours**

EXPERIMENT 11

Create variables, feed data, explore and present the data graphically.

12 **4 Hours**

EXPERIMENT 12

Conduct a Parametric and a Non Parametric Test using the marketing research data set, through SPSS.

Total: 40 Hours

Reference(s)

1. Joyce Cox, "The 2013 Microsoft Office System Step by Step", Microsoft Press, 2013.
2. Curtis D. Frye, Microsoft Office Excel 2007 Step by Step, Microsoft Press, 2013.
3. Frederick S Hiller and Mark S Hiller, "Introduction to Management Science", New Delhi: Tata McGraw Hill, 2013.
4. Molly Monsey and Paul Sochan,"Tableau for Dummies", John Wiley & Sons,Inc,2016
5. Carver and Nash, "Data Analysis with SPSS Version 17", New Delhi: Cengage Learning, 2014.

18MB31 STRATEGIC MANAGEMENT

4 0 0 4

Course Objectives

- To help the students to learn the process of strategic decision making.
- To develop the capability of evolving strategies in competitive environments.
- To enable the students to have insight in implementation and control of strategic

Policies

Programme Outcomes (POs)

- i. Comprehend the strategic business management aspects for effective strategy formulation and implementation.

Course Outcomes

1. Identify the Emergent Strategies for sustaining the competitive advantage.
2. Apply the porter's five force model for business analysis.
3. Use Mc Kinsey's 7S Frame Work to develop corporate strategies.
4. Design organization structure to match the strategy.
5. Execute Red & Blue Ocean strategy to improve the Bottomline.

UNIT – I

8 Hours

INTRODUCTION

Strategy: Strategic Management Process, Model of Strategic Management, Intended and Emergent Strategies.

Strategic Decision Making

UNIT – II

10 Hours

ENVIRONMENTAL ANALYSIS

Internal Environment Analysis: Core competence, Distinctive Competencies, VRIO Framework, External Environment Analysis: Competitive Profile analysis - Porters Five Force Model.

Building Competitive Advantage - Value Creation and Value Proposition approach

UNIT – III

8 Hours

STRATEGIES

Global and International Strategies, Corporate Strategies, Vertical Integration, Diversification, Strategic Alliances, TOWS, BCG, GE Matrix, Building and Restructuring the Corporation, Business Level Strategies, Functional Level Strategies.

Mc Kinsey's 7S Frame Work & GE 9 Cell Model

UNIT – IV

8 Hours

ORGANIZATIONAL STRUCTURE AND CONTROL

Designing Organizational Structure, Strategy Implementation Process, Designing and Establishing Strategic Control System, Balanced Score Card Approach, Matching Structure and Control to Strategy.

Strategic Change

UNIT – V

6 Hours

EMERGING THOUGHTS ON STRATEGY

Exposure to Strategic thoughts, competing for the Future, Red Ocean Strategy, Blue Ocean Strategy.

Fortune at Bottom of the Pyramid

Total: 40 Hours

Reference(s)

1. W. L Charles, Hill & Gareth and R. Jones, *Strategic Management an Integrated Approach*, New Delhi: Biztantra Publishers, 2009.
2. Thomas L Wheelen and J. David Hunger, *Essentials of Strategic Management*, Prentice Hall, 2010.
3. Robert A Pitts and David Lei Thomson, *Strategic Management*, South Western Publishers: 2006.
4. John A Pearce and Richard B Robinson, *Strategic Management*, New Delhi: Tata McGraw Hill, 2008.
5. AzharKazmi, *Business Policy and Strategic Management*, New Delhi: Tata McGraw Hill, 2008.

18MB41 INTERNATIONAL BUSINESS MANAGEMENT

4 0 0 4

Course Objectives

- To enable the students to understand the fundamentals of International business.
- To provide competence to the students on making International business decisions.
- To enable the students to understand the financial and promotional assistance available for exporters.

Programme Outcomes (POs)

- a. Assess the impact of social dimensions, culture, economic environment, globalization, liberalization, governance, technology upgradation and dynamic legal framework in operating business entities.

Course Outcomes

1. Understand the intricacies of external market and various trade theories.
2. Summarize the various forms of integration happened in the world economy.
3. Determine the suitable external market entry strategies and choose the right market mix.
4. Analyse the foreign exchange market.
5. Use appropriate measures for export promotion.

UNIT – I

9 Hours

INTRODUCTION

Definition, Drivers of International Business, Domestic Vs. International Business, Trade and Investment Theories: Interventionist Theories, Free Trade Theories, Theories Explaining Trade Patterns: PLC Theory, The Porter Diamond, Factor Mobility Theory

Country scan

UNIT – II

8 Hours

GLOBALIZATION

Globalization: Implications, Challenges - Protectionism: Tariff Barriers, Non Tariff Barriers- Forms of Integration, Economic, Political, Cultural and Technological Environments

Anti dumping duty

UNIT – III

8 Hours

MARKET STRATEGIES

Market Entry Strategies, Product Decisions, International Pricing, Marketing Channels, International Promotion, International Organization and Human Resource Management-Cross-Cultural Consumer and Industrial Buyer Behaviour.

Culture shock

UNIT – IV

8 Hours

FOREIGN EXCHANGE

Balance of Payment, Foreign Exchange Market, Determination of Exchange Rate, Exchange Rate Systems, Convertibility of Currency, Basics of Foreign Exchange Management Act (FEMA)

Forex and Export / Import

UNIT – V

7 Hours

EXPORT PROMOTION

Indian Trade Policy, Export Promotion: EOUs, Special Economic Zones, Export Houses, Financing Foreign Trade - Export Procedures

Letter of credit

Total: 40 Hours

Reference(s)

1. Francis Cherunilam, “*International Business*”, New Delhi: Prentice Hall of India, 2010.
2. John D Daniels, Lee H.Radebaugh, and Sullivan, “*International Business*”, New Delhi: Pearson Education, 2016.
3. K.Aswathappa, “*International Business*”, New Delhi: Tata McGraw Hill, 2010.
4. Hodgetts, Luthans, and Doh, “*International Management*”, New Delhi: Tata McGraw Hill, 2005.
5. Charles W L Hill and Arun Kumar Jain, “*International Business*”, New Delhi: Tata McGraw Hill, 2009.

18MM01 ADVERTISING AND PROMOTION MANAGEMENT

4 0 0 4

Course Objectives

- To enable the students to understand the fundamentals of advertising and sales promotion.
- To familiarize the students about various media for advertising and media planning.
- To throw light on the various sales promotion techniques.

Programme Outcomes (POs)

- Acquire the ability to apply the core aspects of marketing, negotiation and allied disciplines in real market scenario for attaining the targeted growth

Course Outcomes (COs)

1. Design an effective advertising campaign.
2. Carry out various advertising media strategies to reach customers.
3. Design and develop media specific advertisements and measure their effectiveness.
4. Construct result oriented innovative sales promotion techniques.
5. Organize effective promotional campaigns to increase customer base

UNIT – I

8 Hours

INTRODUCTION TO ADVERTISING

Definition, Evolution, Setting Advertising Objectives: DAGMAR. Advertising Agency: Structure, Functions. Organizing an Advertising Campaign.

Champion theme

UNIT – II

8 Hours

ADVERTISING MEDIA

Types, Social Media : Pros and Cons, Media Planning, Measuring Reach, Deciding on Frequency, Measuring Impact, Cost Appraisal, Media Strategy and Scheduling.

TRB

UNIT – III

8 Hours

DESIGNING ADVERTISEMENTS

TV Commercials: Different Appeals, Story Board, Message Development. Print AD: Layout, Design, Appeal, Copy Structure. Radio Advertising, Web Advertising. Testing Validity and Reliability of advertisements.

TRPs and Slot prices

UNIT – IV

8 Hours

PROMOTION MANAGEMENT

Definition, Role, Objectives, Promotion Mix, Designing promotional strategies. Techniques: Trade Oriented, Customer Oriented. Ethics in sales promotion.

Interactive marketing

UNIT – V

8 Hours

PLANNING PROMOTIONAL CAMPAIGNS

Requirement Identification, Deciding on Promotion Campaigns. On-Line Sales Promotion.

Fleet advertising and Transit advertising

Total: 40 Hours

Reference(s)

1. George E Belch and Michael A Belch, *Advertising and Promotion*, New Delhi: Tata McGraw Hill, 2012.
2. Jaishri Jeth Waney and Shruti Jain, *Advertising Management*, New Delhi: Oxford University Press, 2013
3. O. Guinn Allen Semenik, *Advertising and Integrated Brand Promotion*, Singapore: Thomson South Western, 2011.
4. David A Aaker and John G Myers, *Advertising Management*, New Delhi: Prentice Hall of India.
5. Larry Percy and Richard Rosenbaum - Elliott, *Strategic Advertising Management*, New Delhi: Oxford University Press, 2012.

18MM02 BRAND MANAGEMENT

4 0 0 4

Course Objectives

- To enable the students to understand the concept of brand and its value.
- To impart knowledge on brand extensions and brand positioning.
- To make the students understand the strategic issues in branding.

Programme Outcomes (POs)

- Acquire the ability to apply the core aspects of marketing, negotiation and allied disciplines in real market scenario for attaining the targeted growth

Course Outcomes (COs)

1. Create a brand identity prism for any given brand.
2. Judge when to go for line extensions and brand extensions.
3. Execute branding decisions using appropriate strategies.
4. Demonstrate ways to position a brand.
5. Breakdown the myths and issues in brand management

UNIT – I

8 Hours

INTRODUCTION

Evolution, Products and Brands, Importance. Brand Identity: Perspectives, Levels. Brand Identity Prism.

Brand Bonds

UNIT – II

8 Hours

BRAND EXTENSIONS

Line Extensions, Brand Extensions, Brand Equity, Brand Awareness, Brand Associations, Brand Personality.

Brand image dimensions

UNIT – III

8 Hours

BRANDING DECISIONS

Brand Name Decisions: Product Branding, Line Branding, Umbrella Branding, Double Branding, Range Branding, Endorsement Branding, Strategies.

Brand Architecture

UNIT – IV

8 Hours

MANAGING BRANDS

Brand Positioning Strategies, Managing Brand Image, Repositioning, Brand Revitalization. Brand Valuation: Methods. Brand Elimination.

The W's of Brand positioning

UNIT – V

8 Hours

STRATEGIC ISSUES

Strategic Issues in Brand Management, Myths, Influences, Building Retail Brands.

Private labels

Total: 40 Hours

Reference(s)

1. Kirti Dutta, *Brand Management Principles and Practices*, New Delhi: Oxford University Press, 2012.
2. Sharad Sarin, *Strategic Brand Management for B2B Markets*, New Delhi: Sage Publications, 2010.
3. Kevin Lane Keller, *Strategic Brand Management*, New Delhi: Prentice Hall of India, 2011.
4. Jamesr Gregory, *The Best of Branding*, New Delhi: Tata McGraw Hill, 2010.
5. David A Aaker, *Managing Brand Equity*, USA: Free press, 2009.

18MM03 CONSUMER BEHAVIOUR

4 0 0 4

Course Objectives

- To enable the students to understand the dynamic nature of Consumer Behaviour.
- To give insight on the various external and internal influences on Consumer Behaviour.
- To let them understand how individual consumers and organizational buyers differ in making purchase decisions.

Programme Outcomes (POs)

- Acquire the ability to apply the core aspects of marketing, negotiation and allied disciplines in real market scenario for attaining the targeted growth

Course Outcomes (COs)

1. Summarize the basic concepts in consumer behaviour.
2. Indicate the attitude, perception and personality type of individual consumers and analyse the impact of these factors on the purchase decisions.
3. Analyse the external factors that influence a particular purchase decision.
4. Compute methods to influence the consumer decision making process.
5. Determine the organizational buyer behaviour and changing consumer behaviour

UNIT – I

8 Hours

INTRODUCTION TO CONSUMER BEHAVIOUR

Definition, Concepts. Marketing Strategy and Consumer Behaviour. Approaches to the Study of Consumer Behaviour.

EKB Model

UNIT – II

8 Hours

INTERNAL INFLUENCES ON CONSUMER BEHAVIOUR

Motivation, Personality, Perception- Dynamics of perception, Learning, Attitude-Formation, Changing Consumer Attitudes.

Behavioural characteristics of Gen X and Gen Y

UNIT – III

8 Hours

EXTERNAL INFLUENCES ON CONSUMER BEHAVIOUR

Reference Groups, Family, Social Class, Culture, Sub Culture, Marketing Communications, Personal Influence and Opinion Leadership.

Culture misunderstandings

UNIT – IV

8 Hours

DECISION PROCESS AND POST-PURCHASE BEHAVIOUR

Consumer Decision Making Process, Diffusion of Innovations. Post Purchase Behaviour: Post Purchase Dissonance, Product Use, Product Disposition, Purchase Evaluation and Consumer Satisfaction.

Decision process continuum

UNIT – V

8 Hours

ORGANIZATIONAL BUYER BEHAVIOUR

Organizational Buyer Behaviour, Consumer Research, Changing Consumer Behaviour.

Consumerism

Total: 40 Hours

Reference(s)

1. G. Schiffman and Leslie Lazar Kanuk, *Consumer Behaviour*, New Delhi: Pearson Education, 2012.
2. Jay D Lindquist and M Joseph Sirgy, *Shopper, Buyer & Consumer Behaviour*, New Delhi: Biztantra Publication, 2010.
3. David L Loudon and Albert J Della Bitta, *Consumer Behaviour*, New Delhi: Tata McGraw Hill, 2010.
4. Sheth and Mittal, *Consumer Behaviour, A Managerial Perspective*, Singapore: Thomson South Western, 2011.

18MM04 DIGITAL MARKETING

4 0 0 4

Course Objectives

- To introduce the concept of Digital Marketing.
- To make the students explore the various online modes of reaching customers and market the products and brand effectively.
- To analyse the online promotional media using appropriate analytical tools.

Programme Outcomes (POs)

- Acquire the ability to apply the core aspects of marketing, negotiation and allied disciplines in real market scenario for attaining the targeted growth.

Course Outcomes (COs)

1. Understand the basic concepts in Digital marketing.
2. Identify the advantages and disadvantages of digital display advertising.
3. Use the various social media marketing platforms to reach consumers.
4. Analyze mobile marketing and SMS strategy.
5. Compare and choose among the various analytical tools to assess the performance of websites.

UNIT I

10 Hours

INTRODUCTION

Concepts, Key elements, Social media networking sites, characteristics & Implications of Digital

Marketing-Search Engine Optimization: Concepts, Benefits of SEO, Search Behaviour, Optimization

process, Analysis and review- Pay per Click- Concepts, Strength of pay per click, Keyword, Search Campaign Process, Analytics.

Bing Ads

UNIT II

8 Hours

DIGITAL DISPLAY ADVERTISING

Concepts, advantages & Disadvantages of digital display, Ad formats, campaign planning and budget, campaign tracking and optimization.

Shopping Campaign

UNIT III

10 Hours

E COMMERCE

Portals and Communities – tie ups-Email Marketing- Data Email Marketing Process, Design and Content, Delivery and Discovery -Social Media Marketing- Goals, channels – Face book, Twitter, LinkedIn, Google+, YouTube, insights and analytics.

Content Strategy for Twitter

UNIT IV

5 Hours

MOBILE MARKETING

Concepts, SMS content, SMS Strategy, Mobile App.

Mobile Advertising.

UNIT V

7 Hours

DIGITAL ANALYTICS

Dashboards, Bounce Rate, Site Speed, Site Search, Conversions, Real Time Reporting, Intelligence Reporting, Customized Reporting.

Conversion Tracking.

Total: 40 Hours

Reference(s)

1. Ian Dodson (2016), The Art of Digital Marketing: The Definitive Guide to Creating Strategic, targeted and Measurable Online Campaigns, New Jersey, John Wiley & Sons.
2. Vandana Ahuja, Fundamentals of Digital Marketing by Pearson, 2015
3. Seema Gupta ,Digital Marketing, 2017
4. Puneet Singh Bhatia, Fundamentals of Digital Marketing by Pearson, 2017

18MM05 RETAIL MANAGEMENT

4 0 0 4

Course Objectives

- To give an understanding to the students about the significant role of retailing in the marketing system.
- To give inputs to gain insights on the issues involved in organizing and establishing a retail format.
- To enable the students to understand the merchandise management, pricing and promotion strategies in retailing.

Programme Outcomes (POs)

- Acquire the ability to apply the core aspects of marketing, negotiation and allied disciplines in real market scenario for attaining the targeted growth

Course Outcomes (COs)

1. Understand the functions of retailing and the role of store manager
2. Implement effective segmentation for a proposed retail format.
3. Structure the length of product assortment based on the store format and shoppers' profile.
4. Outline the nuances of product and merchandise management
5. Execute various promotion and pricing strategies in the retail chain

UNIT – I

8 Hours

INTRODUCTION

Retailing, Functions, Retail formats, Retailing in India, Functions of a Store Manager, Impact of FDI on retailing, International Retailing.

Ethical retailing

UNIT – II

8 Hours

UNDERSTANDING CUSTOMER

Shopping Behavior, Profile of Indian Shoppers, Shopping Process, Influences on Shopping Behavior, Retail market segmentation.

Retail information system & e-Commerce Visual Search

UNIT – III

8 Hours

LOCATION AND SPACE MANAGEMENT

Location Decision, Importance, Levels, Types, Trade Area Analysis, Site Analysis. Atmospherics: Role, Components, Space Management.

Reilly's Law and Huff's Law

UNIT – IV

8 Hours

PRODUCT AND MERCHANDISE MANAGEMENT

Product Management, Brand Management, Merchandise Management, Retail Analytics, Category Management.

Role of RFID

UNIT – V

8 Hours

PRICING AND PROMOTION

Pricing: Influences, Strategies. Promotion: Promotion Mix. Value chain in Retailing.

Consumer Engagement

Total: 40 Hours

Reference(s)

1. Chetan Bajaj, Rajni Tulsi and Nandhi V Srivastava, *Retail Management*, New Delhi: Oxford University Press, 2010.
2. Pradhan Swapna, *Retailing Management*, New Delhi: Tata McGraw Hill, 2010.
3. Barry Berman and Joel R Evans, *Retail Management Strategic Approach*, New Delhi: Prentice Hall of India, 2013.
4. Piyush Kumar Sinha and Dwarika Prasad Uniyal, *Managing Retailing*, New Delhi: Oxford University Press, 2010.
5. Andrew J Newman and Peter Cullen, *Retailing Environment and Operations*, New Delhi: Thomson Learning, 2009.

18MM06 EVENT MARKETING

4 0 0 4

Course Objectives

- Apply a systematic approach to the research, design, planning, implementation, and evaluation of an event marketing strategy
- Segment, target, and develop an event market
- Assess potential threats to an event's success and build clear competitive advantages within the total event design

Programme Outcomes (POs)

- Acquire the ability to apply the core aspects of marketing, negotiation and allied disciplines in real market scenario for attaining the targeted growth

Course Outcomes (COs)

1. Understand the overview of event marketing, its types and structure of event industry
2. Apply the event marketing mix to events and show the key drivers of executing events
3. Implement appropriate pricing strategies for the events and analyze the profits
4. Organize various promotional events to market the brand and manage the public relations
5. Evaluate the effectiveness of events after delivery and resolve the event related issues through proper market research

UNIT I

8 Hours

INTRODUCTION

An overview of event marketing – types of events – Understanding the structure of event industry, economy, culture and trends – Marketing skills for event marketers, requirement analysis.

Augmented reality in Event Marketing

UNIT II

8 Hours

DESIGNING EVENT MARKETING

Application of Marketing mix to events – designing and developing – Adoption of events – Event life cycle analysis – Key drivers influencing strategic planning and execution of different types of events – Branding issues for events.

Event Branding

UNIT III

8 Hours

PRICING STRATEGIES

Pricing methods for events – Approach towards sponsorships, funding agencies - types and choice of sponsorships – Profitability analysis – Negotiations for the best deal.

Tiered pricing

UNIT IV

8 Hours

EVENT PROMOTION

Campaign for sports cultural - Entertainment - Formal functions – Event advertising – Establishment – Festivals – Conventions – Exhibitions - Public relations – Interpersonal relationship – Media management – Role of regulatory authorities.

Advertising Standards Council of India (ASCI)

UNIT V

8 Hours

EVENT DELIVERY

Dealing with agents, Promoters and event executors – Event Planning Implementation and evaluation from stake holder’s perspectives - Concepts and practices of Marketing research on event related issues.

3 Critical Ss Event Evaluations

TOTAL: 40 Hours

Reference(s)

1. Julia Rutherford Silvers and Joe Goldblatt, Professional Event Coordination, John Wiley, 2003
2. Allison Saget, The Event Marketing Handbook: Beyond Logistics & planning, Kaplan Publishing, 2006.
3. Shannon Kilkenny, The complete guide to successful Event Planning: A guide book to producing Memorable Events, Atlantic Publishing Company.
4. Judy Allen, Event Planning, Wiley India, 2007.
5. Gaur S S / Saggene S V. Event Marketing and Management, I edition.
6. Hoyle, Event Marketing-Wiley India.
7. Leonard H.Hoyle, Event Marketing: How to successfully promote Events, Festivals, Conventions and Exposition, John Wiley and Sons, 2002.
8. Lieberman, Patricia Esgate, Pat Esgate, The Entertainment Marketing Revolution: Bringing the Moguls, the Media, and the Magic to the world, FT Press, 2002.

18MM07 SERVICES MARKETING

4 0 0 4

Course Objectives

- To enable the students to understand the differences between marketing of products and services.
- To give insight to them on various aspects of Services Marketing.
- To enable them to effectively design and deliver services.

Programme Outcomes (POs)

- Acquire the ability to apply the core aspects of marketing, negotiation and allied disciplines in real market scenario for attaining the targeted growth

Course Outcomes (COs)

1. Understand the customers through effective communication about the service concept
2. Summarize the influencing factors of customer expectations and perceptions
3. Select appropriate service recovery strategies to retain the customers
4. Design service development model with adequate customer standards
5. Execute effective delivery of services by closing the expectation gaps

UNIT – I

8 Hours

INTRODUCTION TO SERVICES

Definition, Services vs. Goods, Characteristics, Service Marketing Mix, Current Trends, Gaps Model.

Tangibility spectrum

UNIT – II

8 Hours

CUSTOMER EXPECTATIONS AND PERCEPTIONS

Customer Expectations, Meaning, Types, Levels, Influencing Factors. Customer Perceptions: Influencing Factors, Satisfaction, Service Quality, Building Blocks.

SERVQUAL survey

UNIT – III

8 Hours

CUSTOMER RELATIONS

Goals, Benefits, Life Time Value of a Customer, Factors, Estimation, Retention Strategies. Service Recovery: Impact of Service Failure, Response of Customers, Recovery Strategies, Service Guarantees.

Recovery paradox

UNIT – IV

8 Hours

SERVICE DESIGN

New service Development, Stages, Service Blueprinting, Service Redesign. Customer Defined Service Standards: Factors, Guidelines. Physical Evidence: Types, Role.

Types of new services

UNIT – V

8 Hours

DELIVERING AND PERFORMING

Employee's Role, Customers' Role, Managing Demand and Capacity, Managing Service Promises, Closing the Gaps.

Customer co-creation

Total: 40 Hours

Reference(s)

1. Valarie A Zei Thaml and Mary Jo Bitner, *Service Marketing*, New Delhi: Tata McGraw Hill, 2011.
2. Christopher Lovelock, *Services Marketing People, Technology, Strategy*, New Delhi: Pearson Education, 2010.
3. Govind Apte, *Services Marketing*, New Delhi: Oxford University Press, 2009.
4. Steve Baron, *Service Marketing*, New Delhi: Sage Publications, 2010.
5. R. Srinivasan, *Services Marketing – The Indian Context*, New Delhi: Prentice Hall of India, 2012.

18MM08 MARKETING METRICS AND ANALYTICS

4 0 0 4

Course Objectives

- To introduce to the key concepts of marketing performance management.
- To understand how marketing metrics can be used effectively within the business environments marketers.
- To develop the analytical understanding and skills needed to make fact-based decisions in managing marketing performance.

Programme Outcomes (POs)

- Acquire the ability to apply the core aspects of marketing, negotiation and allied disciplines in real market scenario for attaining the targeted growth

Course Outcomes (COs)

1. Understand the creation of opportunities, performance and accountability using marketing metrics
2. Determine the profit margins through contribution analysis
3. Construct product portfolio and brand equity metrics
4. Choose appropriate sales force and logistics channel to reach out the customers
5. Implement the right pricing strategy to increase return on investment

UNIT-I

8 Hours

INTRODUCTION

Marketing Metrics – Opportunities, performance and accountability. Data availability, mastering metrics, marketing Metrics survey.

Internet Marketing Metrics

UNIT-II

8 Hours

MARGINS AND PROFITS

Selling Price and channel margins, Average price, cost structures and profit, Contribution analysis, target volume.

Profitability Metrics

UNIT-III

8 Hours

PRODUCT PORTFOLIO MANAGEMENT

Trial, Repeat, Penetration and volume projection, Brand equity metrics, segmentation and conjoint utilities.

Marketing Metrics Portfolio

UNIT-IV **8 Hours**

SALES FORCE AND CHANNEL MANAGEMENT

Sales force-goals, Results, Compensation, Pipeline analysis, Distribution coverage and logistics,

Inventory turns.

Salesforce performance metrics

UNIT-V **8 Hours**

PRICING STRATEGY

Price premium, Reservation price, optimal prices, Price elasticity and demand.

Residual Elasticity

Total: 40 Hours

Reference(s)

1. Marketing Metrics, 2nd Edition, Paul W. Farris , Neil T. Bendle , Phillip E. Pfeifer 2010
2. Marketing Analytics: Data–Driven Techniques with Microsoft Excel 2014 Wayne L. Winston.
3. Marketing Analytics: Strategic Models and Metrics 2013 Stephan Sorger
4. Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know, 2010, Mark Jeffery (Author)
5. Marketing and Sales Analytics: 2017by Brea Cesar.

18MF01 BANKING SYSTEMS AND PRACTICES

4 0 0 4

Course Objectives

- To introduce the concept of Banking and its growth in India.
- To make the students understand various types of deposits & advances.
- To create awareness on the broad contours of export & import credit and expose the students to the recent developments in banking in India.

Programme Outcomes (POs)

- Acquire insight into raising, sourcing and application of funds, accounting procedures, global standards, institutional and regulatory policy frameworks to maximise the financial wealth of the different stakeholders.

Course Outcomes (COs)

1. Ability to understand Banking Process.
2. Evaluate a loan proposal submitted by the customer.
3. Analyze Non-Performing Assets.
4. Assist the customers to choose appropriate financial products.
5. Gain insight into the Electronic Payment System, Net Banking and Mobile Banking

UNIT – I

8 Hours

INTRODUCTION TO BANKING

Role of banks, Evolution of Banking, Structure of banking sector in India, Rationale of Banking Sector Reforms, Basle Committee recommendations.

Rationale of Banking Sector Reforms

UNIT – II

8 Hours

DEPOSITS AND ADVANCES

Deposits: Banker Customer Relationship, BCSBI, Various Types of Deposits, Advances: Principles of Sound Lending, Methods of Granting Advances, CIBIL, MCLR, Secured Advances, Modes of Creating Charges, Types of Advances. Bank Guarantees.

Flexi Deposits

UNIT – III

8 Hours

PRIORITY SECTOR LENDING & NPA NORMS

Rationale of Priority Sector Lending, Different Segments of Priority Sector Advances. CGTMSE, Classification of Advances: NPA Norms, SMA, Recovery of Advances.

Current Trend in Advances

UNIT – IV

8 Hours

EXPORT CREDIT

Introduction to UCPDC, Exports – Preshipment and Post – Shipment Credit, Import Financing, RBI Role in Promoting Export Credit, EXIM Bank, ECGC.

Role of ECGC

UNIT – V

8 Hours

RECENT DEVELOPMENTS IN BANKING

Retail Banking, ATM, EFT, Tele Banking, Credit Cards, Debit Cards, Smart Cards, e-banking, Cheque Truncation System, Ancillary Businesses: Drafts, Safe Custody, PARA Banking.

Mobile Banking

Total: 40 Hours

Reference(s)

1. JyostnaSethi and Nishwan Bhatia, *Elements of Banking and Insurance*, New Delhi: Prentice Hall of India, 2012.
2. Scott S Macdonald and Timothy W Koch, *Management of Banking*, New Delhi: Thomson Publishing, 2011.
3. Donald R Fraser, Benton E Gup and James W Kolari, *Commercial Banking, The Management of Risk*, Singapore: Wiley, 2010.
4. Peter S Rose, *Commercial Bank Management*, New Delhi: McGraw Hill/Irwin, 2012.
5. David H Buzzell., *Principles of Banking*, USA: American Bankers Associations, 2010.

18MF02 EQUITY DERIVATIVES AND RISK MANAGEMENT

4 0 0 4

Course Objectives

- To know about the Derivative Instruments in the Financial Market and role of Stock Exchange.
- To understand the concept of Forward and Futures Contract, Options and Swaps.
- To know about the Commodity Derivative Instruments in India.

Programme Outcomes (POs)

- Acquire insight into raising, sourcing and application of funds, accounting procedures, global standards, institutional and regulatory policy frameworks to maximise the financial wealth of the different stakeholders.

Course Outcomes (COs)

1. Use Forward Contract, Futures Contract, Options and Swap to hedge the unsystematic Risk.
2. Ability to analyze the Future and Forward Prices.
3. Ability to calculate the intrinsic value and time value of options.
4. Estimate and decide the various Interest Rate Risks.
5. Ability to ensure the compliance of Derivative Markets.

UNIT – I

8 Hours

DERIVATIVES

Definition, Types, Forward Contracts, Futures Contracts, Options, Swaps, Differences between Cash and Future Markets, Types of Traders, OTC and Exchange Traded Securities, Types of Settlement, Uses and Advantages of Derivatives.

Rolling Settlement Strike Price

UNIT – II

8 Hours

FUTURES

Specifications of Futures Contract, Margin Requirements, Marking to Market, Hedging uses Futures, Types of Futures Contracts, Securities, Stock Index Futures, Currencies and Commodities, Delivery Options, Relationship between Future Prices and Spot Prices. (Only Theoretical Aspects)

Strike Price

UNIT – III

8 Hours

OPTIONS

Definition, Exchange Traded Options, OTC Options, Specifications of Options, Call and Put Options, American and European Options, Intrinsic Value and Time Value of Options, Option Payoff, Options on Securities, Stock Indices, Commodities, Currencies and Futures, Options Pricing Models, Differences between Futures and Option Contracts.(Only Theoretical Aspects)

Intrinsic Value of derivative instruments

UNIT – IV

8 Hours

SWAP

Definition of SWAP, Interest Rate SWAP, Currency SWAP, Role of Financial Intermediary, Warehousing, Valuation of Interest rate SWAPs and Currency SWAPs, Bonds and FRNs, Credit Risk. (Only Theoretical Aspects)

Fixed and Floating Interest Rate SWAP

UNIT – V

8 Hours

EVOLUTION OF DERIVATIVES MARKET IN INDIA

Regulations, Framework, Exchange Trading in Derivatives, Commodity Futures.

Exchange Traded Funds

Total: 40 Hours

Reference(s)

1. N.R. Parasuraman, *Fundamentals of Financial Derivatives*, Wiley India's publishing, 2012.
2. S.S.S.Kumar, *Financial Derivatives*, New Delhi: Prentice Hall of India Ltd, 2011.
3. John C Hull, *Options, Futures and other Derivative Securities*, New Delhi: Prentice Hall of India Ltd, 2011.
4. Robert A Strong, *Derivatives an Introduction*, New Delhi: Thomson Publishing, 2010.
5. S. L. Gupta, *Financial Derivatives Theory Concepts and Problems*, New Delhi: PHI Learning, 2012.

18MF03 MERCHANT BANKING AND FINANCIAL SERVICES

4 0 0 4

Course Objectives

- To provide an understanding of various Financial Services.
- Make students to understand regulatory framework governing the Financial Services.
- Expose the procedures involved in handling Financial Services.

Programme Outcomes (POs)

- Acquire insight into raising, sourcing and application of funds, accounting procedures, global standards, institutional and regulatory policy frameworks to maximise the financial wealth of the different stakeholders.

Course Outcomes (COs)

1. Apply the rules and regulations of SEBI while handling Financial Services.
2. Ability to administer Pre and Post Issue activities.
3. Ability to provide Fee Based and Fund Based Financial Services.
4. Evaluating the Tax Implication of Leasing and Hire Purchasing.
5. Ability to administer Bill Discounting and Factoring.

UNIT – I

8 Hours

MERCHANT BANKING

Introduction, Definition, Functions, SEBI Regulations - Procedure for inspection and action in case of default, Code of conduct, Registration, and SEBI Guidelines.

Latest SEBI Amendments

UNIT – II

8 Hours

ISSUE MANAGEMENT

Capital Market Instruments, Capital Structure Decisions, Public Issue Management, Marketing New Issue, Post – Issue Activities, Prospectus, Underwriting of Securities, Role and Responsibilities of Intermediaries.

Appointment of Intermediaries

UNIT – III

8 Hours

OTHER FEE BASED MANAGEMENT

Portfolio Management Services, Credit Syndication, DEMAT services, Depository Receipts, Credit Rating, Mutual Funds, Housing Finance.

Active and Passive Portfolio

UNIT – IV

8 Hours

FUND BASED FINANCIAL SERVICES

Leasing and Hire Purchasing - Basics, Financial Evaluation and Tax Implication.

Accounting Procedures

UNIT – V

8 Hours

OTHER FUND BASED FINANCIAL SERVICES

Consumer Finance, Real Estate Financing, Bills Discounting, Factoring and Forfeiting, Venture Capital, Depository (Demat) Services.

Demat Account

Total: 40 Hours

Reference(s)

1. Dr S. Gurusamy, *Merchant Banking and Financial Services*, New Delhi: Tata McGraw Hill, 2017.
2. M.Y.Khan, *Financial Services*, New Delhi: Tata McGraw-Hill, 2016.
3. Mathews Sasidharan, *Financial Services and System*, Tata McGraw Hill, 2016.
4. Jeff Madura, *Financial Institutions and Markets*, Mason: Thomson South Western, 2016.
5. Meir Kohn, *Financial Institutions and Markets*, New Delhi: Oxford University Press, 2014.

18MF04 MERGERS, ACQUISITIONS AND RESTRUCTURING

4 0 04

Course Objectives

- To understand Mergers and Acquisitions as a powerful tool to build new generation companies to compete successfully in the global markets.
- To describe how Mergers and Acquisitions are financed.
- To know the corporate restructuring process in the business world.

Programme Outcomes (POs)

- Acquire insight into raising, sourcing and application of funds, accounting procedures, global standards, institutional and regulatory policy frameworks to maximise the financial wealth of the different stakeholders.

Course Outcomes (COs)

1. Applying SEBI Guidelines and legal frame works at the time of Mergers.
2. Ability to decide the appropriate type of Merger.
3. Ability to tap the appropriate source of financing for Merger and Acquisition.
4. Capable of managing Pre and Post Merger Process.
5. Scientifically estimating the impact of restructuring on the value of the firm.

UNIT – I

8 Hours

INTRODUCTION TO MERGERS

Meaning, Need and Objectives of Mergers, Acquisitions, Basic Difference between Mergers and Acquisition, SEBI Guidelines, Legal framework.

Amalgamation

UNIT – II

8 Hours

TYPES AND PROCESS

Types of Mergers, Acquisitions and Takeovers, Process of Mergers and Acquisitions, Value Creation.

Indian Scenario

UNIT – III

8 Hours

FUNDING

Funding of Mergers and Acquisitions, Financing Techniques, Various sources of financing.

Role of Financial Institutions

UNIT – IV

8 Hours

PRE MERGER AND POST MERGER OF FIRMS

Determining Pre Merger and Post Merger Values of the firms- Valuation of shares, Ascertaining the benefits to the Stakeholders of both the Firms out of Mergers and Acquisition, Problems Faced during the Mergers, Acquisitions and Takeovers.

Implication of various Methods of Valuation of Firms

UNIT – V

8 Hours

INTRODUCTION TO RESTRUCTURING

Need and Objectives of restructuring, Process of restructuring, Impact of restructuring on the value of the firm.

Essentials of Restructuring

Total: 40 Hours

Reference(s)

1. Chandrashekar, Krishnamurti, and S.R. Vishwanath, *Merger, Acquisitions and Corporate Restructuring*, New Delhi: Sage publication, 2014.
2. S. Shiva Ramu, *Corporate Growth through Mergers and Acquisitions*, Virginia: Landmark Ltd, 2014.
3. A. Gaugham Patrick, *Mergers, Acquisitions and Corporate Restructuring*, Singapore: John Wiley, 2014.
4. Fred J Weston, Kwang S. Chung, and Susan E. Hoag, *Mergers, Restructuring and Corporate Control*, New Delhi: PHI Learning Private Ltd, 2014.
5. Enrique R. Arzac, *Valuation for Mergers, Buyouts and Restructuring*, New Delhi: Wiley India (P) Ltd, 2016.

18MF05 PROJECT FINANCE

4 0 0 4

Course Objectives

- Introduce the Students to the Purpose, Principles, Problems, Challenges, Concepts, Techniques, and Practice of Project Management and its various facets.
- Impart skills in Project Planning, Execution and Control Methods.
- Introduce students to Project Management Software and its Applications.

Programme Outcomes (POs)

- Acquire insight into raising, sourcing and application of funds, accounting procedures, global standards, institutional and regulatory policy frameworks to maximise the financial wealth of the different stakeholders.

Course Outcomes (COs)

1. Ability to generate and screen the Project Ideas.
2. Ability to analyze the Market, Technical and Financial feasibility of Projects.
3. Estimating the Project Cash Flows and Performing Risk Analysis using various tools.
4. Selecting appropriate sources of Project Financing.
5. Creating Work Breakdown Structure.

UNIT – I

8 Hours

INTRODUCTION

Project Management Concepts, Project Organizational Structures, Types of Capital Investments, Phase of Capital Budgeting, Levels of Decision Making, Facets of Project Analysis, Project Formulation: Generation and Screening of Project Ideas.

Nature of Capital Investment

UNIT – II

8 Hours

ANALYSIS OF PROJECTS

Feasibility Study, Market and Demand Analysis, Technical Analysis, Financial Estimates and Projections.

Demand Forecasting Techniques

UNIT – III

8 Hours

SELECTION OF PROJECTS

Basic Techniques - Investment Criteria and Project Cash Flows, Advanced Techniques Risk Analysis, Sensitivity Analysis, Scenario Analysis, Break-even Analysis, Simulation Analysis, Firm Risk and Market Risk.

Goal Seek

UNIT – IV

8 Hours

FINANCING

Financing of Projects, Financing Infrastructure Projects, Venture Capital and Private Equity.

Angel Financing

UNIT – V

8 Hours

IMPLEMENTATION AND REVIEW OF PROJECTS

Planning and Sequencing of Project, Creating the Project Schedule (WBS), Resource Planning for Internal and External Resources, Executing the Project Plan and Keeping the Project on Track, Network Techniques for Project Management. (PERT and CPM), Project Review.

Gantt chart Construction

Total: 40 Hours

Reference(s)

1. Prasanna Chandra, *Project Management*, New Delhi: Tata McGraw Hill India Ltd, 2016.
2. P. Gopalakrishann and V. E. Rama Moorthy, *Project Management*, New Delhi: Macmillan India Ltd, 2016.
3. Graham D. Vinter, Gareth Pierce, *Project Finance*, New Delhi: Thomson, 2016
4. Richman Larry, *Project Management: Step by Step*, New Delhi: Prentice Hall India (Microsoft Press Release), 2016.
5. Tim Pyron, *Using Microsoft Office Project 2016 – The only Project 2016 Book You Need*, New Delhi: Que Edition – Techmedia, 2017.

18MF06 INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

4 0 0 4

Course Objectives

- To understand the different forms of Investment and the relationship between risk and return.
- To understand the functioning of Indian Capital Markets.
- To know the techniques available for analyzing the Securities and understand the management of a Portfolio.

Programme Outcomes (POs)

- Acquire insight into raising, sourcing and application of funds, accounting procedures, global standards, institutional and regulatory policy frameworks to maximise the financial wealth of the different stakeholders.

Course Outcomes (COs)

1. Capable of making an appropriate Investment Decision.
2. Able to handle the new issue market.
3. Ability to do the Fundamental Analysis and Technical Analysis.
4. Performing Technical Analysis to strike a fine balance between risk and return of shareholders.
5. Constructing and Maintaining Active / Passive Portfolios scientifically.

UNIT – I

8 Hours

INVESTMENT SETTING

Investment, Speculation, Securities, Investment Information, Investment Alternatives, Security Contract Regulation Act, Investor Protection.

Stock Exchange Web Site

UNIT – II

8 Hours

OVERVIEW OF CAPITAL MARKET

New Issue Market, Secondary Market, Listing of Securities, BSE, NSE, OCTEI, Stock Market Indices, Securities and Exchange Board of India - Fund Raising through Overseas Market.

International Stock Market Indices

UNIT – III

8 Hours

FUNDAMENTAL ANALYSIS

Red Flags and its types, Economic Analysis: Forecasting Techniques, Industry Analysis: Industry Classification, Industry life cycle. Company Analysis: Measuring Earnings, Forecasting Earnings, Applied Valuation Techniques.

Stages of Industry Life Cycle

UNIT – IV

8 Hours

TECHNICAL ANALYSIS

Fundamental Analysis Vs Technical Analysis, Charting Methods, Market Indicators, Trend, Trend Reversals, Patterns, Moving Average, Exponential Moving Average, Oscillators, ROC, MACD, RSI.

Practical Application of Technical Analysis

UNIT – V

8 Hours

PORTFOLIO MANAGEMENT

Portfolio Theory, Portfolio Construction, Performance Evaluation, Portfolio Revision, SEBI Guidelines for PMS.

Efficient Frontier

Total: 40 Hours

Reference(s)

1. Donald E Fischer and Ronald J Jordan, *Security Analysis & Portfolio Management*, New Delhi: Prentice Hall of India Private Ltd, 2016.
2. S. Kevin, *Security Analysis & Portfolio Management*, New Delhi: Prentice-hall of India Pvt Ltd, 2016.
3. Prasanna Chandra, *Investment Analysis and Portfolio Management*, New Delhi: Tata McGraw Hill, 2017.
4. Frank K Reilly and Keith C Brown, *Investment Analysis and Portfolio Management*, New Delhi: Thomson Learning, 2010.
5. Dhanesh Kumar Khatri, *Security Analysis and Portfolio Management*, New Delhi: Macmillan, 2016.

18MF07 GOODS AND SERVICES TAX

4 0 0 4

Course Objectives

1. To enable the students to understand the basics of Supply of Goods and Services.
2. To understand the Payment of GST Mechanism.
3. To enrich the knowledge of Input Tax Credit and IGST in GST.

Programme Outcomes (POs)

- Acquire insight into raising, sourcing and application of funds, accounting procedures, global standards, institutional and regulatory policy frameworks to maximise the financial wealth of the different stakeholders.

Course Outcomes (COs)

1. Ability to understand the GST Network and Council.
2. Able to Register, File Monthly Returns and Apply Revisions.
3. Ability to make a payment of GST.
4. Capable of calculate the Input Tax Credit.
5. Determine the Place of Supply of Goods and Services in the Inter State Sales.

UNIT – I

8 Hours

OVERVIEW OF GOODS AND SERVICES TAX

Overview of GST, Implementation of GST, Liability of the Tax Payer, GST Network, GST Council. Levy of an Exemption from Tax - Levy of GST – Introduction, Composition Scheme, Remission of Tax / Duty. Registration – Introduction, Registration Procedure, Important Points, Special Persons, Cancellation.

Amendments

UNIT – II

8 Hours

SUPPLY

Meaning and Scope of Supply - Taxable Supply, Supply of Goods and Supply of Services, Course or Furtherance of Business, Special Transactions. Time of Supply - Time of Supply –Goods, Time of Supply –Services, Other Points. Valuation in GST - Transaction Value.

Valuation Rules

UNIT – III

8 Hours

PAYMENT OF GST

E way bill generation. Payment of GST - Introduction, Time of GST Payment, How to make payment, Challan Generation & CPIN, TDS & TCS. Electronic Commerce – Introduction, Tax Collected at Source (TCS), Procedures for E-commerce Operator. Reverse Charge Mechanism.

Job Work

UNIT – IV

8 Hours

INPUT TAX CREDIT

Input Tax Credit – Introduction, Important Points, Job Worker. Input Service Distributors - Concept of Input Service Distributor, Legal Formalities for an ISD, Distribution of Credit. Matching of Input Tax Credit -Returns, GSTR-2, Other Taxable Persons.

Annual Return

UNIT – V

8 Hours

IGST

Overview of the IGST Act – Overview, Other Provisions. Place of Supply of Goods & Services – Introduction, Registered and Unregistered Persons. GST Portal -Introduction, GST Eco-system, GST Suvidha Provider (GSP).

Uploading Invoices

Total: 40 Hours

Reference(s)

1. VashishthaChaudhary AshuDalmiaShaifalyGirdharwal, Taxmann's GST - A Practical Approach, 3rd Edition 2017, ISBN No.:9789386635365.
2. CA AlokPareek, *A Practitioner's Guide to Input Tax Credit under GST*, Edition: 2018, Bloomsbury India.
3. Nitya Tax Associates, *Basics of GST*, Edition: August 2016, Taxmann Technologies, New Delhi.
4. JayaramHiregange, Deepak Rao, *India GST for Beginners*, 2nd Edition, June 2017, White Falcon Publishing, Chandigarh.
5. Frequently Asked Question by Central Board of Excise & Customs, New Delhi.

18MF08 FINANCIAL MODELING

4 0 0 4

Course Objectives

- To acquaint the students with the Excel Tools for Financial Modeling.
- To enable the students to do the Descriptive Analysis.
- To enhance the knowledge of students in the Financial Modeling.

Programme Outcomes (POs)

- Acquire insight into raising, sourcing and application of funds, accounting procedures, global standards, institutional and regulatory policy frameworks to maximise the financial wealth of the different stakeholders.

Course Outcomes (COs)

1. Ability to choose appropriate Excel Tools for Financial Modeling.
2. Analyse the data using Charts.
3. Choose appropriate Functions to construct models.
4. Ability to apply Descriptive Statistics in Financial Analysis.
5. Able to apply Linear Programming and Simulation in Financial Analysis.

UNIT I

8 Hours

EXCEL FEATURES AND TECHNIQUES

Excel Formulae, Usage of Names to Make Formulas Easier, Excel Formatting, Data Formats, Excel Functions, Excel Charts, Dynamic Graphs, Conditional Formatting, Linking Worksheets, Data Validation, Data Tables, Splitting Screens to Facilitate Working Between Several Worksheets, Excel Protection Option

Controls – Macros, Combo Boxes and Buttons, User Forms and Controls

UNIT II

8 Hours

ADVANCED EXCEL FEATURES AND TECHNIQUES

Use of Pivot Tables, Use of HLOOKUP, VLOOKUP, COUNTIF, SUMIF, SUMPRODUCT-Excel Database Functions – DCOUNT, DSUM, DPRODUCT, DMAX, DMIN, DAVERAGE, DSTDEV, DSTDEVP, DVAR, DVARP, DGET.Excel Finance Functions – PV, FV, PMT, PPMT, NPER, EFFECT, ISPMT, NPV, XNPV, IRR, XIRR.Scenario Analysis in Excel, Use of Goal Seek, Capital Budgeting Analysis - NPV, IRR, Amortization, Debt Repayment.

Creating Macro and Running from a Button

UNIT III

8 Hours

ANALYSIS TOOLPAK

Descriptive Statistics, Histograms, Correlation and Covariance, Regression Analysis, Hypothesis Testing

Random Number Generation

UNIT IV

8

Hours

MATRIX ALGEBRA AND RELATED FUNCTIONS IN EXCEL

Array Handling, Adding Matrices, Multiplying Matrices, Transposing a Matrix, Matrix Inversion
Array Functions in Excel – MMULT, TRANSPOSE, MINVERSE, FREQUENCY, LINEST

Array formula syntax

UNIT V

8 Hours

OPTIMIZATION USING SOLVER

Linear Programming using Solver, Portfolio Optimization , Optimization using Matrix Functions, Generating Efficient Frontier, Monte Carlo Simulation
Application of Simtool

Total: 40 Hours

Reference(s)

1. Wayne L Winston, “Microsoft Excel 2013 – Data Analysis and Business Modeling”, Microsoft Press, O’Reilly Media, Inc. California, 2014.
2. John s. Tjia, “Building Financial Models” Second Edition, Mc Graw Hill, New York, 2009.
3. Danielle Stein Fairhurst, “Using Excel for Business Analysis: A Fundamental Approach to Financial Modelling”, Wiley Finance, April 2012.
4. “Financial Modelling Fundamentals”, Best Practice Modelling, Australia.
www.Bestpracticemodelling.com.

18MF09 BEHAVIOURAL FINANCE

4 0 0 4

Course Objectives

- To acquaint the students with the Fundamentals of Behavioral Finance.
- To enable the students to understand the Cognitive Psychology.
- To enhance the knowledge of students in the Corporate Behavioral Finance.

Programme Outcomes (POs)

- Acquire insight into raising, sourcing and application of funds, accounting procedures, global standards, institutional and regulatory policy frameworks to maximize the financial wealth of the different stakeholders.

Course Outcomes (COs)

1. Ability to apply Behavioral Finance Market Strategies.
2. Able to apply Behavioral Finance Theories in Decision Making Process.
3. Analyze the Rationality from Economics Prospective.
4. Able to analyze the Investor Behavior.
5. Ability to apply Behavior Corporate Finance.

Unit I

8 Hours

Behavioural Finance: Nature, Scope, Objectives and Significance & Application, History of Behavioural Finance. Psychology: Concept, nature, Importance, The Psychology of Financial Markets, The Psychology of Investor Behaviour, Behavioural Finance Market Strategies, Prospect Theory, Loss Aversion Theory under Prospect Theory and Mental Accounting – Investors Disposition Effect.

Unit II

8 Hours

Building Block of Behavioural Finance, Cognitive Psychology and Limits to Arbitrage. Demand by Arbitrageurs: Definition of Arbitrageur, Long-Short Trades, Risk vs. Horizon, Transaction Costs and Short-Selling Costs, Fundamental Risk, Noise-Trader Risk, Professional Arbitrage, Destabilizing Informed Trading (Positive Feedback, Predation), Expected Utility as a Basis for Decision-Making. The Evolution of Theories Based on Expected Utility Concept.

Unit III

8 Hours

Ellsberg’s Paradoxes, Rationality from an Economics and Evolutionary Prospective. Different Ways to Define Rationality: Dependence on Time Horizon, Individual or Group Rationality, Herbert Simon and Bounded Rationality. Demand by Average Investors: Definition of Average Investor, Belief Biases, Limited Attention and Categorization, Non-Traditional Preferences – Prospect Theory and Loss Aversion, Bubbles and Systematic Investor Sentiment.

Unit IV

8 Hours

External Factors and Investor Behaviour: Fear & Greed in Financial Market, Emotions and Financial Markets: Geomagnetic Storm, Statistical Methodology for Capturing the Effects of External Influence on the Stock Market Returns.

Unit V

8 Hours

Behavioural Corporate Finance: Empirical Data on Dividend Presence or Absence, Ex-Dividend Day Behaviour, Timing of Good and Bad Corporate News Announcement. Systematic Approach of Using Behavioural Factors in Corporate Decision-Making. Neurophysiology of Risk-Taking. Personality Traits and Risk Attitudes in Different Domains.

Total: 40 Hours

Reference(s)

1. Singh Ranjit, "Behavioural Finance", PHI Learning Private Limited, Delhi, 2019.
2. Prasanna Chandra, "Behavioural Finance", Mc Graw Hill, Delhi, 2017.
3. Shuchita Singh, Shilpa Bahl, "Behavioural Finance", Vikas Publishing House Pvt Ltd, Noida, Delhi, 2015.
4. M. M. Sulphrey, "Behavioural Finance", PHI Learning Private Limited, Delhi, 2014.
5. William Forbes, "Behavioural Finance", Wiley & Sons Ltd, 2009.

18MF10 – CORPORATE ACCOUNTING

4 0 0 4

Course Objectives:

- To give an insight of accounting procedures followed by the corporates
- To provide adequate knowledge about the financial statements prepared by corporates
- To understand about the valuation and liquidation procedures of corporates

Programme Outcome (POs):

- Acquire insight into raising, sourcing and application of funds, accounting procedures, global standards, institutional and regulatory policy frameworks to maximise the financial wealth of the different stakeholders.

Course Outcome (Cos):

1. Assess the accounting procedures for the issue, forfeiture and reissue of shares
2. Analyze the accounting procedure of redemption of shares and debentures
3. Examine the financial statements prepared by corporates
4. Evaluate the different shares and goodwill of the corporates
5. Apply the knowledge of accounting on the liquidation of corporates

Unit - I

8 Hours

Issue of shares: Par, Premium and Discount - Forfeiture - Reissue – Surrender of Shares – Right Issue - Underwriting

Unit - II

8 Hours

Redemption of Preference Shares - Debentures – Issue – Redemption: Sinking Fund Method.

Unit - III

8 Hours

Final Accounts of Companies(new format) - Calculation of Managerial Remuneration.

Unit - IV

8 Hours

Valuation of Goodwill and Shares – Need – Methods of valuation of Goodwill and Shares.

Unit - V

8 Hours

Liquidation of Companies - Statement of Affairs -Deficiency Account.

NOTE Distribution of Marks: Theory - 20% Problems - 80%

Reference:

1. S.P. Jain & K.L. Narang, “Advanced Accountancy Principles of Accounting”, 2016, Kalyani Publications, New Delhi.
2. Gupta R.L. & Radhaswamy M, “Corporate Accounts- Theory Method and Application”, 2018, Sultan Chand & Co., New Delhi.
3. Dr. M.A. Arulanandam, Dr. K.S. Raman, “Advanced Accountancy, Part-I”, 2019, Himalaya Publications, New Delhi.
4. Shukla M.C., Grewal T.S. & Gupta S.L., “Advanced Accountancy – Volume II”, 19th Edition, 2016, S. Chand & Co., New Delhi.
5. Maheshwari S N, Suneel K Maheshwari and Sharad K Maheshwari, “Financial Accounting”, 6th Edition, 2018, Vikas Publishing House, New Delhi.

18MH01 INDUSTRIAL RELATIONS AND LABOUR LAWS

4004

Course Objectives

- To provide basic knowledge in industrial relations.
- To enable the students to understand the various provisions of Trade Unions.
- To impart knowledge on Labour Laws.

Programme Outcomes (POs)

- Understand the process of human resource planning, recruitment, selection, placement, training and development, organizational behaviour, HRD audit and industrial relation to improve the overall productivity and efficiency of the organization.

Course outcomes (COs)

1. Apply statutory measures to settle Industrial Relation issues.
2. Analyze the trade union problems based on legal provisions.
3. Capable to understand the provisions relating to safety measures.
4. Analyze the various provisions of social security measures.
5. Evaluate the various benefits available to the employees in the organization.

UNIT – I

8 Hours

INDUSTRIAL RELATIONS

Concepts, Importance, Objectives, Scope, Approach to Industrial Relations, Evolution, Conditions for Successful Industrial Relations, Causes of Poor Industrial Relations.

Industrial Relations in Government and Private Sector.

UNIT – II

9 Hours

TRADE UNION

Objectives, Applicability, Evolution, Theories, Provisions of the Act, 1926, Registration of Trade Union, Duties and Liabilities of Registered Trade Union, Rights and Privileges of Registered Trade Unions, Amalgamation and Dissolution, Submission of Returns, Penalties and Fines, Power to Make Regulations.

Trade Union in Indian Scenario.

UNIT – III

7 Hours

LABOUR LEGISLATION – I

Factories Act 1948, Contract Labour (Regulation and Abolition) Act, 1970, Industrial Disputes Act 1947, Industrial Employment (Standing Orders) Act, 1946.

Indian Constitution

UNIT – IV

8 Hours

LABOUR LEGISLATION -II

Minimum Wages Act 1948, Payment of wages Act, 1936, Payment of Bonus Act, 1965, Maternity Benefit Act 1961, The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

Paternity Benefit.

UNIT – V

8 Hours

LABOUR LEGISLATION -III

Employees' Provident Funds and Miscellaneous Provisions Act, 1952, Employees State Insurance Act, 1948. Payment of Gratuity Act, 1972, Workmen Compensation Act, 1923.

Social Security Measures.

Total: 40 Hours

Reference(s)

1. C.B. Mamoria and SathishMamoria, *Dynamics of Industrial Relations*, New Delhi: Himalaya Publishing house, 2012.
2. R.S. Dwivedi, *Human Relations & Organizational Behaviour*, New Delhi: Macmillan India Ltd, 2010.
3. Ratna Sen, *Industrial Relations in India*, New Delhi: Shifting Paradigms, Macmillan India Ltd, 2010.
4. Monappa, Nambudiri and Selvaraj, *Industrial Relations and Labour laws*, New Delhi: Tata Mc Graw Hill, 2012.
Mark Bray, *Industrial Relations*, New Delhi: Tata Mc Graw Hill, 2011.

18MH02 MANAGERIAL BEHAVIOR AND EFFECTIVENESS

4 0 0 4

Course Objectives

- To understand the dimensions of managerial job.
- To enable the students to become effective managers.
- To develop the winning arge among the students.

Programme Outcomes (POs)

- Understand the process of human resource planning, recruitment, selection, placement, training and development, organizational behaviour, HRD audit and industrial relation to improve the overall productivity and efficiency of the organization.

Course Outcome (COs)

1. Analyze the issues of managerial jobs.
2. Able to apply an appropriate style of managerial behaviour and approach to manage people.
3. Capable to apply different managerial style in work environment.
4. Determine the personality attributes of employees to enhance the competence.
5. Apply winning attitude, competitive spirit and creativity for success.

UNIT – I

8 Hours

INTRODUCTION

Descriptive Dimensions of Managerial Jobs, Methods, Model, Time Dimensions in Managerial Jobs, Effective and Ineffective Job Behaviour, Functional and Level Differences in Managerial Job Behaviour.

Workforce Diversity.

UNIT – II

8 Hours

DESIGNING THE MANAGERIAL JOB

Identifying Managerial Talent, Managerial Skills Development, Pay and Rewards, Managerial Motivation, Effective Management Criteria, Balanced Scorecard, Feedback, Career Management.

Talent Management.

UNIT – III **8 Hours**
MANAGERIAL EFFECTIVENESS

Definition, The Person, Process, Product Approaches, Bridging the Gap, Measuring Managerial Effectiveness, Current Industrial and Government practices in the Management of Managerial Effectiveness.

Managerial Effectiveness in Government and Private Sector.

UNIT – IV **8 Hours**
ENVIRONMENTAL ISSUES

Organizational Processes, Organizational Climate, Leader, Group Influences, Job Challenge, Competition, Managerial Styles.

Leadership Styles.

UNIT – V **8 Hours**
DEVELOPING THE WINNING EDGE

Organizational and Managerial Efforts, Self-Development, Negotiation Skills, Development of the Competitive Spirit, Knowledge Management, Fostering Creativity.

Personality Attributes.

Total: 40 Hours

Reference(s)

1. Peter Drucker, *Management*, New York: Harper Row, 2012.
2. Milkovich and Newman, *Compensation*, New Delhi: McGraw-Hill International, 2011.
3. Blanchard and Thacker, *Effective Training Systems, Strategies and Practices*, New Delhi: Pearson Education, 2010.
4. Dubin, *Leadership, Research Findings, Practices & Skills*, New Delhi: Biztantra, 2010.
5. Mathis Jackson, *Human Resource Management*, Mason: Thomson South-western, 2011.

18MH03 ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGY

4 0 0 4

Course Objectives

- To facilitate students to understand the organizational change process.
- To enable students to understand organization development and Interventions.
- To help students understand Change Management Strategies.

Programme Outcomes (POs)

- Understand the process of human resource planning, recruitment, selection, placement, training and development, organizational behaviour, HRD audit and industrial relation to improve the overall productivity and efficiency of the organization.

Course Outcomes (COs)

1. Analyze the environment that forces the change.
2. Apply the various change models during the change process.
3. Understand the need of intervention strategy.
4. Capable of applying the strategic change.
5. Able to act as change agents.

UNIT – I

8Hours

ORGANIZATIONAL CHANGE

Forces, Types, Frameworks, Process. Resistance to Change, Overcoming Resistance.

Fear of Change

UNIT – II

8 Hours

PERSPECTIVES ON ORGANIZATIONAL CHANGE

Models, Integration, Need for Change - Environmental Pressures, Organizational Pressures - Organizational Culture and Change, Change Management Process, Vertical Industry Customization

Formal Culture.

UNIT – III

8 Hours

CHANGE MANAGEMENT

Diagnosis for Change, Modelling Organizations, Component Analysis, Diagnosing Readiness, Role of Managers in Change management.

Unfreezing change.

UNIT – IV

8 Hours

OD INTERVENTION

Types: Human Process, Techno Structural, Human Resource Management, Strategic Change, Designing Interventions.

Manipulation.

UNIT – V

8 Hours

IMPLEMENTING CHANGE

Strategies for Communicating, Implementation Process: Approaches, Managing Skills, Consolidating Change, Evaluation.

Role of Change agents.

Total: 40 Hours

Reference(s)

1. Radha R Sharma, *Change Management*, New Delhi: Tata McGraw Hill, 2013
2. Ian Palmer, Richard Dunford and Gide Akin, *Managing Organizational Change*, New Delhi: Tata McGraw Hill, 2012.
3. G. Thomas, Cummings and Christopher G. Woreley, *Organizational Development and Change*, OH: Thomson South Western, Mason, 2010.
4. Wendell L French, Cecil H Bell and Robert A Zawaki, *Organization Development and Transformation*, New Delhi: Tata McGraw Hill of India, 2012.

18MH04 PERFORMANCE MANAGEMENT

4 0 0 4

Course Objectives

- To understand the concept and importance of Performance Management.
- To comprehend the process of Performance Management System and its evaluation.
- To expose the various methods of measuring and monitoring performance.

Programme Outcomes (POs)

- Understand the process of human resource planning, recruitment, selection, placement, training and development, organizational behaviour, HRD audit and industrial relation to improve the overall productivity and efficiency of the organization.

Course Outcomes (COs)

1. To synthesize a Performance Management Process.
2. To develop an effective performance measurement tool.
3. To analyze and evaluate a Performance Management System.
4. Capable to understand the need of monitoring and feedback.
5. Gain insight on rewards and pays.

UNIT – I

8 Hours

INTRODUCTION

Definition, Importance, Purpose, Performance appraisal Vs Performance Management

Ideal Characteristics of Performance Management System

UNIT – II

8 Hours

PROCESS

Performance Management Process, Performance Planning, Performance Dimensions

Prerequisites

UNIT – III

9 Hours

MEASURING PERFORMANCE

Approaches in Measuring Performance, Methods of Measuring Results, Methods of Measuring Behaviours, Developing Appraisal forms

Rater Biases

UNIT – IV

7Hours

IMPLEMENTATION AND MONITORING

Pilot Study, Monitoring, Methods of Monitoring, Giving Feedback, Development Plans, Counseling and Coaching

Communication Plan

UNIT – V

8 Hours

REWARDS AND EVALUATION

Rewards and Recognition, Traditional pay plans, Contingent pay plans, Areas of Evaluation

Methods of Evaluation

Total: 40 Hours

Reference(s)

1. Herman Aguinis., “Performance Management”, New Delhi: Pearson International, 2012.
2. Kohli A S, Deb T, “Performance Management”, New Delhi: Oxford University Press, 2010
3. Robert Bacal, “Performance Management”, New Delhi: McGraw-Hill, 2011
4. Franklin Hartle, “Transforming the Performance Management Process”, London: Kogan Page Limited, 2012
5. Gary Benson, “Stepping Up Performance – A Collection of Practical Knowledge, Research and Theory on Performance & How to Improve it”, Mumbai: Jaico Publishing House, 2012

18MH05 BEHAVIOUR MODIFICATION AND MANAGEMENT

40 0 4

Course Objectives

- To understand the basic concepts in Spiritual Intelligence, Emotional Intelligence and Transaction Analysis.
- To know the types and benefits of yoga.
- To comprehend the reasons for stress and the methods to relieve it.

Programme Outcomes (POs)

Understand the process of human resource planning, recruitment, selection, placement, training and development, organizational behaviour, HRD audit and industrial relation to improve the overall productivity and efficiency of the organization.

Course Outcomes (COs)

1. Able to differentiate Spirituality and Religion.
2. Suggest strategies to develop a spiritually inclined organization and overcome stress.
3. Able to develop emotional intelligence.
4. Capable to understand the quality of life in workplace.
5. Analyze the importance spiritual and emotional intelligence in organization.

UNIT – I

8 Hours

YOGA

Purpose, Properties of Yoga, Eight Limbs of Yoga, Seven Chakras and its Characteristics, Types of Yoga, Importance of Breath and Quality of life

Benefits of Yoga in workplace

UNIT – II

9 Hours

SPIRITUAL INTELLIGENCE

Definition, Spirituality Vs Religion, Goals of Life, Strategies to develop a Spiritually Inclined Organization

Spiritual Inclination

UNIT – III

8 Hours

EMOTIONAL INTELLIGENCE

Definition, Factors of Emotional Intelligence, Analysis of Thoughts, Basing of Desires, Neutralization of Anger, Eradication of Worries, Overcoming Fear, Harmony and Happiness in Life, Attachment, Detachment and Moderation in Enjoyment

Importance of EI in Workplace

UNIT – IV

7 Hours

Stress

Understanding Stress: Meaning, Work Related Stress, Individual Stress, Strategies to Cope-up Stress, Importance of Work-Life Balance

Symptoms of stress

UNIT – V

8 Hours

TRANSACTION ANALYSIS AND GOAL SETTING

Transaction Analysis, Kinds of Transactions, Strokes, Types of Scripts, Time Structuring, Achieving Goals

Setting Goals

Total: 40 Hours

Reference(s)

1. Yogiraj Vethathiri Maharishi, *Journey of Consciousness*, Vethathiri Publications, 2005.
2. Swami Ranganathananda, *Eternal Values for a changing society*, Bharatiya VidyaBhavan, 2005.

3. S.K. Charavarthy, *Human Values for Managers*, New Delhi: Wheeler Publishing, 2005.
4. R Nandagopal and R N AjithSankar, *Indian Ethos and Values in Management*, Tata McGraw Hill, 2011

18MH06 TRAINING AND DEVELOPMENT

4 0 0 4

Course Objectives

- To enable the students to identify training needs.
- To help the students in understanding training methods.
- To familiarize the students in pedagogical approaches for Management Development.

Programme Outcomes (POs)

- Understand the process of human resource planning, recruitment, selection, placement, training and development, organizational behaviour, HRD audit and industrial relation to improve the overall productivity and efficiency of the organization.

Course Outcomes (COs)

1. Able to understand the need of Training program.
2. Design a Training program.
3. Execute a Training program.
4. Evaluate a training program.
5. Apply the different training methods for development of individuals and organization.

UNIT – I

8

Hours

INTRODUCTION

Scope, Objectives, Importance, Training Process, benefits, Learning, Principles of Learning, Learning Theories, Learning process
Learning Environment

UNIT – II

8 Hours

NEED ANALYSIS

Need Assessment Process, Organizational Analysis, Person Analysis and Task Analysis
Importance of need analysis

UNIT – III

8 Hours

TRAINING DESIGN AND IMPLEMENTATION

Designing Training Programmes, Training Methods, e-learning, Developing Effective Trainers
Outsourcing

UNIT – IV

8 Hours

APPROACHES TO MANAGEMENT DEVELOPMENT

Methods of Development, Designing Development Programme, Team Building Exercises
Management Games

UNIT – V

8 Hours

EVALUATION OF TRAINING AND DEVELOPMENT

Overview, Evaluation process, Outcome, Evaluation design, Challenges in Training and Development
Return on Investment

Total: 40 Hours

Reference(s)

1. Raymond A Noe, *Employee Training and Development*, New Delhi: Tata McGraw Hill Education Private Limited, 2013.

2. P Nick Blanchard and James W Thacker, *Effective Training-Systems, Strategies and Practices*, New Delhi: Pearson Education, 2012
3. Craig Robert, *Training and Development Handbook*, New York: McGraw Hill, 2012.
4. Randy L Desimone and John M Werner, *Human Resource Development*, New Delhi: Thomson Publishing, 2011.
5. Dr.B.Janakiraman, *Training and Development*, New Delhi: Biztantra, 2012

18MH07 COMPETENCY MAPPING AND DEVELOPMENT

4 0 0 4

Course Objectives

- To make the students comprehend the basic concepts in competency mapping
- To understand the role and importance of competency mapping in the development of an organization
- To figure out the steps involved in developing a competency mapping model

Programme Outcomes (POs)

- Understand the process of human resource planning, recruitment, selection, placement, training and development, organizational behaviour, HRD audit and industrial relation to improve the overall productivity and efficiency of the organization.

Course Outcomes (COs)

- Enable the students to use competency mapping as a tool for improving the efficiency of the workforce.
- Analyze competency mapping model
- Apply the competency mapping model
- Evaluate the resistance for adopting competence model.
- Create competency based assessment in an organization.

UNIT – I

8 Hours

INTRODUCTION

Definitions, Competence, Competency, Capability, Skill, Knowledge and Motive, Trait, Need of Competencies, Competency Mapping

Uses of competency mapping

UNIT – II

8 Hours

COMPETENCY CATEGORIES

Threshold Competencies, Differentiating Competencies, Functional or Technical Competencies, Leadership or Managerial Competencies, Organizational Competencies.

Generic or Key Competencies

UNIT – III

8 Hours

DEVELOPING COMPETENCY MODEL

Identifying Core Competencies, Developing Assessment Instrument, Performance Effectiveness Criteria, Base Competency Map, Competency Grading, Competency Assessment, Finalizing and Validating Competency Model

Data Gathering

UNIT – IV

8 Hours

COMPETENCY MODELS

Leadership and Managerial Competency Models, Recommended Actions to address resistance, Competencies and Generic Indicators, HR Generic Competency Model, Supervisory Generic Competency Model

Causes for Resistance against Competency mapping

UNIT – V

8 Hours

IMPLEMENTATION AND DEVELOPMENT

Communication & Implementation of Competency Mapping, Strategies to Address the Gaps, Evaluate ROI, Reassess Competencies and Development

Challenges in Implementation of Competency Mapping

Total: 40 Hours

Reference(s)

1. Seema Sanghi, *The Handbook of Competency Mapping – Understanding, Designing & Implementing Competency Models*, New Delhi: Sage Publications, 2012.
2. Sharma, *360 Degree Feedback, Competency Mapping and Assessment Centres for Personal & Business*, Mc Graw Hill Education (India), 2011.
3. Whetten & Cameron, *Development Management Skills*, Prentice Hall India, 2010.
4. Udai Parek, *Understanding OB*, New Delhi: Oxford University Press, 2010.
5. Paul R. Bernthal, *Competency Study: Mapping the future*, ASTD, 2011

18MH08 SOCIAL PSYCHOLOGY

4 0 0 4

Course Objectives

- To study social interaction and social influence.
- To understand the behavior and mental processes and enhances the ability to apply empirical knowledge to improve the lives of people.
- To create awareness about influence of social Psychology in business.

Programme Outcomes (POs)

- Understand the process of human resource planning, recruitment, selection, placement, training and development, organizational behaviour, HRD audit and industrial relation to improve the overall productivity and efficiency of the organization.

Course Outcomes (COs)

1. Gain insight about development of social behaviour and social thoughts.
2. Ability to perceive and understand other in the society.
3. Organise the role of cognition in social world.
4. Apply Interpersonal relationship to have higher interdependence in the social environment.
5. Analyze the compliance and social issues.

UNIT I

8 Hours

INTRODUCTION

Social Psychology – Origin and development – Social behaviour and social thought -Applications in society and business.

Prosocial Behavior

UNIT II

9 Hours

PERCEIVING AND UNDERSTANDING OTHERS

Social perception – Nonverbal communication – Attribution – Impression formation- Impression management.

Micro Expressions

UNIT III

8 Hours

COGNITION IN THE SOCIAL WORLD

Social cognition – Schemas – Heuristics – Errors – Attitudes & Behaviour – Persuasion – Cognitive dissonance – Self, Self Esteem

Social Comparison.

UNIT IV

7 Hours

INTERPERSONAL RELATIONS

Social identity – Prejudice – Discrimination – Aggression – Interpersonal attraction.

Workplace Interplace Relationship

UNIT V

8 Hours

APPLIED SOCIAL PSYCHOLOGY

Social Influence – Conformity – Compliance – Social Influence - Prosocial behaviour – Groups – Social issues.

Social Tension

Total: 40 Hours

Reference(s)

1. Baron, Byrne and Brascombe, Social Psychology, 11th Edition, Pearson, 2006.
2. David G., Myers, Social Psychology, Tata McGraw Hill, 8th Edition, 2005.
3. Baron and Byrne, Social Psychology, 8th Edition, PHI, 2006.
4. Howitt, Social Psychology. Tata McGraw Hill

18MH09 HR ANALYTICS

4 0 0 4

Course Objectives

- To enable the students to identify need of HR metrics and Analytics.
- To help the students in understanding staffing utility.
- To estimating pay offs from learning and development.

Programme Outcomes (POs)

Understand the process of human resource planning, recruitment, selection, placement, training and development, organizational behaviour, HRD audit and industrial relation to improve the overall productivity and efficiency of the organization.

Course Outcomes (COs)

1. Differentiate Traditional versus contemporary HR measures.
2. Evaluate the influence of employee's absenteeism and turnover in the organization.
3. Assess the cost and benefits of employee well being.
4. Impact of Employees attitude and behavior in financial outcome.
5. Measure the Benefits of HR Development program

UNIT I

8 Hours

STRATEGIC ROLE OF HR METRICS

Connecting measures and organizational effectiveness- HR measurement approaches - Traditional versus contemporary HR measures- HR Scorecard -HR Metrics.

HR Analytics Function

UNIT II

8 Hours

ABSENTEEISM AND SEPARATION

Employee Absenteeism- how absenteeism creates costs – analytics and measures for Employee Absenteeism- Employee separation: Turnover, separation and acquisition – computation of turnover rates– Analytics – handling turnover costs

HR dashboard

UNIT III

8 Hours

EMPLOYEE ASSISTANCE AND WORKSITE HEALTH

Assessment of cost and benefit of health, wellness and promotions – Analytics for decision making.

Workplace counseling

UNIT IV

8 Hours

EMPLOYEE ATTITUDE AND ENGAGEMENT

The logic connecting attitude, behavior and financial outcome- employee engagement and service climate – Estimating the financial impact of employee attitude

Machine Impact in HR Analytics

UNIT V

8 Hours

STAFFING UTILITY & BENEFITS OF HR DEVELOPMENT PROGRAMS

The concept and measurement: staffing measurement - staffing decisions through utility analysis- Cost and benefit of HR Development program: Estimating pay offs from learning and development

Recruitment utility analysis.

Total: 40 Hrs

Reference(s)

1. Elizabeth Houldsworth and Jirasinghe Dilum (2006), "Managing & Measuring Employee Performance", Hay Group.
2. Fitz-entz, J. and Barbara Davison (2002). "How to measure Human Resource management", 3 edition, New York, NY: McGraw-Hill, Inc.
3. Dave Ulrich and Mark Huselid, (2001), "The HR Scorecard: Linking people strategy and performance, Harvard Business school press, Boston, USA.
4. Jac Fitz-Enz (2010), "The new HR Analytics: predicting the Economic value of your company's human capital investments", Amacom publisher.
5. Cascio W and Boudreau J, (2011), "Investing in people: Financial impact of Human Resource Initiatives", FT press, Second Edition.

18MO01 BUSINESS PROCESS REENGINEERING

4 0 0 4

Course Objectives

- To understand the importance of business process reengineering and kaizen.
- To enable the students to understand the relevance of change management in BPR.
- To familiarize the process of implementation of Business Process Engineering.

Programme Outcomes (POs)

- Undertaking the problem identification, formulation, and optimising the resources in production and operation process, materials management, quality management for achieving sustainable growth and development.

Course Outcomes (COs)

1. To applying the concept of Kaizen relevant to Business Process Reengineering.
2. To relate business process reengineering with Total Quality Management.
3. To assess the process to be reengineered and designed.
4. To identify the pitfalls in organization environment during BPR.
5. To manage change in Business Process Reengineering.

Unit I

8 Hours

BUSINESS PROCESS REENGINEERING AND KAIZEN

BPR: Definition, Japanese Business strategy, Kaizen and Management, Characteristic features of Kaizen relevant to BPR.

New developments in BPR

Unit II

8 Hours

BUSINESS PROCESS REENGINEERING AND OTHER MANAGEMENT CONCEPTS.

Issues in BPR, BPR and TQM, QFD, ISO standards, ERP.

Benefits of ISO standards.

Unit III

8 Hours

IMPLEMENTATION OF BUSINESS PROCESS REENGINEERING.

Business vision and process objectives, Identification of processes to be reengineered, Measurement of processes, Design, BPR Life Cycle Methodology

Evaluation of process prototype.

Unit IV

8 Hours

REENGINEERING STRUCTURE AND PITFALLS

BPR leader, Process owners, Reengineering teams, Pitfalls in organizational environment. Complacency management, Performance measurement in BPR.

Appraisal system.

Unit V

8 Hours

CHANGE MANAGEMENT IN BUSINESS PROCESS REENGINEERING

Structure of change, Approaches to radical change, Management of change in BPR, Application of negotiation in BPR.

Role of IT in BPR.

Total: 40 Hours

Reference(s)

1. B.R.Dey , “*Business Process Reengineering and change Management*” ,Biztantra, 2004
2. John Jeston and Johan Nelis, “*Business Process Management: Practical Guidelines to Successful Implementations*”, Singapore: Elsevier Ltd, 2008.
3. David J. Sumanth, “*Total Productivity Management*”, USA: CRC Press Ltd., 2006.
4. P.N. Rastogi, “*Re- engineering and Re-inventing the Enterprise*”, New Delhi : Wheeler Publications, 2007.
5. H. Harrington, “*Business Process Improvement: The Breakthrough Strategy for Total Quality, Productivity and Competitiveness*”, New Delhi: Tata McGraw Hill, 2005.

18MO02 ADVANCED MAINTENANCE MANAGEMENT

4 0 0 4

Course Objectives

- To introduce the functions of maintenance.
- To familiarize the students with Total Productive Maintenance.
- To enable the students to understand the concept of optimum overhaul.

Programme Outcomes (POs)

- Undertaking the problem identification, formulation, and optimising the resources in production and operation process, materials management, quality management for achieving sustainable growth and development.

Course Outcomes (COs)

1. Ability to predict maintainability
2. Ability to plan for maintenance
3. Frame maintenance policy
4. Design the system for maintenance.
5. Apply Reliability Centered Maintenance (RCM) and Total Productive Maintenance

UNIT – I

8 Hours

MAINTENANCE CONCEPTS

Objectives and functions of maintenance, types, Maintenance strategies. Organization for maintenance. Five Zero concept

New Developments in Maintenance.

UNIT – II

8 Hours

FAILURE DATA ANALYSIS

MTBF, MTTF, Useful life, Survival curves, Repair time distribution, Break down time distributions, Poisson, Exponential and Normal distribution. Availability of repairable Systems, Maintainability prediction, Design for maintainability.

Preventive Maintenance.

UNIT – III

8 Hours

MAINTENANCE PLANNING

Overhaul and repair: Meaning and difference, optimal overhaul / Repair / Replace maintenance policy, Re placement Decisions: Optimal Interval.

Group Replacement

UNIT – IV

8 Hours

MAINTENANCE SYSTEMS

Fixed time maintenance, Condition based maintenance, Operate to failure, Opportunity maintenance, Design out maintenance, Total Productive Maintenance.

Reduction of Maintenance Cost.

UNIT – V

8 Hours

ADVANCED TECHNIQUES

Reliability centred Maintenance (RCM) – Total Productive Maintenance (TPM)- Philosophy and implementation, Signature analysis - Expert systems – Concept of Terro technology, Reengineering Maintenance Process, Concept of reliability, Reliability improvement, Concept of maintainability and maintainability improvement.

Maintenance Management Information System & Technical Audit

Total: 40 Hours

Reference(s)

1. R.C.Mishra and K.Pathak, “*Maintenance Engineering & Management*”, New Delhi: Prentice Hall India, 2006.
2. P. Gopalakrishnan, A.K.Banerji, “*Maintenance and Spare Parts Management*”, New Delhi: Prentice Hall of India, 2006.
3. Kelly and M.J. Harris, “*Management of Industrial Maintenance*”, Butterworth and Company Limited, 2008.
4. A.K.S.Jardine, “*Maintenance, Replacement and Reliability*”, Pitman Publishing, 2006.
5. U.K. Singh and J.M. Dewan, “*Maintenance Management*”, New Delhi: Common Wealth Publishers, 2007.

18MO03 LEAN MANUFACTURING

4 0 0 4

Course Objectives

1. To understand the principles behind lean manufacturing philosophy.
2. To enable the student to understand the concept of Value Stream Mapping (VSM)
3. To familiarize them with the implementation of various lean manufacturing techniques.

Programme Outcomes (POs)

- Undertaking the problem identification, formulation, and optimising the resources in production and operation process, materials management, quality management for achieving sustainable growth and development.

Course Outcomes (COs)

1. To understand the modern applications of Lean system.
2. Ability to prepare demand process flow and layout.
3. Apply Kanban strategies to reduce inventory.
4. Ability to implement lean philosophy.
5. To optimize the lean line management.

UNIT – I

8 Hours

BENEFITS OF LEAN MANUFACTURING SYSTEM

History and modern applications, MRP and their impact, Lean manufacturing model, Kanban Methodology, Continuing evaluation, Strategic Business Analysis

Concept of IoT to improve Lean Manufacturing

UNIT – II

8 Hours

UNDERSTANDING PRODUCT, PROCESS AND DEMAND

Value Stream Mapping - Scope, selecting parent parts, Lean line, Demand, Documenting process flow, Takt time, Process linking and Balancing. Imbalance, Approach, Resource, Definition, Physical Layout, Designing 5S

Kanban Signaling

UNIT – III

8 Hours

KANBAN STRATEGIES

Process, Single, Multi Card system, Inventory Management, Team Establishment: Commitment, Physical facilitation, Management Structure, Application of Kanban

Transformation process perpetual inventory

UNIT – IV

8 Hours

LEAN IMPLEMENTATION AND MILESTONES

Software requirement milestones, understanding process, Product and Materials, Checking, Factory design, Line start-up and Introduction to Lean Tools.

Lean implementation in services- Banks

UNIT – V

8 Hours

LEAN LINE MANAGEMENT

Matching customer demand, Customer response policy, Lean line optimization, Resistance to change.

Flexibility and rewards

Total: 40 Hours

Reference(s)

1. Dennis P.Hobbs, *Lean Manufacturing Implementation*, J.Ross Publishing, 2009.
2. Liker, *The Toyota Way*, New Delhi: Tata McGraw Hill, 2004.
3. Garry Conner, *Lean Manufacturing for the Small Shop*, Society of Manufacturing Engineers, 2008.
4. Michael L.George, *Lean Six Sigma*, Tata McGraw Hill, 2002.
5. Allan, Robinson and Stewart, *Lean Manufacturing – A Plant Floor Guide*, Society of Manufacturing Engineers, 2001.

18MO04 PURCHASING AND MATERIALS MANAGEMENT

4 0 0 4

Course Objectives

1. To introduce purchase and materials management practices.
2. To enable the students to understand supply sources.
3. To familiarize warehouse management.

Programme Outcomes (POs)

- Undertaking the problem identification, formulation, and optimising the resources in production and operation process, materials management, quality management for achieving sustainable growth and development.

Course Outcomes (COs)

- To understand the importance and functions of purchasing.
- Ability to make purchase decisions.
- Ability to plan for material requirements.
- To maintain good relationship between buyer and seller.
- Ability to analyze inventory.

UNIT – I

8 Hours

PURCHASING FUNCTIONS.

Relationship of purchasing Department with other departments, Procurement, Supply management activities, Purchasing objectives and policies, Operating procedures, Purchasing cycles, Objectives of materials management.

Organization of material function.

UNIT – II

8 Hours

SUPPLY SOURCES

Importance of source selection, Vendor development & maintenance, Vendor rating, Competitive bidding, selecting the source, Negotiation: Objectives, Process, Techniques, Price negotiation, Purchasing of capital goods, Seasonal commodities, Insurance spares.

Contract management.

UNIT – III

8 Hours

MATERIALS PLANNING

Materials Codification: Evolution of codes, Classification, Methodology, Advantages, Standardization: Definition, Specification, Advantages, Techniques, Pricing Principles: Price analysis, Discounts.

Economic consideration in determining the right price.

UNIT – IV

8 Hours

MATERIALS MANAGEMENT

Materials management, Legal aspects of buying, Buyer-Seller relationship, ethics in material management.

Industry ethical practices in Materials.

UNIT – V

8 Hours

WAREHOUSING MANAGEMENT

Stores management, Incoming material Control, Stores documentation & accounting, Materials Management Information System (MMIS).

New developments in MMIS.

Total: 40 Hours

Reference(s)

1. S.Chatterjee, “*Applied Materials Management*”, New Delhi: SAGE Publications, 2004.
2. Tony Arnold J R and Stephen N Chapman, “*Introduction To Materials Management*”, New Delhi: Prentice Hall of India, 2009.
3. Gopalakrishnan P and Sundaresan M, “*Material Management: An Integrated Approach*”, New Delhi: Prentice Hall of India Pvt Ltd, 2004.
4. A.K. Datta, “*Materials Management Procedures, Text and Cases*”, New Delhi: Prentice Hall of India Pvt. Ltd, 2009.
5. P. Gopalakrishnan, “*Purchasing and Materials Management*”, New Delhi: Tata McGraw Hill Publishing Company Limited, 2001.

18MO05 SERVICE OPERATIONS MANAGEMENT

4 0 0 4

Course Objectives

- To understand the role of services in economic development.
- To enable the students to understand the service design and management.
- To familiarize the students in the area of service productivity.

Programme Outcomes (POs)

- Undertaking the problem identification, formulation, and optimising the resources in production and operation process, materials management, quality management for achieving sustainable growth and development.

Course Outcomes (COs)

1. To understand about service strategies.
2. Able to design the service Blueprint.
3. Ability to manage service operations.
4. Ability to use quantitative models for service management.
5. Ability to measure performance of service operations.

UNIT – I

8 Hours

UNDERSTANDING SERVICES

Role of services in the economy, Nature of services, Types of services, Service strategy.

Different service industries.

UNIT – II

8 Hours

DESIGNING THE SERVICE ENTERPRISE

New service development, Service blue print, Technology in services, Service quality, Process improvement in service encounter, Supporting facility and process Flows.

Service facility Location.

UNIT – III

8 Hours

MANAGING SERVICE OPERATIONS

Managing Capacity and Demand, Managing Waiting Lines, Service Supply Relationships. Growth and Globalization of Services.

Managing project

UNIT – IV

8 Hours

QUANTITATIVE MODELS FOR SERVICE MANAGEMENT

Capacity Planning and Queuing Models, Forecasting Demand for Services, Managing facilitating Goods.

Application of queuing models in different services.

UNIT – V

8 Hours

SERVICE PRODUCTIVITY AND MEASUREMENT OF PERFORMANCE

Application of linear programming techniques through Data Envelopment Analysis, Application of DEA in service sectors.

Scoring systems.

Total: 40 Hours

Reference(s)

1. J.A. Fitzsimmons, Fitzsimmons and J. Mona, *Service Management: Operations, Strategy and Information Technology*, New Delhi: McGraw Hill, 2010.
2. Metters, King Metters and Pullman, *Successful Service Operations Management*, New Delhi: Thomson Learning, 2007.
3. Davis M and Heinke J, *Managing Services*, New Delhi: McGraw Hill, 2005.
4. Hacksever, Render, Russell and Murdick, *Service Management and Operations*, New Delhi: Prentice Hall of India, 2000.
5. Zeithaml and Bitner, *Service Marketing: Integrating Customer Focus Across the Firm*, New Delhi: McGraw Hill, 2008.

18MO06 SUPPLY CHAIN AND LOGISTICS MANAGEMNT

4 0 0 4

Course Objectives

- To introduce the concept of supply chain and logistics.
- To familiarize the key drivers of supply chain performance.
- To enable the students to understand the analytical tools necessary to solve supply chain problems.

Programme Outcomes (POs)

- Undertaking the problem identification, formulation, and optimising the resources in production and operation process, materials management, quality management for achieving sustainable growth and development.

Course Outcomes (COs)

1. Ability to use key strategic drivers of supply chain performance for effective results.
2. Ability to explain the strategic role of a supply chain in the business process.
3. Design the models for facility location and capacity planning.
4. Ability to analyze the analytic methodologies for supply chain.
5. Assess the impact of technology in supply chain.

UNIT – I

8 Hours

SUPPLY CHAIN

Fundamentals, Importance, Decision Phases, Process view, 'Supplier- Manufacturer-Customer chain', Supply chain performance: Drivers, Structuring supply chain.

Overview of supply chain models

UNIT – II

8 Hours

OVERVIEW OF DEMAND FORECASTING IN THE SUPPLY CHAIN

Aggregate planning, Managing predictable variability. Managing supply chain cycle inventory, Uncertainty, safety inventory, Determination of optimal level of product availability

Coordination in the Supply Chain

UNIT – III

8 Hours

DISTRIBUTION NETWORK DESIGN

Role, factors influencing network, options, Value Addition. Models for facility location and capacity planning. Network design: Impact of uncertainty, decisions using decision trees. Distribution centre location models. Supply chain network optimization models.

New developments in network designs

UNIT – IV

8 Hours

LOGISTIC SYSTEM

Evolution, Infrastructure and Networks. Freight Management, Route Planning, Containerization. Modal Characteristics, Inter-modal operators and transport economies. Ocean carrier management, import-export logistics management. Logistics outsourcing, 3PL / 4PL, Importance of Insurance

Reverse logistics

UNIT – V

8 Hours

TRANSACTIONAL LOGISTICS

Framework and role of supply chain in e- business and b2b practices. Supply Chain IT Framework. International supply chain, GPS, tracking system.

Software Packages in Supply Chain

Total: 40 Hour

Reference(s)

1. Sunil Chopra and Peter Meindl, *Supply Chain Management*, New Delhi: Pearson Education, New Delhi, 2010.
2. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi and Ravi Shankar, *Designing and Managing the Supply Chain*, New Delhi: Tata McGraw Hill Ltd, 2007.
3. Jeremy F Shapiro, *Modelling the Supply Chain*, New Delhi: Cengage India, 2006.
4. David N. Burt, Donald W. Dobler and Stephen L. Starling, *World Class Supply Management: The Key to Supply Chain Management*, New Delhi: McGraw-Hill, 2010
5. Sople Vinod V, *Logistics Management – The Supply Chain Imperative*, New Delhi: Pearson Education, 2007.

18MO07 TOTAL QUALITY MANAGEMENT

4 0 0 4

Course Objectives

- To make the students understand the basic concepts of TQM and appreciate its importance in today's business environment.
- To enable them to acquire required diagnostic skills and use various quality tools.
- To familiarize the students about the Quality Management System.

Programme Outcomes (POs)

- Undertaking the problem identification, formulation, and optimising the resources in production and operation process, materials management, quality management for achieving sustainable growth and development.

Course Outcomes (COs)

1. Able to understand the dimensions of quality.
2. Capable of applying TQM concepts for improving the quality of products and services.
3. Assess the process approach in TQM .
4. Use tools and techniques of TQM for continuous improvement in quality.
5. Implement Quality Management System.

UNIT – I

8 Hours

INTRODUCTION

Introduction and basic concepts, Definition of quality, Dimensions of quality, Evolution of TQM, TQM frame work

Cost of Quality.

UNIT – II

8 Hours

TQM IMPLEMENTATION

Leadership for TQM, Deming's quality principle, TQM implementation, PDSA cycle, Quality Circles, Quality Council

Supplier Partnership.

UNIT – III

8 Hours

PROCESS APPROACH TO TQM

Process approach, Juran's Trilogy, Taguchi's loss function, Kaizen, Quality by design, 5S.ESI (Early Supplier Involvement)

5M.

UNIT – IV

8 Hours

TOOLS AND TECHNIQUES

7 Old quality control tools, Total productive maintenance, Failure mode and effect Analysis, POKAYOKE, Six Sigma

Toyota and Six Sigma.

UNIT – V

8 Hours

QUALITY MANAGEMENT SYSTEMS

Management systems for TQM, ISO 9000 & 14000 Quality management systems, Auditing and certification Process, Korean and American QMS

Quality Awards.

Total: 40 Hours

Reference(s)

1. Dale H. Besterfieldetal, “*Total Quality Management*”, New Delhi: Pearson Education, 2011.
2. Subburaj Ramasamy, “*Total Quality Management*”, New Delhi: Tata McGraw Hill Publishing Co. Ltd, 2008.
3. J.R. Evans and W.M. Lindsay, “*Quality control and Management*”, New Delhi: Cengage Learning 2010.
4. Barrie G Date, Ton Van Der Wiet and Jos Van Iwaarden, “*Management Quality*”, New Delhi: Wiley Publications, 2012.
5. Greg Brue, “*Six Sigma for Managers*”, New Delhi: Tata McGraw Hill Publishing Co. Ltd, 2002.

18MO08 SIX SIGMA

4 0 0 4

Course Objectives

- To introduce the concept of Six Sigma
- To familiarize the different stages in Six Sigma.
- To enable the students to understand the control charts and Six Sigma measurement.

Programme Outcomes (POs)

Undertaking the problem identification, formulation, and optimising the resources in production and operation process, materials management, quality management for achieving sustainable growth and development.

Course Outcomes (COs)

- To understand the importance of six sigma.
- Ability to define and measure the stages.
- Ability to analysis and improve the stages.
- Assess the six sigma measurements.
- Ability to identify the quality control charts.

UNIT 1

8 Hours

INTRODUCTION

Deployment Strategy-Six Sigma- Difference between six sigma and TQM- Elements of Successful deployment, Personnel requirement –Training plan –Training needs analysis, Focusing the Deployment- Customer focus- Project selection.

DMAIC methodology

UNIT 2

8 Hours

DEFINE AND MEASURE STAGE

Define Stage-Objectives-Project definition-Top level process definition-Team formation, Measure Stage-Process definition-Metric definition-Process baseline estimation.

Measurement System Analysis.

UNIT 3 **8 Hours**
ANALYSIS AND IMPROVE STAGE

Analyze stage-Value Stream Analysis-Analyzing the sources of Variation-Determining Process Drivers, Improve Stage- Defining New Process-Assessing the benefits of proposed solution-Evaluating Process failure modes-Implementation and verification

Value stream analysis tools

UNIT 4 **8 Hours**
CONTROL STAGE AND SIX SIGMA MEASUREMENTS

Control Stage-Standardize on the new methods-Measure Bottom Line Impact-Document Lessons learned, Six Sigma Measurements-Converting defect rates to sigma Quality level units-Rolled Throughput Yield - Six Sigma relationships-Process Cycle Time.

Defects per million Opportunities(DPMO)

UNIT 5 **8 Hours**
CONTROL CHARTS

Introduction to control charts, Selection of control charts – Variable Control Charts, X & R Charts – Attribute Control Chart – p, np, u and c.

Quality Control Charts

Total : 40 Hours

Reference(s)

1. Paul Keller, Six Sigma Demystified- Tata McGraw Hill, 2015
2. Eugene L.Grant, Richard S.Leevenworth, Statistical Quality Control- Tata McGrawhill, 2016
3. Forrest W.Breyfogle III, John, Implementing Six Sigma, Wiley & Sons.2014
4. Jay Arthur, Lean Six sigma Demystified, Tata McGraw Hill, 2015
5. Peter S. Pandey, The Six Sigma Way, S.Chand & Co, 2014

18MC01 FUNDAMENTALS OF COMMERCIAL BANK MANAGEMENT

4 0 0 4

Course Objectives:

- To understand the process of financial intermediation.
- To understand the basic concepts of advances, deposits and Negotiable Instruments Act.
- To understand the nuances of modern banking.

Programme Outcomes (POs)

- Acquire insight into raising, sourcing and application of funds, accounting procedures, global standards, institutional and regulatory policy frameworks to maximise the financial wealth of the different stakeholders.

Course Outcomes (COs)

1. Able to understand the basis of banking and BASEL Norms.
2. Ability to process & pass cheques and interpret the clauses of Negotiable Instruments Act.
3. Capable of opening various types of deposit accounts following the RBI norms and monitor the transactions in the account.
4. Ability to create charges and levy interest for various types of advances.
5. Able to know the latest technologies being used in the field of banking and their other services.

UNIT - I

8 Hours

INTRODUCTION TO BANKING

Role of Banks - Brief History of Banking in India - Structure of Banking Sector in India - Rationale of Banking Sector Reforms - BASEL Committee Recommendations and Norms - Banker Customer Relationship - RBI and Banking Regulation Act (Salient Features).

Latest Recommendations of BASEL Committee

UNIT - II

8 Hours

NEGOTIABLE INSTRUMENTS AND BANKING ETHICS

Meaning – Characteristics – Crossing – Endorsement - Duties of Paying Banker - Duties of Collecting Banker – Cheque Bounce – Cheque Truncation System - Ethics of Banks and Bankers.

Liabilities of Paying and Collecting Banks

UNIT - III

8 Hours

DEPOSITS

Opening of Bank Accounts - Types of Deposit Accounts: Savings Account - Current Account - Fixed Deposit - Recurring Deposit - Certificate of Deposit - KYC, e-KYC and AML Norms.

Monthly Income Plan

UNIT - IV

8 Hours

ADVANCES

Principles of Sound Lending - Methods of granting advances - Types of securities - Modes of creating charges - Bank guarantees - Interest rates: Base rate - MCLR - Fixed vs. floating rates - Registration of charges with ROC.

RBI Norms on Bank Charges

UNIT - V

8 Hours

BANKING TECHNOLOGY AND ANCILLARY SERVICES

Modern Banking Technologies - ATM – EFT - E-Banking - M-Banking(including UPI Application in Mobile Platform) - Ancillary Businesses: DD - Safe Deposit Lockers - Credit Cards - Debit Cards - Smart Cards - NEFT - RTGS - SWIFT - Call Centre - Cross selling.

NEFT

Total: 40 Hours

Reference(s)

1. Dr. S. Gurusamy, *Banking Theory Law and Practice*, Uttar Pradesh: Tata McGraw Hill, 2009.
2. Benton E. Gup and James W. Kolari, *Commercial Banking: The Management of Risks*, New Delhi: Wiley India, 2005.
3. Justin Paul and Padmalatha Suresh, *Management of Banking and Financial Services*, New Delhi: Pearson Education, 2010.
4. Dr. B.P. Narasa Reddy and Prof. Himachalam Dasaraju, *Dynamics of Commercial Banks in India*, Florida: Associated Publishers, 2011.
5. Timothy W. Koch and S. Scott Macdonald, *Bank Management*, Bangalore: Thomson South-Western, 2009.

18MC02 RESOURCE MOBILIZATION – DEPOSITS

4 0 0 4

Course Objectives:

- Know the banker customer relationship and KYC norms
- Know the basics of low cost, no cost and high cost deposits
- Recognize the importance of nomination and the rules governing non-resident accounts.

Programme Outcomes (POs)

- Acquire insight into raising, sourcing and application of funds, accounting procedures, global standards, institutional and regulatory policy frameworks to maximise the financial wealth of the different stakeholders.

Course Outcomes (COs)

1. Determine the documents necessary for opening of various deposit accounts.
2. Ability to guide customers in the operation of various deposit accounts.
3. Able to find the difference and usage of different deposit accounts.
4. Settle the balance in decreased accounts.
5. Analyze the various other facilities provided by banks related to deposit accounts.

UNIT - I

8 Hours

OPENING OF DEPOSIT ACCOUNTS

Relationship with Customers - Opening of Accounts: Individuals - Illiterate Persons – Minors - Blind Persons – Firms - Associations - Limited Companies - HUF.

HUF

UNIT - II

8 Hours

SAVINGS DEPOSITS

Introduction - Savings Bank Account Rules – Passbooks/ Statement of Accounts - Payment of Cheques - Collection of Cheques - Payment of Interest and Service Charges - Closing of Accounts.

Issue of Cheque Books

UNIT - III

8 Hours

CURRENT DEPOSITS

Introduction - Current Account Rules - Procedure of Return of Unpaid Cheques - Minimum Balance - Service Charges - Closing of Accounts - Savings Account vs. Current Account.

Statement of Current Accounts

UNIT - IV

8 Hours

TERM DEPOSITS

Introduction - Various Types of Term Deposits: Fixed Deposit - Monthly Income Plan - Recurring Deposit - Payment of Deposit: On Due Date - Pre-Payment - Renewal of Deposits - Advances Against Banks' Own Deposit.

Base rate

UNIT - V

8 Hours

OTHER ASPECTS

Nomination Facilities - Deceased Accounts - DEAF Accounts - Inoperative Accounts - Accounts of Non-Residents: NRE, NRO and FCNR Accounts - DICGCI (Deposit Insurance Alone).

NRI

Total: 40 Hours

Reference(s):

1. JyotsnaSethi and Nishwan Bhatia, *Elements of Banking and Insurance*, New Delhi: Prentice Hall of India, 2013.
2. D. Muraleedharan, *Modern Banking: Theory and Practice*, New Delhi: Prentice Hall of India, 2009.
3. Peter S. Rose and Sylvia C. Hudgins, *Bank Management & Financial Services*, New Delhi: Tata McGraw-Hill, 2012.
4. Reserve Bank of India, *Non-Resident Accounts*, Mumbai: Foreign Exchange Dealers' Association of India, 2000

18MC03 RESOURCE DEPLOYMENT – SMALL LOANS

4 0 0 4

Course Objectives:

- Understand the purpose of lending and the elements of income for banks.
- Understand the types of credit facilities and the procedure for granting various types of advances
- Understand the different types of securities and the methods of creating charges.

Programme Outcomes (POs)

- Acquire insight into raising, sourcing and application of funds, accounting procedures, global standards, institutional and regulatory policy frameworks to maximise the financial wealth of the different stakeholders.

Course Outcomes (COs)

1. Able to understand the fundamentals of loans and advances.
2. Manage profitability of banks by working on spread and burden.
3. Create charges in respect of single bank and consortium advances.
4. Capable of learning about the priority sector loans and the bills used in business.
5. Grant retail loans and determine the terms and conditions for the various types of advances.

UNIT - I

8 Hours

INTRODUCTION TO ADVANCES

Lending - Profit Maximization: Spread – Burden - Net Interest Income - Net Interest Margin - Net Interest Expenses - Non-Interest Expenses - Non-Interest Income.

Cost Minimization

UNIT – II

8 Hours

CREDIT FACILITIES AND SECURITIES

CRAR - CRR - SLR - Repo Rate - Reverse Repo Rate - P2P Lending - MUDRA - Floating Charge - Consortium Lending - Credit Syndication - Latest Loan Schemes by Central Government.

Pledge of Shares

UNIT - III

8 Hours

PRIORITY SECTOR ADVANCES

Rationale of Priority Sector Advances - Targets and Sub-Targets Under Priority Sector Advances - Agricultural Lending: Direct and Indirect Finance - Micro and Small Enterprises - Weaker Sections - Roles and Responsibilities of Lead Banks and Fintech Companies.

SIDBI

UNIT - IV

8 Hours

BILLS BUSINESS

Introduction to Bills - Bills Purchased (Clean Bills) - Bills Purchased (Demand Documentary Bills) - Bills Discounting (Usance Bills).

Foreign Bills

UNIT - V

8 Hours

RETAIL LENDING

Home Loans - Educational Loans - Credit Cards - Consumer Loans - Other Personal Loans (Vehicle and Mortgage Loans) - MUDRA Scheme - Calculation of EMI: Effect of Quantum of Advance - Repayment Period and Interest Rates on EMI.

Impact of Fixed and Floating Rates

Total: 40 Hours

Reference(s):

1. Master Circular on Lending to Priority Sector, www.rbi.org.in
2. Prasanna Chandra, *Finance Sense: An Easy Guide for Non-Finance Executives*, New Delhi: Tata McGraw – Hill, 2000.
3. M.P. Narayanan and Vikram K. Nanda, *Finance for Strategic Decision Making: What Non-Financial Managers Need to Know*, New Delhi: Wiley, 2013.
Stewart C. Myers and Richard A. Brealey, *Brealey Myers: Principles of Corporate Finance*, New Delhi: Tata McGraw-Hill, 2011.

18MC04 RESOURCE DEPLOYMENT – COMMERCIAL ADVANCES

4 0 0 4

Course Objectives:

- The procedure of pre-sanction appraisal and the care to be taken for creating viable advances
- The ways of granting working capital and term loans
- The importance of managing receivables by corporates and mechanism for enhancing the return.

Programme Outcomes (POs)

- Acquire insight into raising, sourcing and application of funds, accounting procedures, global standards, institutional and regulatory policy frameworks to maximise the financial wealth of the different stakeholders.

Course Outcomes (COs)

1. Ability to conduct pre-sanction appraisal of large advances.
2. Arrive at the working capital requirement of corporates.
3. Capable of learning about the various aspects of term lending.
4. Grant bank guarantees and other non-fund based advances.
5. Able to understand about the various aspects of factoring services.

UNIT - I

8 Hours

PRE-SANCTION APPRAISAL

Introduction to Pre-Sanction Appraisal - Borrower Appraisal - Management Appraisal - Financial Appraisal - Market Appraisal - Environmental Appraisal.

Pre-Sanction Inspection

UNIT - II

8 Hours

WORKING CAPITAL FINANCE

Net Working Capital - Operating Cycle Theory - Tandon Committee Norms: First Method of Lending - Second Method of Lending - Third Method of Lending - Nayak Committee Recommendations.

Gross Working Capital

UNIT - III

8 Hours

TERM LENDING

Purpose of Term Loans - Project Appraisal: Breakeven Point - Interest Coverage Ratio - Debt Coverage Ratio - Sensitivity Analysis - Fixing Repayment Schedule - Moratorium Period.

Telescopic Repayment Period

UNIT - IV

8 Hours

NON-FUND BASED ADVANCES

Introduction to Bank Guarantees - Types of Guarantees - Financial Guarantees - Performance Guarantees - Deferred Payment Guarantees - Appraisal and Fixing of Guarantee Limits - Security to be Obtained for Non-Fund Based Advances.

Guarantee Commission

UNIT - V

8 Hours

FACTORING SERVICES

Receivables: Collection Policy by Corporates - Factoring Services: Role of Factors and Types of Factoring Services - Forfeiting.

Factoring Subsidiaries

Total: 40 Hours

Reference(s):

1. R. Viswanathan, *Industrial Finance*, New Delhi: Macmillan India Limited, 2002.
2. Hrishikes Bhattacharya, *Working Capital Management: Strategies and Techniques*, New Delhi: PHI, 2009.
3. Joseph P. Ogden, Frank C. Jen and Philip F. O'Connor, *Advanced Corporate Finance: Policies and Strategies*, New Delhi: Pearson Education, 2003.
4. Richard A Brealey, Stewart C Myers, Franklin Allen and PitabasMohanty, *Principles of Corporate Finance*, New Delhi, Tata McGraw-Hill, 2013.
AswathDamodaran, *Corporate Finance: Theory and Practice*, New Delhi: Wiley, 2013.

18MC05 EXPORT AND IMPORT FINANCING

4 0 0 4

Course Objectives:

- Understand the basics of Uniform Customs and Practices for Documentary Credits (UCPDC)
- Understand the procedure for granting export and import credit
- Know the agencies involvement in promoting export credit and their roles in enhancing the external trade.

Programme Outcomes (POs)

- Acquire insight into raising, sourcing and application of funds, accounting procedures, global standards, institutional and regulatory policy frameworks to maximise the financial wealth of the different stakeholders.

Course Outcomes (COs)

1. Able to understand the basics of documentary credit.
2. Analyze the risks faced by the exporters and guide them to mitigate therisks.
3. Grant pre and post shipment credit by adopting suitable safeguards.
4. Ability to learn the concept of ECGC and its various features.
5. Interpret the provisions of EXIM policy for promoting exports.

UNIT - I

8 Hours

INTRODUCTION TO DOCUMENTARY CREDITS

FEMA Rules and Regulations - Documentary Credits - Letters of Credit - Parties to Letters of Credit - Types of Letters of Credit - Documents in Documentary Credit - International Banking System.

FOB, CIF, C&F

UNIT - II

8 Hours

EXPORT FINANCE - PRE-SHIPMENT ADVANCE

Pre-shipment Finance - Types of Pre-shipment Finance - Disbursements of Packing Credit Advance - Overdue Packing Credit Advances and Follow-Up - Packing Credit in Foreign Currency (PCFC).

Trans-shipment

UNIT - III

8 Hours

EXPORT FINANCE - POST-SHIPMENT ADVANCE

Post-Shipment Finance - Rules Governing Post-Shipment Finance - Types of Post-Shipment Finance - Crystallization of Overdue Export Bills and Follow-Up.

Forward Cover

UNIT - IV

8 Hours

IMPORTS

Import Letter of Credit - Rules Governing Import Credit - Forward Exchange Contracts for Imports - Payment for Import of Goods.

Technology Imports

UNIT - V

8 Hours

ECGC AND EXIM BANK

Export and Import Policy of India – Incentives by Government of India for Exports, Role of RBI in Promoting Export Credit - ECGC – Types of Policies - EXIM Bank – Role and Promotional Activities of EXIM.

Foreign Trade Shows

Total: 40 Hours

Reference(s):

1. Reserve Bank of India, *Trade and Exchange Control Regulations Relating to Imports*, Mumbai: Foreign Exchange Dealers' Association of India, 2000.
2. Dun and Bradstreet, *Foreign Exchange Markets*, New Delhi: Tata McGraw-Hill, 2007.
3. Thummuluri Siddaiah, *International Financial Management*, New Delhi: Pearson, 2010.

18MC06 MANAGEMENT OF NON-PERFORMING ASSETS

4 0 0 4

Course Objectives:

- Able to know the impact of sickness on industries and ways & means of preventing sickness
- Able to know the procedure for classification of assets
- Able to know the process of recovery of advances and the role of Credit Guarantee Corporation.

Programme Outcomes (POs)

- Acquire insight into raising, sourcing and application of funds, accounting procedures, global standards, institutional and regulatory policy frameworks to maximise the financial wealth of the different stakeholders.

Course Outcomes (COs)

1. Identify the symptoms of sickness and initiate appropriate measures to avoid sickness.
2. Classify advances into standard, substandard, doubtful and loss assets.
3. Able to understand the rehabilitation process of sick units.
4. Cover the loans under the credit guarantee schemes.
5. Ability to learn the role of credit guarantee corporation in loan schemes.

UNIT - I

8 Hours

SICKNESS AND ITS PREVENTION

Causes and Detection of Sickness – Follow-up of Advances – Post-Sanction Inspection - ABC Norms - Sick Industrial Companies Act – BIFR - Risks in Sick Account to Bank and Bank Employees (PNB and SBI Scam).

Risk Averseness

UNIT - II

8 Hours

NON-PERFORMING ASSETS

Introduction to NPAs - Income Recognition - Asset Classification: Standard – Sub Standard - Doubtful and Loss Assets - Provisioning of NPAs - Write – Off of Advances - NPA Resolutions (IBC, S4A and ARC).

Gross NPA and Net NPA

UNIT - III

8 Hours

REHABILITATION OF SICK UNITS

Classification of Units as Viable and Non-Viable - Guidelines for Drawing Rehabilitation Scheme - Revival by Mergers and Amalgamations - Concessions Under Income Tax Act for Mergers.

Unwillingness to Pay and Inability to Pay

UNIT - IV

8 Hours

RECOVERY OF DUES

Corporate Debt Restructuring - Civil Suits - Debt Recovery Tribunal - Securitization and Reconstruction of Financial Assets and Securities Interest Act (SARFASI) - Asset Reconstruction Company - Compromise Agreements.

CIBIL

UNIT - V

8 Hours

CREDIT GUARANTEE CORPORATION

Objectives of Credit Guarantee Corporation - Small Loans Guarantee Scheme - Small Loans (SSI) Guarantee Scheme - Accounting Practices.

Crop Insurance

Total: 40 Hours

Reference(s)

1. Master Circular on NPA – Norms for Classification of Advances, www.rbi.org.in
2. Master Circular on Prudential Norms on Capital Adequacy, www.rbi.org.in
3. Master Circular on A Guide to Deposit Insurance, www.dicgc.org.in
4. Ciaran Walsh, Key Management Ratios: How to Analyse, Compare and Control the Figures that Drive Company Value, New Delhi: Macmillan India Ltd., 2006.

18MC07 RISK MANAGEMENT IN BANKS

4 0 0 4

Course Objectives:

- The meaning of risk and the various types of risks the banks are exposed to
- The basics of market risk & credit risk and the method of minimizing these risks.
- The basics of off-balance sheet risks, Forex risk and their impact on banks.

Programme Outcomes (POs)

- Acquire insight into raising, sourcing and application of funds, accounting procedures, global standards, institutional and regulatory policy frameworks to maximise the financial wealth of the different stakeholders.

Course Outcomes (COs)

1. Ability to re-price assets and liabilities of bank.
2. Measure the impact of various risks on banks profitability.
3. Able to compare and differentiate between various risks faced by banks.
4. Apply appropriate tools to minimize the impact of various risks on bank.
5. Capable of finding the off-balance sheet risks and other risks of banks.

UNIT - I

8 Hours

INTRODUCTION TO RISKS

Risk - Introduction to Various Risks Faced by Banks - Impact of Risks on Banks' Profitability - Regulations of RBI to Mitigate Risks - Cyber Crime and Digital Frauds.

Zero Risk Assets

UNIT - II

8 Hours

MARKET RISKS

Interest Rate Risks - Rate Sensitive Assets - Rate Sensitive Liabilities - Re-Pricing Risks - Liquidity Risk - Asset Liability Management Committee: Role and Purpose.

Maturity Buckets

UNIT - III **8 Hours**
CREDIT RISK

Credit Quality Problems – Wilful Default and Inability of Borrower: Meaning - Measurement of Credit Risk - Credit Scoring Models - Loan Portfolio and Concentration Risk.

Discriminant Analysis

UNIT - IV **8 Hours**
OFF-BALANCE SHEET RISKS

Commercial Letters of Credit - Standby Letters of Credit – Guarantees - Derivative Contracts: Basics of Reducing Off-Balance Sheet Risks.

Notes on Accounts

UNIT - V **8 Hours**
OTHER RISKS

Operational Risk - Foreign Exchange Risk - Country / Sovereign Risk - Technology Risk - Insolvency Risk - Capital Adequacy Norms.

Sovereign Rating by Credit Rating Agencies

Total: 40 Hours

Reference(s)

1. Jayadev, *Commercial Bank Management*, New Delhi: Tata McGraw-Hill, 2011.
2. Ciby Joseph, *Credit Risk Analysis: A Tryst with Strategic Prudence*, New Delhi: Tata McGraw-Hill, 2007.
3. Mark S. Dorfman, *Introduction to Risk Management and Insurance*, New Delhi: PHI, 2009.
4. Dun and Bradstreet, *Financial Risk Management*, New Delhi: Tata McGraw-Hill, 2007.
5. Rene M. Stulz, *Risk Management and Derivatives*, New Delhi: Thomson South-Western, 2006.

18ME01 ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

4 0 0 4

Course Objectives

- To develop entrepreneurial competence among the students.
- To enable the students to take up self-employment by exposing them to entrepreneurial competence and environment.
- To make the students understand business plan, launching of small business and management of small business.

Programme Outcomes (POs)

- Acquire entrepreneurial traits to start and manage their own innovative and life lasting business successfully with ethics.

Course Outcomes (COs)

1. Acquire the qualities of a successful entrepreneur.
2. Use the facilities provided by various agencies to successfully run the enterprise.
3. Select a best business idea by using appropriate methods to assess financial viability.
4. Deploy the resources for a sustainable growth.
5. Overcome the pitfalls encountered by a start-up.

UNIT – I

8 Hours

ENTREPRENEURIAL COMPETENCE

Nature, Scope and Types of Entrepreneurship, Entrepreneur Personality Characteristics, Entrepreneurship Process.

Real time Social Entrepreneurs, Accelerators

UNIT – II

8 Hours

ENTREPRENEURIAL ENVIRONMENT

Business Environment, Role of Family and Society, Institutional Support for Small Entrepreneurs, Central and State Government Industrial Policies and Regulations.

Start-up India, Co-Working Spaces and TBIs

UNIT – III

8 Hours

BUSINESS PLAN PREPARATION

Business Opportunities-SWOT, Seed Capital Assistance ,Business Plan Process, Feasibility Study, Functional Plan Marketing Plan, Operational Plan, Organizational Plan, Financial Plan, Evaluation Criteria.

Sensitivity Analysis of DSCR and Unicorn Start-ups

UNIT – IV

8Hours

MANAGEMENT OF SMALL BUSINESS

Monitoring and Evaluation of Business, Causes of Sickness, Detecting and Preventing Sickness, Rehabilitation of Business Units.

SARFAESI Act

UNIT – V

8Hours

INTELLECTUAL PROPERTY RIGHTS FOR SMALL BUSINESS

Importance of IPR in Small Business, IPR Legislation in India-TRIPS, WTO, GATT. Patents, Trademark, Copy Right and Geographical Indications.

Documentation Process

Total: 40 Hours

Reference(s)

1. Hisrich, *Entrepreneurship*, New Delhi: Tata McGraw Hill, 2014.
2. P. C Jain, *Handbook for New Entrepreneurs*, EDII, New Delhi: Oxford University Press, 2009.
3. Prasanna Chandra, *Projects – Planning, Analysis, Selection, Implementation and Reviews*, New Delhi: Tata McGraw-Hill Publishing Company Limited, 2014.
4. Subroto Bagchi., *The High Performance Entrepreneur*, New Delhi: Penguin Books, 2016.
5. Thomas W. Zimmerer, Norman M. Scarborough and Doug Wilson, *Essential of Entrepreneurship and Small Business Management*, Prentice Hall of India, 2007.
6. Madhurimalall and Shikhasahai, *entrepreneurship*, Excel Books, New Delhi, 2008.

18ME02 CREATIVITY, INNOVATION AND ENTREPRENEURSHIP

4 0 0 4

Course Objectives

- To enable the students to identify business opportunities
- To enhance lateral thinking for innovation and creativity
- To acquaint the students with the Intellectual Property Rights and Patents

Programme Outcomes (POs)

- Acquire entrepreneurial traits to start and manage their own innovative and life lasting business successfully with ethics.

Course Outcomes (COs)

1. Generating the alternatives using lateral thinking and brain storming
2. Selecting the best business opportunities through value analysis
3. Handling the patent, copy right and trade mark issues
4. Capable of applying TRIZ to solve the problem based on logic and data
5. Eliminating the egos and dramatically reduce the amount of time spent in meetings through Six Thinking Hats.

UNIT – I

7 Hours

BUSINESS OPPORTUNITY GUIDANCE

Business Opportunity Identification, Opportunities into Ideas, Creativity and Innovation, Value Analysis
TOWS Analysis, Pitch Fests

UNIT – II

8 Hours

CREATIVITY

Lateral Thinking, Lateral vs. Vertical Thinking, Use of Lateral Thinking, Techniques – Generation of Alternatives, Fractionation, Reversal Method, Analogies.
Misconceptions and Myths about Creativity & Innovation

UNIT – III

9 Hours

INNOVATION

Sources of Innovation, Types of Innovation, Goals of Innovation, Diffusion of Innovation, Basics of TRIZ, Innovation Management
Mechanism of Diffusion

UNIT – IV

7 Hours

SIX THINKING HATS

Brainstorming, Six Hats, Using the Hats, Benefits of Six Thinking Hats

Thinking Out of the Box

UNIT – V

9 Hours

INTELLECTUAL PROPERTY RIGHTS

Fundamentals of IPR, Patents, Trademarks, Copyrights, Geographical Indication IPR in International Scenario, Patent Management

Registering a Trademark

Total: 40 Hours

Reference(s)

1. Edward De Bono, “*Lateral Thinking*”, England: Penguin/Viking Books, 2016.
2. Edward De Bono, “*Six Thinking Hats*”, England: Penguin/Viking Books, 2016.
3. Dr.Rekha Shetty & Adhilsheety, “*Corporate Strategy Mind Power Innovation*” Chennai: Mind Power publications, 2015.
4. Allan Afuah, “*Innovation Strategy*”, New Delhi: Oxford University press, 2015.
5. John Adair, “*The Art of Creative Thinking: How to Be Innovative and Develop Great Ideas*”, London: Kogan Page, 2009.

18ME03 LEGAL AND REGULATORY FRAME WORK FOR ENTREPRENEURSHIP

4 0 0 4

Course Objectives

- To acquaint the students with the procedure for setting up of an enterprises and registration formalities
- To enable the students to choose appropriate form of organization
- To enhance the knowledge of students in the area of Taxation and Corporate Governance

Programme Outcomes (POs)

- Acquire entrepreneurial traits to start and manage their own innovative and life lasting business successfully with ethics.

Course Outcomes (COs)

1. Availing the incentives and subsidies by fulfilling the registration formalities
2. Choosing the opt form of organization
3. Capable of setup a suitable enterprise
4. Filling the tax returns
5. Practicing corporate governance

UNIT – I

8 Hours

MICRO, SMALL AND MEDIUM, AND LARGE ENTERPRISES

Definition of Tiny, Small, Medium and Large Enterprises, Procedure for Setting Up these Enterprises, Registration Formalities, Incentives and Subsidies

Recent Amendments and Changes

UNIT – II

8 Hours

Forms of Organization

Sole Proprietorship, Partnership, Public Limited and Private Limited Companies, Limited Liability partnership – Formation, Registration, Uniqueness, Conversion of Partnership, Private / Unlisted Public Companies into LLP.

Limiting Benefits of LLP

UNIT – III **8 Hours**

Goods and Service Tax (GST) and VAT

Indirect Taxes, GST, GST Mechanism, GST and its Impact on Various Sectors, VAT – Rules
Regulations Governing VAT, Filing of Tax Returns, Taxation with Special Reference to MSME.
IT Role in VAT

UNIT – IV **8 Hours**

Income Tax

Direct Tax – Personal Income and Corporate Tax, Deductions and Rebates, Taxability of Capital Gains,
Investments, Filing of Tax Returns
Tax Planning

UNIT – V **8 Hours**

Corporate Governance

Governance Committee, Audit Committee, Compensation Committee – Roles and Responsibilities,
Independent Directors, Whistle Blowing, RTI Act, Insider Trading.
Ethics in Entrepreneurship

Total: 40 Hours

Reference(s)

1. Akhileshwar Pathak, “*Legal Aspects of Business*”, New Delhi: Tata McGraw Hill, 2016.
2. Ramani K K& Jain N C, “*Limited Liability Partnership (LLP)-Tax Planning, Law and Practice*”, New Delhi: Out Look Publishing Pvt. Ltd., 2016.
3. Kamal Garg, “*Goods & Service Tax*”, New Delhi: Bharat Law House Pvt. Ltd., 2015.
4. Ram Charan, “*Owning up-The 14 Questions Every Board Member Needs to Ask*”, New Delhi: Wiley India Pvt. Ltd, 2015.
5. Legal Framework, www.rbi.org.in

18ME04 SOFT SKILLS FOR ENTREPRENEURS

4 0 0 4

Course Objectives

- To heighten the awareness of developing emotional intelligence that may influence the running of business.
- To enable the students to manage their time effectively.
- To equip them in building rapport and being ethical towards society.

Programme Outcomes (POs)

- Acquire entrepreneurial traits to start and manage their own innovative and life lasting business successfully with ethics.

Course Outcomes (COs)

- 1 Influence people without losing emotional balance.
- 2 Will win and allow others to win.
- 3 Can easily connect with people.
- 4 Create an organization, which is ethically and socially upright.
- 5 Ability to follow business etiquettes

UNIT – I

8 Hours

EMOTIONAL INTELLIGENCE

Introduction, Perceiving Emotions, Understanding Emotions, Managing Emotions, Developing Emotional Intelligence, Persuasion.

Emotional Intelligence and Leadership Effectiveness

UNIT – II

8 Hours

SELF-DEVELOPMENT

Johari Window, Building Interpersonal Skills – Transactional Analysis, Time Management – Steven Covey Model, Power of Trust – Competencies for Building Trust.

Delegation

UNIT – III

8 Hours

COACHING AND MENTORING

Coaching – Methods, Executive Coaching, Mentoring vs. Counselling, Being an Effective Mentor, Reverse Mentoring, Techniques of Counselling, Leadership Coaching.

Emergence of Personal Theory of Counselling

UNIT – IV

8 Hours

NETWORKING

Importance of Networking, Making Contacts, Getting Connected, Building Rapport, Building the Bond, Business Etiquette, Connecting on the Phone, Connecting in Writing, Social Networking.

Social Networking Sites

UNIT –V

8 Hours

BUSINESS ETHICS

Does Ethics Pay? On Becoming an Ethical Manager, Building an Ethical Organization, Ethics towards Competitors, Corporate Social Responsibility.

Roots of Unethical Behaviour

Total: 40 Hours

Reference(s)

- 1 Daniel Goleman, “*Emotional Intelligence*”, New York: Bantam Books, 2016.
- 2 Joe Healey, “*Radical Trust*”, New Delhi: Wiley India Pvt. Ltd, 2015.
- 3 “*Coaching and Mentoring*”, Boston: Harvard Business School Publishing Corporation, 2014.
- 4 John Timperley, “*Network Your Way to Success*”, London: Piatkus, 2015.
- 5 ManiKutty S, “*Being Ethical –IIMA Business Books*”, Noida: Random House India, 2016.

18ME05 BUSINESS PLAN

4 0 0 4

Course Objectives

- To enable the students to understand the importance of a business plan.
- To expose the students to the nitty-gritty’s of a business plan.
- To comprehend the various aspects of a business plan.

Programme Outcomes (POs)

- Acquire entrepreneurial traits to start and manage their own innovative and life lasting business successfully with ethics.

Course Outcomes (COs)

- 1 To analyse the various functions of a business
- 2 Conducting a feasibility study
- 3 Familiar in writing a business plan
- 4 To prepare a business plan
- 5 To present the business plan to investors

UNIT I

8 Hours

BUSINESS PLAN PREPARATION

Purpose of Business Plan, Benefits of a Business Plan, Elements of the Business Plan, Developing a Well Conceived Business Plan, Guidelines to a Write a Business Plan

Format of Business Plan and Silicon Valley Models

UNIT II

8 Hours

MARKETING

Importance of Market Orientation, Market Research, Sales Forecast, Features of Entrepreneurial Marketing, Purpose and Timing of the Marketing Plan, Marketing Research for the New Venture, Understanding the Marketing Plan, Characteristics of Marketing Plan, Steps in Preparing the Marketing Plan

Marketing Mix

UNIT – III

8 Hours

HUMAN RESOURCES

Introduction, Human Resources Mobilization / Head Hunting, Conducting Interviews, Induction, Motivating Employees, Training, Knowledge Management, Separation

Human Resource Planning

UNIT IV

8 Hours

FINANCE

Raising Capital-Sources, Family and Friends, Angel Funding, Venture Capital, Equity Funding, Debt Financing, Projected Cash Flow and Profitability Statements, DSCR and Sensitivity Analysis.

Boot Strapping

UNIT V

8 Hours

FEASIBILITY STUDY

Pre-Feasibility Study, Project Profile Preparation, Feasibility Report Preparation and Evaluation, Operations Planning, Presenting a Business Plan.

Case studies of successful start-ups

Total: 40 Hours

Reference(s)

1. Paul Barrow, "*The Best-Laid Business Plans*", London: Virgin Publishing Ltd, 2015.
2. "*Entrepreneur's Tool Kit*", Boston: Harvard Business School Publishing Corporation, 2015.
3. Charles Bronfman, Jeffrey R. Solomon, John Sedgwick, "*The Art of Giving: Where the Soul Meets a Business Plan*", New Delhi: Wiley, 2016.
4. Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileswar Jha., "*Marketing Management – A South Asian Perspective*", Noida: Pearson, 2014.
5. C K Prahlad, "*Fortune at the bottom of the Pyramid*", Pearson Education, 2013.

18ME06 BUILDING A SUSTAINABLE ENTERPRISE

4 0 0 4

Course Objectives

- To introduce the students to various growth strategies of a business.
- To expose the students to the prospects of internationalization of the business.
- To enable the students to understand the importance of succession planning and e-commerce.

Programme Outcomes (POs)

- Acquire entrepreneurial traits to start and manage their own innovative and life lasting business successfully with ethics.

Course Outcomes (COs)

1. To diversify and expand businesses
2. To develop strategies for growth of the business
3. Building business with the help of e-commerce
4. To successfully monitor and evaluate businesses
5. Planning for succession and internationalization

UNIT I

8 Hours

STRATEGIZING

Concept of Strategy, Formulating Strategies for Competitive Advantage, MSME & Strategic Issues, Information Technology as a Growth Strategy.

Human Resource and Innovation as Competitive Advantages

UNIT II

8 Hours

GROWTH STRATEGIES

Objectives of Growth, Stages of Growth, Types of Growth Strategies- Expansion, Diversification, Joint Ventures, Mergers and Acquisition, Sub-Contracting, Franchising.

Vertical and Horizontal Integration

UNIT III

8 Hours

INTERNATIONALIZATION

Export Potential, Constraints and Prospects, Support Organizations Promoting Exports and their Role, Entry into International Business, Impact of Culture in Business, Foreign Direct Investment, the Role of FIPB

ECGC and FIEO, Small business support by MNCs

UNIT IV

8 Hours

ELECTRONIC COMMERCE AND SUCCESSION PLANNING

E-commerce, Benefits, Prospective Areas, challenges, B2B, B2B2C, B2C, Need for Succession Planning, Challenges in Succession Planning.

Security Issues in E-Commerce

UNIT V

8 Hours

MANAGEMENT OF BUSINESS

Monitoring and evaluation of Business, Challenges of MSME Units Preventing Sickness and Rehabilitation of Business Units and Effective Management of Small Business, Essence of SICA 1985.

Challenges in Reviving Sick Units

Total: 40 Hours

Reference(s)

1. Charles W L, Hill & Gareth and R Jones, “*Strategic Management an Integrated Approach*”, New Delhi: Biztantra Publishers, 2015.
2. Elias M and Award, *Electronic Commerce – From Vision to Fulfillment*, New Delhi: Prentice Hall of India, 2015.
3. Export services, www.eximbankindia.com.
4. Efraim Turban, Jae Lee & David King and H. Michael Chung, “*Electronic Commerce A Managerial Perspective*”, New Delhi: Prentice Hall, 2014.
5. James C Collins & Jerry I Porras, “*Built to Last*”, London: Random House Business Books/Hooper Business, 2016.

18ME07 INTELLECTUAL PROPERTY RIGHTS

4 0 0 4

Course Objectives

- To enable the students to understand the legal rights available to innovators.
- To give an insight on the four main types of intellectual property.
- To create awareness amongst students with regard to penalties for infringement of rights.

Programme Outcomes (POs)

- Acquire entrepreneurial traits to start and manage their own innovative and life lasting business successfully with ethics.

Course Outcomes (COs)

1. Adhere to the norms and procedures stated by various laws pertaining to IPR for getting the rights registered.
2. Understand the relationship between intellectual property rights and economic development.
3. Stop infringements of intellectual property rights and legally claim damages.
4. Registering the rights under appropriate clauses.
5. Protect the intellectual property exploit commercially the rights.

UNIT I

8 Hours

INTRODUCTION

Concept of Intellectual Property - Kinds of Intellectual Property - Economic Importance of Intellectual Property – Need for Protection – IPR Legislations in India – Introduction to Various Conventions – WIPO, TRIPS & TRIMS, Basal Conventions.

Western Theories on Private and IP

UNIT II

8 Hours

PATENTS

Introduction to Patents – Patentable Subject Matter - Patent Act 1970 – Amendments of the Act Procedure for Obtaining of Patents –License Agreement - Infringement – Remedies – Patent Cooperation Treaty (PCT)

International Treaties on Patents

UNIT III

8 Hours

TRADEMARKS AND GEOGRAPHICAL INDICATIONS

Introduction to Trademarks – Provisions of the Indian Trademark Act 1999 - Kinds of Trademarks - Registration of Trademarks - Rights of Registered Trademark Owners Infringement of Trademarks - Introduction to GI – Trademarks and Geographical Indications – The Geographical Indications of Goods (Registration and Protection) Act, 2000 - Domain Names.

International Convention/Agreements on GI

UNIT IV

8 Hours

COPYRIGHT

Introduction to Copyright - Works Protected Under Copyright Law - Authorship and Ownership - Rights Conferred on Copyright Owners - Related Rights – Copyright in Digital Era – Infringement and Remedies.

Software Copyright

UNIT V

8 Hours

INDUSTRIAL DESIGNS

Introduction – Classification of Designs - The Industrial Designs Act 2000 - Subject Matter of Protection and Requirements – Registration Procedures – Piracy.

Offences and Penalties for Infringement

Total: 40 Hours

Reference(s)

1. Shlomo Maital and D V R Seshadri, “*Innovation Management*”, New Delhi: Sage Publications, 2012.
2. Prabuddha Ganguli & Dr Kamil Idris, “*Intellectual Property Rights: Unleashing the Knowledge Economy*”, New Delhi: Tata McGraw-Hill Education, 2016.
3. Catherine Holland, Vito Canuso III, Diane Reed, Sabing Lee, Andrew Kimmel, Wendy Peterson, “*Intellectual Property: Patents, Trademarks, Copyrights and Trade Secrets*” McGraw Hill Education, 2016.
4. Stim Richard W, “*Intellectual Property: Patents, Trademarks, and Copyrights*”, Cengage Learning, 2012.
5. Jayashree Watal, “*Intellectual Property Rights in the Wto and Developing Countries*”, Oxford university press, 2010.

18MS01 INFORMATION SYSTEMS DESIGN AND DEVELOPMENT

4 0 0 4

Course Objectives

- To enable the students to understand the fundamentals of Information Systems.
- To understand the importance of e-Business and Database Management.
- To enrich knowledge in the area of System Analysis, Design and Implementation.

Programme Outcomes (POs)

- Assess the impact of social dimensions, culture, economic environment, globalization, liberalization, governance, technology upgradation and dynamic legal framework in operating business entities.

Course Outcomes

1. To understand the basic concepts of information systems
2. To design a Database.
3. To carry out a feasibility study on System Design.
4. To integrate web and business environments
5. To implement and evaluate the system

UNIT – I

8 Hours

INTRODUCTION TO INFORMATION SYSTEMS

Introduction and Fundamentals of Information Systems, Technical and Organizational Foundations of Information Systems, Building Information Systems, Managing Information Systems Resources.
Managing the Building Information System model guidelines

UNIT – II

8 Hours

DATABASE MANAGEMENT

Database Management – Database design, Development and Administration, Database Systems and Applications, Logical Data Models, Relational Database Systems, Structured Query Language (SQL), Conceptual Modeling, Database Design, Web-Connected Databases.
Online Query System

UNIT – III

8 Hours

SYSTEMS ANALYSIS AND DESIGN

Systems Analysis and Design, Analysis Phase of Systems Development, Development Life Cycle, Feasibility Studies, Analysis of User Requirements.
Development of Logical System Models.

UNIT – IV

8 Hours

SYSTEMS IMPLEMENTATION

Systems Implementation, Software Project Management, System / Database Design, GUI, Software Testing.
Integrating Web and Business Environments.

UNIT – V

8 Hours

INFORMATION SYSTEMS DEVELOPMENT

Information Systems Development, User Requirement Analysis, Logical and Physical System Models, System Implementation and Maintenance.
Project Valuation and Management.

Total: 40 Hours

Reference(s)

1. V. Rajaraman, *Analysis and Design of Information Systems*, Prentice-hall of India: 2011
2. J.A. Senn, *Analysis & Design of Information System*, New Delhi: Tata McGraw Hill, 2009.
3. J. Becker; M.J. Shaw, *Information Systems and e-Business Management*, Springer, 2010
4. Alan Dennis, *Systems Analysis and Design*, Wiley Publications, 2012.
5. Gerald, V Post, *Database Management Systems*, New Delhi: Tata McGraw Hill, 2010.

18MS02 E-COMMERCE

4 0 0 4

Course Objectives

- To enable the students to understand the concepts and methods of e-Commerce.
- To develop an understanding of the current practices and opportunities in electronic commerce.
- To give an insight about electronic payment system and its security.

Programme Outcomes (POs)

- Assess the impact of social dimensions, culture, economic environment, globalization, liberalization, governance, technology upgradation and dynamic legal framework in operating business entities.

Course Outcomes

1. Understand the basics of E-Commerce
2. Use Online Business Models to improve the efficiency.
3. Indicate the methods and strategies of electronic advertisements.
4. Implement Electronic Payment System to accelerate the collection process.
5. Resolve the issues of Security and Encryption for e-commerce.

UNIT – I

8 Hours

FOUNDATIONS OF E-COMMERCE

Scope, Driving Forces, Impact, Benefits and Limitations, Basic Technology of the Internet, Web Technology, and e-Commerce.

Trend in e-Commerce

UNIT – II

8 Hours

BUSINESS MODELS

E-Commerce Framework, Component of a Business Model, Online Business Models, Characteristics of B2B Models, Buyer, Supplier and Intermediate oriented Marketplace.

Successful Business Models

UNIT – III

8 Hours

RETAILING IN E-COMMERCE

Direct Marketing, Online Customer Service, Electronic Intermediaries, Procedure of Internet Shopping, Web Advertisement: Methods, Strategies, Intelligent Agents.

Role of Intelligent Agents

UNIT – IV

8 Hours

ELECTRONIC PAYMENT SYSTEM

Protocols, Security Schemes, Credit Card System, Debit Cards System, Electronic Fund Transfer, Smart Card, e- Cash, Unified Payment Systems

e-payment Scenario in India

UNIT – V

8 Hours

E-SECURITY

Designing for Security, Client and Server Security, Protection and Recovery, Encryption, Internet Security Protocols and Standards, Network security and firewalls.

Various Security Threats

Total: 40 Hours

Reference(s)

1. Efraim Turban, Jae Lee & David King and H. Michael Chung, *Electronic Commerce A Managerial Perspective*, New Delhi: Prentice Hall, 2012.
2. Jeffrey F Rayport and Bernard J Jaworski, *Introduction to e-Commerce*, New Delhi: Tata McGraw Hill, 2007.
3. Ravi.Kalakota and Andrew B Whinston, *Frontiers of Electronic Commerce*, New Delhi: Pearson Education, 2009.
4. Elias M and Award, *Electronic Commerce – From Vision to Fulfillment*, New Delhi: Prentice Hall of India, 2009.
5. Robert C Elsenpeter, *E Business A Beginner's Guide*, New Delhi: Tata McGraw Hill, 2009.

18MS03 BUSINESS INTELLIGENCE

4 0 0 4

Course Objectives

- To give an insight into Business Intelligence and its concepts.
- To enable the students in understanding project planning and application development.
- To introduce the students to modern information technology.

Programme Outcomes (POs)

- Assess the impact of social dimensions, culture, economic environment, globalization, liberalization, governance, technology upgradation and dynamic legal framework in operating business entities.

Course Outcomes

1. Understand the use of BI for Decision Support.
2. Execute a BI Project by proper planning and analysis.
3. Carry out Meta Data Repository Analysis.
4. Design, implement and evaluate the meta data application
5. Understand the modern information technology and its business opportunities.

UNIT – I

8 Hours

INTRODUCTION

Definition, BI process- Private and Public intelligence, BI Decision Support Initiatives, Business Drivers, Cost- Benefit analysis, Risk Assessment, Enterprise Infrastructure Evaluation-Technical and Non-technical.

Risk Assessment Tools

UNIT – II

9 Hours

PROJECT PLANNING AND DATA ANALYSIS

BI Project planning, Requirements definition and gathering, deliverables, Business focused data analysis, Top-down Logical data modeling, Bottom-up source data analysis, data cleansing, Prototyping.

Metrics of Deliverables

UNIT – III

7 Hours

METADATA REPOSITORY ANALYSIS AND DESIGN

Meta Data models, Analysis, Database design, Extract/ Transform / Load (ETL) design, Meta data design, ETL development.

Descriptive Meta Data

UNIT – IV

8 Hours

APPLICATION DEVELOPMENT

OLAP tools, Multidimensional analysis factors, architecture, Data mining, Risks, Metadata repository development, Implementation, Release evaluation.

Data Clustering

UNIT – V

8 Hours

MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES

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

Symmetric-key cryptography

Total: 40 Hours

Reference(s)

1. Larissa T. Moss and Shaku Atre, *Business Intelligence Roadmap: The complete project Lifecycle for Decision Support Applications*, Addison Wesley, 2011.
2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, *Business Intelligence*, Prentice Hall, 2010.
3. Elizabeth Vitt and Michael Luckevich Stacia Misner, *Business Intelligence*, Microsoft, 2010.
4. Z. Michalewicz, M. Schmidt. M. Michalewicz and C. Chiriac, *Adaptive Business Intelligence*, Springer – Verlag, 2009.
5. Galit Shmueli, Nitin R. Patel and Peter C. Bruce, *Data Mining for Business Intelligence – Concepts, Techniques and Applications* Wiley India, 2011.

18MS04 KNOWLEDGE MANAGEMENT

4 0 0 4

Course Objectives

- To enable the students to understand the fundamental concepts in Knowledge Management.
- To learn the Methods, Techniques and Tools of Knowledge Management.
- To understand the Ethical and legal issues in Knowledge Management.

Programme Outcomes (POs)

- Assess the impact of social dimensions, culture, economic environment, globalization, liberalization, governance, technology upgradation and dynamic legal framework in operating business entities.

Course Outcomes

1. Understanding the basics of Knowledge Management System.
2. Summarize knowledge creation and knowledge capturing techniques.
3. Carry out Knowledge Codification and system implementation.
4. Use the Neural Networks as Learning Model.
5. Outline the ethics in knowledge management.

UNIT – I

8 Hours

INTRODUCTION

Understanding Knowledge: Data, Information and Knowledge, Types of Knowledge, Human thinking and Learning, Knowledge Management, System Life Cycle, Conventional vs. KM System Life Cycle, E Learning.

Human Thinking Process

UNIT – II

8 Hours

KNOWLEDGE CREATION AND CAPTURE

Knowledge Creation, Nanaka's Model, Knowledge Architecture. Capturing Tacit Knowledge: Evaluating the Expert, Developing a Relationship with Experts, Fuzzy Reasoning and Quality of Knowledge Capture, Interview as a Tool Guide to Successful Interview, Rapid Prototyping Interviews, Other Knowledge Capture Techniques.

Tacit vs. Explicit Knowledge

UNIT – III

8 Hours

KNOWLEDGE CODIFICATION AND SYSTEM IMPLEMENTATION

Knowledge Codification: Meaning, Reasoning for Codifying, Codification Tools and Procedures. Knowledge Developer's Skill Set, System Testing and Deployment: Knowledge Testing, Approaches to

Logical Testing, Approaches to user Acceptance Testing, Managing the testing phase, KM System Deployment: Issues, User Training, Post Implementation Review.
Current scenario of Knowledge Transfer in the e-world

UNIT – IV

8 Hours

KM SYSTEM TOOLS AND PORTALS

Learning from Data: Data Visualization, Neural Networks as a Learning Model, Association Rules, Classification Trees. Data Mining: Definition, Data Mining and Business Intelligence, Business Drivers, Technical Drivers, DM Virtuous Cycle. Portals: Definition, the Business Challenge, Knowledge Portal Technologies.

Data Mining Product Providers

UNIT – V

8 Hours

ETHICS IN KNOWLEDGE MANAGEMENT

Ethics, Legal and Managerial Issues: Knowledge Owners, Legal Issues, Ethics Factor, Improving the Climate, Managing Knowledge Workers.

Managing Dispersed Knowledge

Total: 40 Hours

Reference(s)

1. Elias M Awad and Hassan M Ghaziri, *Knowledge Management*, New Delhi: Pearson Education, 2013.
2. Irma Becerra Fernandez, Avelino Gonzalez and Rajiv Sabberwal, *Knowledge Management Challenges, Solutions and Technologies*, New Delhi: Prentice Hall of India, 2009.
3. Ralph Kimball and M. Ross, *The Data Warehouse Tool Kit, The Complete Guide to Dimensional Modeling*, Singapore: Wiley and Sons, 2013.
4. Madan Mohan Rao, *Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions*, New York: Butterworth-Heinemann, 2009.
5. S. Barnes, *Knowledge Management Systems, Theory and Practice*, New Delhi: Thomson Learning, 2009.

18MS05 DECISION SUPPORT SYSTEM

4 0 0 4

Course Objectives

- To enable the students to understand how an Information system can be used for decision support.
- To introduce various types of models in decision support systems.
- To help students understand the design and implementation process of Decision Support Systems.

Programme Outcomes (POs)

- Assess the impact of social dimensions, culture, economic environment, globalization, liberalization, governance, technology upgradation and dynamic legal framework in operating business entities.

Course Outcomes

1. Understand the basics of Database and Decision support system.
2. Apply appropriate decision support system techniques.
3. Outline the DSS standard packages.
4. Resolve the implementation issues.
5. Implement Group Decision Support System.

UNIT – I

8 Hours

DATABASE

Sources of Data, Data Dictionary, Data Structure and Database Languages, Query Facility, Data Management System, DBMS as DSS Development Tool.

Different Types of Data

UNIT – II

8 Hours

DSS STEPS AND MODELS

Decision Making – steps, phases, Models, Descriptive, Prescriptive, Static, Dynamic, Optimization, Heuristic, Simulation Model.

Simulation Packages

UNIT – III

8 Hours

DSS STANDARD PACKAGES

Specialized tools and Generators, Programming Language for DSS, User Interfaces.

Types of User Interfaces

UNIT – IV

8 Hours

BUILDING AND IMPLEMENTING DSS

Architecture, Internet and Client / Server Computing in DSS, DSS Development Process, System Conversion, Implementation issue.

Issues in System Conversion

UNIT – V

8 Hours

GROUP DSS

Concepts, Reasons, Factors, Group activities, Media Richness, Task Types, Types of GDSS, Groupware, Electronic Meeting system and work flow system.

Impact of WFS

Total: 40 Hours

Reference(s)

1. Efreim G Mallach, *Decision Support and Data Warehouse System*, New Delhi: Tata McGraw Hill, 2011.
2. Efraim Turban and Jay E Aronson, *Decision Support Systems and Intelligent Systems*, New Delhi: Pearson Education, 2009.
3. Jatinder. N.D. Gupta, Guissepi.A. Forgionne and Manuel Mora, *Intelligent Decision Support System: Foundations, Applications and Challenges*, New Delhi: Springer, 2010.
4. George.M. Marakas, *Decision Support System*, New Delhi: Prentice Hall of India, 2008.
5. Gerald, V Post, *Database Management Systems*, New Delhi: Tata McGraw Hill, 2008.

18MS06 SOFTWARE PROJECT MANAGEMENT

4 0 0 4

Course Objectives

- To learn various areas in project management.
- To be aware of the issues and the problems of IT development.
- To have project management skills.

Programme Outcomes (POs)

- Assess the impact of social dimensions, culture, economic environment, globalization, liberalization, governance, technology upgradation and dynamic legal framework in operating business entities.

Course Outcomes

1. Recognize the concept of software project management and project evaluation.
2. Select process models and use estimation techniques to calculate the effort in project
3. Identify the critical path and find ways to reduce the risks involved in project management.
4. Select resources for implementation and monitor the progress of the project.
5. Understand the process of managing contracts, people and teams.

UNIT – I

8 Hours

INTRODUCTION, PROJECT PLANNING AND EVALUATION

SPM Activities - Categorizing Software Projects – Problems - Management Control - Stepwise Project Planning: Select Project - Analyse Project - Estimate effort - Identify activity risks - Allocate resources - Project Evaluation – Assessment.

Traditional vs Modern Project Management Practices

UNIT – II

8 Hours

PROJECT Approach, Effort Estimation

Choosing technologies - Technical plan contents list - Choice of process models – Tools - Selecting Process model - Effort estimation – Problems – Basis - Estimation techniques.

Agile Methodology

UNIT – III

8 Hours

ACTIVITY PLANNING, RISK MANAGEMENT

Activity planning – Objectives – Schedules –Activities -Planning Models – Critical Path –Precedence Network - Risk Management - Nature of risk - Managing risk –Identification – Analysis - Reducing - Evaluating risks

Monte Carlo Risk Analysis

UNIT – IV

8 Hours

RESOURCE ALLOCATION, MONITORING AND CONTROL

Identifying resource requirements - Scheduling - Counting the cost - Resource schedule - Cost schedules - Monitoring and control – Framework - Visualizing progress - Cost monitoring - Back to target - Change control.

Contract and Project Life Cycle Dynamics AX Solution at Infosys

UNIT – V

8 Hours

MANAGING CONTRACTS, PEOPLE AND ORGANIZING TEAMS

Types of contract - Stages in contract – Terms - Contract management - Organizational behavior – Instruction – Motivation - Decision making – Leadership.

Transformational Leadership

Total: 40 Hour

Reference(s)

1. Mike Cotterell, Bob Hughes, Software Project Management, International Thomson Computer Press, London, 2009.
2. Walker Royce, Software Project Management – A Unified Framework, Pearson Education, 2007
3. Pankaj Jalote, Software Project Management in Practice, Addison Wesley, 2008
4. Watts S Humphery, Managing the Software Process, Addison –Wesley, 2009

18MS07 CONTENT MANAGEMENT AND ELECTRONIC PUBLISHING

4 0 0 4

Course Objectives

- To equip the students to design web-based content and to utilize mark-up languages for text and graphic presentation.
- To manage content formatting with style sheets.
- To understanding the fundamental concepts of XML and related technologies.

Programme Outcomes (POs)

- Assess the impact of social dimensions, culture, economic environment, globalization, liberalization, governance, technology upgradation and dynamic legal framework in operating business entities.

Course Outcomes

1. Understand the basics of content and genre.
2. Create an effective Information Architecture.
3. Demonstrate mark-up languages and cascading styles.
4. Design attractive Forms.
5. Outline the fundamentals of XML technologies.

UNIT – I

7 Hours

CONTENT

Content Types, Document Genres, Digital Document Genres, Different Digital Content Genres.
History of Genre

UNIT – II

8 Hours

INFORMATION ARCHITECTURE

Information Architecture, Organization, Labeling, Navigation, Searching Metadata, Process and Methodology, Research, Strategy, Design, Documentation.
Evolution of IA

UNIT – III

9 Hours

MARKUP LANGUAGES AND WEB DESIGN

Markup Languages, HTML, SGML, XHTML, Web Design-Web Page Content vs. Appearance Beyond Text Content: Images, Color, Multimedia Objects, Hypertext, Lists, Tables and Frames, Cascading Style Sheets, Styles, Syntax, Properties, Tag-Less Styles.
World Wide Web Consortium

UNIT – IV

8 Hours

FORMS AND EXECUTABLE CONTENT

Forms, Tags, Layout, Contents, Targeting, Executable Content, Applets and Java, Embedded Content, JavaScript, JavaScript Style Sheets, Tools, Macromedia Flash.
Dynamic Content

UNIT – V

8 Hours

XML TECHNOLOGIES

Overview of XML Technologies, XML Fundamentals, Programming in Java, Enterprise Application, e-Commerce (Web Services), Open Source XML Projects, XML Tools.
XML Declaration

Total: 40 Hours

Reference(s)

1. McLaughlin, Justin Edelson and Brett, *Java and XML*, O'Reilly Media, 2011.
2. Ajay Vohra, Deepak Vohra, *Pro XML Development with Java Technology*, Inc: Apress, 2010.
3. Bill Scott and Theresa Neil, *Designing Web Interfaces: Principles and Patterns for Rich Interactions*, Inc: O'Reilly Media, 2009.
4. Martin Kalin, *Java Web Services: Up and Running*, Inc: O'Reilly Media, 2009

18MS08 ENTERPRISE RESOURCE PLANNING

4 0 0 4

Course Objectives

- To acquaint students with Financial Accounting processes in an ERP environment
- To enable students to understand and execute Financial Accounting business process.
- To familiarize students in Financial Accounting performance monitoring and reporting procedures.

Programme Outcomes (POs)

- Assess the impact of social dimensions, culture, economic environment, globalization, liberalization, governance, technology upgradation and dynamic legal framework in operating business entities.

Course Outcomes

1. Understand the fundamental concepts of ERP.
2. Analyse the possibility for implementing ERP.
3. Evaluate the ERP package chosen for implementation.
4. Implement ERP with necessary modifications.
5. Assess the successful implementation of ERP package.

UNIT 1

8 Hours

INTRODUCTION

ERP Concepts - Enterprise System - Evolution of ERP - Tangible and Intangible Benefits - Emerging Trends in ERP adoption.

ERP Architecture

UNIT 2

8 Hours

PRE-IMPLEMENTATION STAGE

Need Analysis, Competitive Environment Analysis - Gap Analysis, Cost Elements, Feasibility Analysis - ERP Modules - ERP Industries verticals - ERP Architecture - ERP Software, SAP,MS Dynamics, Ramco, IFS, Oracle, People Soft - Comparison of ERP Software.

Open Source ERP

8 Hours

UNIT 3

ERP PACKAGE EVALUATION

ERP Package Evaluation Criteria - Package Life Cycle - Request for Information - Functional Requirement Specification - Request for Proposal - Vendor Selection - ERP Consultants.

Various ERP Package providers

UNIT 4

8 Hours

IMPLEMENTATION

Phases of ERP implementation - Business Process Reengineering Concepts - BPR Steps, AS-IS and TO – BE Analysis - Modeling Business Process - Organizational Readiness - Implementation Approaches.

Critical Success Factors

UNIT 5

8 Hours

POST IMPLEMENTATION

Organizational Transformational Model of ES Success - Cross Functional - Organizational and Industrial Impacts - Measuring Business Benefits - Balanced Score card Method - ABCD Checklist Framework.

Capability Maturity Framework

Total: 40 Hours

Reference(s)

1. Alexis Leon, Enterprise Resource Planning Demystified, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2014.
2. MahadeoJaiswal and Ganesh Vanapalli, Text Book of Enterprise Resource Planning, Macmillan India Ltd., Chennai 2010.
3. Vinod Kumar Garg and N.K. Venkitakrishnan, Enterprise Resource Planning – Concepts and Practice, Prentice Hall of India, New Delhi, 2011.

Self Study Course

18MG01 AGRI BUSINESS MANAGEMENT

4 0 0 4

Course Objectives

- To provide an overview about the Indian agriculture sector.
- Enable to understand the impact of LPG on agriculture sector and business side of agriculture .
- To throw light on various support, promotion schemes available in India and farm management.

Course Outcomes

1. Comprehensive understanding about the dynamics of Indian agriculture sector.
2. Clear overview of Indian agriculture sector in the present scenario
3. Awareness on the various policy frameworks pertaining to agriculture sector
4. Viewing agriculture from a business perspective
5. Effectively utilize the farmresources

UNIT – I

8 Hours

INTRODUCTION

Role of agriculture in Indian economy - problems faced by agri sector - policy changes relating to farm supplies

UNIT – II

8 Hours

AGRI INDUSTRY

Structure of agriculture sector in India - Linkages among sub-sectors - economic reforms - impact of liberalization, privatization and globalization

UNIT III

7 Hours

TRENDS AND POLICIES

Emerging trends in farm production and processing - Government policy controls – regulations – support measures – promotion schemes - exports

UNIT IV

8 Hours

MANAGING AGRI BUSINESS

Agricultural finance - Pricing - Marketing policies – Agri supply chain management – Role of public distribution system

UNIT V

9 Hours

FARM MANAGEMENT

Farm management problems - cost principle - principle of factor substitution - management of farm resources – managing risk and uncertainty

Total: 40 Hours

Reference(s)

1. Shoji LalBairwa, Lokesh Kumar Meena, MeeraKumari, Chandra Sen, “Agribusiness management: theory and practices”, Write And Print Publications, Edition 1 (2018)
2. Dr. PremPrakashDubey, “Agribusiness Management”, Manisha Publication, Edition 1 (2018)
3. Ralph W. Battles, Robert C. Thompson, “Fundamentals of Agribusiness Finance”, Wiley India,2013

4. Panigrahy S.R, “Objective Agribusiness Management”, Scientific Publishers India, Edition 2 (2017)
5. Adler Bryant, “Agricultural Economics and Agribusiness Management”, Syrawood Publishing House, 2016

18MG02 HOSPITAL MANAGEMENT

4 0 0 4

Course Objectives:

- To impart basic knowledge on the working of a medical service unit and its special requirement to render effective service to the patients.
- To understand the dynamics in hiring, training and retaining manpower for various functions
- To provide insight about maintaining facilities, infrastructure of a hospital and effective management of financial resources

Course Outcomes

1. Understand the importance of patients and the intricacies involved in dealing with them.
2. Effective management of workforce involved in provision of varied services.
3. Effective utilization and maintenance of physical facilities and infrastructure
4. Fulfill documentation requirements
5. Plan for and meet out financial requirements

UNIT-I

9 Hours

CUSTOMER (PATIENTS) MANAGEMENT

Definition, patient ID-Basis, Services, record creation, storage, retrieval and destruction of medical records retrieved system procedure for out-patients, in-patients, casualty cases, billing procedure for medical services, consultation, operations, diet and special services, Medical logistics.

UNIT-II

7 Hours

PERSONNEL MANAGEMENT

Control system for paramedical, technical, cleaning and kitchen staff, appraisal system, control system for doctors, specialists and visitors, attendance keeping, responsibilities reporting, grievance procedure training, roster, leave, replacement and other related matter, Housekeeping Management.

UNIT-III

9 Hours

FACILITIES MANAGEMENT

Repair and upkeep of medical facilities, operation theater, equipments, CSSD, power plant, vehicles, water, power, waste and biomedical waste, disposal, inventory control system for pharmacy, kitchen and blood bank, purchase /disposal, upgrading of machinery / plant for the hospital, Hospital Information System, Green Hospital.

UNIT-IV

9 Hours

SECURITY MANAGEMENT & LEGAL ASPECT

Entry system for employees, visitors, OP, casualty, entry control form orgue, pharmacy, blood bank, wards, operation area, labor room, vehicle movement, movement of medicine ,diet and patients within the hospital, authorization, reporting system. Registration and recording of birth, death, postmortem record, lab records submission to court and other legal bodies.

UNIT-V

6 Hours

FINANCIAL MANAGEMENT

Billing system for patients, purchases, duties and taxes, accounting auditing, preparation of working capital budget, preparation of budget and finance plan for projects in the hospital/expansion, cash management liaison with banks and financial institution, management of trust funds, research grants and special donations.

Total: 40 Hours

Reference(s)

1. B.M.Sakharkar, Principles of Hospital Administration and Planning
2. G D Kunders, "Hospitals - Facilities Planning and Management", McGraw Hill, 2017
3. Weimann, Edda, Weimann, Peter, "High Performance in Hospital Management", Springer, 2017
4. Ramani, "Hospital Management: Text & Cases", Pearson Education India, First Edition (2013)
5. D.K.Sharma, R.C.Goyal, "Hospital administration and human resource management.

18MG03 BUSINESS – TO - BUSINESS MARKETING

4 0 0 4

Course Objectives

- To understand the fundamentals of B2B marketing
- To analyse the purchase behaviour of organizational buyers
- To gain know how about creating B2B marketing strategies

Course Outcomes

1. Comprehensive overview of B2B markets
2. Understand business buyer behaviour and the influencing factors
3. Effectively use research for devising strategies
4. Arrive at product and pricing policies
5. Manage channel members and adopt appropriate promotion tools

UNIT I

7 Hours

INTRODUCTION

Fundamentals of Business Markets – B2B vs. B2C: Similarities, differences and hybrids -
Business marketing management - B2B market environment

UNIT II **8 Hours**
BUSINESS BUYER BEHAVIOUR

Customer Insights in B2B markets – Purchase decision process – Key decision makers –Influencing factors - Creating trust, loyalty and long standing business relationships

UNIT III **8 Hours**
RESEARCH AND MARKETING PLAN

Research on B2B markets - Analysis of competition - Creating marketing objectives and strategy - Strategic marketing planning

UNIT IV **9 Hours**
PRODUCT AND PRICING

Product / Service portfolio management - Classification of the product types - Product policy of new product development - Strategies for established products – Pricing in business markets

UNIT V **9 Hours**
CHANNELS AND COMMUNICATION

Distribution – Direct sales – Indirect sales – Digital distribution channels - Multi-channel distribution – Marketing communications – Content marketing for B2B markets –Blue collar marketing – Managing marketing communications

Total : 40 Hours

Reference(s)

1. John F Tanner, F Robert Dwyer – Business Marketing, McGraw - Hill, Third Edition
2. Hutt and Speh - Business Marketing Management b2b, South-Western Cengage Learning , 2013
3. Anderson, Narus and Narayandas - Business Market Management: Understanding, Creating and Delivering Value, Pearson, Prentice Hall
4. Ross Brennan, Louise Canning, Raymond McDowell - Business-to-Business Marketing – Sage Publishing – Fourth Edition
5. K.Venkataraman, “B2B Marketing”, Notion Press, First edition (2017)

18MG04 DISASTER MANAGEMENT

4 0 0 4

Course Objectives

- To understand the fundamentals of Disaster Management
- To analyse the strategies used for Risk Management
- To gain knowledge about social, psychological and technical dimensions in Disaster.

Course Outcomes (COs)

1. Comprehensive overview of Disaster Management
2. Understand and analysis the Risk during disaster.
3. Use strategies in managing the disaster
4. Apply different methods in managing the disaster.
5. Awareness about disaster by forecasting the vulnerability and prepare to Rehabilitation of victims.

UNIT – I **9 Hours**
INTRODUCTION

Dimensions of Natural & Anthropogenic, Disasters, Principles /Components of Disaster Management, Organisational Structure for Disaster Management, Disaster, Management Schemes/SOPs, Natural Disasters and Mitigation, Efforts, Flood Control, Drought Management, Cyclones, Avalanches,

Mangroves, Land Use Planning, Role of Union/States, Role of Armed Forces/Other Agencies in Disasters, Important Statutes/ Legal Provisions, IEDs /Bomb Threat Planning, NBC Threat and Safety Measures, Forest Fires, Oil Fires, Crisis in Power Sector, Accidents in Coal Mines, Terrorism and Emergency Management.

UNIT – II

9 Hours

STRATEGIES IN DISASTER MANAGEMENT

Operations Management (OM), Risk Assessment and Disaster Response, antifriction Techniques, NGO Management, SWOT Analysis based on Design &Formulation Strategies, Insurance & Risk Management, Institution Awareness and Safety Programmes.

UNIT – III

8 Hours

PSYCHOLOGICAL AND TECHNOLOGICAL ASPECTS IN DISASTER

Psychological and Social Dimensions in Disasters, Trauma and Stress, Emotional Intelligence, Electronic Warning Systems, Recent Trends in Disaster information Provider, Geo Informatics in Disaster Studies, Cyber Terrorism, Remote Sensing & GIS Technology, Laser Scanning.

UNIT – IV

7 Hours

APPLICATIONS IN DISASTER MANAGEMENT

Statistical Seismology, Quick Reconstruction Technologies, Role of Media in Disasters, Management of Epidemics, Bio-Terrorism, Forecasting / Management of Casualties.

UNIT – V

7 Hours

DISASTER MANAGEMENT IN INDIA

Disaster preparedness, Disaster mitigation, Forecasting and warning of disasters, Assessing risk and vulnerability, Disaster management in India, Role of news media in Disaster management, Rehabilitation of victims.

Total: 40 Hours

Reference(s)

1. Satish Modh, *Introduction To Disaster Management*, New Delhi: Macmillan Publishers India, 2009.
2. Parag Diwan, *A Manual On Disaster Management*, Pentagon Press 2010.
3. Sahni, *Disaster Mitigation: Experiences and Reflections*, New Delhi: PHI Learning, 2001.
4. ManikKar, *Earthquake & Natural Disasters*, New Delhi: Eastern Publications, 2011.
5. Godfrey Boyle, *Renewable Energy: Power for a sustainable Future*, New Delhi: Oxford University Press, 2012

One Credit Course

18MX01 ELECTRONICRETAILING

1001

Course Objectives

- To understand the fundamental concepts of e-retailing
- To impart necessary knowledge in on-line marketing

Course Outcomes

1. Understanding of the working mechanism of online markets
2. Apply search engine tools for content marketing

Fundamentals of E-retailing-Fundamentals of digital marketing-Traditional Marketing Vs Digital Marketing-Content marketing -Content creation for digital marketing- Content marketing using Search engines (Earned and Paid).Google and social media- Measuring there turn on investment-Online payment/security- Online purchase decision aids-Shopping portal-Operational aspects of E-Retailing

Total: 15 Hours

Reference(s)

1. Dave Chaffey,*E-Business and E-Commerce Management* : S: Strategy, Implementation and Practice Pearson Education; Fifth edition(2013)
2. Dr.K.AbiramiDevi, Dr.M.AlagammaiE-Commerce by MarghamPublications;1 edition(2012)
3. S.J.Joseph P. T,*E-Commerce: An IndianPerspective*,.PHI;4edition(2012)
4. Ramesh Mittal, Ruchi Nayyar, S.L.Gupta,*Retailing AndE-Tailing*,International Book House Pvt.Ltd.(2011)
5. e Next : E - Retailing in India, Times Group Books, Edition 1 (2014)

18MX02 - INDIAN ETHOS IN MANAGEMENT

10 01

Course Objectives

- To explicate the nature of ethics.
- To educate ancient ethical principles.

Course outcome

1. To elucidate the moral intuitionism in humans.
2. To develop moral based decision making skills.

INDIAN ETHOS: Meaning, Features, Need, History, Relevance, Principles practiced by Indian Companies, Requisites, Elements, Ethical Decision making process.

MANAGEMENT LESSONS FROM SCRIPTURES: Management Lessons from Vedas, Mahabharata, Bible, Quran and Kautilya's Arthashastra, Guna Theory.

WORK ETHOS: Meaning, Dimensions, Factors Responsible for Poor Work Ethos, Values for Indian Managers, Yoga: Significance

Lessons from Ancient Indian Education System

Total: 15 Hours

Reference(s)

1. Tushar Agarwal and Nidhi Chandorkar, "Indian Ethos in Management", Mumbai: Himalaya Publishing company Pvt. Ltd, 2017.
2. Richard T DeGeorge, "Business Ethics", Pearson Education, India: 2014
3. Dr. Kumardatta A. Ganjre, Dr. Prafulla Pawar and Renapure Laxman, "Indian Ethos - Modern Management Mantra", Mumbai: Himalaya Publishing company Pvt. Ltd, 2013.
4. S. K. Chakraborty, "Values and Ethics for Organisations", New Delhi: Oxford University Press, 2007.
5. Ghosh Biswanath, "Ethics in Management and Indian Ethos", New Delhi: Vikas Publishing House Pvt. Ltd, 2013.

18MX03 - BUSINESS ETHICS

10 01

Course Objectives

- To enable the students to understand business ethics.
- To enable them to understand how these moral standards apply to organizations.

Course outcome

1. Appreciate the ethical dimensions in work place and uphold the value system.
2. Contribute to the CSR activity of the company based on the company's philosophy of business ethics.

INTRODUCTION TO BUSINESS ETHICS: Nature, Scope, Objective, Importance, Moral, Values, Normative Ethics in Managerial Decision Making.

ETHICAL ISSUES IN MARKETING, HRM AND FINANCE: Consumer Privacy, Pricing, Job Discrimination, Sexual Harassment, Insider Trading.

CORPORATE GOVERNANCE IN INDIA: Issues, Need, Code, Transparency and Disclosure, Role of Auditors, Board of Directors and Share Holders.

Corporate Social responsibility

Total: 15 Hours

Reference(s)

1. S. K. Chakraborty, "Values and Ethics for Organisations", New Delhi: Oxford University Press, 2007.
2. William H. Shaw, "Business Ethics", New Delhi: Cengage Learning, 2016.
3. S. K. Chakraborty, "The Management and Ethics Omnibus", New Delhi: Oxford University Press, 2001
4. Sadri, "Business Ethics: Concept and Cases", New Delhi: Tata McGraw Hill, 2009.
5. SathishModh, "Ethical Management: Text and Cases in Business Ethics and Corporate Governance", Noida: Mac Milan, 2005.

18MX04 - INDUSTRY 4.0

10 0 1

Course Objectives

- To gain insights into the concept of industry 4.0
- To educate the opportunities, challenges of Industry 4.0

Course outcome

1. To understand the drivers and enablers of Industry 4.0.
2. To know the opportunities, challenges brought about by Industry 4.0

INTRODUCTION TO INDUSTRY 4.0: Various Industrial Revolutions, Digitalization and the Networked Economy, Drivers, Enablers, Compelling Forces and Challenges for Industry 4.0, Developments in USA, Europe, China and other countries, Comparison of Industry 4.0 Factory and Today's Factory.

BUSINESS ISSUES IN INDUSTRY 4.0: Opportunities and Challenges, Future of Works and Skills for Workers in the Industry 4.0 Era, Strategies for competing in an Industry 4.0 world

Technologies for enabling Industry 4.0

Total:15 Hours

Reference(s)

1. Kiran Kumar Pabbathi, "Quick Start Guide to Industry 4.0", Create space Independent Publishing Platform, 2014.
2. Christoph Jan Bartodziej, "The Concept Industry 4.0", Springer-Verlag Berlin and Heidelberg GmbH & Co. KG, 2012.
3. Gilchrist Alasdair, "Industry 4.0", A Press, 2011.

18MX05 INTRODUCTION TO FIN-TECH

1001

Course Objectives

- To understand the fundamental concepts of e-retailing
- To impart necessary knowledge in on-line marketing

Course Outcomes

1. Understanding of the working mechanism of online markets
2. Apply search engine tools for content marketing.

- FinTech Transformation
- Payment and Settlement Systems in India
- About National Payment Corporation of India
- Electronic Clearing Services (ECS Debit) – Debit Pull
- Electronic Clearing Service (ECS Credit) -Credit Push
- Real-time Gross Settlement (RTGS)
- National Electronic Funds Transfer (NEFT)
- Immediate Payment Service (IMPS)
- Unified Payments Interface (UPI)
- Bharat Bill Payment System
- Channel of e-Payment System
- Role of the RBI in encouraging e-payments
- Indo-Nepal Remittance Facility Scheme
- Wallet Services: Google Pay, Amazon UPI Pay, PayTM, PhonePe, Yono, PayZapp, ICICI Packets, Mobikwik, Citi MasterPass, BHIM Axis Pay.
- Near Field Communication technology (NFC)
- Corporate Bulk Payment System
- e-Debit and Credit Cards
- Cordless ATM Cash Withdrawal
- Two Factor Authentication
- One Time Password (OTP) Generator App

Total: 15 Hours

Reference(s)

1. https://en.wikipedia.org/wiki/Payment_and_settlement_systems_in_India
2. <https://www.npci.org.in/>
3. <https://www.bharatbillpay.com/>
4. <https://m.rbi.org.in/Scripts/FAQView.aspx?Id=65>