



VELS



INSTITUTE OF SCIENCE, TECHNOLOGY & ADVANCED STUDIES (VISTAS)
(Deemed to be University Estd. u/s 3 of the UGC Act, 1956)
PALLAVARAM - CHENNAI

ACCREDITED BY NAAC WITH 'A' GRADE

Marching Beyond 30 Years Successfully

MBA GENERAL (FINANCE, HR, MARKETING, PRODUCTION & SYSTEM)

Curriculum and Syllabus Regulations 2021

(Based on Choice Based Credit System (CBCS))

**Effective from the Academic year
2021-2022**

Department of MBA

School of Management Studies & Commerce

Vision and Mission of the Department

Vision

To be a Centre of Excellence in Management Studies and Commerce, imparting and developing Managerial leadership and entrepreneurial skills to students and provide managers for the global market.

Mission

- Provide an affordable opportunity for diverse group of students and other stakeholders to learn by synergizing education, research, innovation and outreach efforts.
- To inculcate self-discipline, values, ethics and devotion to duty among the students to make them good citizens, leaders, professionals & entrepreneurs.
- To develop the future business leaders through imparting high quality of analytical ability & decision-making capability.
- To offer exposure to global business standards and inculcate strategic management aspiration.

Program Educational Objectives (PEOs)

- PEO1: To provide best quality of education and prepare the students to meet global standards and competitive environment
- PEO2: To inculcate team spirit and leadership capabilities among students to develop business leaders attain organizational development
- PEO3: To impart ethical and moral values to create better citizens and society
- PEO4: To develop entrepreneurial skills to think strategically and encourage them to become entrepreneurs
- PEO5: To motivate students to participate in community development and undertake Industry research projects

Program Outcomes (POs)

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster Analytical and critical thinking abilities for data-based decision making.

PO3: Ability to develop Value based Leadership ability.

PO4: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Business

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PO6: Create, select and apply appropriate modern tools & techniques for analyzing, interpreting and solving business complexities.

PO7: Develop an aptitude for creativity, innovation and entrepreneurship.

PO8: Adapt life-long learning and professional development to enrich knowledge and competencies

Program Specific Outcomes (PSOs)

PSO1: Apply multidisciplinary domain knowledge comprising of accounting, finance, operations, marketing and human resources management to select suitable project proposal for a business enterprise.

PSO 2: Assess global opportunities and challenges to contribute towards firm's growth through strategies such as mergers, acquisitions, international expansion, and new venture development.

PSO 3: Utilize critical awareness in current issues (e.g., diversity, social responsibility, sustainability, innovation, knowledge management, etc.) in business and management and exhibit ability to lead research and practice in the core domain.

List of Board of Studies (BOS) Members along with their designation/role

S.NO	NAME & ADDRESS	DESIGNATION
1.	Dr. P. R. Ramakrishnan Dean School of Management Studies & Commerce VISTAS	Chairperson
2.	Dr. R. Magesh Professor and Head Department of Management Studies Anna University	External Expert
3.	Ms. Sindhuja Santhosh Head, Customer Success Team Zoho Books, Zoho Corporation Chennai	Industry Expert
4.	Ms. AnitharajJohnes George Senior Talent Acquisition Analyst SPI global Pondicherry	Alumni
5.	Dr. S. Preetha School of Management Studies, VISTAS	Professor
6.	Dr. S. Vasantha School of Management Studies, VISTAS	Professor
7.	Dr. G. Rajini School of Management Studies, VISTAS	Professor
8.	Dr. P. Shalini School of Management Studies, VISTAS	Professor
9.	Dr. P. G. Thirumagal School of Management Studies, VISTAS	Professor
10.	Dr. A. Mohammed Faisal School of Management Studies, VISTAS	Assistant Professor

**VELS INSTITUTE OF SCIENCE, TECHNOLOGY AND ADVANCED STUDIES (VISTAS),
CHENNAI**

CHOICE BASED CREDIT SYSTEM (CBCS)

**MBA GENERAL (FINANCE, HR, MARKETING, PRODUCTION & SYSTEM) -
REGULATIONS 2021**

(Applicable to all the candidates admitted from the academic year 2021-22 onwards)

1. DURATION OF THE PROGRAMME

1.1. Two years (Four semesters)

1.2. Each academic year shall be divided into two semesters. The odd semesters shall consist of the period from July to November of each year and the even semesters from January to May of each year.

1.3 There shall be not less than 90 working days for each semester.

2. ELIGIBILITY FOR ADMISSION

2.1. The details of Eligibility for Admission

Passed Bachelor Degree of minimum 3 years duration.

Obtained at least 50% marks (45% marks in case of candidates belonging to reserved category) in the qualifying examination.

3. MEDIUM OF INSTRUCTION

The medium of instruction for all PG programme is English.

4. CREDIT REQUIRMENTS AND ELIGIBILITY FOR AWARD OF DEGREE

A Candidate shall be eligible for the award of Degree only if he/she has undergone the prescribed course of study in VISTAS for a period of not less than TWO academic years and passed the examinations of all the prescribed courses of FOUR Semesters earning a minimum of 102 credits as per the distribution given in the course structure.

5. COURSE

Each course / subject is to be designed under lectures / tutorials / laboratory or field work / seminar / practical training / Assignments / Term paper or Report writing etc., to meet effective teaching and learning needs.

6. COURSE OF STUDY AND CREDITS

The Course Components and Credit Distribution shall consist of:

The total number of subjects of study shall be 28 out of which 17 shall be compulsory Core subjects, 2 Practical and of the remaining 7 will be Electives, 1 Internship after Second semester and 1 Project Work in the Final Semester with a Viva-voce .

Candidates shall take 8 subjects (7 Core Theory + 1 Practical) in the First semester, 7 subjects along with summer internship in the Second Semester, 7 Elective subjects and 1 Practical in the Third Semester and 2 subjects (Core Theory) and a Project Work in the Fourth Semester.

Internship: The students have to undergo an internship for thirty days in between second and third semester. The maximum marks for Internship will be 100. The Internship will be evaluated through Viva voce Exam by the guide and an External expert.

Project: The students will do a Project work for Four months in the Fourth Semester. The Maximum marks for Project Work will be 300. The project Work will be evaluated through Viva voce Exam by the guide and an External expert. The components of Project Work will be 100 marks for Dissertation and 200 marks for Viva voce.

To offer Elective Subjects to the students, a Minimum enrolment in the Elective Subjects shall be TEN.

For each course, credit is assigned based on the following:

Contact hour per week		CREDITS
1 Lecture hour	-	1 Credit
1 Tutorial hour	-	1 Credit
2 Practical hours	-	1 Credit

(Laboratory / Seminar / Project Work / etc.)

7. REQUIREMENTS FOR PROCEEDING TO SUBSEQUENT SEMESTER

- 7.1. **Eligibility:** Students shall be eligible to go to subsequent semester only if they earn sufficient attendance as prescribed therefor by the Board of Management from time to time.
- 7.2. **Attendance:** All Students must earn 75% and above of attendance for appearing for the University Examination. (Theory/Practical)
- 7.3. **Condonation of shortage of attendance:** If a Student fails to earn the minimum attendance (Percentage stipulated), the HODs shall condone the shortage of attendance on medical grounds up to a maximum limit of 10% (i.e. between 65% and above and less than 75%) after paying the prescribed fee towards the condonation of shortage of attendance. The students with attendance of less than 65 and more than 50% shall be condoned by VC on the recommendation of HODs on genuine grounds, will be permitted to appear for the regular examination on payment of the prescribed condonation fee.

- 7.4. **Detained students for want of attendance:** Students who have earned less than 50% of attendance shall be permitted to proceed to the next semester and to complete the Program of study. Such Students shall have to repeat the semester, which they have missed by rejoining after completion of final semester of the course, by paying the fee for the break of study as prescribed by the University from time to time.
- 7.5. **Transfer of Students and Credits:** The strength of the credits system is that it permits inter Institutional transfer of students. By providing mobility, it enables individual students to develop their capabilities fully by permitting them to move from one Institution to another in accordance with their aptitude and abilities.
- 7.5.1. Transfer of Students is permitted from one Institution to another Institution for the same program with same nomenclature, provided, there is a vacancy in the respective program of Study in the Institution where the transfer is requested.
- 7.5.2. The marks obtained in the courses will be converted into appropriate grades as per the University norms.
- 7.5.3. The transfer students are not eligible for Ranking, Prizes and Medals.
- 7.5.4. Students who want to go to foreign Universities upto two semesters or Project Work with the prior approval of the Departmental / University Committee are allowed to transfer of their credits. Marks obtain in the courses will be converted into Grades as per the University norms and the students are eligible to get CGPA and Classification.

8. EXAMINATION AND EVALUATION

8.1. EXAMINATION:

- i) There shall be examinations at the end of each semester, for odd semesters in the month of October / November, for even semesters in April / May. A candidate who does not pass the examination in any course(s) shall be permitted to appear in such failed courses in the subsequent examinations to be held in October / November or April / May.
- ii) A candidate should get registered for the first semester examination. If registration is not possible owing to shortage of attendance beyond condonation limit / regulations prescribed OR belated joining OR on medical grounds, the candidates are permitted to move to the next semester. Such candidates shall re-do the missed semester after completion of the programme.
- iii) The results of all the examinations will be published through University Website. In the case of passed out candidates, their arrear results, will be published through University Website.

8.2 **To Register for all subjects:** Students shall be permitted to proceed from the First Semester up to Final Semester irrespective of their failure in any of the Semester Examination, except for the

shortage of attendance programs. For this purpose, Students shall register for all the arrear subjects of earlier semesters along with the current (subsequent) Semester Subjects.

8.3. Marks for Continuous Internal Assessment (CIA) Examinations and End Semester Examinations (ESE)

8.3.1 There shall be no passing minimum for Continuous Internal Assessment (CIA) Examinations.

8.3.2 For End Semester examination, passing minimum shall be 50% (Fifty Percentage) of the maximum marks prescribed for the Course/Practical/Project and Viva-Voce.

8.3.3 In the aggregate (CIA and ESE) the passing minimum shall be of 50%.

8.3.4. He / She shall be declared to have passed the whole examination, if he/she passes in all the courses wherever prescribed in the curriculum by earning 102 CREDITS

9. Question Paper Pattern for End Semester Examination

Duration: 3 Hours Max. Marks: 100

Part A : 8 out of 10 questions (8 X 5 = 40)

Part B : 4 out of 6 questions (4 X 10 = 40)

Part C : 1 Case Study or Problem is Compulsory (1 X 20 = 20)

Total Marks for each subject 100 Marks

University Exam 60 Marks

Internal Assessment 40 Mark

10. SUPPLEMENTARY EXAMINATION: Supplementary Examinations are conducted for the students who appeared in the final semester examinations. Eligible criteria for appearing in the Supplementary Examinations are as follows:

10.1. Eligibility: A Student who is having a maximum of two arrear papers is eligible to appear for the Supplementary Examination.

10.2. Non-eligibility for those completed the program: Students who have completed their Program duration but having arrears are not eligible to appear for Supplementary Examinations.

11. RETOTALLING, REVALUATION AND PHOTOCOPY OF THE ANSWER SCRIPTS:

11.1. Re-totalling: All PG Students who appeared for their Semester Examinations are eligible for applying for re-totalling of their answer scripts.

11.2. Revaluation: All current batch Students who have appeared for their Semester Examinations are eligible for Revaluation of their answer scripts. Passed out candidates are not eligible for Revaluation.

11.3. Photocopy of the answer scripts: Students who have applied for revaluation can download their answer scripts from the University Website after fifteen days from the date of publication of the results.

12. The examination and evaluation for MOOCs will be as per the requirements of the regulatory bodies and will be specified at the beginning of the Semester and notified by the university NPTEL-SWAYAM Coordinator (SPOC).

13. CLASSIFICATION OF SUCCESSFUL STUDENTS

13.1. CORE SUBJECTS, PRACTICAL, ELECTIVES COURSES AND PROJECT: Successful Students passing the Examinations and securing the marks

- a) CGPA 9.00 to 10.00 shall be declared to have passed the examination in **First class with Outstanding**.
- b) CGPA 7.50 to 8.99 shall be declared to have passed the examination in **First class with distinction**.
- c) CGPA 6.00 to 7.49 shall be declared to have passed the examination in **First Class**.
- d) CGPA 5.00 to 5.99 in the aggregate shall be declared to have passed the examination in the **SECOND Class**.

14. MARKS AND GRADES:

The following table shows the marks, grade points, letter grades and classification to indicate the performance of the student:

14.1. Computation of Grade Point Average (GPA) in a Semester, Cumulative Grade Point Average (CGPA) and Classification

GPA for a Semester: $= \frac{\sum_i C_i G_i}{\sum_i C_i}$ That is, GPA is the sum of the multiplication of grade points by the credits of the courses divided by the sum of the credits of the courses in a semester.

Where, C_i = Credits earned for course i in any semester,

G_i = Grade Points obtained for course i in any semester

n = Semester in which such courses were credited.

CGPA for the entire programme: $= \frac{\sum_n \sum_i C_{ni} G_{ni}}{\sum_n \sum_i C_{ni}}$ That is, CGPA is the sum of the multiplication of grade points by the credits of the entire programme divided by the sum of the credits of the courses of the entire programme

Overall Performance - PG		
CGPA	GRADE	CLASS
5.00 - 5.99	D	Second Class
6.00 - 6.99	C	First Class
7.00 - 7.49	B	
7.50 - 7.99	B+	First Class with Distinction*
8.00 - 8.49	A	
8.50 - 8.99	A+	
9.00 - 10.00	O	First Class - Outstanding*

14.2. Letter Grade and Class CGPA

Grade Conversion Table - PG			
Range of Marks	Grade Points	Letter Grade	Description
90 - 100	10	O	Outstanding
85 - 89	9	A+	Excellent
80 - 84	8	A	Very Good
75 - 79	7.5	B+	Good
70 - 74	7	B	Above Average
60 - 69	6	C	Average
50 - 59	5	D	Minimum for pass
0 - 49	0	RA	Reappear
		AAA	Absent

The students who have passed in the first appearance and within the prescribed semester of the PG Programme (Major and Elective courses only) are eligible.

15.RANKING

- Students who pass all the examinations prescribed for the Program in the FIRST APPEARANCE ITSELF ALONE are eligible for Ranking / Distinction.
- In the case of Students who pass all the examinations prescribed for the Program with a break in the First Appearance are only eligible for Classification.
- Students qualifying during the extended period shall not be eligible for RANKING.

16. MAXIMUM PERIOD FOR COMPLETION OF THE PROGRAMS TO QUALIFY FOR A DEGREE

16.1. A Student who for whatever reasons is not able to complete the programs within the normal period (N) or the Minimum duration prescribed for the programme, may be allowed two years period beyond the normal period to clear the backlog to be qualified for the degree. (Time Span = N + 2 years for the completion of programme)

16.2. In exceptional cases like major accidents and child birth an extension of one year considered beyond maximum span of time (Time Span= N + 2 + 1 years for the completion of programme).

17. REVISION OF REGULATIONS, CURRICULUM AND SYLLABI

The University may from time-to-time revise, amend or change the Regulations, Curriculum, Syllabus and Scheme of examinations through the Academic Council with the approval of the Board of Management.

Overall credit distribution / Course Components with credits

S.No	Semester	Total number of Subjects	Core / Elective / Lab / Internship / Project Work	Credit Distribution		Total Credits	Total Credits for the Semester
				Credits	No. of Subjects		
1	I	8	7 Core	4	7	28	29
			1 Practical (MOOC)	1	1	1	
2	II	9	7 Core	4	7	28	32
			1 Internship	4	1	4	
3	III	7	7 Electives	3	7	21	23
			1 Practical	2	1	2	
4	IV	3	2 Core	4	2	8	18
			1 Project	10	1	10	
						Total	102

**MBA GENERAL (FINANCE, HR, MARKETING, PRODUCTION & SYSTEM) -
REGULATIONS 2021**

SEMESTER I

Code	Course	Hour / Week			C	Maximum Marks		
		L	T	P		CA	SEE	Total
21CMBA11	Management Principles & Organisational Behaviour	4	0	0	4	40	60	100
21CMBA12	Business Statistics	4	0	0	4	40	60	100
21CMBA13	Managerial Economics	4	0	0	4	40	60	100
21CMBA14	Financial Reporting , Statements & Analysis	3	1	0	4	40	60	100
21CMBA15	Legal & Business Environment	4	0	0	4	40	60	100
21CMBA16	Business Communication & Soft Skills	4	0	0	4	40	60	100
21CMBA17	Computer Applications for Business	4	0	0	4	40	60	100
21PMBA11	Community Development Project / MOOC / Outbound Experiential Learning Programme	0	0	2	1	40	60	100
		27	1	2	29			

SEMESTER II

Code	Course	Hour / Week			C	Maximum Marks		
		L	T	P		CA	SEE	Total
21CMBA21	Quantitative Techniques	4	0	0	4	40	60	100
21CMBA22	Financial Management	4	0	0	4	40	60	100
21CMBA23	Human Resources Management	4	0	0	4	40	60	100
21CMBA24	Marketing Management	4	0	0	4	40	60	100
21CMBA25	Operations Management	4	0	0	4	40	60	100
21CMBA26	Research Methodology	4	0	0	4	40	60	100
21CMBA27	Corporate Social Responsibility & Sustainability	4	0	0	4	40	60	100
21IMBA21	Internship	0	0	8	4	40	60	100
		28	0	8	32			

SEMESTER III

Code	Course	Hour / Week			C	Maximum Marks		
		L	T	P		CA	SEE	Total
21EMBA....	Elective I	3	0	0	3	40	60	100
21EMBA....	Elective II	3	0	0	3	40	60	100
21EMBA....	Elective III	3	0	0	3	40	60	100
21EMBA....	Elective IV	3	0	0	3	40	60	100
21EMBA....	Elective V	3	0	0	3	40	60	100
21EMBA....	Elective VI	3	0	0	3	40	60	100
21EMBA....	Elective VII	3	0	0	3	40	60	100
21PMBA31	Data Analysis for Business Decisions	0	0	4	2	40	60	100
		21	0	4	23			

SEMESTER IV

Code	Course	Hour / Week			C	Maximum Marks		
		L	T	P		CA	SEE	Total
21RMBA41	Project	0	0	20	10	100	200	300
21CMBA41	Social Entrepreneurship	4	0	0	4	40	60	100
21CMBA42	Universal Human Values	4	0	0	4	40	60	100
		8	0	20	18			

TOTAL CREDITS: 102

LIST OF COURSES

CORE COURSES

SEMESTER	SUBJECT CODE	CORE COURSES	L	T	P	C
1	21CMBA11	Management Principles & Organizational Behavior	4	0	0	4
1	21CMBA12	Business Statistics	4	0	0	4
1	21CMBA13	Managerial Economics	4	0	0	4
1	21CMBA14	Financial Reporting, Statements & Analysis	3	1	0	4
1	21CMBA15	Legal & Business Environment	4	0	0	4
1	21CMBA16	Business Communication & Soft Skills	4	0	0	4
1	21CMBA17	Computer Applications for Business	4	0	0	4
2	21CMBA21	Quantitative Techniques	4	0	0	4
2	21CMBA22	Financial Management	4	0	0	4
2	21CMBA23	Human Resources Management	4	0	0	4
2	21CMBA24	Marketing Management	4	0	0	4
2	21CMBA25	Operations Management	4	0	0	4
2	21CMBA26	Research Methodology	4	0	0	4
2	21CMBA27	Corporate Social Responsibility & Sustainability	4	0	0	4
4	21CMBA41	Social Entrepreneurship	4	0	0	4
4	21CMBA42	Universal Human Values	4	0	0	4

ELECTIVE COURSES

FUNCTIONAL AREA	ELECTIVE COURSES	L	T	P	C
Finance Management	21EMBA01 - Investment Analysis and Portfolio Management	3	0	0	3
	21EMBA02 - Managing Banks and Financial Institutions	3	0	0	3
	21EMBA03 - Project Appraisal and Finance	3	0	0	3
	21EMBA04 - Business Valuation	3	0	0	3
	21EMBA05 - Financial Markets and Services	3	0	0	3
	21EMBA06 - Mergers, Acquisitions and Corporate Restructuring	3	0	0	3
	21EMBA07 - Financial Derivatives	3	0	0	3
	21EMBA08 - International Finance	3	0	0	3
	21EMBA09 - Behavioural Finance	3	0	0	3
	21EMBA10 - Taxation	3	0	0	3
Marketing Management	21EMBA11 - Consumer Behaviour	3	0	0	3
	21EMBA12 - B2B Marketing	3	0	0	3
	21EMBA13 - Retail Management	3	0	0	3
	21EMBA14 - Sales and distribution Management	3	0	0	3
	21EMBA15 - Marketing to the base of Pyramid Consumers	3	0	0	3
	21EMBA16-Integrated Marketing Communications/ Promotion Strategy	3	0	0	3
	21EMBA17 - Digital and Social Media Marketing	3	0	0	3
	21EMBA18 - Product and Brand Management	3	0	0	3
	21EMBA19 - Services Marketing	3	0	0	3
	21EMBA20 - Export Procedures & Documentation for Rural Products	3	0	0	3
	21EMBA21 - International Marketing	3	0	0	3
Operations Management	21EMBA22 - Supply chain and Logistics Management	3	0	0	3
	21EMBA23 - Quality Toolkit for Managers	3	0	0	3
	21EMBA24 - Pricing and Revenue Management	3	0	0	3
	21EMBA25 - Operations Strategy	3	0	0	3
	21EMBA26 - Sales and Operations Planning	3	0	0	3
	21EMBA27 - Behavioural Operations Management	3	0	0	3
	21EMBA28 - Operations Research Applications	3	0	0	3
	21EMBA29 - Management of Manufacturing Systems	3	0	0	3
	21EMBA30 - Sourcing Management	3	0	0	3
	21EMBA31 - Supply chain Analytics	3	0	0	3

FUNCTIONAL AREA	ELECTIVE COURSES	L	T	P	C
Human Resources Management and Organizational Behavior	21EMBA32 -Manpower Planning, Recruitment, and Selection	3	0	0	3
	21EMBA33 - Employee relations	3	0	0	3
	21EMBA34 - Human Resources Metrics and Analytics	3	0	0	3
	21EMBA35 – Compensation and Benefits Management	3	0	0	3
	21EMBA36 - Performance Management Systems	3	0	0	3
	21EMBA37 - Team Dynamics at Work	3	0	0	3
	21EMBA38 - Strategic HRM	3	0	0	3
	21EMBA39 - International HRM	3	0	0	3
	21EMBA40 - Cross Cultural Management	3	0	0	3
	21EMBA41 - Understanding Self: Indian Perspective	3	0	0	3
	21EMBA42 - Organizational Change and Development	3	0	0	3
21EMBA43 - Leadership	3	0	0	3	
Strategy	21EMBA44 - Strategic Management of Services	3	0	0	3
	21EMBA45 - Competing in Global Markets	3	0	0	3
	21EMBA46 - Dynamics of Framing and Executing Strategy	3	0	0	3
	21EMBA47 - Entrepreneurship in Practice	3	0	0	3
	21EMBA48 - Foundations of Strategy Consulting	3	0	0	3
	21EMBA49 - Strategic Leadership	3	0	0	3
	21EMBA50 - Designing and Configuring Business Models	3	0	0	3
	21EMBA51 - Corporate Governance	3	0	0	3
21EMBA52 - Indian Ethos and Business Development	3	0	0	3	
Management Information System	21EMBA53 - Data Mining for Business decisions	3	0	0	3
	21EMBA54 - Managing Software Projects	3	0	0	3
	21EMBA55 - Managing Digital Innovation and Transformation	3	0	0	3
	21EMBA56 - Enterprise Resource Planning	3	0	0	3
Entrepreneurship	21EMBA57 - Technology Appreciation and Intellectual Property Rights	3	0	0	3
	21EMBA58 - Innovation Technology Management	3	0	0	3
	21EMBA59 - Indian Models in Entrepreneurship	3	0	0	3
	21EMBA60 - Venture Valuation and accounting	3	0	0	3
	21EMBA61 - Entrepreneurial Marketing	3	0	0	3
	21EMBA62 - Entrepreneurship Lab	3	0	0	3
	21EMBA63 - Community Resilience & Disaster Management	3	0	0	3

PRACTICAL COURSES

SEMESTER	SUBJECT CODE	PRACTICAL COURSES	L	T	P	C
1	21PMBA11	Community Development Project / MOOC / Outbound Experiential Learning Programme	0	0	2	1
2	21IMBA21	Internship	0	0	12	6
3	21PMBA31	Data Analysis for Business Decisions	0	0	4	2
4	21RMBA41	Project	0	0	20	10

COURSE CODE	DEFINITIONS
L	LECTURE
T	TUTORIAL
P	PRACTICAL
C	CREDITS
CC	CORE COURSES
EC	ELECTIVE COURSES
PC	PRACTICAL COURSES

SEMESTER I

COURSE OBJECTIVE:

- To describe the fundamentals of Management, significance, scope of management, levels of manager, functions of a manager and basics of organizational behavior.
- To discuss the development of management thought
- To examine and analyze the behavior of individuals and groups in organizations by understanding the concepts of learning, attitudes & perceptions.
- To understand about the organizational structure, its types, decentralization and delegation of the authority.

UNIT I INTRODUCTION TO MANAGEMENT 12

Introduction to Management and Organizational Behavior: Concept of Management, Applying Management theory in practice, Evolution of management thought, Management process and Functions – Managerial Roles – OB Model – Contributing disciplines of OB – MBO

UNIT II INDIVIDUAL PROCESS IN ORGANIZATIONS 12

Individual Processes in Organizations: Foundations for Individual Behavior – Learning - Attitudes and Job satisfaction – Personality and values – Perception - Motivation and Organizational performance. Contemporary theories of motivation.

UNIT III INTERPERSONAL PROCESS IN ORGANIZATIONS 12

Interpersonal process in Organizations: -Communication Process -Methods – Barriers -Grapevine. Transactional Analysis. Group Dynamics: Typology of Groups -Conflicts in groups - Leadership Models and Concepts – leadership theories – Decision making and negotiation - Power and Politics.

UNIT IV ORGANISATIONAL PROCESS 12

Organizational Process and Characteristics: Dimensions of Organization structure – Authority, Responsibility, and Accountability – Delegation – Centralization, Decentralization – Line and Staff Relationship.

UNIT V ORGANIZATIONAL DEVELOPMENT 12

Organizational Development: Resistance to Change - Organizational change - Organizational development – Stress management – Business ethics and corporate social Responsibility.

TOTAL: 60 HOURS

COURSE OUTCOMES:

At the end of the course, the students will be able to:

- CO – 1 : Assess the fundamentals of organizational behavior and OB Model
- CO – 2 : Analyze the behavior of individuals and groups in organizations
- CO – 3 : Describe the concept of leadership, communication, power and conflict resolution
- CO – 4 : Demonstrate the dynamics of organizational change.
- CO – 5 : Identify the major issues in business ethics and corporate social responsibility.

TEXT BOOKS:

1. Harold Koontz & Heinz Weihrich, “Essentials of Management”, TMH, 10th Edition, 2007.

REFERENCE BOOKS:

1. Michael A. Hitt, J. Stewart Black, and Lyman W. Porter, Management, Pearson, 11th Edition, 2011.
2. Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi. Stoner, Freeman & Gilbert, Management, PHI, 6th Edition.
3. Robbins.S.P. Fundamentals of Management, Pearson, 2003. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.

WEB SOURCES:

1. <https://us.sagepub.com/en-us/nam/principles-and-practices-of-management-and-organizational-behaviour/book251882#:~:text=Principles%20and%20Practices%20of%20Management%20and%20Organizational%20Behaviour%20provides%20a,performance%20in%20the%20global%20era.>
2. <https://courses.lumenlearning.com/wmopen-organizationalbehavior/chapter/management-theory-and-organizational-behavior/>
3. <https://online.nwmissouri.edu/articles/mba/why-managers-understand-organizational-behavior.aspx>

COURSE OBJECTIVE:

- To impart knowledge of basic statistical tools & techniques with emphasis on their application in Business decision process and Management.
- To focus on more practical than theoretical.
- To do statistical analysis to inform the judgment of the ultimate decision-maker—rather than replaces it—some key conceptual underpinnings of statistical analysis will be covered to insure the understandability of its proper usage.

UNIT I	INTRODUCTION	12
Introduction to Statistics - Collection of Data - Measures of Central Tendency & Dispersion in Frequency Distribution		
UNIT II	PROBABILITY THEORY	12
Probability Theory – Addition, Multiplication & Baye’s Theorem, Test for Normality.		
UNIT III	CORRELATION	12
Correlation-Karl Pearson’s and Rank Correlation, Regression (linear)		
UNIT IV	HYPOTHESIS TESTING	12
Hypothesis Testing – Test for Single Mean & Two Mean– Chi-Square test, F test – ANOVA.		
UNIT V	TESTS	12
Index Nos-Unweighted and Weighted-Test of Consistency, Time Series Analysis-Measurement of Secular Trend-Seasonal Variations		

TOTAL: 60 HOURS**COURSE OUTCOMES:**

At the end of the course, the students will be able to:

- CO – 1 : Explain and evaluate various measures of central tendency and measures of dispersion
- CO – 2 : Estimate probabilities by applying probability theory
- CO – 3 : Calculate correlation, regression and rank correlation
- CO – 4 : Construct hypotheses and test them by applying statistical tools.
- CO – 5 : Apply Time Series Analysis in Market Prediction Rates

TEXT BOOKS:

1. R.S.N. Pillai, V. Bagavathi, "Statistics", S.Chand Limited, 7thEd,2008
2. N.D. Vohra, "Business Statistics", Tata McGraw-Hill Education, 2ndEd,2013
3. G. V. Shenoy, Uma K. Srivastava, S. C. Sharma, "Business Statistics", New Age International,2nd Ed, 2005
4. Beri, "Business Statistics" Tata McGraw Hill,2ndEd,2009

REFERENCE BOOKS:

1. Keller. G, "Statistics for Management", Cengage Learning, 1st Ed,2009.
2. J. K Sharma, "Business Statistics", Pearson, 2nd Ed,2010.
3. Arora PN &others, "Complete Statistical Methods", S. Chand, 3rd Ed,2010

WEBSITES:

1. <https://www.statisticshowto.com/business-statistics/>
2. <https://machinelearningmastery.com/statistical-hypothesis-tests/>

WEB SOURCES:

1. <https://d3bxy9euw4e147.cloudfront.net/oscms-prodcms/media/documents/IntroductoryBusiness Statistics-OP.pdf>
2. <https://statisticsbyjim.com/basics/probability-distributions/>

COURSE OBJECTIVE:

- The study the concept of Managerial Economics by applying a series of basic economics principles.
- To gain knowledge on issues related to optimal pricing strategies, demand forecasting, and optimal financing, appropriate hiring decisions, and investment decisions, among others, can be successfully tackled with managerial economics tools.
- To analyse how to incorporate a global perspective to their managerial economics box of tools.

UNIT I INTRODUCTION 12

Introduction to Managerial Economics – Nature and scope of macroeconomics -Incremental principle – equimarginal principle – some decision rules – The risk and uncertainty theory – optimization techniques – Baumol’s sales maximization – least-cost combination.

UNIT II DEMAND DECISIONS 12

Demand Decisions – Demand analysis – elasticity of demand – demand forecasting – types & methods of demand forecasting – trend projection method – least square method of demand forecasting limitations & uses

UNIT III OUTPUT DECISIONS 12

Input-Output Decisions - Production function – Cost and managerial decision making – Cobb-Douglas production functions – Law of variable proportion – short run cost output – long run cost output – economies and dimensions of scale of production.

UNIT IV PRICE-OUTPUT DECISIONS 12

Price-Output Decisions - Market Environment of Price Output Decisions by the Firm and the Industry – Pricing under perfect competition – digopoly pricing strategies and tactics – pricing – pricing in life-cycle of a product -Profit-Maximization & Competitive Markets-Price-Searchers, Cartels, Oligopoly-Advanced Pricing and Auctions.

UNIT V ECONOMIC THEORY 12

The Firm in Theory and Practice - Economic Theory of the Firm – The Behavioral Theory of the Firm - Managerial Theories of the Firm – Profit concepts & analysis – Game Theory and Asymmetric Information.

TOTAL: 60 HOURS

COURSE OUTCOMES:

At the end of the course, the students will be able to:

- CO – 1 : Define the basic elements of managerial economics aspects of the firm.
- CO – 2 : Discuss the demand analysis decisions methods as to forecasting.
- CO – 3 : Apply the managerial decision functions of the firm.
- CO – 4 : Examine and elaborate the basic theories related to business practices.
- CO – 5 : Appraise on the decision as to environment and given

TEXT BOOKS:

1. Dean Joel, Managerial Economics, PHI, New Delhi, 1976, First Edition
2. Douglas Evan J, Managerial Economics, Theory, Practice & Problems; PHF, New Delhi; 1983, First Edition

REFERENCE BOOKS:

1. K.K. Seo, Managerial Economics, Richard D. Irwin Inc. 1988
2. I.C. Dhingra, Essentials of Managerial Economics - Theory, Applications and Cases Sultan Chand, New Delhi, 2003

WEB SOURCES:

1. <https://www.cheggindia.com/career-guidance/managerial-economics-principals-types-and-scope/>
2. <https://theinvestorsbook.com/managerial-economics.html>
3. <https://www.analyticssteps.com/blogs/what-managerial-economics-definition-types-nature-principles-scope>

21CMBA14 FINANCIAL REPORTING, STATEMENTS & ANALYSIS 3104

COURSE OBJECTIVE:

- To think in a new and more creative way when analyzing or forecasting financial information.
- To introduce new tools common to financial statement analysis and how to use them in practical applications.
- To understand how financial statement information can help solve business problems and increase the ability to read and understand financial statements and related information.

UNIT I INTRODUCTION 12

Introduction to Management Accounting-Need and Importance — Accounting concepts & conventions – Accounting Standards - Overview of IFRS and GAAP. Mechanics of Accounting: Double entry system of accounting, journalizing of transactions; ledger posting and trial balance, preparation of final accounts, Profit & Loss Account, Balance Sheet.

UNIT II ANALYSIS OF FINANCIAL STATEMENTS 12

Analysis of financial statement: Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.

UNIT III FUNDS FLOW AND CASH FLOW ANALYSIS 12

Fund Flow Analysis: Meaning – uses – Preparation of Fund Flow Statement. Cash Flow Analysis (as per Accounting Standard 3): Meaning – uses – Preparation of Cash Flow Statement.

UNIT IV CAPITAL BUDGETING AND MARGINAL COSTING 12

Capital budgeting – meaning –steps – different types of investment decisions - Different methods – Payback, Net Present Value, Internal rate of return, Profitability index, Average rate of return – Capital rationing Marginal costing – Cost Volume Profit analysis – Break Even analysis – Applications of marginal costing

UNIT V BUDGETING AND FINANCIAL REPORTING 12

Budgeting – Different types of budgeting – Cash budget – Flexible budget. Financial reporting – Concepts – users, Objectives of financial reporting – Qualitative characteristics of information in financial reporting – basic problems of disclosure – Role of SEBI in IFRS – Statutory disclosures in IFRS – Corporate reporting practices in India- Challenges in financial reporting

TOTAL: 60 HOURS

COURSE OUTCOMES:

At the end of the course, the students will be able to:

- CO – 1 : State the importance of common accounting standards
- CO – 2 : Estimate Budgeting and Financial Reporting
- CO – 3 : Prepare financial statements through ratio analysis.
- CO – 4 : Analyze financial reports of financial instruments, mutual funds,
- CO – 5 : Analyze cash flow and fund flow statement

TEXT BOOKS:

1. R.S.N.Pillai&Bagavathi – Management Accounting, Chand & Co. Ltd., New Delhi, 6TH edition 2002.
2. T.S.Reddy&Y.Hari Prasad Reddy – Financial and Management Accounting, Margham publications, 12TH edition 2004.

REFERENCE BOOKS:

1. M.Y.Khan&P.K.Jain – Management Accounting, Tata McGraw Hill publishing company Ltd., 10th edition 2004.
2. R.Narayanaswamy – Financial accounting – A Managerial Perspective, Prentice Hall India Ltd., New Delhi 5th edition, 2014.
3. Paresh Shah Basic Financial Accounting for Management, Oxford Publications, 3rd edition, 2007

WEB SOURCES:

1. <https://corporatefinanceinstitute.com/resources/knowledge/finance/analysis-of-financial-statements/>
2. <https://www.aafmindia.co.in/financial-statement-analysis-tools-limitation-uses-process>
3. <https://www.accountingtools.com/articles/2017/5/14/financial-statement-analysis>

21CMBA15

LEGAL & BUSINESS ENVIRONMENT

4 0 0 4

COURSE OBJECTIVE:

- To create the knowledge of Legal perspective and its practices to improvise the business.
- To describe the nature and classes of contracts.
- To identify the elements needed to create a contract.
- To read, interpret the various act related to business, property and business.
- To identify the rights related to copyrights and patents.

UNIT I INTRODUCTION 12

Legal Aspect of Business: Introduction to Business Laws- Business Management and Jurisprudence; structure of the Indian Legal Systems: sources of Law; Manager and Legal System

UNIT II LEGAL ASPECTS 12

Fundamentals of contract laws-Formation of Contracts;- Principles of Contract Laws-Legality of Object Consideration; Performance of contract-Discharge of contract- breach of contract-Quasi contracts.

UNIT III CONTRACT MANAGEMENT 12

Contract Management-Special Contracts-Laws of Agency; Principal-Agent Problem-Bailment, Pledge, Guarantee and Indemnity-Sales of Goods- Principles of Sales of Goods.

UNIT IV TRANSFER OF OWNERSHIP& PROPERTY 12

Transfer of Ownership& Property-Performance of contract-Consumer Protection Laws-Law relating to Business Organizations-Partnership Trusts- Company form of organization.

UNIT V COPYRIGHTS & TRADEMARKS 12

Protecting the property of Business-Copyright, Trademark, secret, Geographical Indications- Alternate Dispute resolutions.

TOTAL: 60 HOURS

COURSE OUTCOMES:

At the end of the course, the students will be able to:

- CO – 1 : Draft a simple employment contract
- CO – 2 : Arrange the basics elements of contracts and classifications of contract
- CO – 3 : Improve their awareness and knowledge about functioning of local business.
- CO – 4 : Improve their awareness and knowledge about functioning of global business.
- CO – 5 : Gather knowledge on evolvement of business enterprises

TEXT BOOKS:

1. N.D.Kapoor, Elements of Mercantile Law, S.Chand& Sons, 2013
2. P.P.S.Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.
3. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
4. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008.

REFERENCE BOOKS:

1. Balachandran V., Legal Aspects of Business, Tata McGraw Hill, 20
2. Daniel Albuquerque, Legal Aspect of Business, Oxford, 20
3. Ravinder Kumar– Legal Aspect of Business. – Cengage Learning, 2nd Edition-2011.

WEB SOURCES:

1. <https://www.airtract.com/article/the-legal-environment-of-business-%E2%80%93-a-complete-guide#:~:text=Legal%20environment%20of%20business%20is,the%20scope%20of%20the%20firm.>
2. <https://www.indiastudychannel.com/resources/.6169-What-Legal-Environment.aspx>
3. <https://www.lawteacher.net/free-law-essays/international-law/the-law-that-regulates-businesses-in-united-state-of-america-international-law-essay.php>

21CMBA16

BUSINESS COMMUNICATION & SOFT SKILLS

4 0 0 4

COURSE OBJECTIVE:

- To study the communication skills
- To apply it in practical business situations, written exercises & e-mails and letters: Re-writing and re-framing of sentences are being delivered.

UNIT I INTRODUCTION 12

Fundamentals of Communication, Business Communication, The Communication Model, Communicating in teams, Overcoming the Barriers to Communication. Non-verbal communication, Introducing the 7 Cs of business writing – Candid, Clarity, Complete, Concise, Concrete, Correct and Courteous, writing business messages, The Stages in writing, Pre writing, Writing and Post writing.

UNIT II REVISING AND CHECKING MESSAGES 12

Revising to improve the content and sentence structure, Avoiding redundant phrases and words, Proof-reading to correct grammar, spelling, punctuation, format, and mechanics, Evaluating whether the message achieves its purpose. The Process of Writing E Mails, breaking it Down – The PAIBO Technique, Structuring an E Mail – The 3 T's – Introduction, Body and Conclusion, Effective Subject lines, Salutation and Signing off. Business reports and Proposals, Format, visual aids and contents, Oral Business presentations

UNIT III ETIQUETTE AND INTERVIEW 12

Meaning, Body Language, Gesture, Postures, Expressions, Dress code, Etiquette etc... Public speaking and Speech composition Technical Speeches and non technical presentation Principles of effective speaking and Presentations. Interview, Exit interview, Appraisal etc.. Importance of Interview, Art of conducting and giving interview Types of Interviews like Placement interview Discipline interview, Appraisal interview, Exit interview etc...

UNIT IV MEETING AND LETTERS 12

1. <https://www.softskillsusa.com/what-is-meaning-of-business-communication-skills.php>
2. https://www.atctraining.com/soft_skills_definition_of_communication.htm
3. <https://www.jobwise.co.uk/the-importance-of-soft-skills-in-business/>

21CMBA17

COMPUTER APPLICATIONS FOR BUSINESS

4 0 0 4

COURSE OBJECTIVE:

- To introduce the essential concepts necessary to make effective use of the computer.
- To understand what a computer can do, how it works, and how it can be used to create documents using word processing and spreadsheet applications for personal and business use.

UNIT I INTRODUCTION 12

History of Computer – Definition – Types of Computers – Desktop Computer – Laptop – Functions of Computer – Application and Current Trends for business related problems

UNIT II HARDWARE & SOFTWARE 12

Hardware System – Types of Hardware: Input, storage and output devices – Internal and External Parts of Hardware – Software – System Software: Operating System (OS) such as Microsoft Windows and Macintosh– Application software – Internet

UNIT III MICROSOFT WORD 12

Microsoft Word – History, Version – Features of Word Such as File Creation, Formatting, Editing, Paragraph Formatting, Inserting Header and Footer and Page Number, Inserting Tables, Inserting Symbols, Print Review and Printing

UNIT IV MICROSOFT EXCEL 12

Microsoft Excel – History, Version – Features of Excel Such as File Creation, Formatting, Editing, Organizing the Worksheet, Formulas/Functions, Sorting, Filters, Creating Charts, Print Review and Printing

UNIT V MICROSOFT POWERPOINT 12

Microsoft PowerPoint – History, Version – Features of PowerPoint Such as File Creation, Slide Creation, Formatting, Editing, Adding Transitions and Animation, Print Review and Printing.

TOTAL: 60 HOURS

COURSE OUTCOMES:

At the end of the course, the students will be able to:

- CO – 1 : Describe the fundamentals of computer.
- CO – 2 : Explain the basics of hardware and software.
- CO – 3 : Identify different components of hardware systems.
- CO – 4 : Discuss about the word processing using Microsoft Word.
- CO – 5 : Demonstrate working with Spreadsheets using Microsoft Excel.

TEXT BOOKS:

1. Turban Rainer and Potter – Introduction to Information Technology, John Wiley & Sons, 2005.
2. Richard D Gitlin, Jeremiah F Hayes, Stephen B Weinstein, Data Communications Principles, Springer, 1992

REFERENCE BOOKS:

1. William Stallings, Data and Computer Communications, Prentice Hall, 2007
2. Behrouz A. Forouzan, DeAnza College, Data Communications and Networking, McGraw-Hills, 2007
3. N.D.Birrell, M.A. Ould, A Practical Handbook for Software Development, Cambridge University Press, 1988
4. Sanjay Saxena, A first course in computers, Vikas Publishing House Pt. Ltd. 2000

WEB SOURCES:

1. <https://mc.c.iavalley.edu/academic/computer-science-information-technologies/computer-applications-business/>
2. https://www.oakton.edu/academics/academic_departments/computer_app_business/index.php
3. <https://visionarybusinessperson.com/computer-application-in-business/>

21PMBA11

MOOC

0 0 2 1

Course Objectives:

The objective of this course is to take the best teaching learning resources to all to create a levelled platform. To make use of the Indian massive online to the aspiring youth of India

- The students will select a MOOC course from the Swayam platform.
- They will spend 2 hours per week undergoing this practical MOOC course under the guidance of a faculty.
- Every course will have a minimum of 8 to a maximum of 12 assignments depending on the duration of the course.
- Assignments will be submitted as per the requirements of the course.
- The marks scored in the assignments will be taken for internal assessment marks.
- The students will appear for a final practical exam conducted by VISTAS.

Course Outcomes:

CO – 1 : Understand the latest developments in the field of study

CO – 2 : Explain the students with latest information about the field of study

CO – 3 : Apply the skills in the business world

CO – 4 : List the various skills gained through this course

CO – 5 : Summarize the concepts for application

21PMBA21

COMMUNITY DEVELOPMENT PROJECT

0 0 2 1

Course Objectives:

- Articulate the historical roles of community-based recreation and park agencies within those communities.
- Analyse the contemporary interrelationships of public, private, and nonprofit leisure service agencies within communities.
- Evaluate the potential personal and societal benefits of leisure service agencies.
- Analyse the social, economic, and environmental impacts of park and recreation departments, youth serving agencies, special recreation opportunities, and leisure businesses upon their communities.
- Describe ways in which the programs and facilities administered by of park and recreation departments, youth serving agencies, special recreation opportunities, and leisure businesses may have an impact on the development of the community.
- Synthesize strategies for exploring community needs through conduct of needs assessments, societal/community inventories, and community census and record analyses.
- Articulate the need for community partnerships in community development.
- Use community and external resources through pursuit of grants, fees and charges, marketing strategies and community partnerships.

1. Communities and their projects: Rationale; Identification of community projects; project and program management; project cycle; theories of project development and management: contingency, system, chaos, scientific method, classical theory, human relations and cultural theory.

2. Viability, and risks in community projects; cost-benefit analysis, sustainability, scaling up and replication of community projects; project log frames; deliverables; monitoring and evaluation tools; impact assessment; challenges in project development; social and ethical audits.

3. Methods and approaches in community development: directive and community driven approaches; Community-based participatory research (CBPR): Rapid Rural Appraisal (RRA), Participatory Learning and Action (PLA), Participatory Action Research (PAR), Participatory Rural Appraisal (PRA); Community capacity building; social capital development.

4. Ecological sustainable development; asset-based community development; civil society based community development; community assessment and mobilization; communication of innovation; community dialogue

COURSE OUTCOME:

CO-1: Analyze the contemporary interrelationships of public, private, and non-profit leisure service agencies within communities.

CO-2: Evaluate the potential personal and societal benefits of leisure service agencies.

CO-3: Synthesize strategies for exploring community needs through conduct of needs assessments, societal/community inventories, and community census and record analyses.

CO-4: Describe ways in which the programs and facilities administered

CO-5: Articulate the need for community partnerships in community development

SEMESTER II

21CMBA21

QUANTITATIVE TECHNIQUES

40 0 4

COURSE OBJECTIVE:

- To acquaint the student with the applications of Statistics and Operations Research to business and industry
- To help them to grasp the significance of analytical techniques in decision making.
- To test on the application of Operations Research to business related problems.

UNIT I LINEAR PROGRAMMING 12

Operations Research – Linear programming (LP) – Formulation – Graphical Solutions – Simplex Method – Duality Concepts – Sensitivity Analysis – Using Excel solver to solve LP Problems

UNIT II TRANSPORTATION AND ASSIGNMENT 12

Transportation Model – Initial Solution: North West Corner Rule, Least Cost Method, Vogel's Approximation method – Assignment Problem.

UNIT III NETWORK MODELS 12

Network Models – Shortest Path Problem: PERT & CPM – Maximum Flow Problem – Minimum Spanning Tree

UNIT IV GAME THEORY 12

Game Theory – Game – Zero-sum games and Non-zero sum games – Pure & Mixed Strategy – Maximin–Minimax Principle – Dominance Property.

UNIT V QUEUING & SIMULATION 12

Queuing System – Four elements – Kendall’s Notation – Queuing models – Birth and Death Model– Simulation– Type: Discrete and Continuous simulation – Simulation models

TOTAL: 60 HOURS

COURSE OUTCOMES:

At the end of the course, the students will be able to:

- CO – 1 : Construct linear programming models and explain the solution.
- CO – 2 : Synthesize and evaluate transportation, assignment problems
- CO – 3 : Synthesize and evaluate network models
- CO – 4 : Synthesize and assess game theory
- CO – 5 : Evaluate the Queuing System

TEXT BOOKS:

1. Tulsian, P. C., Vishal Pandey, Quantitative Techniques – Theory and Problems, Pearson Publications,2006.
2. Sankar P. Iyer, Operations Research, Tata McGraw-Hill Education,2008

REFERENCE BOOKS:

1. Hamdy A. Taha, Operations Research-An introduction, Pearson Education, 8th Edition / Prentice Hall of India,2007.
2. A.Ravindren,DonT.PhillipsandJamesJ.Solberg,OperationsResearchPrinciplesand Practice, John Wiley and Sons, 2nd edition, 2000.

WEBSITES:

1. <https://www.britannica.com/science/linear-programming-mathematics>
2. <https://www.iitg.ac.in/skbose/qbook/qbook.html>

WEB SOURCES:

1. <https://www.slideshare.net/beautifulneha/transportation-problem-in-operational-research>
2. <https://www.slideshare.net/benghuid/game-theory-6705811>

21CMBA22

FINANCIAL MANAGEMENT

4 0 0 4

COURSE OBJECTIVES:

- To familiarize the students with the various sources of Finance which a business house can mobilize.
- To develop the ability to measure the risk and return of various the portfolios.
- To develop the skills to analyze the impact of various financing alternatives on the wealth maximization and valuation of the firm.

UNIT I INTRODUCTION

12

Financial environment – markets – exchanges – Financial statements - Financial Management - An overview, Scope of Financial Management, Agency problem, Organization of finance function - Financial decisions, emerging role of Finance Managers in India- Time Value of Money – Financial planning

UNIT II INVESTMENT DECISION

12

Capital Budgeting: Principles and techniques, Nature of capital budgeting — Procedure, Advantages and Limitations- Evaluation Techniques, Payback, Accounting rate of return, Net Present Value, Internal

Rate of Return, Profitability Index– Capital rationing – Risk analysis in capital budgeting – Capital budgeting practices in India

UNIT III SOURCES OF FINANCE

12

Long term sources of finance -Cost of Capital – Meaning and Significance – Components – Cost of Equity, Cost of Debt, Cost of Preferred capital, Cost of retained earnings and weighted average cost of capital

UNIT IV FINANCING AND DIVIDEND DECISIONS

12

Capital Structure Theories-Net Income , Net Operating Income Approaches and MM hypothesis-Optimal Capital Structure-Factors Affecting Capital Structure-EBIT/EPS -Capital Structure Policies in Practice -Financial, Operating and Combined Leverages Dividend decision – Dividend policy - Dividend theories – Walter -Gordon and MM theory - forms of dividend – forms of dividend policy – Share split – Buyback of shares – Financing and Dividend decision practices in India

UNIT V LIQUIDITY DECISIONS

12

Working capital – Concepts – Types – Determinants – Estimation of working capital requirement - Managing the components of working capital – Receivables management and factoring – Inventory management – Cash management –Working capital finance – Liquidity decision practices in India.

Total 60 hrs

COURSE OUTCOMES:

CO – 1: Describe about various financial management concepts

CO – 2: Categorize and analyze different capital budgeting techniques

CO – 3: Estimate cost of capital for long term source of finance

CO – 4: Outline various capital structure theories and dividend theories

CO –5: Analyse working capital management techniques to maximize the shareholders' value

TEXT BOOKS:

1. I.M.Pandey, Financial Management, Vikas publishing house Ltd., 9th edition, 2007.
2. M.Y.Khan and P.K.Jain, Financial Management, Tata McGraw Hill, 4th Edition, 2004.

REFERENCE BOOKS:

1. James C.Vanhorne, Financial Management and Policy, Pearson Education Asia,1998
2. Brigham & Houston – Fundamentals of Financial Mgmt., Thomson Cengage Learning, 13th Edition, 2014
3. Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw Hill, 7th Edition, 2008.
4. Machiraju, Indian Financial System, Vikas Publishing house.2002
5. Bhalla.V.K, International Financial management – Text and cases, Anmol publications, New Delhi.2004
6. P.V.Kulkarni, Corporate finance, Himalaya Publishing house.2001
7. S.C.Kuchhal, Corporate finance, Chaitanya Publishing house.2001

WEB SOURCES:

1. Financial Markets: <https://corporatefinanceinstitute.com/resources/knowledge/trading-investing/financial-markets/>
2. <https://byjus.com/commerce/what-is-financial-market/>
3. Long, medium and short term source of finance: <https://efinancemanagement.com/sources-of-finance>
4. Investment decision: <https://www.economicdiscussion.net/financial-management/types-of-financial-decisions-in-financial-management/31652>
5. Investment methods <https://economictimes.indiatimes.com/wealth/invest/top-10-investment-options/articleshow/64066079.cms?from=mdr>
6. Problems: Dividend models, Capital budgeting: <https://nptel.ac.in/courses/110/107/110107144/>
7. Working capital: <https://www.accountingnotes.net/working-capital/working-capital-meaning-and-components-business/11033>

COURSE OBJECTIVE:

- To teach relevant, practical and applicable human resource management skills to equip the student with the foundation competencies for working as HR practitioners in business.
- To highlight the important challenges facing managers and employees in today's business climate.
- To introduce contemporary theory and practice in modern human resource management and the range of tools and methods available to address HR challenges and problems.

UNIT I HUMAN RESOURCE MANAGEMENT 12

Meaning, Scope & Objectives of HRM, Evolution of HRM, Difference between PM & HRM, HRM function's, HR Policy & procedures. Competitive challenges influencing HRM Qualities & qualification of HR Manager, Line & Staff Roles and Responsibilities of HR Manager/Departments, HR as a factor of Competitive Advantage

UNIT II HUMAN RESOURCE PROCESS 12

Human Resource Planning – Job Analysis and Design -Recruitment - Selection and placement process – Types of interviews, Placement, Orientation & Induction, Determining training needs analysis, Delivery Methodology, Evaluation, Capacity Building.

UNIT III MANAGING CAREERS 12

Career Planning & Development vs. Employee development. Career stages – Career Choices and Preferences, Mentoring and Coaching, Time Management. Employee Separations, Downsizing & Outplacement, HRIS, Fundamentals of Industrial Relations and Fundamentals of Labour Laws

UNIT IV PERFORMANCE MANAGEMENT 12

Purposes of Performance Management, Performance Appraisal Methods, limitations and problems, Punishment and Promotion, Job evaluation. Wage & Salary fixation, incentives, bonus, ESOPs. Insurance, Fringe Benefits.

UNIT V CONTEMPORARY ISSUES IN HRM 12

Talent Management, Competency Mapping, Industrial Relations – Health & Safety issues, grievance handling, D Work Life Balance, Quality of Work Life, HRD in India, International HRM

TOTAL: 60 HOURS

COURSE OUTCOMES:

At the end of the course, the students will be able to:

- CO – 1 : Discuss the History and evolution of HRM.
- CO – 2 : Explain the importance of HRM in the organizations
- CO – 3 : Assess the major HRM functions and processes of HRM planning
- CO – 4 : Identify strategic HR planning and the HRM process to the organization's strategic.
- CO – 5 : Explain how training helps to improve the employee performance.

TEXT BOOKS:

1. Aswathappa.K, Human Resource Management, Text and Cases, Tata McGraw Hill, New Delhi. 2014
2. Gupta. S.C, Advanced Human Resource Management, Strategic Perspective, ANE Books Pvt. Ltd, New Delhi.2009.

REFERENCE BOOKS:

1. Angela Baron and Michael Armstrong, Human Capital Management (Achieving Added Value through People), Kogan Page Limited, United States. 2007
2. Anuradha Sharma and Aradhana Khandekar Strategic Human Resource Management. Response Books, New Delhi. 2006
3. Beer et al, Managing Human Assets, The Free Press: Maxwell Mac Millan Inc, New York. 1984

WEB SOURCES:

1. <https://open.lib.umn.edu/humanresourcemanagement/chapter/1-1-what-is-human-resources/>
2. <https://www.hrdconnect.com/2019/05/22/what-is-hr-management-in-an-organisation/>
3. <https://www.thebalancecareers.com/what-is-human-resource-management-1918143>

COURSE OBJECTIVE:

- To understand the basics of market, marketing, marketing environment and business environment and its domain knowledge.
- To understand the core concepts in marketing concepts, critical thinking, problem solving an analysis

UNIT I INTRODUCTION 12

Understanding the term Marketing-Importance of Marketing-Scope of Marketing-Core Concepts-Company Orientation toward marketplace-Marketing and Customer Value-Marketing Environment-Micro and Macro Environment.

UNIT II CONSUMER MARKETS 12

Consumer Markets: Model of Consumer Behavior, Seven Os Structure, Factors Affecting Consumer Behavior, Stages in the Adoption Process, Industrial Markets -Characteristics, Industrial Buyer Behavior, Service Marketing-Characteristics-Marketing Strategy.

UNIT III MARKET SEGMENTATION 12

Market Segmentation: Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, Market Targeting -Evaluating Market Segments -Product Positioning for competitive advantage, Positioning Strategies.

UNIT IV MARKETING PROGRAMME 12

Marketing Programme: Decisions Involved in Product, Branding, Packaging, Product Extension Strategies - Product Line and Product Mix Decisions, New Product Development, Product Life Cycle. Pricing Products, Strategies, Distribution -Channels, Channel Management Decisions, Promotion Mix - Advertising, Sales Promotion, Public Relations, Personal Selling, Promotion Decisions, Place.

UNIT V MARKETING RESEARCH 12

Marketing Research and Control: Marketing Research – Course Objectives: & Scope – Research designs – research procedure – data types & sources, sampling techniques, analysis & reporting. Demand Measurement and Sales Forecasting Methods, Estimating Current and Future Demand. Annual Plan Control, Efficiency Control, Profitability Control and Strategic Control, Marketing Audit, Online Marketing. Ethics in marketing.

Case study: Marketing strategy Implementation; Market Segmentation / Targeting / Positioning;

COURSE OUTCOMES:

At the end of the course, the students will be able to:

- CO – 1 : Relate the corporate function of marketing.
- CO – 2 : Outline the macro and micro environment in the company's marketing function.
- CO – 3 : Differentiate the consumer and institutional buyer behaviour.
- CO – 4 : Compare and contrast goods and services.
- CO – 5 : Define the target segments for the products

TEXT BOOKS:

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 20 2. KS Chandrasekar, "Marketing management-Text and Cases", Tata McGraw-Hill-Vijaynicole, First edition, 2010.
2. Lamb, Hair and McDaniel, Marketing, 8th Edition, Thomson Learning, 2005, Rajan Saxena, Marketing management, TMH, 2006.

REFERENCE BOOKS:

1. Keith Blois, Marketing, Oxford University Press, 2005.
2. Ramaswamy V.S. Namakumari S, Marketing Management - The Indian Context, Macmillan India Ltd, 2006.

WEB SOURCES:

1. <https://www.iedunote.com/marketing-management#:~:text=Marketing%20management%20is%20the%20process,satisfy%20individual%20and%20organizational%20goals>.
2. <https://www.economicdiscussion.net/marketing-management/what-is-marketing-management/31788>
3. <https://www.indeed.com/hire/c/info/marketing-management>

COURSE OBJECTIVE:

- To provide foundational knowledge associated with the operations management
- To describe the various techniques for implementation of operations management based on the forecasting, planning, quality and inventory

UNIT I INTRODUCTION 12

History and Definition – Production Vs. Operations – Manufacturing Vs. Service Operations – Functions – Production Systems – Types of Production Systems – Operations Strategy – Operations Management Vs. Operations Strategy

UNIT II LOCATION, LAYOUT AND FORECASTING 12

Plant Location – Factors influencing location – Plant Layout – Types of Layout – Forecasting – Forecasting technique: Qualitative and Quantitative – Delphi Method – Regression Analysis – Forecasting Error

UNIT III PLANNING 12

Capacity Planning – Aggregate Production Planning (APP) – Disaggregation: Master Production Scheduling (MPS) – Material Requirement Planning (MRP) – Production Planning and Control (PPC)

UNIT IV QUALITY 12

Evolution of Quality – Quality Definition and Contributions by W. Edwards Deming, Joseph M. Juran and Philip B. Crosby – Dimensions of Quality – Process Quality Vs. Product Quality – Seven Basic Quality Tools – Plan-Do-Check-Act (PDCA) Cycle

UNIT V INVENTORYMANAGEMENT 12

Inventory Management – Types of Inventory Models – Independent Demand Vs. Dependent Demand – Basic Economic Order Quantity (EOQ) Model – Analysis: ABC and VED – Push Vs. Pull system – Just-In-Time (JIT) Vs. Material Requirement Planning (MRP)

TOTAL: 60 HOURS

COURSE OUTCOMES:

At the end of the course, the students will be able to:

- CO – 1 : Explain the fundamental concepts of operations and production.
- CO – 2 : Understand the types of production systems.
- CO – 3 : Explain the fundamental concepts of layout and location.
- CO – 4 : Predict the demand using the different forecasting techniques.
- CO – 5 : Explain the fundamental concepts of various planning.

TEXT BOOKS:

1. Ajay Garg. Production and Operations Management, Tata McGraw-Hill Education, 2017.
2. Stevenson J. William, Operations Management, 9th Edition, TMH, 2007.

REFERENCE BOOKS:

1. Roger Schroeder, Susan Goldstein, M. Johnny Rungtusanatham. Operations Management, McGraw-Hill Education, 2010.
2. Lee J. krajewski and Larry P.Ritzman, 2007, Operations Management strategy and analysis, 9th Edition, Pearson Education / Prentice Hall of India, 2007.

WEB SOURCES:

1. <https://corporatefinanceinstitute.com/resources/knowledge/strategy/operations-management/>
2. <https://managementhelp.org/operationsmanagement/>
3. <https://hbr.org/topic/operations-management>

COURSE OBJECTIVE:

- To develop a research orientation among the students and acquaint them with fundamentals of research methods.
- To have a knowledge about research and how research is conducted.
- To understand the data collection methods the sampling methods and the data analysis method.
- To create awareness about the importance of research in all fields.

UNIT I INTRODUCTION 12

Introduction to Research – Meaning of research-Research applications in social and business sciences – Characteristics of good research study — Types of Research – Research process– Defining the Research problem – Problem identification process – Research Questions – Literature Survey – Formulating the research hypothesis – Writing a research proposal

UNIT II RESEARCH DESIGN AND MEASUREMENT 12

Research design – Definition – types of research design – Descriptive Research Designs: Exploratory – Cross-sectional studies and Longitudinal studies; Experimental Designs – Data Collection – Types of data –Primary and Secondary data – Methods of primary data collection – Online Interviews and Focus Groups – Observation – Interview – Case study Questionnaire and Schedule – Construction of questionnaire – pilot study

UNIT III SAMPLING AND DATA COLLECTION 12

Sampling concepts- Sample vs Census – Non Sampling error-Sampling Techniques – Probability and Non-probability sampling methods- Determination of Sample size- Types of Measurement Scales; Attitude; Classification of Scales: Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement.

UNIT IV DATA PROCESSING AND ANALYSIS THROUGH SPSS 12

Data Processing Operations– editing – Coding –Data entry – Classification and Tabulation of Data – Univariate and Bivariate Analysis of Data: Descriptive vs Inferential Analysis – Chi-square Analysis – Analysis of Variance – t test – Procedure for testing hypothesis

UNIT V REPORT DESIGN AND WRITING 12

Introduction - Research Report - Different types – Criteria of Good Research -Structure of the

research report – Title, Table of Contents – Synopsis, bibliography - Introductory Section –Research Design – Result Section – Recommendation & Implementation Section- - Bibliography – Citation rules Research ethics – Research databases –research metrics – Publication ethics – Use of plagiarism software – Turnitin – urkund and open source software tools

TOTAL: 60 HOURS

COURSE OUTCOMES:

At the end of the course, the students will be able to:

- CO – 1 : Demonstrate how research to be conducted in a systematic way
- CO – 2 : Develop hypothesis and understand procedure for experimenting hypothesis
- CO – 3 : Construct a questionnaire, interpret the results with the help of various statistical tools
- CO – 4 : Analysis the data using the SPSS software
- CO – 5 : Discuss the Researchers Ethical code and plagiarism software tools

TEXT BOOKS:

1. Kothari, C.R., Research Methodology”, Methods and Techniques, New Age International, 6th Edition, 2010.

REFERENCE BOOKS:

1. Panneerselvam, R., “Research Methodology”, Prentice-Hall of India, New Delhi, 7th Edition, 2004.
2. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods,11th Edition, Tata McGraw Hill, New Delhi, 20 .

WEB SOURCES:

1. <https://nptel.ac.in/courses/121106007>
2. <https://nptel.ac.in/courses/110107080>
3. https://www.sagepub.com/sites/default/files/upm-binaries/36330_Chapter2.pdf
4. <https://www.youtube.com/watch?v=LKH1Kp7TQA4>

21CMBA27 CORPORATE SOCIAL RESPONSIBILITY & SUSTAINABILITY 4 0 0 4

COURSE OBJECTIVE:

- To introduce the concept of Corporate Social Responsibility
- To create awareness about the third sector and its role towards development of society.
- To instil interest towards Societal Responsibilities of Corporations

UNIT I INTRODUCTION

12

Introduction to CSR: Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept. Concept of sustainability & Stakeholder Management. CSR through triple bottom line and Sustainable Business; relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of CSR in India; models of CSR in India, Carroll's model; drivers of CSR; major codes on CSR; Initiatives in India.

UNIT II FRAMEWORK FOR CSR

12

International framework for corporate social Responsibility, Millennium Development goals, Sustainable development goals, Relationship between CSR and MDGs. United Nations (UN) Global Compact 2011. UN guiding principles on business and human rights. OECD CSR policy tool, ILO tri-partite declaration of principles on multinational enterprises and social policy.

UNIT III CSR LEGISLATIONS

12

CSR-Legislation In India & the world. Section 135 of Companies Act 2013. Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, and Computation of Net Profit's Implementing Process in India.

UNIT IV REGULATORY ENVIRONMENT

12

The Drivers of CSR in India, Market based pressure and incentives civil society pressure, the regulatory environment in India Counter trends. Performance in major business and programs. Voluntarism Judicial activism.

UNIT V STAKEHOLDERS OF CSR

12

Identifying key stakeholders of CSR & their roles. Role of Public Sector in Corporate, government programs that encourage voluntary responsible action of corporations. Role of Non-profit & Local Self Governance in implementing CSR; Contemporary issues in CSR & MDGs. Global Compact Self-Assessment Tool, National Voluntary Guidelines by Govt. of India. Understanding roles and responsibilities of corporate foundations.

Total 60 hrs

COURSE OUTCOME:

At the end of the course the students will be able to

CO-1: Discuss the key legal, political and economic features of the major CSR systems found around the world

CO-2: Describe the evolution of CSR and also discuss different goals in CSR

CO-3: Sketch the moral and social responsibility dimensions of CSR

CO-4: Identify the provisions of Section 135 of Indian Companies Act related to CSR

CO-5: Enumerate CSR legislations across the globe and compare the CSR practices in various countries.

TEXT BOOKS:

1. Mark S. Schwartz, Corporate Social Responsibility: An Ethical Approach , Broadview Press, 2011
2. Wayne Visser and Nick Tolhurst ,The World Guide to CSR, Taylor and Francis, 1st Edition,2017
3. Lelouche, Idowu and Filho, Innovative CSR- From Risk Management to value creation, Taylor and Francis, 2010
4. Sanjay K Agarwal ,Corporate Social Responsibility in India, Sage Publications Pvt Ltd, 1st Edition, 2008

REFERENCE BOOKS:

1. M. A. Quaddus, Muhammed Abu B. Siddique, Handbook of Corporate Sustainability: Frameworks, Strategies and Tools ,Edward Elgar Publishing, 1st Edition, 2011
2. Srinivasa, Growth, Sustainability, and India's Economic Reforms, Oxford publication, 2011.

3. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi, 4th Edition, 2012.
5. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press, 2014
6. 6. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi, 2nd Edition, 2019
7. <https://www.mdos.si/wp-content/uploads/2018/04/defining-corporate-social-responsibility.pdf>
8. <https://www.ukessays.com/lectures/business/business-management/csr>

WEBSOURCES:

1. <https://www.slideshare.net/madangkiramawaamy/bgs-7>
2. <https://www.slideshare.net/rcay/csr-for-sustainable-business>

21IMBA21 INTERNSHIP 0 012 6

COURSEOBJECTIVE:

The internship module aims to provide the student with:

- A practice-oriented and ‘hands-on’ working experience in the real world or industry, and to enhance the student’s learning experience.
- An opportunity to develop a right work attitude, self-confidence, interpersonal skills and ability to work as a team in a real organisational setting.
- An opportunity to further develop and enhance operational, customer service and other life-long knowledge and skills in a real world work environment.
- Pre-employment training opportunities and an opportunity for the company or organisation to assess the performance of the student and to offer the student an employment opportunity after his/her graduation, if it deems fit.

COURSE OUTCOMES:

At the end of the course, a student will be able to

CO -1: Understanding the application of knowledge and skill sets acquired from the course and workplace in the assigned job function/s.

CO – 2: Applying real life challenges in the workplace by analyzing work environment and conditions, and selecting appropriate skill sets acquired from the course.

CO – 3: Create critical thinking and problem-solving skills by analyzing underlying issue/s to challenges.

CO – 4: Understanding the ability to harness resources by analyzing challenges and considering opportunities.

CO – 5: Understanding appreciation and respect for diverse groups of professionals by engaging harmoniously with different company stakeholders.

SEMESTER III

21EMBA01 INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT 3 0 0 3

COURSE OBJECTIVES:

- To Analyse and evaluate financial markets, how securities are traded, mutual funds, investment companies, and investor behaviour.
- To provide a theoretical and practical background in the field of investments.
- To design and managing the optimal portfolio selection and the relation between risk and return.
- To Analyze bond prices and yields and fixed-income portfolio market efficiency

UNIT I BASICS OF INVESTMENT 9

Introduction - need for Investment – investment process - investment versus speculation - Investment alternatives and their comparison on various parameters as safety - liquidity and growth - the investment triangle - Mutual funds, ETFs, and hedge funds - Benefits and costs of fund investing - Choosing a fund type

UNIT II RISK AND RETURN OF PORTFOLIO 9

Concepts of risk and return - Risk and return measurement of the portfolio - Minimizing the risk and maximizing the return - Risk and reward of stocks and bonds - The normal distribution - Predicting asset returns - Optimal portfolios with two risky assets combining risky assets

UNIT III SECURITY ANALYSIS & TRADING 9

Determinants of stock price - Fundamental analysis, Inflation-Macroeconomic and Industry Analysis - Equity Valuation Models- Financial Statement Analysis Industry life cycle, Characteristics--Technical Analysis- Event studies - Behavioral finance- Trading and markets Exchanges - Trading game instructions - Market and limit orders - Short selling and margin - Trading simulation

UNIT IV THEORY FOR INVESTMENT PORTFOLIO FORMATION 9

Quantitative methods of investment analysis - Capital Allocation to Risky Assets - Optimal Risky

Portfolios -Portfolio Theory -Markowitz portfolio theory -The expected rate of return and risk of portfolio - Capital Asset Pricing Model - Arbitrage Price Theory - Random Walk theory and efficient market hypothesis – The efficient market hypothesis -Multifactor Models of Risk and Return-

UNITV PORTFOLIO MANAGEMENT AND EVALUATION

9

Portfolio risk and return, Benefits of portfolio Diversification-Active versus passive portfolio management - Strategic versus tactical asset allocation - Monitoring and revision of the portfolio - Portfolio performance measures– Portfolio Revision

Total 45 hrs

Course Outcomes:

- CO – 1: Describe and to analyze the investment environment, the investment management and planning
- CO – 2: Assess wide knowledge on use the quantitative methods for investment decision making and to calculate risk and expected return of various investment tools to evaluate the investment portfolio;
- CO – 3: Evaluate relevance of stocks, bonds, options for the investments and Differentiate elements standard deviation and beta concepts as to securities.
- CO – 4: Assess the psychological issues in investment decision making.
- CO – 5: Apply the theories on investment analysis

Text Books:

1. Donald E.Fischer& Ronald J.Jordan, “Security Analysis and Portfolio Management”, PHI Learning, 8th Edition,2011.
- 2.Prasannachandra, “Investment Analysis and Portfolio Management”, Tata McGraw Hill, 4th Edition, 2012.
- 3.S.Kevin, “Securities Analysis and Portfolio Management”, PHI Learning, 13th Edition, 2015.

Reference Books:

- 1.Reilly & Brow, “Investment Analysis and Portfolio Management”, Cengage Learning, 9th Edition, 2011.
- 2.V.A.Avadhan, “Securities Analysis and Portfolio Management”, Himalaya Publishing House, 2011.
- 3.V.K.Bhalla, “Investment Management “, S.Chand&Company Ltd., 2012

Web Sources:

1. <https://thismatter.com/money/investments/portfolios.htm>
2. <https://theintactone.com/2019/07/25/iapm-u5-topic-1-portfolio-management-and-performance-evaluation/>
3. <https://theintactone.com/2019/07/25/iapm-u5-topic-1-portfolio-management-and-performance-evaluation/>
4. <https://gurukpo.com/Content/MBA/SAPM.pdf>

21EMBA02

3 0 0 3

MANAGING BANKS AND FINANCIAL INSTITUTIONS

COURSE OBJECTIVES:

- This course is designed to develop an understanding of financial institutions and financial markets and their relationship to public policies and management policies.
- To understand various Banking Products and Innovative banking services available
- To study market structure, profit strategies, relationship of commercial banks and other financial institutions, problems of asset and liability management.

UNIT I Overview of the Banking System-

9

History of Indian banking - Organization and Structure of Banking -Overview of Changing Financial-Services - Financial Statements-The Lending Function- Business Loans -Consumer Loans - The Investment Function -Bank Sources of Funds - Deposit Liabilities -Non-deposit Liabilities- Services of Banks- Advancements of loans-Cheque payments-Discounting on bills of exchange-Collecting and paying the credit instruments-Guarantee by banks-Consultancy-Credit cards-Funds remittance-Debit cards

UNIT II Central banking and bank regulation

9

Bank Regulations and Policies- RBI Guidelines and directions-Committees on Banking Sector Reforms -Bank regulation and supervision - Bank failures and banking crises- Banking risks - Managing risk in banking

UNIT III Banking and Financial Institutions

9

Importance of Banking to Business-Types of Banks-Structure of Indian Financial System- Financial Intermediaries and Its Role- International Banking - Trust Banking -Investment Banking –

Bancassurance-Non-Banking Finance Companies (NBFCs)- Development Finance Institutions- Insurance Companies- Mutual Funds- Merchant Bankers- Credit Rating Agencies- NABARD roles and functions

UNITV Non-Performing Asset Management 9

Non-performing assets – Assets classifications- NPA Crisis –causes of NPA —Reserve Bank of India (RBI) guidelines and regulations for NPA-Insolvency and Bankruptcy Code -Internal restructuring of stressed assets- Strategic Debt Restructuring-Capital adequacy norms

UNITV Recent trends in Banking, Innovative banking and Financial Services 9

RTGS – Real Time Gross Settlement - EFT – Electoral Funds Transfer - ATM – Automatic Teller Machine - Mobile Banking - Internet Banking -Crypto currency- Blockchain- Digital transformation- collaboration with FinTech, - artificial intelligence and robotics Chatbots- Big Data- Block chain Integration- (AI)- Cyber Security- Robotic Process Automation (RPA)- Cloud Computing-E services

Total 45 hrs

COURSE OUTCOMES:

At the end of the course the students will be able to:

- CO – 1: Evaluate organization structure and functions of banking
- CO – 2: Discuss RBI Regulations and Policies and Committees on Banking Sector Reforms
- CO – 3: Examine Indian Financial System and the role of Financial Intermediaries
- CO – 4: Critically analyze NPAs. (RBI) guidelines and regulations for NPA available
- CO – 5: Assess recent trends in Banking and Financial Services.

Text Book:

1. Joel Bessis, “Risk Management in Banking”, John Wiley & Sons, 4th Edition, 2015.
2. Singh, Bhattacharya, Banking Sector Management, Discovery Publishing House.

Reference Books:

1. Sethi Jyotsna, “Elements of Banking and Insurance”, PHI Learning, 2012.
2. Scott Harrington, Gregory Niehaus, “Risk Management and Insurance”, McGraw Hill, 2nd

Edition, 2003.

3. Philippe Jorion, “Financial Risk Manager Handbook”, Wiley, 6th Edition, 2011.
4. Parameswaran R, Natarajan S, Kandasami K P, Banking Law and Practice, S.Chand Publications
5. Meir Kohn, Financial Institutions and Markets, Tata McGraw-Hill, New Delhi, 2003. Pathak :
Indian Financial Systems – Pearson Education

Web Sources:

1. <https://www.youtube.com/watch?v=t8VH8QNTobw>
2. <https://www.youtube.com/watch?v=uLiWKXBqeU4>
3. <https://www.youtube.com/watch?v=VwYBvLLcTMO>
4. <https://www.journals.elsevier.com/journal-of-banking-and-finance>
5. <https://onlinelibrary.wiley.com/journal/15384616>
6. <https://www.journals.elsevier.com/journal-of-banking-and-finance>
7. <https://www.emerald.com/insight/publication/issn/0265-2323>
8. <https://www.cribfb.com/journal/index.php/ijfb>
9. <https://www.springer.com/journal/42786>
10. <https://onlinelibrary.wiley.com/journal/15384616>

Course Objective:

- To understand the techniques used for appraising a project.
- To understand the various modes of financing a project
- To assess the various types and measures of risk.
- To understand the nuances involved in assessing working capital requirement.

Unit I: PROJECT FORMULATION⁹

Project – Concepts –Types of projects - Generation and Screening of Project Ideas – Project identification – Preliminary Analysis, Market, Technical, Financial, Economic and Ecological – Pre-Feasibility Report and its Clearance, Project Estimates and Techno-Economic Feasibility Report, Detailed Project Report.

Unit II: PROJECT APPRAISAL 9

Techniques of appraising projects. DCF and non-DCF methods – NPV, PI, IRR and MIRR, Payback Period and Discounted Payback Period, Accounting Rate of Return – Socio-Cost Benefit Analysis – Types and various measures of risk - Problems involving decision making.

Unit III: COST OF CAPITAL**9**

Meaning and significance – Factors influencing cost of capital - Calculation of cost of Capital - CAPM, Weighted Average Cost of Capital – Meaning - Book Value & Market Proportions - Problems involving decision making.

Unit IV: ASSESSING WORKING CAPITAL REQUIREMENTS 9

Concept of Working Capital – Significance – Types of Working Capital - Various factors influencing working capital requirements – Computation of Working Capital – Operating Cycle – Dangers of excess

and inadequate working capital – Sources of working capital finance - Approaches to working capital management.

Unit V: PROJECT FINANCE

9

Traditional sources of financing - Equity shares, preference shares, Debentures/bonds, loan from financial institutions - Alternative sources of financing -Foreign Issues, FDI & FII, Private Equity, Securitization, Venture Capital - Public Private Partnerships

Total 45 hrs

Course Outcome:

At the end of the course the students will be able to:

- CO-1: Evaluate the methods for generation and screening of Project ideas
- CO - 2: Analyze the various techniques of appraising projects, including socio cost benefits
- CO-3: Understand the nuances involved in costing the capital raised for the project.
- CO – 4: Evaluate the dynamics involved in working capital management.
- CO- 5: Create the various traditional sources of financing a project.

Text Book

1. Chandra Prasanna, Projects Planning, Analysis, Financing, Implementation and Review, Tata McGraw Hill. 7th Edition, 2017

Reference Books

1. Choudhary S., Project Management, Tata McGraw Hill. Third Edition, 2016
2. Desai, Vasant, Project Management, Himalaya Publishing House. Fourth Edition, 2016
3. N. Janardhan Rao, Amit Singh Sisodiya, Public Private Partnership Model in India: Concepts, Issues and Outlook, Icfai University Press, 2017.
4. Nagarajan K, Project Management, New Age International (P) Ltd. Second Edition, 2017.

Websites

1. https://www.ifac.org/system/files/publications/files/PAIB-IGPG-ED-Project-and-Investment-Appraisal-for-Sustainable-Value-Creation_0.pdf
2. <https://corporatefinanceinstitute.com/resources/knowledge/finance/project-finance-primer/>

Web Sources

1. <https://www.slideshare.net/RajeshAdatravu/project-appraisal-68998118>
2. <https://www.slideshare.net/bssmanagement/project-financial-appraisal-techniques>

Course Objective:

- The objective of the course is to provide students with hands on experience in financial statements valuation.
- Students will be exposed to general tools of financial analysis, theoretical concepts, and practical valuation issues.
- Students should be comfortable with using firm's financial statements to develop understanding of their performance and to establish basis for making reasonable evaluation estimates.

UNIT 1: Introduction to financial analysis**9**

Finance and accounting – meaning –Types of companies - Financial statement analysis – on the basis of materials used – on the basis of modus operandi – Comparing financial and non-financial listed companies performance through annual as a bench marking against competitor and industry.

UNIT 2: Financial analysis through ratios**9**

Accounting analysis – Factors influencing accounting quality – Steps in accounting analysis – Drivers of firms profitability and growth – Measuring overall profitability – Decomposing profitability – Measuring earnings - Evaluating Investment management – Liquidity analysis and net trade cycle - Evaluating financial management& leverage analysis – Assessing sustainable growth rate of companies – Assessing historical pattern of key ratios among financial (CAMEL analysis) and non-financial firms – Analysis of cash flow

UNIT 3: Prospective and Credit analysis**9**

Prospective analysis – Techniques - Elements of detailed forecast – Sensitivity analysis – Decision tress analysis of capital budgeting - Credit analysis – Market for credit –Credit analysis process –Factors driving debt rating – Kalpan – Urwitz model of debt rating – Prediction of distress and turnaround – MDA, PCA and RPA

UNIT 4: M & A and Equity analysis**9**

Mergers and acquisition – Motivations for M & A – Valuation of M & A - Valuation of equity and debt – Primary and secondary market analysis - Assessing market value of equity with book value and index, P/B analysis, Price earnings ratio – PEG analysis – F Score

UNIT 5: Equity Valuation**9**

Risk and return of equity – Dividend pattern analysis – Valuation of Options & Futures – BS model, Binomial model - Hedging

Total 45 hrs

Course Outcomes:

- CO1- Apply the basic techniques of valuation of financial statement analysis
- CO2 - Applying value-relevant information contained within financial statements;
- CO3 - Evaluate and explain the fundamental role of accounting numbers in the valuation of entities and the key financial claims on these entities' assets (equity and debt securities);
- CO 4– Analyze the ratios for M& A and restructuring.
- CO 5– Apply the concept of PEG and other valuation models

Text Books:

1. Koller, Goedhart, Wessels, Valuation: Measuring and Managing the Value of Companies, McKinsey & Company Inc. University Edition. 7th Edition, 2020.
2. Copeland T E, T Koller and J Murrin, Valuation: Measuring and Managing the Value of Companies. John Wiley and Sons. 7th Edition, 2020.

Reference Books:

1. Richard A Brealey, Stewart C Myers and Franklin Allen, Principles of Corp Finance, Irwin/McGraw-Hill. 12th Edition, 2017.
2. Pitabas Mohanty, Business Valuation – Text and Cases. Taxmann, 2021

Websites

1. <http://support.uclaextension.edu>

Web Sources

1. https://www.researchgate.net/publication/338306623_Introduction_to_Business_Valuation
2. http://www.stern.nyu.edu/~adamodar/New_Home_Page/papers.html

COURSE OBJECTIVES:

- To understand the role, scope and growing contribution of financial services in the service sector of the economy.
- To comprehend the role of depository system, dematerialization and re-materialization of the securities. Study the role, types of mutual funds and computation of NAV.
- To understand the role of intermediaries and its regulating bodies.
- To know the impact and role of Credit rating in the corporate world.

UNIT I STRUCTURE OF FINANCIAL SYSTEM:

9

Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Secondary Markets- Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms

UNIT II FINANCIAL SERVICES

9

Nature and Scope of Financial Services – Regulatory Framework of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Functions of Merchant Banking -Regulation of Merchant Banking in India-SEBI guidelines- Merchant banking in India

UNIT III VENTURE CAPITAL & LEASING

9

Concept of Venture Capital – Features of Venture Capital – Scope of Venture Capital – Importance of Venture Capital – Origin – Initiative in India – Guidelines – The Indian Scenario – Present Position – Suggestions for the Growth of Venture Capital Funds -Venture capital: growth of venture capital in India- financing pattern – legal aspects and guidelines for venture capital – leasing- types of leases – leasing

UNIT IV MUTUAL FUND

9

Mutual funds: concepts and objectives – Types, Structure of Mutual Fund, Mutual Fund Schemes, Calculation of NAV, SIP, SWP.- guidelines for mutual funds – working of public and private mutual funds in India - performance measure of a mutual fund – Performance Evaluation of Mutual Funds – Sharpe's Model for Evaluation – Treynor's Model for Evaluation – Jenson Model – Other Parameters of Performance

UNITV SPECIALIZED FINANCIAL SERVICES

9

Microfinance, -Private Placement, Private Equity, Securitization & Asset Reconstruction Company- Overview of Credit Information Reporting- Factoring and bill discounting concept process and forms-Functions of a factor.-Legal aspects of factoring and bill discounting.. - Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – Recent Developments in Factoring and Forfeiting

Total 45 hrs

COURSE OUTCOMES:

At the end of the course the students will be able to:

CO – 1: Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.

CO – 2: Infer deep insights regarding concept and mechanism of various financial markets and services

CO –3: Synthesize the latest developments in Venture capital Financing and Factoring Arrangements

CO – 4: Utilize the guidelines provided by various legal and regulatory frameworks to analyze the different financial services.

CO – 5: Examine the different financial services and prepare plans for efficient management of financial services

Text Books:

1. C Rama Gopal, “Management of Financial Services”, Vikas Publishing House, 1st Edition, 2014.
2. M.Y.Khan, “Financial Services”, Tata McGraw Hill, 12th Edition, 2012.
3. Machiraju, “Indian Financial System”, Vikas Publishing House, 2nd Edition, 2010.

References:

1. Rajesh Kothari, “Financial Services in India – Concepts and Application”, Sage India. 2010.
2. J.C.Verma, “A Manual of Merchant Banking”, Bharath Publishing House, New Delhi, 2001.
3. B.SBhatia, G.S.Batra,“Managementof Financial Services”, Deep and Deep Publications,1996.

Web Sources:

<https://nptel.ac.in/courses/110/105/110105121/>

<http://www.himpub.com/documents/Chapter1321.pdf>

<https://hbswk.hbs.edu/Pages/browse.aspx?HBSTopic=Financial%20Institutions>

<https://hbswk.hbs.edu/Pages/browse.aspx?HBSTopic=Financial%20Markets>

http://tumkuruniversity.ac.in/oc_ug/comm/notes/FINANCIALMARKETANDSERVICES.pdf

<http://www.ddegjust.ac.in/studymaterial/mba/fm-404.pdf>

[https://fintech.neu.edu.vn/Resources/Docs/SubDomain/fintech/\[Jeff_Madura\]_Financial_Markets_and_Institutions_11.pdf](https://fintech.neu.edu.vn/Resources/Docs/SubDomain/fintech/[Jeff_Madura]_Financial_Markets_and_Institutions_11.pdf)

MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING**COURSE OBJECTIVES:**

- To develop a comprehensive understanding of mergers and acquisitions (M&A) from the perspective of the corporate executive.
- To illustrate the leading methods used in the valuation of a firm for merger analysis

UNIT I MERGERS**9**

Introduction to Merger and Acquisition: Meaning of mergers and acquisitions (M & A), motives behind the M & A, advantages and disadvantages of M & A, types of mergers and steps for a successful merger.-Characteristics of Merger, Divestitures, sell off, spin off, Equity carveout, Going private, demergers and Leveraged buyouts.

UNIT III ACQUISITIONS**9**

Negotiation/Approach for Merger, Acquisition and Take-over - Contracting - Implementation of Merger and Acquisition - Managing Post-Merger Issues - Legalities Involved in Merger, Acquisition and Take-over - Ethical Issues of Merger and Take-over – Defensive tactics for mergers. Takeovers, types, takeover strategies, — financial defensive measures – methods of resistance – anti-takeover amendments – poison pills

UNIT IV CORPORATE RESTRUCTURING**9**

Corporate restructuring – significance - forms of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnership– Limited Liability Partnership (LLP) in India: Nature and 91 incorporation of LLP-De merger- strategic alliance- buyback of shares.

UNIT V ACCOUNTING FOR AMALGAMATION & LEGAL AND REGULATORY FRAMEWORK OF M & A**9**

Meaning of amalgamation, types of amalgamation, methods of accounting for amalgamation, meaning of consideration, treatment of goodwill, reserves and other profits--Provisions of the Companies Act, 1956 relating to M & A, buyback of shares, provisions of SEBI act, 1992 and

1997, provisions relevant to M & A activity in the Income Tax Act, and Foreign Exchange Management Act.

Total 45 hrs

COURSE OUTCOMES:

- CO-1: Investigate the major strategic, economic, financial, and governance issues of mergers and acquisitions
- CO-2: Evaluate the role that M&A plays in the contemporary corporate world, and its use as a strategic tool to provide growth, and create shareholder value.
- CO-3 Apply the valuation techniques to M&A assessment and decision making
- CO-4: Provide a framework for analyzing transactions including understanding strategic rationale, valuation methodologies, deal structures, bidding strategies, and the need for a value proposition.
- CO-5: Utilize appropriate negotiation and persuasion techniques for a given negotiation situation to achieve desired outcomes.

Text Books:

1. Patrick A.Gaughan, “Mergers and Acquisitions Corporate Restructuring”, Wiley Publishers, 6th Edition, 2015.
2. Rabi Narayan Kar/Minakshi, Mergers Acquisitions & Corporate Restructuring - Strategies & Practices Paperback – , TAXMANN, 2017
3. Donald M. DePamphilis, “Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases, and Solutions”, Academic Press, 6th Edition, 2011.
4. Mergers, Restructuring And Corporate Control, Fred Weston, Kwang S Chung, Susan E Hoag, 4/e, Pearson Education.
5. Corporate Finance-Theory And Practice – AswathDamodaran – John Wiley & Sons.
6. Takeovers, Restructuring And Corporate Governance, Weston, Mitchell And Mulherin - 4/e, Pearson Education, 2003.
7. Mergers, Ramanujam et al, TMH, 2003. • Advanced Accounts Vol. 2 – Shukla & Grewal, S.Chand& Sons.
8. Mergers and Acquisitions, Rajinder S. Aurora, Kavita Shetty and Sharad R. Kale, Oxford University Press, 2011.

Reference Books:

1. Karn Gupta, “Global Corporate Restructuring & Mergers & Acquisitions in India: Corporate Restructuring: Global Analytics & Indian Position”, Lap Lambert Academic Publishing, 2013.
2. Donald M. DePamphilis, “Mergers, Acquisitions, and Other Restructuring Activities”, Academic Press, 5th Edition, 2010.
3. Sheeba Kapil (Author), Kanwal N. Kapil (Author), Mergers and Acquisitions: Valuation, Leveraged Buyouts and Financing (WIND) Paperback WILEY, 2015
4. Mergers, Acquisitions, and Other Restructuring Activities, 7th edition, by Donald M. DePamphilis, Academic Press
5. Applied Mergers and Acquisitions, by Robert F. Bruner, University Edition, Wiley
6. The Theory of Corporate Finance, Jean Tirole, Princeton University Press • “Corporate Takeovers” by Betton, Eckbo, Thorburn,
7. Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath. S.R – Sage Publication.
8. Mergers, acquisitions and Corporate Restructuring, Nishikant Jha, Himalaya Publishing House, 2011.
9. Corporate Restructuring, Bhagaban Das, Debdas Raskhit and Sathya Swaroop Debasish, Himalaya Publishing, 2009.
10. Business Legislation for Management, M.C. Kuchhal and Vivek Kuchhal, 4/e, Vikas Publishing House, 2013.

Web Sources

1. <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/the-six-types-of-successful-acquisitions#https://www.jstor.org/stable/27747463?seq=1>
2. <https://sci-hub.do/https://doi.org/10.1016/B978-0-12-385487-2.00015-5>
3. <https://sci-hub.do/https://doi.org/10.1016/B978-0-12-385487-2.00004-0>

Course Objective:

- To understand the role of financial risk management as well as the techniques available for its measurement in financial and non-financial corporations.
- To review the set of financial instruments available in modern financial markets as well as the strategies that a firm can use to optimize the management of the risks the company is faced to, and.
- To build a framework that will help integrate financial risk management into the overall corporate strategy of the firm.

UNIT I INTRODUCTION TO DERIVATIVES 9

Purpose, Definition of Badla, Evolution, Introduction to Forward Contracts & its demerits, Types of Futures instruments, Pricing of Futures, Lot sizes, Contract months, Expiry, Margins –initial & marked-to-market with calculations, Cost of carry, Roll over, Stop loss, Convergence, Trend indicators. Trading Mechanism, Hedging Mechanism, Arbitrage Mechanisms, and Utility of Hedging Mechanism in managing market risk.

UNIT II OPTIONS MARKET 9

Types of Options, Call & Put Options, Premiums, Strike Prices, Put-Call ratios, SEBI's regulatory framework, Options Strategies, Profit and loss in options, Option pricing, factors affecting option pricing, Option Overwriting, Exotic Options and other derivatives, Mortgage-backed Securities, Nonstandard swaps, Weather Derivatives, Energy Derivatives, Insurance derivatives.

UNIT III SWAPS 9

Definition of SWAPs, uses in risk Management and Hedging, different kind of swaps like currency Swaps and interest rate swaps and their working.

UNIT IV OVERVIEW OF RISK MANAGEMENT 9

Meaning, Definition, Risk identification, Risk identification and Risk Evaluation, Risk assessment & Management. Risk analysis: Exposure of physical assets, financial assets, and Human assets, Exposure to legal liability, Risk Management, Risk control. Types of risks, Management of Translation, Transaction and economic Exposure, Quantifying Risk and hedging techniques, Internal and External Techniques viz Netting, Matching, Leading and Lagging. Price variation, Short Term borrowing, Pricing in Foreign Currency, Assets Liability Management, Forwards, Futures, Swaps, Options, Forward Rate Agreement, Caps, Collars, Floors and their applications, Pricing techniques, Operational aspects. Meaning, Process, concept of Probability, PML, Decision Making Criteria, Importance of valuation of a risk, Risk Control, Loss Prevention, various methods.

UNIT V MEASUREMENT OF RISK AND RETURN

9

Meaning, Types of Risk, Measurement of Risk, Behavioural view of risk, Sensitivity Analysis, Probability, statistical measures of risk, Standard deviation, Variance, Coefficient of Variation, Beta, Coefficient of Beta, probability. Portfolio Expected Return, Portfolio Variance and Standard Deviation, Concept of Modern portfolio theory. Value at Risk (VAR), Measure, Historical simulation, Model building approach, linear approach, Quadratic model, Monte Carlo simulation, stress testing and back testing. CAPM, Arbitrage Pricing Theory, Sharpe Ration, Treynor Ration, Jensen Index.

Total 45 hrs

Course Outcomes:

- CO1– Apply knowledge of key financial building blocks used in constructing complex derivative instruments (Eg. Futures, Forwards, Options and Swap)
- CO2 – Analyse and evaluate the options market
- CO 3 – Evaluate different kinds of swaps
- CO4–Analyse the overview of risk management.
- CO5–Apply and analyse the pricing of individual and combination of derivative securities.

Text Books:

1. Sundaram & Das, “**Derivatives** Principles and Practice, ”, McGraw Hill, 2017
2. N.R. Parasuraman, “Fundamentals of Financial Derivatives”, 3ed (WIND) – 2014, Wiley Precise Textbook Series.
3. Sundaram Janakiramanan, “Derivatives and Risk Management”, Pearson Education, 1st Edition, 2011.

References Books

1. Dhanesh Kumar Khatri, “Investment Management & Security Analysis: Text and Cases”, Macmillan India Ltd., 2nd Edition, 2010.
2. S.L. Gupta, “Financial Derivatives: Theory, Concepts and Problems” –2ND EDITION, PHI 2017

Websites

1. https://www.stat.fi/meta/kas/johdannaiset_en.html
2. https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_FD_NOTES.pdf

Web Sources

1. <https://www.slideshare.net/mebinoyjohn/financial-derivatives-45001725>
2. <https://www.slideshare.net/vwedelich/financial-derivatives-and-options>

COURSE OBJECTIVES:

- To provide basic understanding of the fundamentals of international finance and familiarize students with international financial transactions and operational aspects of foreign exchange markets. It focuses on forex market participants, exchange rates determination, international arbitrage, foreign exchange risks and its management.
- It enables the students to understand the crux of international financial market.

UNIT I INTERNATIONAL FINANCIAL ENVIRONMENT 9

Global Economy – Evolution, financial Globalization, rewards and risks, Openness of Indian Economy - International Monetary system, Multilateral financial institution – Overview, Importance and role in developing economies, Balance of Payments (BOP) – Fundamentals, Principles and its various components, The Current Account Deficit and Surplus-International Business methods – Exposure to international risk-

UNIT II FOREIGN EXCHANGE MARKET 9

Evolution of foreign exchange market -International Monetary System -Introduction- Forex Market participants- Foreign Exchange Rate regime-Fixed and Floating- Advantages and Disadvantages, Foreign Exchange Contracts - Spot and Forward Contracts – Swap and options, Forex Dealers/market makers and brokers-Forex Trading and SWIFT- Forex market in India- FERA Vs. FEMA

UNIT III EXCHANGE RATE DETERMINATION 9

Exchange Rate Determination - Exchange rate movements - Factors that influence exchange rates – Forward Rate and Cross Rate - Concepts of International arbitrage - Interest rate parity - Purchasing power parity - International Fisher effect.

UNIT IV INTERNATIONAL FINANCIAL MARKETS & INSTRUMENTS 9

International Financial Markets - basic concepts of the International Money Market –International Equity and Bond Market- GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon

Bonds, International Money Markets International banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements-Foreign Trade Finance - Financing methods for import of capital goods- Export trade documents - Payment terms – Letter of credit, Pre shipment and post shipment finance, factoring, forfeiting and Countertrade.

UNIT V MANAGEMENT OF FOREIGN EXCHANGE EXPOSURE

9

Concept of exposure forward and foreign exchange exposure- nature and measurement of foreign exchange exposure- Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure-Management of Interest rate exposure- -various tools and techniques of foreign risk management - risk management products.

Total 45 HRS

COURSE OUTCOMES:

- CO –1: Analyze and interpret knowledge of basic theorems of exchange rate determination, interest rates and inflation and the role of arbitrage in keeping the foreign exchange market efficient.
- CO –2: Identify risk related to exchange rate fluctuations and develop strategies to deal with them.
- CO –3: Apply knowledge of foreign exchange hedging to identify and manage the foreign exchange risks faced by globally active firms.
- CO –4: Analyze and evaluate various foreign exchange management exposures
- CO –5: Demonstrate the ability to produce a clear and concise written report that demonstrates higher order understanding of key concepts in international finance.

Text Books:

1. Apte P.G., International Financial Management, Tata McGraw Hill, 2011.
2. Eun, Cheol S., Bruce G. Resnick, International Financial Management, McGraw-Hill, 6th edition, 2012, ISBN-13: 978-0-07-803465-7.
3. Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2011.
4. Eiteman, David K., Arthus I. Stonehill, and Michael H. Moffett, Multinational Business Finance, Prentice Hall, 12th edition, 2009.

5. Alan C. Shapiro, *Multinational Financial Management*, PHI Learning, 10th Edition, 2013.
6. Levich, Richard, *International Financial Markets*, McGraw-Hill/Irwin, 2nd Edition, 2001.
7. MadhuVij *International Financial Management*, Excel BOOKS, 2010.
8. Apte P. G *International Financial Management –*, 6/e, TMH, 2011
9. Eiteman, Moffett and Stonehill *Multinational Business Finance* , 12/e, Pearson, 2011.

Reference Books

1. *International Financial Management – Siddaiah T*, 1/e, Pearson, 2011.
2. *International Finance – ImadMoosa*, 3/e, Tata McGraw Hill, 2011.
3. *International Financial Management – Vyuptakesh Sharan*, 6/e, PHI, 2011.
4. *Multinational Financial Management–Alan C. Shapiro*, 10/e, Wiley India Pvt. Ltd., 2011.
5. *International Financial Management – Jain, Peyrard& Yadav*, Macmillan 2010.
6. *International Finance – Thomas O’Brien*, Oxford University Press, 2010.

Web Sources:

1. <https://drodrik.scholar.harvard.edu/publications/rebalancing-globalization>
2. <http://www.imf.org/>
3. <http://www.worldbank.org>
4. <http://people.stern.nyu.edu/igiddy/valueatrisk.htm>
5. <http://people.stern.nyu.edu/igiddy/fxrisk.htm>
6. <https://iare.ac.in/sites/default/files/LECTURE%20NOTES-IFM.pdf>

UNIT IV HEURISTICS AND BEHAVIORAL BIASES OF INVESTORS 9

Heuristics and behavioral bias - Anchoring bias-Limited attention, storing and retrieving information, availability bias-Familiarity bias- Risk preference, framing bias. Mental accounting- Representatives- Ambiguity aversion-Overconfidence and excessive trading-analysis of potential consequences.

UNIT V BEHAVIORAL CORPORATE FINANCE 9

The decision-making process in reality - First level rational managers. Managerial financing and investment decisions as rational responses to securities market mispricing.-Second level - less than rational managers. Behavioral biases of managers. Capital structure choice - behavioral aspects. Investment policy - real investments and M&A deals.

Total 45 hrs

Course Outcomes

- CO – 1: Describe how behavioral biases of managers affect the decision-making process in a corporation
- CO – 2: Describe the alternate framework for understanding price discovery in the markets
- CO – 3: Explain and demonstrate using empirical data the challenges to the efficient market hypothesis;
- CO – 4: Apply this understanding to help promote more efficient financial decisions for different categories of actors such as individual investors, professional traders.
- CO – 5: Describe the process of behavioral biases contribution to the asset prices models;

TEXTBOOKS

1. Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press.
2. Fama, E. F. (1991). Efficient Capital Markets: II. Journal of Finance, 46(5), 1575-1617.
3. Ackert, Deaves. Behavioral Finance: Psychology, Decision-Making, and Markets. Cengage Learning; 1 edition, 2010.
4. Shuchita Singh, Shilpa Bahi Behavioural Finance Vikas 2018 / 1st

REFERENCE BOOKS:

1. Daniel Kahneman, Paul Slovic, and Amos Tversky (eds.). (1982) Judgment under Uncertainty: Heuristics and biases, Oxford; New York: Oxford University Press.
2. Prasanna Chandra Behavioural Finance McGraw Hill 2016 / 1st
M. M. Sulphery Behavioural Finance PHI 2014 / 1st

WEB SOURCES:

1. <https://www.coursera.org/lecture/biases-portfolio-selection/what-are-heuristics-driven-biases-QhE4x>
2. <https://www.coursera.org/learn/behavioral-investing/lecture/TouDN/0-introduction>
3. <https://www.coursera.org/learn/behavioral-investing/lecture/2tyOk/1-overconfidence-bias>
4. <https://www.coursera.org/lecture/financial-markets-global/introduction-to-behavioral-finance-yz35t>
5. https://www.ripublication.com/irbf17/irbfv9n1_11.pdf

COURSE OBJECTIVE:

- To compare and contrast sole proprietorships, partnerships, and corporations to advise clients in organizing a new business
- To describe how choice of entity relates to the type of records to keep, noting issues related to substantiation and documentation.
- To outline the available accounting periods and methods and the methods for identifying and valuing inventory items.

UNIT I Concept of taxation**9**

Objectives of taxation-canons of taxation-tax systems in India-Direct and Indirect taxes-meaning and types

UNIT II Introduction To Tax**9**

Income tax act 1961-Basic concepts and definitions-income, Assesse person, previous year Assessment year. Income Tax Authorities-Return of Income-Procedure for assessment-Types of assessment-Appeals-Deduction of Tax at Source-Advance payment of Tax-Interest and penalties-Prosecution-Refund of Tax

UNIT III Concepts of duty**9**

Excise duty-customs duty-Advalorem duty and specific duties-Entry tax-service tax

UNIT IV Net Wealth**9**

Definitions-Net Wealth-Deemed Wealth-Exempted wealth valuation of asset-Assessment penalties .Service tax – concepts and general principles - Charge of service tax and taxable services -Valuation of taxable services -Payment of service tax and filing of returns - VAT – concepts and general principles -. Calculation of VAT Liability including input Tax Credits -. Small Dealers and Composition Scheme - VAT Procedures.

UNIT V An overview of tax audit

9

An overview of tax audit- tax incentives and exports promotions deductions and exemptions

Total 45 hrs

COURSE OUTCOMES:

- CO – 1: Understanding the tax system prevailing in India
- CO–2: Evaluate various taxes available in India
- CO– 3: Understand the concept of excise duty and customs duty
- CO–4: Analyze VAT Liability including input Tax Credits
- CO– 5: Apply the procedure of tax audit.

TEXT BOOK:

1. Bhatia H L, Public Finance, Vikas Publishing. 27th Edition, 2012.

REFERENCE BOOKS:

1. Lakhotia R N, How to Save Wealth Tax, Vision Book. 9th Edition, 2005.
2. Prasad Bhagwati, Income Tax Law & Practice, Wishwa Prakashan. 34th Edition, 2000.
3. Singhanian V K, Kapil Singhanian, Direct Taxes Law & Practice, Taxmann. 64th Edition, 2021.

Websites

1. <https://www.britannica.com/topic/taxation>
2. <https://groww.in/p/tax/>

Web Sources

1. <https://www.slideshare.net/ujjmishra1/taxation-28840659>
2. <https://www.slideshare.net/MeenalGupta46/taxation-system-of-india>

3. <https://www.slideshare.net/caedduterte/taxation-summary>

21EMBA11

CONSUMER BEHAVIOUR

3 0 0 3

COURSE OBJECTIVE:

- Explains the historical background and concepts vital for understanding Consumer Behavior.
- Identify the role of various variables that determine Consumer Behavior in cross cultural domain and the innovative ethical practices adopted by organizations to enhance the Consumer Behavior.
- Study various techniques of communication adopted by the organization to reach and enhance consumer base and to infer recent developments in the field of Consumer Behavior.

UNIT I

9

Introduction of Consumer Behaviour- Introduction to the study of Consumer Behaviour: Meaning & Definition of CB, Difference between consumer & Customer, Nature & Characteristics of Indian Consumers, Consumer segmentation-bases of segmentation. Its origin, strategic application, relationship of consumer Behaviour to strategy.

UNIT II

9

Behaviour Change - Beliefs, Attitudes, and Behaviour Change: Persuasion, Personality and Consumer behaviour, Social class, Group dynamics, Households and Families, Cultural and Subculture. [Consumer motivation, personality, perception and learning]

UNIT III

9

Consumer Decision Making Process - Consumer Decision Making Process- High and Low Involvement, Pre-purchase Processes, Purchase, Post Purchase processes, Consumption and evaluation, Communication and Consumer Behavior - Components of communications process Brand Loyalty and Repeat Purchase Behavior. Opinion leadership dynamics of opinion leadership, the situational environment of opinion leadership.

UNIT IV

9

Consumer modeling - Consumer modelling-Economic model-psychoanalytical model – sociological Model- Howard Seth model-Nicosia model-Engel Blackwell model, VALS2 Stanford model.

UNIT V

9

Consumer Rights - Consumer Movement and Consumer Rights, Marketing Ethics and Social Responsibility, Consumer Movement in India, Rights of the Consumer, Responsibilities of consumers in India, Benefits of consumerism Consumer research-Primary and secondary methods-tools used-survey, focus groups, personal interviews, projective techniques.

Total 45 hrs

COURSE OUTCOMES:

- CO – 1: Analyze the effect of use of digital technologies in formulating brand marketing strategies on consumer behaviour.
- CO – 2: Evaluate the various methods to do the consumer research process.
- CO – 3: Use how the personality, Learning, Attitude, and Communication have an impact on individual consumer behavior.
- CO – 4: Apply the various models of consumer behavior in real time
- CO – 5: Recall the concept of consumerism.

TEXT BOOKS:

1. Hawkins, Best, Coney, Consumer Behaviour, 8/e, TMH, New Delhi, 2002.
2. Kumar: Conceptual Issues in Consumer Behavior: The Indian Context, Pearson Education, New Delhi, 2003 .
3. Jay D Lindquist and M Joseph Sirgy, Shopper, Buyer and Consumer Behaviour, Second Edition, Bizttantra, New Delhi, 2009.

REFERENCE BOOKS:

1. Schiffman, L.G and Kanuk L.L Consumer Behaviour, 8/e, Pearson Education, New Delhi, 2020.
2. Michael R. Solomon, Consumer Behavior: Buying, Having, and Being, Pearson Education, New Delhi, 2017.

WEBSITES:

1. <https://www.coursera.org/courses?query=consumer%20behavior>

WEB SOURCES:

1. <https://www.business2community.com>

21EMBA12

B2B MARKETING

3 0 0 3

COURSE OBJECTIVE

- Explains how B2B markets are often characterized by the fact that a limited number of counterparts make up for a large portion of a company's business.
- Identify the conscious choices of models of analysis and other theoretical tools designed for the challenges that companies in B2B markets face.
- Studies the basic examination firm explicit issues in B2B markets.

UNIT 1

9

Fundamentals of inter-organizational marketing: B2B Direct Marketing- the Basics; Tasks, Forms. Review of inter-organizational markets, Demand on inter-organizational markets, Hands-on inter-organizational markets, Classification commercial practices, Classification of markets, B2B and e-commerce.

UNIT 2

9

The behavior of customers at the B2B markets: purchasing process, purchasing role, the development of needs at the organizations. Research on B2B markets, Marketing Information System, Research facilities, Analysis of competition - Benchmarking.

UNIT 3

9

Strategic marketing planning: Segmentation of the market, Methods and devices of strategic marketing planning. Product Policy of established products-Classification of the product types, the life cycle of the product, Management products, Strategies for established products. Product policy of new product development: Strategies for the development of new products - Marketing systems, marketing of engineering services.

UNIT 4

9

Pricing: Price; Pricing; Pricing strategies, the pricing policy, Price on the Internet, Financial marketing. The policy of distribution- direct sales, indirect sales, Management of conflicts on the way, Internet as a distribution channel, Multi-channel distribution. Vertical specialization- Choosing industry, specialization, expanding to other verticals in the industry.

UNIT 5

9

Selling: Sales department, keeping the sales department, Customer relationship management. Strategies

of communication- The communication process in B2B, Public relations, Advertising, Trade fairs and exhibitions.

Total 45 hrs

COURSE OUTCOMES:

- CO – 1: Recognize the use of technologies and strategies in the market.
- CO – 2: Interpret the various segments in the markets for products and services.
- CO – 3: Deliver out the elements that affect the business.
- CO – 4: Different aspects and procedures to comprehend the B2B.
- CO – 5: Sketch various research methods used in business 2 business surveys.

TEXT BOOKS:

1. William Leake, B2B online Marketing, Sybex 2017.
2. Christopher Ryan, Winning B2B marketing, Fusion Marketing Press, 2014.
3. John COE, Fundamentals of Business 2 Business Sales and Marketing, McGraw-Hill Education, 2017.

REFERENCE BOOKS:

1. Sharma Dheeraj,, B2B Marketing, Cengage Publications, 2014.
2. James C. Anderson, Business Market Management (B2B), Pearson Education, 2016.

WEBSITES:

1. <https://www.udemy.com/course/b2b-marketing/>

WEB SOURCES:

1. <https://learn.g2.com/b2b-marketing>

Course objective:

1. To bring out the importance of traditional retailing-brick and Mortar stores.
2. To create awareness on various retailers strategies.

UNIT I RETAILING**9**

Retailing – Definition & Importance –retail Environment-The wheel of Retailing-Retail Formats-store and non- store Retailing, Factors affecting retailing in India.Indian vs Global Scenario – Types of Retailing – Store Retailing – Non Store Retailing –Types of retail formats – franchising in retailing

UNIT II MARKETING MIX**9**

Retail Marketing mix - Retail consumer buying behaviour – types – factors influencing - buying behavior – Segmentation –Retail organization structure – Major functional areas – careers in retailing - Retail strategy- Region wise analysis of Indian Retailing

UNIT III RETAIL LOCATION**9**

Retail Location – Factors affecting retail location decision – Site selection – Factors affecting site selection – Steps in selecting site – Location based retail strategies, issues of location, Retail store layout, Types of layouts – Factors affecting store layout Merchandising, Category management, Role of private label

UNIT IV DESIGN**9**

Store design – Interiors & exteriors - Retailing image mix – Store Façade, Retail Marketing Mix Strategies: Retail Product Category, Pricing,Retail Communication mix – Sales promotion – Advertising - Public relation – Personal Selling – Steps in planning retail communication Promotion and advertising in retail marketing- Retail Operations- Customer service management in Retail.

UNIT V STRATEGIES**9**

Retail Strategies – Differentiation strategies – Growth strategies – Expansion Strategies, Store image and display, purchasing, negotiating purchases, consumerism and moral values in retailing. Patronage and generating loyalty, Role of IT in retailing - Electronic data exchange – bar coding – RFID – Electronic payment systems

Total 45 hrs

COURSE OUTCOMES:

At the end of the course the students will be able to:

- CO-1 : Illustrate the various types of retailing formats.
- CO-2 : Sketch the growth of the retail sector in India.
- CO-3 : Depict the retail industry in India –a complete region wise analysis.
- CO-4 : Demonstrate the career growth prospects in the retail industry.
- CO-5 : Emphasize the importance of retail location.

TEXT BOOKS:

1. Retail Management, [Barry Berman](#), [Joel R Evans](#), [Patrali Chatterjee](#), [RituSrivastava](#), Thirteenth Edition ,Pearson Paperback – 27 July 2017
2. Gibson G. Vedamani, Retail Management, Jaico Publishing House, 2003.
3. Dunne, Retailing, South Western Learning, 2011.

REFERENCE BOOKS:

1. Suja Nair, Retail Management, TMH, 2012.
2. Retailing Management : Text and Cases , [Swapna Pradhan](#), 6th Edition Paperback 20 July 2020
3. Michael Levy, Barton A. Weitz, Retailing Management, COBS Publishing, 2018.

WEBSITES:

1. <https://www.coursera.org/search?query=Retail+management&page=1>

WEB SOURCES:

1. <https://www.tradegecko.com> › retail-management

Course Objective:

- To comprehend sales forecasting techniques, sales managers functions and responsibilities.
- To describe the procedures and criteria used for recruiting, training, motivating and compensating the sales force.
- To outline the techniques used for measuring the performance of sales force.
- To clarify the various forms of physical distribution and the activities involved in it.

UNIT I INTRODUCTION 9

Sales Management : Definition and meaning, Objectives, Sales Research, Sales Forecasting, Sales Forecasting methods, Sales Planning and control: Goal setting, Performance measurement, diagnosis and corrective actions.

UNIT II SALES ORGANISATION 9

Sales Organization: Need for Sales Organizations, their structure, Sales Managers Functions and responsibilities, planning for major customers and sales Budget, Specific Characteristics of a successful salesman.

UNIT III SALES FORCE DEVELOPMENT 9

Developing the Sales Force for Industrial Customers and Consumer products: - Recruiting, Selection and Training of Sales force: Procedures and criteria extensively used as selection tools for recruiting and testing sales ability. - Areas of sales Training: Company Specific Knowledge, product knowledge Industry and Market Trend Knowledge, and Customer education. - Motivating the Sales Team: Motivation Programs - Sales Meetings, Sales Contests, Sales Compensation, (Monetary compensation, incentive programs as motivators, Non-Monetary compensation – fine tuning of compensation package, Supervising

UNIT IV SALES FORCE PERFORMANCE 9

Evaluating Sales Force Performance and Controlling Sales activities (Sales Records and Reporting Systems), Improving Sales Productivity Personal Selling: Basics, Salesmanship-definition- prospecting, resistance selling process and skills for effective salesmanship, Sales leads, Sales presentations, Types of calls, effective selling techniques, role of relationship marketing in personal selling, tools for personal selling.

UNIT V PHYSICAL DISTRIBUTION 9

Physical distribution - Definition, Importance – participants in physical distribution process Marketing Channels – Definition & Importance - Different forms of channels - Functions of Marketing Channels, Unconventional channels - Channels for Consumer goods, Industrial Goods & Services – Integrated Marketing Channels – Horizontal, Vertical, Multi-channel marketing Systems - International Marketing Channels, Supply Chain Management – concept – significance – components– Material Handling – Transportation – Warehousing – Inventory Management – Reverse Logistics - Channel Selection Process & criteria.

Total 45 hrs

COURSE OUTCOMES:

At the end of the course the students will be able to:

- CO - 1: List objectives, strategies and tactics of sales management.
- CO - 2: Deconstruct emerging trends in sales management.
- CO -3: Evaluate the role of sales manager and his/ her responsibilities in recruiting, motivating, managing and leading sales team.
- CO -4: Apply the concepts, attitudes, techniques and approaches required for Effective decision making in the areas of sales and distribution.
- CO -5: Identify skills acquired, critical for designing, evaluating and selecting sales and distribution strategies in practical settings.

TEXT BOOKS:

1. Gini Graham & Scott, Building a Winning Sales Team, Probus Publishing, 2016.

REFERENCE BOOKS:

1. Mr.S.L.Guptha-S & DM-Third Edition-XL Books, 2016.
2. Mr.Pingali Gopal-S &DM-Sage publication, 2017.

WEBSITES:

1. <https://nptel.ac.in/courses/110/105/110105122/>

Web sources:

1. https://www.tutorialspoint.com/sales_and_distribution_management/sales_and_distribution_management_introduction.html

Course Objective:

- Outline the principal challenges and opportunities in serving BOP markets.
- Illustrate the business models that satisfy the requirement of lower segment.

Unit –I	BOP Market	9
Nature - Market Development imperative - Business opportunities –National & Global, Business and the New Social Compact.		
Unit-II	Product & Services for BOP	9
Philosophy for developing products & services- Principles of Innovation- Mass market – Niche market differentiation & product positioning.		
Unit-III	The Eco system for Wealth Creation	9
Market oriented ecosystem- ecosystem for developing country- learning the sanctity of contracts- reducing inequities in contracts- Building governance capabilities among the poor.		
Unit-IV	Reducing Corruption	9
Transaction Governance Capacity- building TGC- Andhra Pradesh e-Governance Story- eSeva - Center for Good Governance- Lessons from the Andhra Pradesh Experiment.		
Unit- V	Social Transformation	9
Development as social transformation- Breaking down Barriers to communication- BOP consumer upgrade- Gaining access to knowledge -identity for the individuals & Women- Evolving checks & Balances.		

Total 45 hrs

COURSE OUTCOMES:

- CO-1: Apply the theoretical and practical basis for assessing service performance using company examples.
- CO-2: Identify business opportunities nationwide and global wide.
- CO-3: Determine the product & services for BOP.
- CO-4: Analyze how ecosystems are developing the country.

CO-5: Apply a social impact in business.

TEXT BOOKS:

1. The Fortune at the Bottom of Pyramid: Eradicating poverty through profits, C K Prahalad, Pearson education.Inc, 2010.

REFERENCE BOOKS:

1. Entrepreneurship at the Bottom of the Pyramid, by Carol Dalglish & Marcello Tonelli, Routledge; 1 edition, 2016.
2. Marketing to the Bottom of the Pyramid: Text and Cases, by Ramendra Singh, Business expert press, 2014.
3. Next Generation Business Strategies for the Base of the Pyramid: New Approaches for Building Mutual Value by Ted London & Stuart Hart, Pearson education. Inc, 3 rd print, 2010.
4. The Customer Loyalty Pyramid by Michael W. Lowenstein, Praeger Publishers Inc, 1997.

Web sites:

1. <https://www.coursera.org> > lecture > 1-6-marketing-to-

Web sources:

1. <https://hbr.org/2014/10/profits-at-the-bottom-of-the-pyramid>

COURSE OBJECTIVE

- To understand the basic concepts of Integrated Marketing Communication
- To discuss the basic concepts of advertising and sales promotion and how business organizations and other institutions carry out such activities.

UNIT 1**9**

Role of IMC in marketing process, IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC

UNIT 2**9**

Advertising Agency: Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation

UNIT 3**9**

Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used.

UNIT 4**9**

Media planning: Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising. Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.

UNIT 5**9**

Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies. Promotion: Meaning, Importance, tools used, conventional/unconventional, drawbacks, pushpull strategies, Co-operative advertising, Integration with advertising and publicity Public relation/ Publicity:- Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity.

Total 45 hrs

COURSE OUTCOMES:

- CO – 1: Discuss the advertising objectives and advertising strategies
- CO –2: Examine the elements of creative strategies
- CO –3: Discuss the direct marketing concepts
- CO – 4: Apply the Media Plan strategies
- CO – 5: Examine the features of Media and its evaluation, types of media.

TEXT BOOKS:

1. Integrated Marketing Communication: Advertising and Promotion in a Digital World, Jerome M. Juska, Routledge; 1 edition 2017.
2. The Handbook of Strategic Public Relations and Integrated Marketing Communications, Clarke Caywood, McGraw Hill Education; 2 edition 2012.

REFERENCE BOOKS:

1. George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 11th Edition, 2011.
2. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education 7 th Edition, 2007.

WEBSITES:

1. <https://www.coursera.org> > ... > Business > Marketing

WEB SOURCES:

1. <https://courses.lumenlearning.com>

21EMBA17

DIGITAL AND SOCIAL MEDIA MARKETING 3 0 0 3

COURSE OBJECTIVES

- Explain the conceptual foundations of Digital Marketing Management as a functional area of business.
- Study the application of digital and social media marketing concepts in making strategic decisions.

UNIT - I:

9

Understanding Digital Marketing: Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.

UNIT - II:

9

Channels of Digital Marketing: Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels.

UNIT - III:

9

Digital Marketing Plan: Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan. .

UNIT - IV:

9

Marketing in the Digital Era: Segmentation – Importance of Audience Segmentation, How different segments use Digital Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

UNIT - V:

9

Social Media Marketing: Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, Social Media

for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

Total 45 hrs

COURSE OUTCOMES

CO1 – Illustrate the various types of digital & social marketing formats.

CO2 – Depict the social media industry and the growth of digital sector in India

CO3 – Demonstrate the career growth prospects in media industry.

CO4 - Enumerate the significance of social promoting brands through digital marketing.

CO5 - Revise and update the latest technological intervention in marketing that enhances the performance of computerized clients.

TEXT BOOKS:

- Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
- Vandana Ahuja, Digital marketing, Oxford University Press 2015
- Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.

REFERENCES:

- Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016
- Richard Gay, Alan Charles worth and Rita Esen, Online marketing – A customer led approach Oxford University Press, 11th Edition, 2007.
- Arup Varma, Pawan S. Budhwar, Angelo S. De Nisi, Digital Marketing, Wiley, 2016.

WEBSITES:

1. <https://courses.lumenlearning.com/boundless-marketing/chapter/introduction-to-social-media-and-digital-marketing/>
2. https://theintactone.com/2019/05/25/kmbmk03-digital-social-media-marketing/#google_vignette
3. https://www.tutorialspoint.com/social_media_marketing/index.htm

WEBSOURCES:

1. <https://www.slideshare.net/nusantara99/digital-and-social-media-marketing-50378705>
2. <https://www.slideshare.net/e.erasmus/social-media-amp-sm-marketing>

COURSE OBJECTIVES:

- To understand the changing business environment.
- To identify the indicators of management thoughts and practices.
- To understand fundamental premise underlying market driven strategies.

UNIT I PRODUCT MANAGEMENT**9**

Product- Meaning, Classification of Products, Levels of Products- Product Hierarchy- Product Development Strategies- Product Line Strategies - Product Mix Strategies - Packaging and Labelling - New Product Development.

UNIT II : ROLES OF PRODUCT STRATEGY**9**

Product management roles and responsibilities Product strategy, roadmaps, and portfolio planning- Product development processes - Product life cycle management in manufacturing sector - Failures of product management in the organisation – roles of product manager

UNITIII: INTRODUCTION TO BRAND MANAGEMENT**9**

Concept of Brand and Branding, Evolution of Brand, Brand Hierarchy, Branding in different sectors – customers, industrial, retail, and service brands, Brand Power, Brand-Product Relationships, Brand-Customer Relationships, Brand Loyalty. Brand Extension: Need for Extension, Types of Extensions, Brand Creation, Managing Brands

UNIT-IV: BRAND EQUITY & BRAND IDENTITY**9**

Brand Equity: Concept and Definitions, Measurement- Cost based Methods, Price based Methods, Customer based Methods, Value Addition from Branding, Brand Identity: Concepts, Perspectives, Levels, Prism, Brand Image and Brand Personality: Concepts and Dimensions, Building Brand Image and Personality, Managing Brand Image and Personality, Assessments of Brand Image and Personality.

UNIT-V: BRAND ASSOCIATION**9**

Brand Over time – Forces affecting Brands, Challenges facing Brands, Maintaining Desired Brand Association, Brand Revitalization, Brand Elimination. Brand Positioning and Repositioning Concepts – Types and Strategic Implications, Market Segmentation and Brand Positioning

Total 45 hrs

COURSE OUTCOMES

- CO 1: Identify the fundamental concepts of product management
- CO 2: Examine basic concept of product mix, product decisions and product line
- CO 3 : State the importance of brand extensions and branding relationship
- CO 4 : Identify brand equity , brand identity and brand name
- CO 5: Analyse the concept of brand association and branding in the current scenario.

TEXT BOOKS

1. Product Policy and Brand Management Text and Cases, A. K. Chitale, PHI Learning, 3rd Revised edition 2016.
2. Product and Brand Management, Daniel Slone, Arcler Education Inc 2017.

REFERENCE

1. Designing Brand Identity: An Essential Guide for the Whole Branding Team, Alina Wheeler John Wiley & Sons, 5th Edition 2017.
2. Product and Brand Management, Tapan K. Panda, Oxford University Press, First edition, 2016.

WEBSITES:

1. <https://www.scribd.com/doc/17045977/Product-and-Brand-Management-A-Concise-Note-on-everything-about-Product-and-Brand-Management>
2. <https://courses.lumenlearning.com/boundless-business/chapter/product-packaging-and-branding/>

WEBSOURCES:

1. <https://www.slideshare.net/jwayne2013/branding-ppt-16015717>
2. <https://www.slideteam.net/brand-management-powerpoint-presentation-slides.html>

COURSE OBJECTIVE:

- Develop understanding among students about various concepts and importance of Services Marketing.
- Understand the contribution of service sector in solving marketing problems.
- Identify the role and impact of services on the customers and employees.
- Understand the communication strategies adopted by the organizations at Global front.
- Enhance knowledge about emerging issues in the service sector.

UNIT I Introduction to Services Marketing**9**

Services economy – evolution and growth of service sector – nature and scope of services – characteristics – classification – service market potential – expanded marketing mix for services – service quality – introduction to GAPS model.

UNIT II Focus on Customers**9**

Creating the Right Service Philosophy – Fundamental of Customer satisfaction, Understanding Customer Service – Monitor & Measuring Customer satisfaction, Service Recovery.

UNIT III Marketing Mix in Service Marketing**9**

Level of service product – service life cycle – new service development – service blueprinting – physical evidence – People in services – service process and distribution – channel functions, channel selection – designing communication mix for promoting services.

UNIT IV Marketing Strategies for Different Services**9**

Formulating service marketing strategies for health, Hostel and hospitality, tourism, logistics, financial, information technology, educational, entertainment and public utility services.

UNIT V Service productivity

9

Efficiency vs. effectiveness, Elements of service quality, Service quality gaps , Physical evidence in services: Types of service scopes, Role of service scapes, Frame work for understand service scapes& its effect on behaviour, Guidance for physical evidence strategies

Total 45 hrs

COURSE OUTCOMES:

CO – 1: Differentiate between product and service characteristics and identify service quality management as the basis for developing customer satisfaction.

CO – 2: Develop an understanding of the links between the service providers (people), the procedures (processes), and the physical evidence of the service offering

CO – 3: Classify the application of customer service philosophy, fundamentals of customer satisfaction and customer retention.

CO – 4: Accumulate the effect of administration item, service life cycle and new administration advancement.

CO – 5: Discuss the roles of channel selection, service process and distribution, communication mix and strategies pertaining to health , hospitality and tourism sector

TEXT BOOKS:

1. Valarie A.Zeithaml& Mary Jo-Bitner: Services Marketing-Integrating Customer Focus Across the Firm, 3/e, TMH, 2003.
2. Thomas J.Delong&Asish Nanda: Managing Professional Services-Text and Cases, McGraw-Hill International, 2002.
3. Christopher Lovelock: Services Marketing People, Technology, Strategy, Fourth Edition, Pearson Education, 2002.
4. Roland T. Rust and P.K. Kannan, e-Service New Directions in Theory and Practice, Prentice-Hall of India Pvt. Ltd., 2002.
5. James A Fitzsimmons, Services Management-Operations, Strategy and Information Technology, 3/e, McGraw-Hill International, 2003.
6. Halen Woodroffe, “Service Marketing”, Macmillan Publishing Co, New Delhi, 2003.
7. Christopher H. Lovelock, Jochen Wirtz, “Services Marketing”, Pearson Education, New Delhi, 2004.

8. Nimit Chowdhary and Monika Choudhary, “Text book of marketing of services”, The Indian experience, Macmillan publishing house, New Delhi, 2005.
9. Kenneth E Clow, et. Al “Services Marketing Operation Management and Strategy” Biztantra, New Delhi, 2004.
10. Christian Gronroos, :Services Management and Marketing a ‘CRM Approach”, John Wiley and sons England 2001.
11. Bhattacharjee, “Services Management, An Indian Perspective” Jaico publishing house, Chennai, 2005.

WEBSITES:

1. <https://ebs.online.hw.ac.uk/EBS/media/EBS/PDFs/Services-Marketing-Course-Taster.pdf>
2. <https://www.economicdiscussion.net/marketing-2/service/service/32466>

WEBSOURCES:

1. https://onlinecourses.nptel.ac.in/noc20_mg07/preview
2. <https://www.slideshare.net/iipmff2/services-marketing>

21EMBA20EXPORTS PROCEDURES & DOCUMENTATION FOR RURAL PRODUCTS 3 0 0 3

COURSE OBJECTIVE:

- The aim of the course is to acquaint the students with the export-import procedures, documentation and logistics

UNIT I

Meaning and Definition of Export – Classification – Strategy and Preparation for Export Marketing – Export Marketing Organizations – Registration Formalities – IEC – RCMC – Export Licensing – Selection of Export Product – Identification of Markets – Methods of Exporting – Pricing Quotations – Payment Terms – Letter of Credit.

UNIT II

Aligned Documentation System – Commercial Invoice – Shipping Bill – Certificate of Origin – Consular Invoice – Mate's Receipt – Bill of Lading – GR Form – ISO 9000 – Procedure for obtaining ISO 9000 – BIS 14000 Certification – Types of Marine Insurance Policies.

UNIT III

Steps in Export Procedure – Export Contract – Forward Cover – Export Finance – Institutional framework for Export Finance – Excise Clearance – Pre-shipment Inspection – Methods of Pre-shipment Inspection – Marine Insurance – Role of Clearing and Forwarding Agents – Shipping and Customs

Formalities – Customs EDI System – Negotiation of Documents – Realization of Exports Proceeds.
Retirement of Export Documents.

UNIT IV

Foreign Trade Policy – Highlights – Special Focus Initiatives – Duty Drawback – Deemed Exports – ASIDE – MAI & MDA – Star Export Houses – Town of Export Excellence. EPCG Scheme – Incentives for Exporters. Export Promotion Councils-Commodity Boards – FIEO – IIFT – EOUs – SEZs – ITPO – ECGC – EXIM Bank.

UNIT V

Agricultural products exports - need for export, analysis of marketable surplus and marketed surplus, analysis of export statistics of agricultural products in India, macroeconomic forces. Overview of world agricultural trade, issues impacting international agricultural trade, agricultural policy - Identifying foreign markets for agri export, marketing plan for exports, export documents and procedure, terms of payment and export finance, legal dimensions - Institutional infrastructure for export promotion in India, export assistance, State trading in exports, working of the State trading organizations in India

Total 45 hrs

COURSE OUTCOME:

CO-1: Examine the Export and Import procedures and Payment options

CO-2 : Prepare Certificate of Origin and other required documents as per format

CO-3: Describe the steps involved in the export procedure and Pre shipment Options

CO-4: Discuss Foreign Trade policy and highlight the functions of Export Promotion Councils

CO-5: Identify the foreign markets for the export of Agricultural products with proper Documentation Process.

Text Books:

1. Jitender M.D, Export Procedures and Documentation, Raj Publication, 2015

Recommended books:

1. Exports – Do it Yourself, Mahajan M.I., Snow White Publications, New Delhi, 19th edition, 2015.
2. Import – Do it Yourself, M. I. Mahajan, Snow White Publications, New Delhi, 19th Edition, 2015
3. TAS Balagopal , Export Marketing, Himalaya Publishing House,2011
4. Nabhi's Board of Editors: Exporters Manual and Documentation, Nabhi Publications, New Delhi,2009
5. D.C. Kapoor, Export Management, Vikas Publishing House,2007

WEBSITES:

1. <https://www.shippingsolutions.com/export-documentation-procedure>
2. <http://rafael.glendale.edu/poorna/ib/seyoum%20book.pdf>

WEBSOURCES:

1. <https://www.slideshare.net/jigishmistry/export-procedure-10611996>
2. <https://www.slideshare.net/WelingkarDLP/22-15062840>

21EMBA21

INTERNATIONAL MARKETING

3 0 0 3

COURSE OBJECTIVE:

- International marketing is important as the world becomes increasingly globalized. In an international context, marketing managers plan and conduct transactions across borders to create exchanges that satisfy the objectives of individuals and organizations.
- The course considers the basic concepts of international marketing, the various activities necessary for international marketing planning, the beginning of international marketing activities to be conducted by a domestic firm, and relevant issues on strategy and marketing management relevant to expanded global operations.

UNIT-1.

9

International Marketing Scope and Significance of International Marketing, the strategic importance of international marketing, Differences between international and domestic marketing. Need for international trade, trends in foreign trade.

UNIT-2.

9

International market environment: International environment, International Social & culture Environment, the political legal environment and regulatory environment of international marketing. Technological Environment, Business Customs in International Market.

UNIT-3.**9**

Canalizing and targeting international market opportunities: regional market Characteristics, Marketing in transitional economies and third world countries, international market segmentation targeting.

UNIT-4.**9**

International Market Entry Strategies: Indirect Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies without Direct Investment, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.

UNIT-5.**9**

International product management: International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion-Strategic Alternatives. New products in Intentional Marketing, Product and culture, brands in International Market.

Total 45 hrs**COURSE OUTCOMES:**

- CO-1: Analyze the environmental variables that influence international marketing;
- CO-2: Describe the strategies and tactics that can lead to successful international marketing given those environmental constraints;
- CO-3: Discuss the more typical management decisions and problems faced, highlighting those peculiar to the international arena;
- CO-4: Understand how managers perform the functional tasks that constitute international marketing such as marketing intelligence and “mix” adaptations;
- CO-5: Analyze a real-world case study involving complicated international marketing issues and provide recommendations in both written form and in the form of a group presentation.

TEXT BOOKS:

1. Philip R. Cateora, John L. Graham, International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.

2. SakOnkvisit, John J. Shaw, International Marketing Analysis and Strategy, 3/e, Prentice-Hall of India Pvt. Ltd., 2000.

REFERENCE BOOKS:.

1. Isobel Doole and Robin Lowe, International Marketing Strategy, 2/e, Thomson Learning, 2003.
2. Subhash C. Jain, International Marketing, 6/e, South-Western, 2001.
3. Vern Terpstra, Ravi Sarathy, International Marketing, 8/e, Harcourt Asia Pvt. Ltd., 2001.
4. Keegan: Global marketing Management 7/e Pearson Education, Delhi, 2003.

WEBSITES:

1. <https://www.enotesmba.com/2015/08/international-marketing-management-notes.html>
2. <https://marketinglessons.in/international-marketing-definition-examples/>

WEBSOURCES:

1. https://www.slideshare.net/Paye_101/international-marketing-53454536
2. <https://slideplayer.com/slide/6327418/>

21EMBA22 SUPPLY CHAIN AND LOGISTICS MANAGEMENT 3 0 0 3

Course Objective:

- To learn different stages of supply chain
- To understand the sourcing activities, vendor management and drivers of the supply chain.
- To learn about the sourcing, location and inventory management.
- To learn about the latest trends in supply chain.

UNIT I SUPPLY CHAIN 9

Introduction – Supply chain: Importance, Decision Phases, and Process View – Push/Pull View – Macro Process – Drivers of supply chain performance: Framework for Structuring drivers, Roles and Components

UNIT II LOGISTICS 9

Introduction – Scope of logistics in Business – Logistics system: In-bound and Out-bound logistics – Components of Logistics Management – Logistics and Supply Chain Management – Logistics drivers: Location, Inventory and Transportation – Logistics costs – Integrated Logistics

UNIT III NETWORK & TRANSPORTATION 9

Distribution Network Design – Role, Factors influencing – Design Options for Distribution Network Design – Logistics costs for a Supply Chain Network – Framework for Network Design – Models for

facility location and capacity location– Transportation: Role – Mode of Transportation – Transportation Network Structure

UNIT IV PLANNING DEMAND AND SUPPLY 9

Demand forecasting in the supply chain: Factors, Method, Error – Aggregate planning in the supply chain: Role, Aggregate planning problem, Strategies – Managing predictable variability–Managing Supply Chain–Managing Demand

UNIT V INVENTORY & SOURCING 9

Planning and Managing Inventories – Lot Sizing: Single Product (Economic Order Quantity), Multiple Products or Customers – Multiechelon Cycle Inventory – Inventory costs – Safety inventory – Sourcing: Role, In-house and Outsourcing – Third- and Fourth-Party Logistics (3PL and 4PL) – Supplier Selection

Total 45 hrs

Course Outcome:

- CO – 1: Gain knowledge on Supply chain based on the participants.
- CO – 2: Understand the implementation of logistics based on the drivers.
- CO – 3: Identify the facility location methods.
- CO – 4: Evaluate the demand forecasting.
- CO – 5: Gain knowledge on the various methods of sourcing.

Text Books:

1. Sunil Chopra and Peter Meindi, Supply Chain Management – Strategy Planning and Operation, Pearson Education, Third Indian Reprint, 2004.
2. Monczka et al., Purchasing and Supply Chain Management, Thomson Learning, Second edition, Second Reprint, 2002.

Reference Books:

1. Altekar Rahul V, Supply Chain Management – Concept and cases, Prentice Hall India, 2005.

Web Sources:

1. <https://backup.pondiuni.edu.in/sites/default/files/Logistics%20Supply%20Chain%20Mgt200813.pdf>
2. <https://www.geektonight.com/supply-chain-management-pdf/>

COURSE OUTCOMES:

At the end of the course, the students will be able to:

- CO – 1 : Analyze the implementation of quality management.
- CO – 2 : Explain the implementation of SPC tools.
- CO – 3 : Explain the implementation of management tools.
- CO – 4 : Record knowledge on the various techniques of quality management.
- CO – 5 : Explain the implementation of SPC tools using Six Sigma methodologies.

TEXT BOOKS:

1. Besterfield, et al., Total Quality Management, Pearson Education Asia, 3rd Edition, 2006.
2. Suganthi, L. and Samuel, A., Total Quality Management, Prentice Hall (India) Pvt. Ltd., 2006.

REFERENCE BOOKS:

1. Evans, J.R. and Lindsay, W. M., The Management and Control of Quality, 6th Edition, South-Western (Thomson Learning), 2005.
2. Oakland, J.S., TQM – Text with Cases, Butterworth – Heinemann Ltd., Oxford, 3rd Edition, 2006.

WEB SOURCES:

1. <https://www.scribd.com/document/383519351/Total-Quality-Management-By-Dr-V-Jayakumar-Dr-R-Raju-pdf>
2. <http://rmkec.ac.in/tmp/mech/Contents/totalqualitymanagement.pdf>

Course Objective:

- This course provides an introduction to both the theory and the practice of revenue management and pricing.
- Fundamentally, revenue management is an applied discipline; its value derives from the business results it achieves. At the same time, it has strong elements of an applied science and the technical elements of the subject deserve rigorous treatment.
- The plan of this course is to discuss both these practice and theory elements.

UNIT I Introduction: 9

Introduction - The Revenue Management Process - Classification and introduction to the models, course plan
 The Theories of Pricing: Brief review of microeconomic and marketing theories on consumer behavior and pricing - Product design, bundling and demand segmentation - Dynamic pricing policies

UNIT II Pricing policies and Revenue management model: 9

Pricing Policies in Action: Markdown policies and liquidations - Pricing with supply constraints - Customized pricing and e-commerce
 An Operational Model of Revenue Management: Stochastic Inventory Management and the Newsvendor Model - Single resource Revenue Management, expected marginal value to control sales – Overbooking

UNIT III Network Revenue Management: 9

Network Revenue Management: Network revenue management, control mechanisms - Linear Programming approach to Revenue Management - Applying network Revenue Management to different industries. Implementing a Revenue Management System: Solving Revenue Management Problems - Computational methods in Revenue Management - Performance Measurement

UNIT IV Demand Forecasting and Data Analysis: 9

Demand Forecasting and Data Analysis: Data, sources, systems, automation - Time-series forecasting and perfect demand segmentation models - Estimation techniques - Unconstraining for unobservable no-purchases--concept and the EM technique Competitive Factors: Imperfect segmentation model: Discrete choice models - Customer management and strategic purchasing behavior - RM Process management (organizational issues)

UNIT V Industry Applications: 9

Industry Applications: Various case studies related to capacity management in airlines, hotels, car rentals, cruises. Industry implementations and practices New Directions in Revenue Management: Business Analytics - Applications in new industries: Event sales, casinos, Display advertising - Bundling and Revenue Management

Total 45 hrs

Course outcomes;

- CO1 - Understand strategic and tactic roles of pricing in relevant business contexts
- CO2 – Apply how to implement pricing solutions
- CO3 – Analyze what a successful business requires adequate revenues and a positive operational cash flow to generate profits
- CO4 - Identify capacity bottlenecks and make adjustments to the business accordingly
- CO5- Organize resources and recognize the strategic impact of revenues on business,

Text Books:

- Robert L. Phillips., “Pricing and Revenue Optimization”, Stanford Business Book, 2005.
- *Paul Rouse, William Maquire and Julie Harrison, “Revenue Management in Service Organizations”, (2011)*

References:

1. K. Talluri and G. Van Ryzin., “The Theory and Practice of Revenue Management” , Kluwer Academic Publishers, 2004
2. STudorBodea (Author), Mark Ferguson (Author), Segmentation, Revenue Management and Pricing Analytics **Paperback**, Routledge publications, **2014**

Web Sources:

1. <https://www.ezeeabsolute.com/hotel-revenue-management-book.php>
2. [https://www.researchgate.net/publication/318596610 Pricing and Revenue Management](https://www.researchgate.net/publication/318596610_Pricing_and_Revenue_Management)

21EMBA25 OPERATIONS STRATEGY 3 0 0 3

Course Objective:

- To provide foundational knowledge associated with the operations strategy
- To describe the various Performance Objectives for implementation of operations strategy
- To describe the decision areas for strategy

UNIT – I INTRODUCTION 9

Introduction – Strategy: Definition, Levels – Operations and Strategy – Operations Management Vs. Operations Strategy – Four perspectives on Operations Strategy – Decision areas: Structural and Infrastructural – The Process of Operations Strategy

UNIT – II PERFORMANCE OBJECTIVES 9

Introduction – Quality: Hard, Soft – Speed: Time – Dependability: Time – Flexibility: Type – Internal and external benefits – The Operations Strategy Matrix – Performance Objectives and Competitive Factors – Product/Service Life Cycle on Performance Objectives

UNIT – III NEW APPROACHES 9

Total Quality Management (TQM): Fit into Operations Strategy – Lean Manufacturing: Fit into Operations Strategy – Business Process Reengineering (BPR): Fit into Operations Strategy – Six Sigma: Fit into Operations Strategy

UNIT – IV DECISION AREAS – I 9

Capacity Strategy: Levels of capacity decision, Factors influencing the overall level of capacity, Location of capacity – Purchasing and Supply Strategy: Supply Networks, Do (Make) or Buy? the vertical integration decision

UNIT – V DECISION AREAS – II

9

Process Technology Strategy: Classification, Three dimensions of process technology – Improvement Strategy: Breakthrough Improvement and Continuous Improvement, The Importance–Performance Matrix

Total 45 hrs

Course Outcome:

- CO – 1: Understand the process of operations strategy.
- CO – 2: To gain the fundamental concepts of Performance Objectives.
- CO – 3: Explore how the lean manufacturing fit into Operations Strategy.
- CO – 4: Identify the decision areas of Purchasing and Supply Strategy.
- CO – 5: Classify the decision areas of Improvement Strategy.

TEXT BOOKS:

1. Nigel Slack, Michael Lewis, MohitaGangwar Sharma. Operations Strategy, Pearson Education Limited, England, 5th edition, 2018.

REFERENCES:

1. David Walters. Operations Strategy, Palgrave Macmillan Publisher, 2015.
2. JA Van Mieghem and Gad Allon. Operations Strategy: Practices and Principles, Dynamic Ideas LLC 2nd edition, 2015.

WEB SOURCES:

1. <https://ocw.mit.edu/courses/sloan-school-of-management/15-769-operations-strategy-fall-2010/lecture-notes/>
2. https://www.vssut.ac.in/lecture_notes/lecture1429900757.pdf

Course Objective:

- To describe the various concepts of the sales and operations planning
- To describe the techniques of the sale forecasting
- To explain about the techniques employed in the operations planning

UNIT 1 SALES AND OPERATIONS PLANNING 9

Introduction to Sales and operations planning – Objective of sales and operations plans –
Need for Operations planning and control – Various Planning method

UNIT 2 DEMAND FORECASTING 9

Introduction – Forecasting technique: Qualitative and Quantitative – Delphi Method –
Regression Analysis – Time series analysis – Application

UNIT 3 OPERATIONS PLANNING – I 9

Capacity Planning – Types of Capacity – Measurement of Capacity: Efficiency and Utilization
– Capacity change: Expansion and Reduction – Make or Buy decision – Aggregate Production Planning
(APP) : Chase and Level, Techniques

UNIT 4 OPERATIONS PLANNING – II 9

Disaggregation: Master Production Scheduling (MPS) – Material Requirement Planning (MRP)
– Production Planning and Control (PPC): Phase, Function

UNIT 5 ENTERPRISE RESOURCE PLANNING 9

Manufacturing Resources Planning (MRP-II) – Evolution of ERP – Module – Material Management
(MM) Module: Purchase Management, Purchasing or Procurement cycle, Purchase Order (PO)

Total 45 hrs

Course Outcomes:

The students will be able to:

- CO – 1: Design about sales and operations planning process.
- CO – 2: Identify the difference between qualitative and quantitative forecasting method.
- CO – 3: Develop the plan for Aggregate Production.
- CO – 4: Explain the Material Requirement Planning (MRP).
- CO – 5: Develop the Purchase Order (PO)

TEXT BOOKS:

1. Stevenson J. William, Operations Management, 9th Edition, TMH, 2007
2. Hanna, D.Mark& Rocky Newman, Integrated Operations Management-Adding value for Customers, PHI, 2001.
3. Aswathappa K. and Sridhara Bhat, Production and Operations Management, Himalaya Pub. House, 2003.

REFERENCES:

1. Lee J. krajewski and Larry P.Ritzman, 2007, Operations Management strategy and analysis, 9th Edition, Pearson Education / Prentice Hall of India, 2007.
2. Everett.Adam, Jr. and Ronald J. Elbert, Production and Operations Management Concepts, Models and Behaviour, 5th Edition, PHI. 2003.
3. Edward M. Knod and Richard J. Schonberger, 2001, Operations Management meeting customers' demands, Mc Graw hill international, 7th Edition, 2001.

WEB SOURCES:

1. <https://www.slideshare.net/HarshalBadgujar/sales-operations-planning-process>
2. <https://www.slideshare.net/gdpawan/sales-operations-planning-13837992>

21EMBA27 BEHAVIOURAL OPERATIONS MANAGEMENT 3 0 0 3

Course Objective:

- To understand the Behavioural concepts in Operations Management
- To learn about the Behavioural concepts in production and service context.

UNIT – I INTRODUCTION 9

Behavioural Operations Management – Definition – The study of Behavioural Operations – History and the Contemporary Knowledge Base – Virtuous Cycles of Experimental Learning.

UNIT – II PRODUCTION AND SERVICE CONTEXTS – I 9

Synch and Swim: Managing and Mismanaging Process Constraints and Variability – Process and Perception: Kristen's Cookie Company from a Behavioral Point of View.

UNIT – III PRODUCTION AND SERVICE CONTEXTS – II 9

The Wait or Buy Game: How to Game the System That's Designed to Game You Back – Sharing the Load: Group Behavior and Insights into Simulating Real-World Dynamics

UNIT – IV SUPPLY CHAINS 9

Sharing the Risk: Understanding Risk – Sharing Contracts from the Supplier's Perspective – Supply Chain Negotiator: A Game of Gains, Losses, and Equity

UNIT – V INTEGRATIVE/ENABLING TECHNOLOGY 9

Dynamic Pricing in Revenue Management – Intertemporal choices in Project based organisations – Impulsiveness and Emotions – Behaviour Assessment Test on Conflict Management – Kicking the mean Habit – A chain of hands

Total 45 hrs

Course Outcomes:

At the end of the course, the students will be able to:

CO – 1: Understand the fundamental production in Behavioral concepts.

CO – 2: Explain the Process Constraints and Variability

CO – 3: Identify the Group Behavior.

CO – 4: Gain knowledge about the implementation of Supply Chain.

CO – 5: Evaluate the Impulsiveness and Emotions.

TEXT BOOKS:

1. Elliot Bendoly, Wout van Wezel, and Daniel G. Bachrach, The Handbook of Behavioral Operations Management, Oxford University Press, 2015

REFERENCES:

1. Christoph H. Loch, Yaozhong Wu, Behavioral Operations Management, Now Publishers Inc, 2007

WEB SOURCES:

1. <https://www.slideshare.net/priyasharmma/organizational-behavior-6858461>
2. <https://www.slideshare.net/Kadirikjs24/operations-management-69329225>

21EMBA28 OPERATIONS RESEARCH APPLICATIONS 3 0 0 3

Course Objective:

- To acquaint the student with the applications of Operations Research to business and industry
- To help them to grasp the significance of analytical techniques in decision making.
- To test on the application of Operations Research to business related problems.

UNIT – I DYNAMIC PROGRAMMING 9

Dynamic programming – Type – Forward and Backward Recursion – Application: Shortest-Route Problem, Knapsack Model, Work-Force size problem

UNIT – II SCHEDULING SYSTEMS 9

Flow shop: Johnson 's Method – Two Machines, Three Machines, More than three Machines
Graphical Method – Only Two Jobs – Job shop

UNIT – III PROJECT SCHEDULING 9

PERT & CPM – Project scheduling by PERT/CPM – Cost considerations in PERT/CPM

UNIT – IV QUEUING & SIMULATION 9

Queuing System – Four elements – Kendall's Notation – Queuing models – Birth and Death Model – Simulation – Type: Discrete and Continuous simulation – Simulation models

UNIT – V ADVANCED 9

Branch and bound method – Vehicle Routing Problems – Quadratic Programming – Staff transfer problem – Two-stage supply chain distribution problem

Total 45 hrs

Course Outcomes:

The students will be able to:

CO – 1: Analyze the applications of Dynamic programming.

CO – 2: Evaluate Flow shop in Two Machines.

CO – 3: Understand the applications of Project scheduling by CPM and PERT

CO – 4: Gain the knowledge about Queuing System.

CO – 5: Explain the Vehicle Routing Problems.

TEXT BOOKS:

1. Hamdy A. Taha, Operation Research, Pearson Prentice Hall, 2003.
2. Singh & Kumar, Operation Research, UDH Publisher, 2013.

REFERENCES:

1. S.R. Yadav, A.K. Malik, Operations Research, Oxford University Press; First edition, 2014.
2. G.V.Shenoy,U.K.Srivastava, S.C.Sharma, Operations Research for Management, New Age International,Revised 2nd Ed, 2005.

WEB SOURCES:

1. <https://www.slideshare.net/Sajidaliduet/advanced-operation-research>
2. <https://www.slideshare.net/dharmendragahwai/operational-reseach-ppt>
3. <https://www.slideserve.com/rbillingsley/advanced-operations-research-powerpoint-ppt-presentation>

Course Objective:

- To explain for satisfaction of the customer who wants. Every commercial organization is to focus on making profit.
- To explain the world class manufacturing strategy within these enterprises because they make their products themselves.

UNIT – I INTRODUCTION 9

Management of Manufacturing Systems: An Overview – Manufacturing Systems: Type – Challenges – Evolution of Manufacturing Systems – Nine laws in Manufacturing – Various methodologies

UNIT – II CELLULAR MANUFACTURING SYSTEMS 9

Principle – Group Technology (GT) – Cellular Manufacturing Systems – Layout – Cell Design: formation, operator allocation, sequencing and scheduling – Part Classification and Coding – Production flow analysis

UNIT – III JUST-IN-TIME 9

Evolution of Just-In-Time – Principle – Seven wastes – Just-In-Time (JIT) – Kanban or Pull System – CONWIP – Tools and Techniques

UNIT – IV SYNCHRONOUS MANUFACTURING 9

Synchronous Manufacturing or Theory of Constraints – Principle – Definition of Goal by Goldratt – Role of a constraint – Types of resources: bottlenecks and capacity constrained resource – Drum Buffer Rope System

UNIT – V FLEXIBLE MANUFACTURING SYSTEMS (FMS) 9

Concept of Flexible Manufacturing System (MS) – Flexibility – Types: Single machine cell, Flexible manufacturing cell, Flexible manufacturing system – Components – Applications – Benefits – Implementation issues

Total 45 hrs

Course Outcomes:

The students will be able to:

- CO – 1: Describe the types of Manufacturing style.
- CO – 2: Explain the layout based on cellular manufacturing.
- CO – 3: Gain the knowledge about the principle and wastages of JIT
- CO – 4: Understand the Theory of Constraints.
- CO – 5: Describe the Flexible manufacturing system.

TEXT BOOKS:

1. Mikell P. Groover, Automation, Production Systems and Computer-Integrated Manufacturing, Pearson Education; Fourth edition, 2016.
2. Richard J. Schonberger, World Class Manufacturing, Free Press Publication, 2008.
3. Feld, W. M., Lean Manufacturing Tools, Techniques and How Use Them, St. Lucie Press, Florida, 2000.

REFERENCES:

1. Richard J. Schonberger, World Class Manufacturing: The Next Decade: Building Power, Strength, and Value, Free Press Publication, 2013.
2. R.P.Mohanty&S.G.Deshmukh, Advanced operations management, Pearson education (Singapore) P.Ltd

WEB SOURCES:

1. <https://theintactone.com/2019/12/10/kmbom05-management-of-manufacturing-system/>
2. https://www.vssut.ac.in/lecture_notes/lecture1429900757.pdf
3. https://backup.pondiuni.edu.in/storage/dde/dde_ug_pg_books/BBA%20III%20-%20BBA%203004%20Production%20and%20Materials%20Management.pdf

Course Objective:

- To explain the strategic role of sourcing management in creating and enhancing a firm's competitive advantages
- To understand the sourcing activities, supplier management
- To learn about the global sourcing management.
- To learn about the latest trends in sourcing.

UNIT – I INTRODUCTION 9

Sourcing – Sourcing management: Concept, Functions, Application – Supplier Evaluation and Selection (Concepts): Supplier Rating – Rating criteria – Factors

UNIT – II GLOBAL SOURCING 9

Introduction to Global Sourcing – Trends in Global Sourcing – Global Sourcing – Negotiation – Performance Measurement and Evaluation (Concepts and Metalcraft Case)

UNIT – III SUPPLY CHAIN 9

Supply Chain: The Role of Sourcing – Components – Key Process – Outsource: Various Mechanism – Third-party logistics (3PL): Service

UNIT – IV ANALYTICAL TOOLS 9

Analytical Tools in Sourcing (Total Cost of Ownership (Wire Harness case), Pricing Analyses (Plastic Shield case)) – Analytical Tools in Sourcing (Foreign Exchange Currency Management, Learning Curve, Quantity Discount Models) – Integrative Pacific Systems Case (Supplier Scorecard, Sourcing Risk, Supplier Financial Analysis)

UNIT – V RISKS & TRENDS 9

Sourcing Risk Management (Concepts) – Electronic Sourcing – Sustainability and Sourcing (Green Sourcing; Walmart-China Case)

Course Outcomes:

At the end of the course, the students will be able to:

- CO – 1: Evaluate the selection of supplier
- CO – 2: Explain the Global Sourcing
- CO – 3: Understand the Sourcing in Supply Chain.
- CO – 4: Gain the knowledge about the Analytical Tools in Sourcing.
- CO – 5: Investigate the new trends.

TEXT BOOKS:

1. Sunil Chopra and Peter Meindi, Supply Chain Management – Strategy Planning and Operation, Pearson Education, Third Indian Reprint, 2004.
2. Monczka et al., Purchasing and Supply Chain Management, Thomson Learning, Second edition, Second Reprint, 2002.

REFERENCES:

1. Lee J. Krajewski and Larry P. Ritzman, 2007, Operations Management strategy and analysis, 9th Edition, Pearson Education / Prentice Hall of India, 2007.
2. Altekhar Rahul V, Supply Chain Management – Concept and cases, Prentice Hall India, 2005.
3. Olivier Bruel, Strategic Sourcing Management: Structural and Operational Decision-making Kogan Page; 1 edition, 2016.

WEB SOURCES:

1. <https://theintactone.com/2019/12/10/kmbom04-sourcing-management/>
2. <https://www.msuniv.ac.in/Download/Pdf/2e361eb8504c4b4>
3. <https://examupdates.in/materials-management-notes/>

21EMBA31 SUPPLY CHAIN ANALYTICS 3 0 0 3

Course Objective:

- To provide foundational knowledge associated with the supply chain analytics
- To describe the various tools and techniques for implementation of analytics based on the supply chain drivers such as location, logistics and inventory
- To describe the various techniques for analytics based on the Multi Attribute Decision Making (MADM) and risk
- To provide the applications of analytics in supply chain

UNIT – I INTRODUCTION 9

Introduction – Overview on Supply Chain, Analytics and Supply Chain Analytics – Dashboards with relevant KPIs for Supply Chain – Optimization – Classification of optimization problems – Optimization for Analytics – Operations Research Techniques for Analytics

UNIT – II LOCATION AND LAYOUT 9

Plant/Warehousing Decisions – Location Methods – Location Models – Network Models – Layout Methods – Line Balancing: KPIs (Cycle time, Idle time) – Inventory Management

UNIT – III TRANSPORTATION NETWORK 9

Transportation Network Model Notion of graphs – Minimal Spanning Tree – shortest path Algorithms – Maximal flow problems and transportation problems – set covering – set partitioning problems – travelling salesman algorithms – Advanced Vehicle routing problems – scheduling algorithm – linking algorithms – Data envelopment analysis – Analytical Network process

UNIT – IV PLANNING & MULTI ATTRIBUTE DECISION MAKING 9

Capacity Planning – Measurement of Capacity: KPIs (Efficiency and Utilization) – Aggregate Production Planning (APP): Model, Techniques – Multi Attribute Decision Making (MADM) –

UNIT – V

SIMULATION & DOE

9

Introduction to simulation – Type: Discrete and Continuous simulation – Simulation models – Steps in Simulation study – Simulation for Analytics – Experimental Designs (Taguchi, RSD, Mixture Design)

Total 45 hrs

Course outcomes:

CO – 1: Explain the fundamental concepts of Optimization.

CO – 2. Identify the different types of analytics for operations and supply chain.

CO – 3: Describe the various tools and techniques for implementation of analytics based on the supply chain

CO – 4: Analyze the inventory using aggregate production model

CO – 5 Assess the level of uncertainty associated with the supply of products and services to targeted customer.

TEXT BOOKS:

1. James R. Evans., Business Analytics – Methods, Models and Decisions, Pearson Publications, 1st Edition, 2012.
2. G.V.Shenoy,U.K.Srivastava,S.C.Sharma, Operations Research for Management, New Age International,Revised 2nd Ed, 2005.
3. Supply chain management by Sunil Chopra, and Peter Meindl, Pearson
4. Michael Watson, Sara Lewis, Peter Cacioppi, Jay Jayaraman, Supply Chain Network Design: Applying Optimization and Analytics to the Global Supply Chain, Pearson Education, 2013
5. . Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning
6. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and

Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi, 2008.

7. Nada R. Sanders, Big data driven supply chain management: A framework for implementing analytics and turning information into intelligence, Pearson Education, 2014.

REFERENCE BOOKS:

1. Gerad Feigin, Supply Chain planning and analytics – The right product in the right place at the right time, Business Expert Press, 2011
2. Peter Bolstorff, Robert G. Rosenbaum, Supply Chain Excellence: A Handbook for Dramatic Improvement Using the SCOR Model, AMACOM Div American Mgmt Assn, 2007
3. Robert Penn Burrows, Lora Cecere, Gregory P. Hackett, The Market-Driven Supply Chain: A Revolutionary Model for Sales and Operations Planning in the New On-Demand Economy, AMACOM Div American Mgmt Assn, 2011

WEB SOURCES:

1. https://www.researchgate.net/publication/338336513_Transportation_network_model_and_Network_analysis_of_road_networks
2. https://prod-edxapp.edx-dn.org/assets/courseware/v1/e1cb43ff2380f268546dc0d2a4c0aaf9/asset-v1:MITx+CTL.SC0x+3T2016+type@asset+block/KeyConcept_SC0x_V3.pdf
3. https://www.capgemini.com/wp-content/uploads/2017/07/supply_chain_analytics_0.pdf
4. <https://www.genpact.com/downloadable-content/insight/driving-supply-chain-excellence-through-data-to-action-analytics.pdf>

21EMBA32 MANPOWER PLANNING, RECRUITMENT AND SELECTION 3 0 0 3

COURSE OBJECTIVE:

- The objective of this course is to provide student with a sound knowledge on the concepts, dimensions and approaches of human resources development and manpower planning.
- To understand the purpose, process and applications of Manpower planning in the context of different organizational strategies.
- To create a critical appreciation and knowledge of understanding the determinants of human resource requirements.
- To create practical awareness about the current trends in human resource planning of global companies.

UNIT-I

9

Manpower Planning and Resourcing: Factors Affecting Manpower Planning, Need for Manpower Planning, Five Steps in Manpower Planning, Importance of Manpower Planning, Obstacles in Manpower Planning, Advantages of Manpower Planning, Successful Manpower Planning, Consolidated Demand Forecast Development, Effective Decision Making, Gaining Senior Management Support, Meeting the Organization's Goals and Objectives

UNIT-II

9

Manpower Forecasting: Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting

UNIT-III

9

Role of Human Resource in Manpower Planning: Introduction, Inputs provided by HR for manpower planning, Key human resource elements, Strategic Human Resources Planning-HR Planning Linkage of HR Planning with Other HR Functions Influencing Factors in Manpower Planning

UNIT-IV

9

Resourcing Strategy: Introduction, Components of Resourcing Strategy, Business Scenario Planning, Estimating Future Human Resource Requirements, Labor Turnover, Action Planning, Role of HR in Developing Resource Capability, Resourcing Strategy

UNIT-V

9

Career planning and succession management: definitions, concepts, stages of career development process and organizational HR Policies, carrier Anchors – Stages of growth and career, career processes Succession management process and Management development programmes, objectives of MDP's, Job rotation, Auditing MDP's management development methods, challenges of succession management, Replacement analysis.

Total 45 hrs

COURSE OUTCOMES:

Co-1: Describe the importance of human resources development and manpower planning for both social and economic planning

Co-2: Discuss on different types of human resources and strategies of human resources development and manpower planning in rural and urban sector

Co-3: Solve the challenges as to forecasting HR requirements and measuring and responding to over and undersupply of critical human resources

Co-4: Analyze and assess tactical and strategic human resource needs in organizations.

Co-5: Estimate the future human resource requirements through proper action plan.

TEXT BOOKS:

- Sharma D K, Manpower Planning, Centrum Press, 2012.
- Deepak Kumar Bhattacharya, Human Resources Planning, Excel Book Publishers, 3rd edition, 2016.

REFERENCES

- Ross Sparkman, Strategic workforce planning- Developing Optimised talent Strategies for future growth, Kogan page, 1st edition, 2018

WEBSITES

1. <https://www.shrm.org/>
2. <https://HR> HERO

WEBSOURCES

1. <https://www.slideshare.net/SonaliSubhadarshini/manpower-planning-64350363>
2. <https://www.slideshare.net/prashantmehta371/human-resource-strategy>

COURSE OBJECTIVE

- This course will help the student to get exposure on Employee Relations.
- To understand the relations ship between the employee, employer, union and government.

UNIT I EMPLOYEE RELATIONS

9

Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct

UNIT II INDUSTRIAL CONFLICTS

9

Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.

UNIT III LABOUR WELFARE

9

Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.

UNIT IV INDUSTRIAL SAFETY

9

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

UNIT V WELFARE OF SPECIAL CATEGORIES OF LABOUR

9

Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour –BPO & KPO Labour - Social Assistance – Social Security – Implications.

COURSE OUTCOMES:

- CO – 1: Recall on the various conceptual understanding of industrial relations concepts, approaches.
- CO – 2: Discuss on the awareness regarding government machinery to settlements of industrial dispute
- CO – 3: Predict on the futuristic issues in era of dynamic technological changes as to Industrial relations.
- CO – 4: Revise and enable the students to interpret and apply these laws.
- CO – 5: Appraise on the understanding on labour problems and remedial measures in the country.

TEXT BOOKS:

1. Dynamics of Industrial Relations, Mamoria, Mamoria&Gankar, Himalaya Publishing House, 8th edition, 2008
2. Industrial Relations in India, Ratan Sen MacMillan, 3rd edition, 2010.

REFERENCE BOOKS:

1. Industrial Relations Emerging Paradigms, B.D.Singh, Excel Books, 2010.

WEBSITES:

1. <https://www.bamboohr.com/blog/top-websites-for-hr-professionals>
2. <https://SHRM.com>

WEBSOURCES:

1. <https://www.slideshare.net/DrManishankar/employee-relation-44829364>
2. <https://www.slideshare.net/nilendrakumar7/child-labour-78191564>

COURSE OBJECTIVE:

- The course introduces students to the fundamental logic, metrics, analysis, and interpretation that is central to HR analytics.
- The course introduces techniques to link HR measures and outcomes of business strategy and organizational performance through the applied research in organizations
- This course is designed to teach critical thinking about analytics by applying basic statistics principles to HR- related data
- Students should be capable of integrating, analyzing and interpreting data to make more informed decisions about managing human resources.

UNIT-I**9**

Definition, Significance, Concepts & Objectives - Historical evolution of HR metrics- Defining Metrics - Describe the components of metrics - Understand the different measures in metrics - explain the HR measurement model

UNIT-II**9**

Approaches for designing HR metrics: The Inside-Out Approach - The Outside-In Approach - Align HR metrics with business strategy, goals and objectives- Link HR to the strategy map. -Creating levels of metrics measures:

UNIT-III**9**

Building HR functions metrics - Workforce Planning Metrics - Recruitment Metrics- Training & Development Metrics - Compensation & Benefits Metrics - Employee relations & Retention Metrics- Employee profiling

UNIT-IV**9**

The HR Scorecard and Related Metrics - Describe the HR Scoreboard - Understand the HR value chain measurements - Describe the key elements of the HR scoreboard - Describe the difference between HRM and HCM.

UNIT-V**9**

HR Metrics and KPIs - Define metrics from strategy to KPI - understanding performance matrix in HR - Understand several key metrics for your business- establishing HR Analytics unit in organizations- Present scenario in HR Analytics.

Total 45 hrs

COURSE OUTCOMES:

CO-1: Relate the importance of using data-based reasoning to support HR decisions

CO-2: Describe the strategic role of HRM

CO-3: Formulate decisions about human resource initiatives using data-based reasoning and analysis.

CO-4: Identify the quantitative analyses suitable for the analysis of employee data.

CO-5: Interpret statistical output involving HR data.

TEXT BOOKS:

1.Ramesh Soundarajan, Kuldeep Singh, Winning on HR Analytics, Sage publications Pvt Ltd, 1st edition, 2017.

2.Jac Fitz-Enz& John R.Mattox II, Predictive Analytics for Human Resources, Wiley publications, 1st edition, 2014.

3.Cascio, W. & Boudreau. Investing in People: Financial Impact of Human Resource Initiatives, Upper Saddle Ridge, NJ: Pearson Education, 2nd Edition, 2011.

REFERENCE BOOKS:

1.Barry Wolfe, HR Metrics , The Expressive Press, 2015

2.Bernard Marr, Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan page, 1st edition, 2018.

WEBSITES

1. <https://www.coursera.org/learn/wharton-people-analytics>
2. <https://www.greatlearning.in/>

WEBSOURCES

- 1.<https://www.coursera.org/learn/wharton-people-analytics/lecture/zoneJ/talent-analytics-the-importance-of-context>
- 2.<https://hbr.org/topic/balanced-scorecard>

COURSE OBJECTIVE:

- The course examines how compensation and benefits programs are changing.
- The course looks at how the total rewards system is becoming more popular and assesses how organizations need to revisit their compensation and benefits program to better fit their strategic goals and objectives.
- The course should try to explore latest trends in compensation and benefits management.

UNIT I Introduction**9**

Introduction: Compensation meaning, objectives, nature of compensation, types of compensations, compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems.

UNIT II Compensation Structure and Differentials**9**

Managing Employee Benefits: Benefits- meaning, nature and types of benefits, Employee benefits programs- security benefits, retirement security benefits, health care benefits, Theories of wages - wage structure - wage fixation - wage payment - salary administration.

UNIT III Reward System, Incentives and Pay Restructuring**9**

Design of Performance-linked Reward System, Incentives for Blue and White Collars, Allowances and Benefits, Bonus, Profit Sharing, Downsizing and Voluntary Retirement Scheme

UNIT IV Legal Framework of Wage And Salary Administration**9**

Law relating to Payment of Wages, Salary and Bonus, Regulation of Minimum Wages and Equal Remuneration, Law Relating to Retrial Benefits

UNIT V Emerging Issues and Trends**9**

Tax Planning, Overview of Future Trends in Compensation Management – International compensation – Expatriate compensation.

COURSE OUTCOMES:

1. CO – 1: Describe the management approach as an art and science of compensation practice and its role in promoting a company’s competitive advantage.
2. CO – 2: Summarize the basic compensation concepts and the context of compensation practice
3. CO – 3: Apply different ways to strengthen the pay-for-performance link that are required for employee benefits.
4. CO – 4: Elaborate the implications for strategic compensation and possible employer approaches to managing legally required benefits
5. CO – 5: Appraise on the trends, new practices of compensation management.

TEXTBOOKS:

1. Performance Management, Herman Aguinis, Prentice Hall, 3rd Edition, 2013

REFERENCEBOOKS

1. Compensation & Reward Management, BD Singh, Excel Books, 2012
2. Compensation, Milkovich & Newman, McGraw-Hill Education, 10th edition, 2010
3. Strategic Compensation: A Human Resource Management Approach, Joe Martocchio, Prentice Hall, 6th Edition, 2010.

WEBSITES

1. <https://www.digitalhrtech.com>
2. <https://www.shrm.org/resourcesandtools/hr-topics/compensation/pages/pay-benefits-satisfaction.aspx>

WEBSOURCES

1. <https://www.slideshare.net/hrtalksblog/compensation-benefits-6680362>
2. [National HRD Network](#)

21EMBA36 PERFORMANCE MANAGEMENT SYSTEMS 3003

Course Objective:

- The course aims to impart the understanding about the performance management system and strategies adopted by the organizations to manage employees' performance.
- The course intends to give insights on ways to identify, integrate, and retain talent in an organization to deliver high performance.
- To examine the importance of an effective performance management system in helping organizations define and achieve long term and short term goals vital to its overall success.

UNIT I INTRODUCTION

9

Definition, concerns and scope - Historical developments in Performance Management - aims and role of PM systems, characteristics of an ideal PM systems, performance management process, Performance appraisal Vs performance management

UNIT II PERFORMANCE APPRAISAL SYSTEM IMPLEMENTATION

9

Setting objectives - Organizational and individual performance plans - determinants of performance - Components of Managing performance and development plan - setting mutual expectations and performance criteria. Approaches to measuring performance, diagnosing the causes of poor performance.

UNIT III PERFORMANCE MANAGEMENT & EMPLOYEE DEVELOPMENT 9

Purpose of Appraising - Methods of appraisal, objectives, and skill required, the role of the appraiser, Appraisal methods, rater errors, Personal Development plans, 360 degree feedback as a developmental tool performance management & reward systems.

UNIT IV COMPETENCY BASED PERFORMANCE MANAGEMENT SYSTEM 9

Introduction, management skills and competencies, types of competencies, steps of a competency identification process, Competency mapping in performance management, performance based compensation performance - Based career planning & promotion policy

UNIT V CURRENT TRENDS IN PERFORMANCE MANAGEMENT SYSTEM 9

Performance Consulting, concept, organizing performance improvement department, Potential appraisal use of technology, issues and concern in performance management. Building and leading High performing teams - team oriented organizations - developing and leading high performing teams.

Total 45 hrs

COURSE OUTCOMES

At the end of the course the students will be able to:

CO – 1: Describe the performance management as to organizations.

CO – 2: Explain on the organizational performance management programs and best practices and define attributes of effective performance management systems.

CO – 3: Select the job-related performance standards and performance indicators as to organizations.

CO – 4: Evaluate employee involvement and contribution towards organization effectiveness.

CO – 5: Elaborate and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.

Text Books:

1. T.V. Rao: 'Performance Management and Appraisal Systems'; Response Books; 10th edition, 2011.
2. Tony Deb, Performance Management, Oxford university press, 1st edition, 2008.
3. Chadha, Performance Management: It's About Performing – Not Just Appraising, McMillan India Ltd, 1st edition, 2003.

References:

1. Herman Aguinis, Performance Management, Pearson Education, 3rd edition, 2012.

2. Dixit Varsha, Performance Management, Vrinda Publications Ltd, 1st edition, 2009
3. Michael, Armstrong , Performance Management, Kogan Page, 5th edition, 2000.

Websites:

1. <https://peoplemanagingpeople.com/>
2. <https://www.shrm.org>

Web sources:

1. [National HRD Network](#)
2. <https://www.slideshare.net/tsheten/performance-management-system-12238903>

21EMBA37

TEAM DYNAMICS AT WORK

3 0 0 3

COURSE OBJECTIVES

- To focus on high performance goals in the organization
- To understand the stages of team development & its importance
- To analyze how to manage conflict and teams at work place

UNIT I: INTRODUCTION TO TEAM MANAGEMENT

9

Understanding teams – define the team success – importance & scope of Team – Team process – Team Organization – Evolution of team in industry –Process of Team work – Team work for individuals at work

UNIT II: TEAM BUILDING AT WORK

9

Team Building and Interpersonal Process: Process Consultation - Team building -Team building activities-Making of Effective Team - Types of team building - role in team building- the results of team building- Concept of Group dynamics - Group development Stages.

UNIT III: MANAGING CONFLICT & DESIGNING EFFECTIVE TEAMS

9

Team Effectiveness - High performing teams - Team Roles - cross functional and self-directed teams - Teams and Team Building (Interpersonal Effectiveness) Basics of Team and Team Building - Conflict in teams : Conflict Resolution : Negotiation.

UNIT IV: TEAM COMMUNICATION

9

Setting up teams–Team communication at work - choosing team leaders Training teams for process improvements -

UNIT V: GROUP BEHAVIOR AND GROUP DYNAMICS WORK GROUPS

9

Group Behavior and Group Dynamics Work groups' formal and informal groups and stages of group development- Concepts of Group Dynamics - group conflicts and group decision making. Team Effectiveness - High performing teams - Team Roles - cross functional and self-directed teams

Total 45 hrs

COURSE OUTCOMES

CO – 1: Recall the stages of Team development

CO – 2: Classify and Identify the drives & situational needs of the team at work

CO – 3: Apply critical thinking skills to evaluate group dynamics and team processes.

CO – 4: Create, recognize and understand the characteristics of teams, the processes of teamwork, and how teams' function within organizations.

CO – 5: Summarize the skills for understanding group dynamics and working effectively in groups.

TEXT BOOKS:

- Daniel Levi, Group dynamics for teams, 5th Edition, Sage Publication, 2019,
- Leigh Thompson, Making the Team: A Guide for Managers 6th Edition, Kindle Edition, 2017.

REFERENCE BOOKS:

- Bolman, L. G., and Deal, T. E., Reframing Organizations: Artistry, Choice, and Leadership. San Francisco: Jossey-Bass, 2003

- T.A. Harris, I'm O.K. –You're O.K., London, Pan Books Ltd.

WEBSITES:

1. <https://peoplemanagingpeople.com/>
2. <https://www.shrm.org>

WEBSOURCES:

1. <https://www.slideshare.net/testlerryder/team-dynamics-presentation>
2. <https://www.slideshare.net/kktv/team-communication>

21EMBA38

STRATEGIC HRM

3 0 0 3

Course Objective:

- To develop an understanding and appreciation of the role strategic human resource management in a firm's success, along with knowledge of the basic functions of human resource management, current practices, and issues.
- To demonstrate an understanding of strategic human resource practices and how to design and implement them strategically in organizations to influence organizational effectiveness.
- To identify and analyze human resource management problems in organizations and develop strategic solutions to these problems.

UNIT I HUMAN RESOURCE DEVELOPMENT

9

Meaning – Strategic Framework for HRD – Vision, Mission and Values – Importance – Challenges to Organizations – HRD Functions – Roles of HRD Professionals – HRD Needs Assessment – HRD

Practices – Measures of HRD Performance – Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent Trends – Strategic Capability.

UNIT II TRAINING AND DEVELOPMENT 9

Training – Types of training - Formulation and statement of training and development policies – Job Analysis and Job Design -Performance appraisal methods – technical personnel and workers – management development methods – Evaluation of training and development programmes – e-training – Cross culture.

UNIT III CAREER & COMPETENCY DEVELOPMENT 9

Career Concepts – Roles – Career stages – Career planning – career development – Competencies and career management - Managing Career Plateaus – Designing Effective Career Development Systems – competency mapping model - Equity and Competency based Compensation– succession planning – potential appraisal assessment centre.

UNIT IV COMPENSATION AND INCENTIVES 9

The Motivational Role of Pay and Rewards: A Psychological Framework - Content Perspectives Compensation and Incentives - Pay Structures - Types of Pay - Linking Compensation to the HRM Process - HR Laws Governing Compensation - Opportunities, Challenges, and Recent Trends in Compensation. The Strategic Importance of Benefits - Types of Benefits - Communication and Monitoring Costs - Linking Benefits to the HRM Process- Opportunities, Challenges, and Recent Developments in Benefits and Benefit Administration.

UNIT V HRD IN ACTION 9

HRD approaches for coping with major organizational changes and case studies of HRD in Indian organization – current developments, Future Trends in Human Capital and Talent Management– employee health and welfare programs work stress – Employee coaching and counselling.

Total 45 hrs

COURSE OUTCOMES

At the end of the course the students will be able to:

Co 1: Highlight the strategic HR planning and the HRM process to the organization’s strategic management and decision-making process.

Co 2: Summarize and illustrate and reason with the key human resource management concepts like HR Audit etc.

Co 3: Execute the training modules that leads to employee performance.

Co 4: Appraise on the behaviour and performance that demonstrates enhanced competence in decision making, group leadership, oral and written communication, critical thinking, problem-solving, planning and team work.

Co 5: Facilitate employees on careers opportunities within the organization.

TEXT BOOKS:

- Ekta Sharma, “Strategic Human Resource Management and Development” Publisher: Pearson Education; First edition, 2018.
- Dessler/Varkkey, ‘ Human Resource Management’, Pearson Education India; 14 edition, 2015.

REFERENCE BOOKS:

1. Jeffrey A Mello, 'Strategic Human Resource Management', Publisher: Cengage; 3 edition, 2012.
2. P. Subb Rao , “International Human Resource Management”, Himalaya Publishing House; Second Edition, 2015.
3. GhanekarAnjali , “Essentials of Strategic Human Resource Management” 2nd edition, Everest Publishing House, 2014.

WEBSITES:

1. <https://www.hrzone.com/>
2. <https://hrtrendinstitute.com/>

WEBSOURCES:

1. <https://www.slideshare.net/sheetalgwagh/strategic-human-resource-management-shrm>
2. https://www.slideshare.net/ankurupadhayay/hrd-culture?qid=4765f78e-4b6b-4ccd-a248-67af22a2f7d0&v=&b=&from_search=2
3. <https://www.slideshare.net/SlideTeam1/workers-compensation-and-incentives-powerpoint-presentation-slides>
4. <https://slideplayer.com/slide/13699499/>

21EMBA39

INTERNATIONAL HRM

3 0 0 3

COURSE OBJECTIVE:

- The purpose of this course is to provide the students with knowledge and understanding of IHRM as well as the ability and skills to analyse IHRM in contemporary firms.
- To discuss the growth of international business operations and the development of multinational firms with their formal and informal approaches.
- To describe the HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks

UNIT-1:

9

Introduction to IHRM Definition- The drivers of internationalization of business- different setting of International Human Resource Management. Development of IHRM- Difference between IHRM and Domestic HRM- Models of IHRM- Socio-cultural context, Organizational dynamics and IHRM- Role of culture in International HRM- Country and Regional Cultures, Country Culture versus MNE Culture- impact of Country culture on IHRM.

UNIT –II**9**

International Workforce planning and staffing- International labour market International Recruitment function- cross-national advertising, e-recruitment; International staffing choice-different approaches to multinational staffing decisions, Types of international assignments, Selection criteria and techniques- use of selection tests- interviews for international selection, Successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues.

UNIT-III**9**

Developing Global Mindset: Global Leadership- Cross cultural context and international assignees - Current scenario in international training and development- training & development of international staff- types of expatriate training-sensitivity training- Career Development-repatriate training - developing international staff and multinational teams- knowledge transfer in multinational companies.

UNIT-IV**9**

Performance Management-Performance Management and MNE- Constraints in goal attainment, performance management cycle- Performance Management of International Assignees, third and host country employees- issues and challenges in international performance management- country specific performance management practices.

UNIT-V**9**

International Workforce and International HRIS-Working with multicultural and ethnic groups, Health and safety and International Assignees- Crisis Management-Global HR Shared Services, Managing HR in virtual organization-HRIS: Meaning, Role of IT in HR- Designing of HRIS, Applications of HRIS in Employee Management- Limitation of HRIS

Total 45 hrs**COURSE OUTCOMES:**

CO-1: Describe, explain and compare perspectives and theories related to IHRM

CO-2: categorize the various IHRM concepts theories, perspectives, and practical problems facing contemporary firms.

CO-3: Appraise on the various activities in MNCs as to IHRM

CO-4: Integrate theories and methods practical applications of IHRM.

CO-5: Write and discuss on, the impact of IHRM in MNCs

TEXT BOOKS:

1. Srinivas R.Kandula , " International Human Resources Management", Sage Publication, 2018.
2. Peter.J.Dowling, Marion Festing, Allen.D.,Engle "International Human Resources Management",7th Edition, Cengage Learning, 2017.

REFERENCE BOOKS:

1. Christopher Brewster, Elizabeth Houldsworth , Paul Sparrow and Guy Vernon, “International Human Resources Management”, 4th Edition, Kogan page, 2016.

WEBSITES

1. <https://www.ahri.com.au/>
2. <https://www.hcamag.com/ca>

WEBSOURCES

1. <https://www.slideshare.net/preeti52/chapter-1-introduction-to-ihrm>
2. <https://www.slideshare.net/AshokBishnoi1/ppt-on-human-resources-management-recruitment>
3. <https://www.slideshare.net/TerriFriel/developing-a-global-mindset-60030309>
4. <https://slideplayer.com/slide/3980239/>

21EMBA40

CROSS CULTURAL MANAGEMENT

3 0 0 3

COURSE OBJECTIVE:

- To provide conceptual framework of global business environment
- To understand the cross culture and its effects on organizations
- To highlight the culture-communication link
- To understand negotiation styles and manage negotiation
- To learn about developing international and global strategies
- To understand the nuances of staffing for global operations and building global management teams.

UNIT I Cross Cultural Management

9

Cross cultural management – meaning, definition – Scope,– anthropology – Cultural Synergy – National culture – cross culture and philosophy - tradition and its values – interdisciplinary orientation.

UNIT II Culture and Behaviour**9**

Culture and behaviour - An effect of culture on behavior, Adjusting to the New Culture, Cultural relativity of management Theory, Competencies for Global Manager - Cultural competence – job dissatisfaction.

Unit III Organisational cross culture**9**

Organisational cross culture – International culture - Leadership - Motivation – behavioural dynamics – Inter-culture exposure – religion – caste & sub-caste methods – superstitious procedures.

Unit IV Linguistics and related issues**9**

Linguistics and related issues – communication barriers – misunderstanding – difference in practices, attitude, perception, communication – working modes and styles.

Unit V Psychological solutions**9**

Psychological solutions – mal adaptive behaviour – translation - counselling, training and development - psychological disorders and illness formed from cultural negative adaptability and affecting personal and organisational performance.

Total 45 hrs**COURSE OUTCOMES:**

CO – 1: Define the values of tradition in spheres of culture.

CO – 2: Summarize on cross cultural competencies required for managers to work in MNC'S.

CO – 3: Integrate the new cultural settings in a cross cultural work environment.

CO – 4: Appraise cross cultural training to expatriates while taking overseas assignments

CO – 5: Building behavioral dynamics to enhance organizational performance.

TEXT BOOK:

1. Harold Koontz and Heinz Weihrich, Essentials of ,7th Edition 2007.
2. ShobhanaMadhavan, Cross-Cultural Management, Oxford University press, 2nd edition, 2016.

REFERENCE BOOKS:

1. Mary Ellen Guffey, Kathy Rhodes, Patricia Rogin. "Communicating Across Cultures." Mary

2. Ellen Guffey, Kathy Rhodes, Patricia Rogin. Business Communication Process and Production. Nelson Education Ltd., 2010.
3. Michael A. Hitt, J. Stewart Black, and Lyman W. Porter, Management, Pearson , 2006.

WEBSITES

1. <https://www.ahri.com.au/>
2. <https://www.hcamag.com/ca>

WEBSOURCES

1. <https://www.slideshare.net/preeti52/chapter-2-cross-cultural-management>
2. <https://www.slideserve.com/atalo/chapter-11-cross-cultural-management>

21EMBA41 UNDERSTANDING SELF: INDIAN PERSPECTIVE 3 0 0 3

COURSE OBJECTIVE:

- To understand and learn the personality, attitudes and values
- To familiarized to adjust better in organizational settings (by developing an understanding of how and why others behave in a particular manner).
- To improve the organizational performance through understanding emotions and managing stress.

UNIT 1 – Introduction

9

Personality – Definition and Determinants, Personality Traits, Personality Attributes, Importance and factors influencing perception, perception and making judgement about others.

UNIT 2 – Individual behavior

9

Learning and its application, Learning Theories, Motivation – Importance – Types - Contemporary theories in motivation -

Unit 3 – Attitude and values

9

Attitude - Characteristics – Components – Formation – changing Attitudes - Values - Power – Politics – Ethics of power and politics - Conflict - Negotiation - situational factors favouring negotiation - Negotiation and conflict resolution

Unit 4 – Understanding self 9

Misbehavior – Types – Emotions – Emotional Labour – Emotional Intelligence – Theories - Self Esteem – Self Knowledge

Unit 5 – Stress 9

Stress – The stress experience – Work stress model – Stressors – Sources of stressors - Ways to overcome stress - Stress management – Individual strategies – Stress and performance

Total 45 hrs

COURSE OUTCOMES:

CO – 1: Find the suitable management concept in practice as to understanding self in Indian perspectives.

CO – 2: Associate between self-knowledge and self-esteem as to understanding self.

CO – 3: Clarify upon the personality theories

CO – 4: Test the motivational theories through practical application to solve organizational challenges.

CO – 5: Build effective communication systems for a pluralistic, multicultural workforce.

TEXT BOOKS:

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, 15th edition, 2016
2. Fred Luthans, Organisational Behavior, McGraw Hill, 12th Edition, 2005.

REFERENCE BOOKS:

1. Schermerhorn, Hunt and Osborn, Organisational behavior, John Wiley, 12th Edition, 2011.
2. Udai Pareek, Understanding Organisational Behaviour, 2nd Edition, Oxford Higher Education, 2008.
3. Mc Shane & Von Glinov, Organisational Behaviour, 6th Edition, Tata Mc Graw Hill, 2012.
4. Hellrigrigal, Slocum and Woodman, Organisational Behavior, Cengage Learning, 2010.
5. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 14th edition, Tata McGraw Hill, 2011.

WEBSITES:

1. <https://www.encyclopedia.com>
2. <https://gcwgandhinagar.com>

WEBSOURCES:

1. <https://www.encyclopedia.com/humanities/encyclopedias-almanacs-transcripts-and-maps/self-indian-philosophy>
2. [https://gcwgandhinagar.com/econtent/document/1588232666UNIT-20III\(\(OPSYGENE02\)pdf.pdf](https://gcwgandhinagar.com/econtent/document/1588232666UNIT-20III((OPSYGENE02)pdf.pdf)
3. <https://www.slideshare.net/rajasshrie1/motivation-theories-72357206>
4. <https://www.slideshare.net/farhanchougle/attitudes-and-values>

21EMBA42**ORGANIZATIONAL CHANGE AND DEVELOPMENT****3 0 0 3****COURSE OBJECTIVE:**

- To learn the concepts of organization development and different approaches for organization change and development.
- To have an in depth knowledge in process consultation, individual and team interventions.
- To gain knowledge about interventions used in different sectors of the business.

UNIT I ORGANISATION CHANGE**9**

Development: Organizational change and process Consultation, Organization Development - OD process, Action Research orientation, Evaluating OD Effectiveness. Organizational Change & Development: Concept, History, Organizational Change, Process, Lewins Model, Organizational Life Cycle, Values and Assumption of O.D.

UNIT II COMPONENTS

9

Operational Components of OD: Diagnostic Components, Action Component, Process - Management Component. Characteristics & Foundation of OD Process On – going interactive process, Form of Applied BS, Strategy of changing, Systems approach, Approach to planned change, Experience based, Goal Setting & Planning, Focus on work teams. OD Interventions: Nature of OD interventions, The OD Cube, Major families of OD interventions, dimensions, individual - Group & Task – Process.

Team Interventions: Teams and work groups, team building interventions, Diagnostic meeting, Team building meeting, Role analysis technique, Role negotiation techniques, and Gestalt orientation to team building, intergroup interventions. Personal, Interpersonal & Group Process Interventions: Process Consultation, Third - party intervention, Sensitivity training, Transactional Analysis, Career Planning Interventions. Comprehensive Interventions

UNIT III MEETINGS

9

Confrontation meeting, Survey feedback, Four System Management, Grid, Contingency approach. Structural Interventions: Job design, MBO, QWL, Socio - Technical Systems, Physical setting, conditions for OD, Re-engineering. Issues in OD, OD facilitator's role, OD Consultant, Consultant - Client Relationship, Problems in OD Interventions.

UNIT IV CHANGE AGENTS

9

Managers as change agents, Internal and external change agents, Organizational Change and its management in manufacturing and service sectors - Power sector Reforms in Orissa. Organizational Change: Concept, forces and types of organizational change - External and Internal, Recognizing the need for change, problem diagnosis, The Six Box organizational Model, The 7 S framework, Identifying alternate change techniques , Resistance to change, Managing resistance To change, The process of organizational change.

UNIT V CHANGE MANAGEMENT

9

Incremental Change Vs Disruptive Change. Managing Change : Managing Change: Planning, Creating the support system, Internal Resource Persons (IRP) and External agent, managing the transition, organization restructuring, reorganizing Work activities, strategies, process oriented strategies, competitor and customer Oriented strategies.

Total:45 hrs

COURSE OUTCOME:

At the end of the course the students will be able to

- CO – 1: Gain knowledge on organizational changes and development, Organizational life cycle.
- CO –2: Recognize about the concepts of team building, career planning and transactional analysis.
- CO – 3: Converse with MBO, QWL, Socio - Technical Systems, Physical setting, conditions for OD, Re-engineering and Internal Resource Persons (IRP).
- CO – 4: Describe the basic change process and the issues that require attention at various stages of change.
- CO – 5: Explain the environmental forces that motivate organizational change and describe the factors that organizations can change.

Text Books:

1. Managing Organizational Change-A Multiple Perspectives Approach, Palmer Dunford Akin, McGraw-Hill Education; 2nd edition 2008

Reference Books:

1. Management of Organizational Change: Leveraging Transformation, V. Harigopal, Sage Response; Second edition, 2006
2. Organization Change & Development, Kavita Singh, Excel Books, 2005
3. Organization Development: The Process of Leading Organizational Change, I David Anderson, Sage South Asia; Second edition, 2013
4. Organization Development: Behavioral Science Interventions for Organization Improvement, Wendell L. French, Cecil H Bell, Prentice Hall, 1998

Websites:

1. <http://www.mcs.gov.kh/wp-content/uploads/2017/07/Organization-Development-and-Change.pdf>
2. <https://www.citehr.com/176892-organization-development-pdf-download.html>

Web Sources:

1. <https://www.slideshare.net/jamesbriones/organizational-change-37824658>
2. <https://slideplayer.com/slide/263292/>

COURSE OBJECTIVES:

- This course helps to enhance leadership – to improve individuals’ ability to lead with purpose, to communicate effectively, and to work well with others.
- The course is aimed at equipping the students with necessary concepts and techniques to develop effective leadership.
- The course also explores leadership challenges and opportunities in relation to individual and team performance.

UNIT I BASICS OF LEADERSHIP**9**

Leadership – Meaning, Concepts and Myths about Leadership, Components of Leadership- Leader, Followers and situation.

UNIT II LEADERSHIP SKILLS**9**

Leadership Skills – Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Team Building for Work Teams, Building High Performance Teams.

UNIT III LEADERSHIP THEORIES**9**

Leadership – concepts -Approaches to defining leaders and leadership: Trait, Behavioural Approach, Skills approach- Contingency Theories Path Goal Theory, Leader-member exchange theory- creating effective leaders.

UNIT IV LEADERSHIP AND BODY LANGUAGE**9**

Importance of non-verbal messages for the leader, positive-negative impressions a leader can form with subtle messages perceived by people- Persuasion including body language, posture, facial expressions, gestures and their interpretation.

UNIT V LEADERSHIP AND EFFECTIVE COMMUNICATION**9**

Principles of effective communication: authenticity, clarity, credibility, and empathy - Effective feedback (vs. criticism) - Communication in various settings (face to face, team, audience) - Creating a personal relationship (message-audience-speaker) - Impact speech: effective and convincing lines of argument - Changing behavior in critical situations - Effective communication in meetings

Total :45 hrs

COURSE OUTCOMES:

- CO-1: Analyze the numerous approaches of leadership development and critically evaluate how they may be applied in practice.
- CO-2: To understand how the most successful leaders are able to influence followers through effective communication of well-reasoned ideas, proposals and values.
- CO-3: Systematically train and improve one's leadership effectiveness.
- CO-4: Describe key leadership theories and models
- CO-5: Apply concepts of leadership and effective communication to individuals, groups, and organization.

TEXT BOOKS:

1. Peter G.Northouse , " Leadership: Theory and Practice", 7th Edition, Sage Publication,2016.
2. Andrew J. DuBrin , "Principles of Leadership with Course Mate", 7th Edition, Cengage Publication,2017

REFERENCE BOOKS:

1. `James M.Kouzes& Barry Z.Posner, " The Student Leadership Challenge", 2nd Edition, Jossey-Bass Limited, 2018

WEBSITES:

1. <https://www.iedunote.com/learn-leadership>
2. <https://www.mbaknol.com/management-principles/leadership-theories/>
3. <https://www.toppr.com/guides/business-studies/directing/leadership/>

WEBSOURCES:

1. <https://www.slideshare.net/tutor2u/business-leadership-12281544>
2. <https://www.slideshare.net/20019092/leadership-in-the-workplace>

COURSE OBJECTIVE:

- Investigating the primary auxiliary highlights of an industry and create methodologies that position the firm most positively in connection to rivalry and impact industry structure to upgrade industry engaging quality.
- Perceive the distinctive phases of industry development and prescribe systems proper to each stage.
- Assess the assets and capacities of the firm as far as their capacity to give feasible upper hand and detail techniques that use an association's center capabilities.
- Recognize the two essential kinds of upper hand: cost and separation and plan procedures to make an expense or potentially a separation advantage.

UNIT 1:**9**

Strategic management – definition, need, dimensions – strategic planning – strategic decision making process – benefit and risks of strategic management – ethics and social responsibility.

UNIT-II:**9**

Strategic management process – vision of the company – business vision models – objectives and goals. Business policies and strategies.

UNIT-III:**9**

Environmental scanning and analysis – types: international, external, internal – characteristics – SWOT – approaches of the environmental scanning.

UNIT-IV:**9**

Generic competitive strategies – integration strategies – outsourcing strategies – offensive and defensive strategies – strategic alliances and collaborative partnerships – merger and acquisition – diversifications – tailoring strategies to fit specific industry and company situations.

UNIT-V:**9**

Building resource strengths and organizational capabilities – frame work for executing strategy – strategy execution process – organizational structure – managing internal operations corporate culture of

leadership – designing strategic control system, key success factors – monitoring success and evaluating deviation.

Total: 45 hrs

COURSE OUTCOMES:

- CO – 1: Dissect the principle basic highlights of an industry and create systems that position the firm most positively in connection to rivalry.
- CO – 2: Demonstrate understanding of the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios.
- CO – 3: Distinguish the primary competitive advantage of cost and differentiation and formulation strategies.
- CO – 4: Analyze dynamics in competitive rivalry including competitive action and response, and first-mover advantage.
- CO–5: Formulate strategies for exploiting international business opportunities including foreign entry strategies and international location of production.

TEXT BOOKS:

1. Crafting and Executing Strategy – Arthur A.Thomson, A.J. Strick land III, John E. Cambel

REFERENCES:

1. Vipin Gupta, Kamala Gollakota, R. Srinivasan. Business policy and strategic management concept and application –2015
2. Business policy and Strategic Management – SukulLomesh, P.K.P.K. Mishra. 2017

WEBSITES:

1. https://www.collegetutor.net/notes/Strategic_management
2. <https://ocw.mit.edu/courses/sloan-school-of-management/15-902-strategic-management-i-fall-2006/lecture-notes/>

WEBSOURCES:

1. <https://nptel.ac.in/courses/110/108/110108047/>
2. <https://slideplayer.com/slide/7677528/>

COURSE OBJECTIVES

- The primary goal of the course is to introduce present day ideas of worldwide administration to the understudies.
- To develop skills in analysis of global business both in terms of its internal functioning and interaction with the different types of environments.
- The reason for order – to familiarize understudies with standards of universal administration. – Comparable.
- To demonstrate the use of management tools in the international markets and decision-making in this field.

9

UNIT 1 - INTRODUCTION TO THE GLOBAL BUSINESS: Internationalization of the economy and the globalization of business, Features, purposes and objectives of the international business.

9

UNIT 2 - INTERNATIONAL BUSINESS ENVIRONMENT - Features of the international business environment, Economic factors of international business environment, Political factors and principles of state regulation, Legal international environment, Socio-cultural environment of international business

9

UNIT 3 - INTERNATIONAL BUSINESS STRATEGY: Methods of obtaining and processing information in international business, Attractiveness of international markets and organizational capacity, Entry penetration strategies, Creation of subsidiaries abroad.

9

UNIT 4 - INTERNATIONAL BUSINESS MANAGEMENT: Organizing international business, International dimensions of human resources management, Motivation and compensation in international management, Global sourcing of production and services.

9

UNIT 5 – INTERNATIONAL GLOBAL BRANDING—Branding services sector, Brand rejuvenation, Role of Brand Manage, Branding in industrial and consumer Products.

Total 45 hrs

COURSE OUTCOMES:

- CO – 1: Describe the basics of global marketing and core concepts.
- CO – 2: State and differentiate the consumer and institutional buyer behaviour.
- CO – 3: Framework of advertising will have the capacity to characterize the objective portions for the items.
- CO – 4: Inspect the importance of integrated marketing communications.
- CO – 5: Reflect about how global business face responsibility for more than just the policies and practices that occur within its own walls.

TEXT BOOKS

1. Peng, M. and K. Meyer International business. London: Cengage Learning, 2011.
2. Willcocks, L. Global business management foundations. Stratford: Steve Brookes Publishing, 2013
3. Hill, C. International business: competing in the global marketplace. New York: McGraw Hill, 2017.

REFERENCE BOOKS:

1. Dunning, J., Lundan S. Multinational enterprises and the global economy. Cheltenham: Edward Elgar Publishing, 2008.
2. Mintzberg, H. Managing. London: Financial Times/Prentice Hall, 2017.

WEB SOURCES:

1. <https://www.slideshare.net/welcometofacebook/i-class23-competinginaglobalmarket20140501finalposting>
2. <https://slideplayer.com/slide/3816986/>

21EMBA46DYNAMICS OF FRAMING AND EXECUTING STRATEGY 3 0 0 3

Course Objective:

- To understand the need for agile strategic process
- To understand the dynamics involved in framing strategies
- To comprehend the dynamics of framing and implementing in MNCs.
- To understand the nuances involved in strategic management in the new internet economy.

UNIT I: STRATEGY AND PROCESS DYNAMICS 9

Conceptual framework for dynamism in strategic management, the Concept of Strategy and the Dynamic Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals – Dynamic role of Corporate Governance and Social responsibility in strategy formulation and implementation.

UNIT II: FRAMING OF STRATEGIES 9

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model – Distinctive competitiveness - Selection of matrix - Balance Score Card.

UNIT III: DYNAMISM IN EXECUTING STRATEGY & EVALUATION 9

The implementation process, Resource allocation, designing organizational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control - Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs)

UNIT IV: STRATEGIES FOR MULTINATIONAL CORPORATIONS 9

Introduction, Multinational Corporations (MNCs), Benefits of MNCs, Limitations of MNCs, Business Strategies of MNCs, Multiple Strategies employed by MNCs to Manage Markets, MNC, TNC and Global Companies – Challenges in managing dynamic strategies in MNCs.

UNIT V: OTHER STRATEGIC DYNAMICS

9

Managing Technology and Innovation-Strategic issues for Non-Profit organizations. New BusinessModels and strategies for Internet Economy- Organizational Development and Change, Change Management, Models of contemporary Leadership Styles and its Roles, Dynamic role of Strategic management in a new globalized economy

Total 45 hrs

Course Outcomes:

At the end of the course the students will be able to:

- CO - 1: Understand the Dynamic Strategy Formation Process
- CO -2: Apply appropriate strategies within a changing context to meet stakeholderInterests
- CO - 3: Analyze the reasons for Strategy failure and methods to overcome.
- CO - 4: Identify the Multiple Strategies employed by MNCs to manage Global Companies
- CO -5: Recognize the dynamic role of strategic management in a new globalized economy.

TEXTBOOKS:

1. Hill. Strategic Management: An Integrated approach, Edition Wiley (2016).
2. John A.Parnell. Strategic Management, Theory and practice 4th edition,Sage Publications (2014).
3. Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2016

REFERENCE BOOKS:

1. AdriauiHAberberg and Alison Rieple, Strategic Management Theory & Application, Third Edition, Oxford University Press, 2017.
2. Lawrence G. Hrebiniak, Making strategy work, Second Edition, Pearson, 2016.
3. Dr.Dharma Bir Singh, Strategic Management & Business Policy, Fourth Edition, KoGent Learning Solutions Inc., Wiley, 2016.
4. John Pearce, Richard Robinson and Amrita Mittal, Strategic Management, McGraw Hill 12th Edition, 2017

WEBSITES:

1. <https://www.coursera.org/learn/uva-darden-strategic-planning-execution>

WEB SOURCES:

1. <https://hbr.org/1980/07/strategic-management-for-competitive-advantage>

COURSE OBJECTIVES:

- To develop and strengthen entrepreneurial quality and motivation in students
- To impart basic entrepreneurial skills and understanding to run a business efficiently and effectively.
- To understand the concept and process of entrepreneurship and its contribution in and role in the growth and development of individual and the nation.

UNIT I ENTREPRENEURSHIP**9**

Entrepreneurship concept – Entrepreneurship as a career – Entrepreneur – Personality characteristics of successful entrepreneur- Types of Entrepreneurs – Knowledge and skills required for an entrepreneur
Difference between Entrepreneur and Intrapreneur – Entrepreneurship in Economic Growth, Factors Affecting Entrepreneurial Growth.

UNIT II BUSINESS**9**

Small Enterprises – Definition, Classification – Characteristics, Ownership Structures – Project Formulation – Steps involved in setting up a Business – identifying, selecting a Good Business opportunity, Market Survey and Research, Techno Economic Feasibility Assessment – Preparation of Preliminary Project Reports – Project Appraisal – Sources of Information – Classification of Needs and Agencies.

UNIT III BUSINESS PLAN PREPARATION**9**

Sources of product for business – Pre feasibility study – Criteria for selection of product– Ownership – Capital – Budgeting project profile preparation – Matching entrepreneur with the project – Feasibility report preparation and evaluation criteria.

UNIT IV SUPPORT TO ENTREPRENEURS**9**

Sickness in small Business – Concept, Magnitude, Causes and Consequences, Corrective Measures – Business Incubators – Government Policy for Small Scale Enterprises – Growth Strategies in small industry – Expansion, Diversification, Joint Venture, Merger and Sub Contracting.

UNIT V ENTREPRENEURSHIP DEVELOPMENT PROGRAMME**9**

Meaning-Objectives-Phases of EDP- steps in EDP-Problems in conduct of EDP- Strategies for Entrepreneurship development. Institutions in aid of Entrepreneurship Development Programme –

Management Development Institute (MDI)-The National Institute for Entrepreneurship and Small Business Development (NIESBUD)- Entrepreneurship Development Institute of India (EDII) Science and Technology Entrepreneurship Parks (STEPS) -Use of IT enabled services in entrepreneurship - E Licensing, E filing.

Total 45 hrs

COURSE OUTCOMES:

At the end of the course, a student will be able to

- CO – 1: Remembering the need and importance of entrepreneurship concepts.
- CO – 2: Creating entrepreneurial venture process.
- CO – 3: Creating the business plan.
- CO – 4: Evaluate the project with respect to resource mobilisation especially venture capital and start-ups.
- CO – 5: Understanding Entrepreneurship Development Programme.

TEXT BOOKS:

1. Hisrich R D, Peters M P, “Entrepreneurship” 8th Edition, Tata McGraw-Hill, 2016
2. Khanka S.S., “Entrepreneurial Development” S Chand & Company; edition, 2016

REFERENCE BOOKS:

1. Sharma, “Entrepreneurship Development”, PHI LEARNING PVT LTD, (2017)
2. Abhinav Ganpule&Aditya Dhobale, “EntrepreneurshipDevelopment”, Kindle Edition, Jatayu Publication; 1 edition ,2018.
3. Sangeeta Sharma, “ Entrepreneurship Development”, 10th Edition, Kindle Edition PHI Learning, 2018
4. Poornima M Charantimath, “Entrepreneurship Development and Small Business Enterprises”, 2nd Edition, Kindle Edition, Pearson; 2 edition, 2014
5. Shishir Gupta , “The Essentials: A Step by Step Guide for Entrepreneurs Kindle Edition StartupLanes.com; 1 edition, August 2017
6. Thomas Grebel , “ Entrepreneurship: A New Perspective” , 1st Edition, Kindle Edition Routledge; 2015.

WEBSITES:

1. <https://medium.com/startup-grind/7-ways-to-practice-entrepreneurship-before-you-start-a-company-db7d3a83bdf6>
2. <https://www.businessgig.com/business-plan-preparation>
3. <https://www.yourarticlelibrary.com/entrepreneurship/entrepreneurship-development-programmes-meaning-need-and-objectives-of-edp/40707>

WEB SOURCES:

1. <https://www.slideshare.net/deepu2000/entrepreneurship-69710512>
2. <https://www.slideshare.net/nijazn/business-plan-37341464>
3. <https://www.slideshare.net/SimranKaur116/entrepreneurial-development-programme>

COURSE OBJECTIVES

To learn the major initiatives taken by a company's top management on behalf of corporate, involving resources and performance in external environments.

To understand strategy consulting firms of various management functional areas.

To understand the strategy consultant in IT sector

To know the key roles and strategies play by functional areas.

UNIT 1: Introduction to strategy & Consultant 9

Introduction to Strategy - Define Strategy, Strategic Management Process - Levels of Strategies - Corporate, Business and Operational level, Types of Strategies – Changes in consultancy Industry – Consultant types, skills & values.

UNIT 2 Strategies adopted in Consulting Services Functional Areas of Management 9

Marketing & selling of consulting services - Strategic and Organization Information Technology Consulting – HR consultancy services – Operation Management Services – Consulting CEOs & Brand – Global Clients - Understanding buyer values - Matching client expectations with firm strategy - Internal and external marketing - Advertising PR and relationship management - Writing successful proposals

UNIT 3 Strategies adopted in IT Consulting 9

Strategic and Organization Information Technology Consulting - - History of IT / IS consulting - issues and growth - Various IT services - IT and the value chain - Drivers of future growth

UNIT 4 Strategy in Organization Consulting 9

Strategy in Organizations Consulting - History of strategic and organization planning - Alternative approaches to strategic planning: value creation models - Alternative approaches to strategic planning and use of value creation models - Development of organization consulting: design to transformational change

UNIT 5 Managing Consultancy Firms 9

Performance Problems -- Strategy, goals and people success factors - Leading for best performance - Developing culture, aligning success factors - Collusion between consultant and client - Managing ethical and practice challenges - Future of Consulting

Total 45 hrs

COURSE OUTCOMES

- CO-1: Discuss the process of strategic management process.
- CO-2: Define key factors and issues relevant to a consulting engagement and examine their inter-relationships and learn to ‘massage’ them conceptually.
- CO-3: Analyses of issues and organizational problems in a concise, accurate, clear and interesting manner from the perspective of a consult.
- CO-4: Examine the strategic alliance & corporate strategy
- CO-5: Evaluate the future perspectives of Management

TEXT BOOKS

1. Start Here: The World's Best Business Growth & Consulting Book: Business Growth Strategies from the World's Best Business Coach, Clay Clark, Thrive Edutainment, LLC; Now with Seo Manifesto ed. edition (1 September 2016).
2. Greiner, Larry E. and Poulfelt, Flemming. Management Consulting Today and Tomorrow Perspectives and Advice from 27 Leading World Experts. Routledge Publishing. 2009/2010.
3. Greiner, Larry E., Olson, Thomas H. and Poulfelt, Flemming. Management Consulting Today and Tomorrow 3. Casebook. Routledge Publishing, 2009/2010.

REFERENCE BOOKS:

4. The Boston Consulting Group on Strategy: Classic Concepts and New Perspectives, Carl W. Stern, Wiley; 2nd edition 2006
5. Strategic Management and business policy 2011 by Tata McGraw-Hill.
6. Ramaswamy & Namakumary, 2001, Strategic planning and Corporate Strategy, Macmillan India.

WEB SOURCES:

1. <https://www.expertsconsult.org/blog/five-effective-business-strategies-adopted-by-management-consulting-industry-experts/>
2. <https://www.brightnetwork.co.uk/career-path-guides/consulting/what-strategy-consulting/>

3. <https://www.g2.com/categories/it-strategy-consulting>

21EMBA49

STRATEGIC LEADERSHIP

3 0 0 3

COURSE OBJECTIVE:

- To learn the basics of leadership as a competency for social entrepreneurs and internalise their role as change leaders
- To learn the principles and processes of change to bring changes in the society.
- To understand reactions and resistance to organizational and social change and effectively manage them.

UNIT I UNDERSTANDING STRATEGIC LEADERSHIP

9

Strategic leadership vision and mission, contemporary leadership styles. Theories of effective leadership, leadership and management development, Organizational Strategies Contextual factors in leadership and management, historical development of leadership and management, the nature of leadership and management Concepts learnt Leadership development objectives, leadership development techniques, process of leadership development.

UNIT II LEADERSHIP STYLES AND COMPETENCIES

9

Leadership styles – Grid approach, Blanchard’s model, Kouzes and Posner approach, Jim, Collin’s Level 5 leadership and Servant leadership - Leadership competencies for social entrepreneurs – visioning, inspiring, style adaptability and empowering Power bases of leadership - Youth leadership for social change – movement building skills for large scale change. Factors influencing leadership behavior: Personality, perception, learning styles, Emotional intelligence, cultural, organizational and situational factors.

UNIT III LEADERSHIP FOR SOCIAL ENTREPRENEURS

9

Leadership in social enterprises and profit enterprises – similarities and differences - Leaders as social change agents to address social issues in India – Development, Livelihood and Poverty eradication related, Health related, Environment, Women and children related issues.

UNIT IV LEADING CHANGE

9

Factors influencing change in organizations and need for managing change, Theoretical foundations of change management, Models and types of changes - Managing Change - Designing and Implementing

Change Initiatives - Steps in change management process, Appreciative inquiry approach, Strategic Action Planning for implementing change - Strengthening participatory culture for sustaining changes

UNIT V: GLOBAL LEADERSHIP

9

Developing Leadership: Global leadership and global career, IMD programmes, expatriate performance management, repatriation, international leadership competencies. Contemporary issues in leadership and management development, Developing leaders and managers for a diverse workforce, developing ethical leaders and managers Developing leaders and managers with global competence Summary and thoughts for the future.

Total :45 hrs

COURSE OUTCOMES:

At the end of the course, a student will be able to

- CO – 1: Describe Effective Leadership and various theories of leadership.
- CO – 2: Articulate an understanding of setting vision and mission as a leader.
- CO – 3: Develop an action plan (strategy execution) for deepening your leadership
- CO – 4: Craft an effective strategy for building leadership capacity in your organization
- CO – 5: Apply excellent leadership and ethical skills to set the ‘tone from the top’ and promote a positive culture within the organization

TEXT BOOKS:

1. Sikander Sultan, “Strategic Leadership”, Kindle Edition, Course Publishing, 2017
2. RK Sahu&Pragya Bharti , “Strategic Leadership”, Publisher: Excel Books; First edition, 2014

REFERENCE BOOKS:

1. Aitken, Higgs,Developing Change Leaders, Routledge Publishers, UK,2014
2. Posner, K, Leadership Challenges, New Delhi: Wiley India Pvt Ltd,2006
2. John P Kotter ,Leading Change, Harvard University Press,2012.
3. Gib Akin, Richard Dunford and Ian Palmer ,Managing Organizational Change,McGraw Hill Education (India) Private Limited ,2015.

WEBSITES:

1. <https://www.managementstudyguide.com/strategic-leadership.htm>
2. https://www.researchgate.net/publication/233337286_Strategic_Leadership

WEBSOURCES:

1. <https://www.youtube.com/watch?v=jfwSWJ5kAqg>
2. <https://www.clearpointstrategy.com/strategic-leadership-characteristics>

21EMBA50 DESIGNING AND CONFIGURING BUSINESS MODELS 3 0 0 3

Course Objectives:

- To understand about Strategic Management, Globalization and Competitive Advantage,
- Synthesise Strategies, Evaluation and Issues of Non-Profit Organizations.
- Identify the practices and technology to start an online business.
- Discriminate how to build and manage an e-business.

UNIT I STRATEGY AND PROCESS 9

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals – Corporate Governance and Social responsibility.

UNIT II COMPETITIVE ADVANTAGE 9

External Environment - Porter’s Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution- Globalization and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage.

UNIT III STRATEGIES 9

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) – Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis – SWOT Analysis - GAP Analysis - Mc

Kinsey's 7s Framework - GE 9 Cell Model – Distinctive competitiveness - Selection of matrix - Balance Score Card.

UNIT IV INTRODUCTION TO e-BUSINESS

9

e-business- e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce.

UNIT V BUSINESS APPLICATIONS

9

Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals.

Total:45 hrs

Course Outcomes:

- CO-1: Recognize strategy formulations, Strategy implementations, evaluation of Procedures and new business models.
- CO-2: Evaluate various applications in e-commerce.
- CO-3: Appraise the applications of internet in creating the business models.
- CO-4: Assess failures in strategically decision making.
- CO-5: demonstrate knowledge on different approaches to business modeling

TEXT BOOKS:

1. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-Business and e-Commerce for Managers, Pearson, 2011.
2. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce – A Managerial Perspective, Pearson Education Asia, 2010.
- 3.Thomas L. Wheelen, J.David Hunger and Krish Rangarajan, Strategic Management and Business policy, Pearson Education., 11th edition, 2007.
4. Charles W.L.Hill& Gareth R.Jones, Strategic Management Theory, An Integrated approach,Biztantra, Wiley India, 6th edition, 2007.

REFERENCE BOOKS:

1. Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e-Business, Oxford University Press, 2012.
2. Gary P. Schneider, Electronic Commerce, Thomson Course Technology, Fourth AnnualEdition, 2012.
3. Fred.R.David, Strategic Management and cases, PHI Learning, 13th edition, 2010.
4. Adriaan H. Aberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
5. Henry Chan & El, E-Commerce – Fundamentals and Applications, Wiley India Pvt. Ltd., 2007.
6. Upendra Hachru, Strategic Management concepts & cases, Excel Books, 8th edition, 2006.

WEB SOURCES:

1. <https://corporatefinanceinstitute.com/resources/knowledge/strategy/competitive-advantage/>
2. <https://garfinkleexecutivecoaching.com/articles/business-intelligence-and-company-strategy/do-you-know-the-seven-strategies-to-define-your-competitive-advantage>
3. <https://www.elasticpath.com/blog/4-ecommerce-business-models-b2b-b2c>

COURSE OBJECTIVES:

- This course helps to understand the significance of audit committee, its composition and best practices on corporate management
- This course will help to explore, recognize and understand the multiple paradoxes related to the study and application of corporate governance in organizations.

UNIT I INTRODUCTION**9**

Corporate Governance-Need for Corporate Governance in India - Principles of good corporate governance-Rights and fair treatment of shareholders-Interests of other stakeholders-Role and responsibilities of the board-Reliability and ethical behavior -Disclosure and transparency, Board of governance-Corporate governance controls classification-Internal corporate governance controls- External corporate governance controls- Corporate social responsibility (CSR) Features of CSR- Economy and Environmental quality Community-Government Relations-Business Giving -Corporate social responsibility towards different groups-For Owners/ Shareholders- For Employees-For Customers-For Government-For Society- For Inter business-

UNIT II BUSINESS ETHICS**9**

Concepts- Egoism- Utilitarianism- Deontologism- Relativism-Factors Affecting Ethical Decisions- Steps in Ethical Decision-SEBI Committee on Corporate governance-Kumar Mangalam Birla Report- Recommendations- Board of Directors- Composition of the board of directors- Duty of the independent director Chairmen of the board - Audit Committee-Constitution of Audit Committee- Increased Role of

Audit Committee -Requirements relating to Audit reports and Audit Qualifications-Disclosure of Accounting Treatment-Whistle Blower Policy-Applicability of the requirements to subsidiary companies-Disclosures -Disclosure of contingent liabilities -CEO/CFO -Change in the format for quarterly reporting to the Stock Exchanges -Additional items to be included in the Report on Corporate Governance - Schedule of implementation.

UNIT III CORPORATE GOVERNANCE AND THE ROLE OF THE BOARD 9

Size of the Company's Board and its Tenure-Composition of the Board- Independent director- Nominee director-Chairman of the Board-Audit committee-Board of Director-Nomination Committee-Remuneration committee-Audit Committee -Nomination Committee-Remuneration

Committee-Audit Committee-Types of Directors-Director - Inside director- Outside Director-Executive director- Non-executive director-REMUNERATION OF NON-EXECUTIVE DIRECTORS- Who is an Independent Director?- Role of Independent Director-Responsibilities of director- Composition & size of the board-Duties of the Board of Directors- Duty of care-Duty of loyalty-DIRECTORS' RESPONSIBILITY

UNIT IV COMPANY AUDIT 9

Audit Committee-Membership and Organization -Objective-Auditors Independence-Types of Independence-Meeting of Audit Committee-Authority -Responsibilities-Internal counting Control-Performance of Independent Accountants-Corporate Compliance-Performance Review-Charter Recommendation-Private Meetings -Audit Committee Report-Complaint Procedures-How to maintain an effective Audit Committee? -Audit Process-Economic Value Addition (EVA)-Usage of EVA-Some specific usages

UNIT V COMPANY'S PHILOSOPHY 9

Corporate governance guidelines-Board composition-Size and composition of the Board-Responsibilities of the Chairman, CEO and the COO-Board definition of independent directors-Lead Independent Director -Board membership criteria -Selection of new directors-Membership term-Retirement policy-Succession planning-Board compensation policy-Memberships in other boards-Board meetings-Regular updates provided to the Board -Discussion with independent directors-Materially significant related party transactions-Board Committees-Audit committee-Compensation committee-Nominations committee-Investor Grievance committee-Risk management committee-Management review and responsibility-Formal evaluation of officers-Board interaction with clients,

employees, institutional investors, the government and the press-Risk management Management's discussion and analysis Case: Infosys corporate governance philosophy is based on the following principles

Total:45 hrs

COURSE OUTCOMES:

At the end of the course the students will be able to

- CO-1: Outline and discuss the key legal, political and economic features of the major Corporate governance systems found around the world
- CO-2 Evaluate theories of the firm, and explain how they are relevant to the diverse Range of ownership structures that exist in reality;
- CO-3: Explain the importance of regulation, markets and information in corporate Governance
- CO-4: Evaluate different stakeholder's roles and significance in relations to corporate governance
- CO-5: Critically assess governance concerns for Individual Corporation and their stakeholders

TEXT BOOKS:

1. Vasudha Joshi, Corporate Governance: The Indian Scenario, Pearson Education, 2009

REFERENCE BOOKS:

1. Subramanian Swamy, Corruption and Corporate Governance in India, Har-Anand Publication, 2009
2. Sankatha Singh, Corporate Governance Global Concepts and Practices, Excel Books, 2005

WEB SOURCES:

1. <https://ffipractitioner.org/how-corporate-governance-helps-in-decision-making-a-case-study/>
2. https://ebooks.lpude.in/management/mba/term_3/DMGT301_DMGT503_CORPORATE_GOV_ERNANCE_AND_ETHICS.pdf
3. http://sdeuoc.ac.in/sites/default/files/sde_videos/I%20Sem.%20-%20Corporate%20Governance%202019%20ADmn..pdf
4. <https://corporatefinanceinstitute.com/resources/knowledge/other/e-commerce-business-models/>

21EMBA52INDIAN ETHOS AND BUSINESS DEVELOPMENT 3 0 0 3

COURSE OBJECTIVES:

- To design and to create a mind-set of value system among the students who are the future managers.
- To study the concept of Indian Values of Management
- To examine the business development concept and make the students open to inherent Indian Values of Management.
- To understand the philosophy of management like Arthasastra

UNIT 1

9

Indian Ethos in Management - Foundation of Management, Indian Ethics and the Spirit of Development - Indian ethos & Indianity, Indian Model of Corporate Development - STEPS Model, YVK foundation of Indian Management. Study the Management GURUs from Indian History like God Krishna, Vivekananda (Vivekananda's ideas, on Vedant), Chanakya.

UNIT 2

9

Model of management in the Indian socio-political environment - Indian work ethos - Indian heritage in production and consumption - Indian perspective of values for managers - Secular vs. Spiritual values in management.

UNIT 3

9

Management Ideas in Arthasastra - Philosophy of Arthasastra - leaders as achievers - Use of Authority - PowerDanda - Concern for People - Arthasastra and Modern Management, Kautilya Theory of Motivation - Management Competencies and Excellence in Men - Analysis of Power - Kautilyan GET

analysis - Essence of Indian Ethos - PREM Approach to Relationship & Management, HOPE Model for Existence - Emergence of Corporates as State - VEDA Model of Leadership

UNIT 4

9

Business strategy terminology - Basic assumptions for marketing - Creating buy-in by using an effective presentation - Relevance of Values in Management; Gandhian Approach in Management and Trusteeship; Social Values and Political Environment

UNIT 5

9

Business plan – Features of Business Development - Model of Management in the Indian societies - Top business development skills – communication skills – Negotiation skills – business intelligence – computer literacy skill

Total:45 hrs

COURSE OUTCOMES:

- CO -1 : Analyze the model of corporate development
- CO -2 : Determine the spiritual values of management
- CO -3 : Understand the different management ideas and management competencies.
- CO -4: Outline the Values for managers
- CO -5 : Evaluate the business strategy and the business plan

TEXT BOOKS:

1. The Oxford History of Contemporary Indian Business, Dwijendra Tripathi, Oxford University Press; Edition edition 2013.
2. A Business History of India: Enterprise and the Emergence of Capitalism from 1700, Tirthankar Roy, Cambridge University Press 2018.

REFERENCE BOOKS:

Meaning and significance of Business decisions – Nature of problems requiring business decisions - Recurring/ Repetitive problems, non-repetitive problems, Structured problems, non-structured problems - Types of Business Decisions – Strategic, Operational and Managerial Decisions – Characteristics of good business decisions - Business decision making process – Re-engineering decision making process in a dynamic environment.

UNIT V: DATA MINING APPLICATION FOR BUSINESS DECISIONS IN DIFFERENT SECTORS

9

Application and trends in Data mining - Data Mining for Financial data analysis, Data Mining for retail industry, Data mining for telecommunication industry Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production and Sales.

Total 45 hrs

Courseoutcomes:

At the end of the course the students will be able to:

- CO-1- Evaluate data mining principles and techniques.
- CO-2– Create the need for data processing.
- CO-3 - Analyze and demonstrate basic data mining, methods, and tools
- CO-4– Evaluate the nuances of business decision making.
- CO-5 - Create data mining application for business decisions in different sectors

Text Book:

1. David J. Hand, Heikki Mannila, and Padhraic Smyth, Principles of Data Mining, Second Edition, Massachusetts Institute of Technology, 2016
2. Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer Support, Second Edition, John Wiley, 2017

Reference Books:

1. J. Han, M. Kamber, Morgan, Data Mining Concepts and Techniques, Kaufmann Publishers, 2017.
2. M. Kantardzic, Data mining: Concepts, Models, Methods and Algorithms, John Wiley & Sons Inc., 2016.
3. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc Second

Edition, 2017

Websites

1. <https://www.laits.utexas.edu/~anorman/BUS.FOR/course.mat/Alex/>
2. <https://www.encorebusiness.com/blog/what-role-does-data-mining-play-for-business-intelligence/>

Web Sources

1. <https://www.slideshare.net/HoangNguyen446/business-analytics-and-data-mining>
2. <https://www.slideshare.net/costarch/what-is-data-mining-27559796>
3. file:///C:/Users/Asus/Downloads/7843-Article%20Text-31288-1-10-20130507.pdf

Course Objectives:

- To outline the importance of Software Project Management
- To highlight different techniques for software cost estimation and activity planning.
- To inculcate monitoring, controlling and configuration management techniques.
- To comprehend software testing techniques and software re-engineering.

Unit I: OVERVIEW OF PROJECT MANAGEMENT 9

Project Management – Definitions; Importance, Factors Influencing Project Management – Project Manager, Project Management Activities, Stakeholders; Project Communication; Project Development Phases; Project Charter; Statement of Work (SoW); Project Management Associations.

Unit II: PROJECT PLANNING AND SCHEDULING 9

Tasks in Project Planning; Work Breakdown Structures (WBS); Planning Methods; Development Life Cycle Models; Estimation and Budgeting of Projects: Software Cost Estimation; COCOMO Model; Budgeting.

Project Scheduling: Scheduling Techniques – Program Evaluation and Review Technique (PERT), Gantt chart, Critical Path Method (CPM), Automated Tools.

Unit III: PROJECT MONITORING AND CONTROLLING 9

Project Status Reporting; Project Metrics; Earned Value Analysis (EVA); Project Communication Plan & Techniques; Steps for Process Improvement.

Configuration Management: Software Configuration Management (SCM) – Baselines, Software Configuration Items (SCI); SCM Process; Identification of Objects in the Software Configuration; Version Control; Change Control; Configuration Audit; Status Reporting; Goals of SCM.

Unit IV: TESTING TECHNIQUES AND SOFTWARE RE-ENGINEERING 9

Software Testing Concepts; Types of Software Testing – Manual Testing, Automated Testing; Black Box Testing; White Box Testing Techniques- Software Re- Engineering: Software Maintenance Problems; Redevelopment vs. Reengineering; Business Process Reengineering; Software Reengineering Process Model; Technical Problems of Reengineering.

Unit V: SOFTWARE QUALITY ASSURANCE

9

Software Quality Assurance Activities; Software Qualities; Software Quality Standards – ISO Standards for Software Organization, Capability Maturity Model (CMM), Comparison between ISO 9001 & SEI CMM, Other Standards.

Total 45 hrs

Course Outcome:

At the end of the course the students will be able to:

- CO- 1: Understand various activities involved in project management and factors influencing it.
- CO- 2: Evaluate various tasks in project planning and techniques of cost estimation.
- CO - 3: Remembering the various techniques for monitoring projects and the steps involved in process improvement.
- CO -4: Analyze the concept and various types of software testing and software reengineering and problems involved in it.
- CO-5: Understand Software Quality Assurance Activities and Software Quality Standards.

TEXTBOOKS:

1. Bob Hughes, Mike Cotterell and Rajib Mall: Software Project Management – Fifth Edition, Tata McGraw Hill, New Delhi, 2016.

REFERENCE BOOKS:

1. Robert K. Wysocki “Effective Software Project Management” – Wiley Publication, 2016.
2. Walker Royce: “Software Project Management” - Addison-Wesley, 2016.
3. Gopalaswamy Ramesh, “Managing Global Software Projects” – McGraw Hill Education (India), Fourteenth Reprint 2017.

WEBSITES:

1. <https://www.pcmag.com/picks/the-best-project-management-software>
2. <https://web.mst.edu/~ricardom/CS4096/KSlides/5%20CS397ProjectManag.pdf>

WEB SOURCES:

1. <https://www.youtube.com/watch?v=Y7sJwlyuoWw>
2. <https://www.youtube.com/watch?v=TYBVAvWkG6M>

3. <https://www.slideshare.net/NoorHameed6/software-project-management-128822982>

Course Objective:

- The objective of this subject is to develop a basic understanding of how to manage digital innovation and transformation.
- To understand the basic steps in these processes and to understand the need and the benefits of these concepts in the information-based business operations.
- To apply these concepts to the contemporary dynamic business operations.

UNIT I: INNOVATION 9

Meaning and need for Innovation – Kinds of Innovation –Innovation as a core business process – Sources of Innovation – Measuring Innovation - System innovation within a digital economy: Opportunities and challenges; identifying and maximizing the benefits of ubiquitous technologies within the business; the changing nature of systems: Web Apps, Mobile Apps.

UNIT II: DIGITAL INFRASTRUCTURES FOR BUSINESS 9

Internet – World Wide Web – Cloud Computing – Mobile Services – Social Media – Platforms – Business Model Innovation – Internet-of Things – Key characteristics – Applications challenges confronted by individuals, Companies and Governments.

UNIT III: ON-LINE BUSINESS 9

History and foundations of online business - E-business environment – legal, ethical and security issues - Lessons from the dot.com boom and bust - New organisational forms – virtual organisations, electronic markets and hierarchies - Social networks and web developments - Innovations involving e-business technologies; the role of open innovation in product and process development

Unit IV: MANAGING E-BUSINESS MODELS 9

Business-to-Business (B2B) and Business-to-Consumer (B2C) business models and strategies for e-business – global supply chain management, electronic markets - B2B systems, intermediation, e-procurement and IT in supply chain management. - B2C strategies – online consumer behaviour, regional and cultural differences and e-marketing.

Unit V: INNOVATIVE TRANSFORMATION 9

Changing pattern in Business operations – Business across borders - International trade and investment – patterns, growth of and rationale for foreign direct investment. Global and regional integration and multilateral organisations - Organisation of international business - Global sourcing of production and

services - Global information systems management - International dimensions of human resources management - Global pay and incentive practices, managing expatriates and multinational workforces.

Total 45 hrs

Course outcome:

At the end of the course the students will be able to:

- CO-1- Understand the need for constant innovation.
- CO-2– Evaluate the various challenges posed by the digital innovation.
- CO-3– Understand the history and foundations of online business.
- CO-4– Analyze the nuances in managing e-business models.
- CO-5- Understand the changing pattern in Business operations and global information systems management.

Text Books:

1. Pressman R.S. and Maxim B.R. Software Engineering: A Practitioner's Approach, First Edition, McGraw Hill, 2017.
2. Beynon-Davies, P., Business Information Systems, Second Edition, London: Palgrave, 2016.

Reference Books:

1. Prahalad, C.K. (2016), The fortune at the bottom of the pyramid. New Jersey, Wharton School Publishing.
2. Davies A. and Hobday M. (2017), The business of projects: managing innovation in complex products and systems. Cambridge, Cambridge University Press
3. Furr N., O'Keeffe K., Dyer J.H. (2016), Managing multiparty innovation, Harvard Business Review, November 2016
4. Wilson K. and Doz Y.L. (2017), 10 rules for managing global innovation, Harvard Business Review, October 2017.

Websites:

1. <https://www.r3.com/time-to-build-solutions-to-accelerate-innovation-SM/>
2. <https://enterprisersproject.com/what-is-digital-transformation>

Web Sources:

1. <https://www.slideshare.net/VikramNani/e-commerce-business-models>
2. <https://www.slideshare.net/MadhurChoudhary2/e-business-models-42271820>
3. <https://www.slideshare.net/dattatreyareddyperam/ebusiness-applications#stats-panel>

COURSE OBJECTIVE:

- To make student able to build an understanding of the fundamental concepts of ERP systems, their architecture, and working of different modules in ERP. Students will also be develop and design the modules used in ERP systems, and can customize the existing modules of ERP systems.
- Data innovation is basic to the act of general administration.
- To understand and able to build an understanding of the fundamental concepts of ERP system.
- Business process knowledge has become a prerequisite to conducting sound business using the computer system as a tool to aid decision making.
- To learn ERP architecture, and working of different modules in ERP.
- To comprehend to create and plan the modules utilized in ERP frameworks, and can redo the current modules of ERP frameworks.
- Core activities in the systems development process; To learn about BPR concepts.
- Cultivate skills and experience in the development and implementation of ERP projects.
- To provide an understanding of the managerial issues involved in the design and implementation of Enterprise Resource Planning Systems.
- The spotlights on the advantages that might be acknowledged from an ERP framework and on the administration of advantages from the ERP framework.

UNIT I Introduction to ERP**12**

Introduction to ERP, Evolution of ERP, Reasons for the growth of ERP, Scenario and Justification of ERP in India, Evaluation of ERP, Various Modules of ERP, Advantage of ERP.

UNIT II Overview of Enterprise**12**

An overview of Enterprise, Integrated Management Information, Business Modelling, ERP for Small Business, ERP for make to order companies, Business Process Mapping for ERP Module Design, Hardware Environment and its Selection for ERP Implementation.

UNIT III ERP and Related Technologies**12**

ERP and Related Technologies, Business Process Reengineering (BPR), Management Information System (MIS), Executive Information System (EIS), Decision support System (DSS), Supply Chain Management (SCM)

UNIT IV ERP Modules**12**

ERP Modules, Introduction, Finance, Plant Maintenance, Quality Management, Materials Management, ERP Market, Introduction, SAP AG, Baan Company, Oracle Corporation, People Soft, JD Edwards World Solutions Company. A Comparative Assessment and Selection of ERP Packages and Modules.

UNIT V ERP implementation**12**

ERP implementation lifecycle, issues in implementing ERP packages, pre-evaluation screening, package evaluation, project planning phase, gap analysis, reengineering, configuration, implementation, team training, testing, going live, end-user training, post implementation (Maintenance mode).

Total 45hrs**COURSE OUTCOMES:**

- CO– 1: Understand the technical aspects of ERP systems.
- CO– 2: Analyze the module in distinguishing the characteristics of ERP software
- CO– 3: Evaluate the concepts of reengineering and how they relate to ERP system implementation.
- CO– 4: Application of typical functionality in an ERP system.
- CO– 5: Evaluate the ERP implementation packages

TEXT BOOKS:

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2007.

REFERENCE BOOKS:

1. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
2. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.
3. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009.
4. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2nd edition, 2006.

5. Summer, ERP, Pearson Education, 2008

WEBSITES:

1. <https://www.qad.com/what-is-erp>
2. <https://www.selecthub.com/enterprise-resource-planning/why-erp-systems-are-important/>

WEB SOURCES:

1. <https://www.bistasolutions.com/resources/blogs/purpose-advantages-of-an-erp-system/>
2. <https://toperppartners.com/blog/erp-implementation-process/>
3. <https://www.slideshare.net/engineerrd/enterprise-resource-planning-1747634>

TECHNOLOGY APPRECIATION AND INTELLECTUAL PROPERTY RIGHTS**Course Objectives:**

- Able to understand the technology absorption, incremental innovation, research and development, techno Innovation and technology fusion that dominate the contemporary world industry and gain an insight into the various forms and models of technology development.
- To understand Intellectual Property Rights, Patents, GATT, Copyright, Trademarks and Geographical Indications.

UNIT I Introduction: Technology and Innovation 9

Technology as a driving force-Axes and Atlas of Technology – Strategic Management of Technology – Productivity and Incremental Innovation– Technology absorption – Technology forecasting – Technological competitive advantage.

UNIT II Evaluation of Technology and Innovation 9

Evaluation of Technological Investments-New R and D– Product Development Cycle – Management of Technological Innovation – Core Competencies in Technology – Structural Imperatives of Technology Management – Technology process mapping.

UNIT III Introduction to Intellectual Property 9

Introduction - Invention and Creativity - An Overview of Intellectual Property (IP) - Importance - Protection of IPR - Basic types of property. Forms of Industrial Properties: Patents, Industrial Designs, Plant Varieties, copyrights, Trademarks, Geographical Indications.

UNIT IV Copyrights, Trademarks, Other Intellectual Property Rights 9

Copyrights and related rights - Trade Marks and rights arising from Trademark registration - Definitions - Industrial Designs and Integrated circuits - Protection of Geographical Indications at national and international levels, Plant Varieties - Application Procedures, Trade Secret.

UNIT V Legal Aspects of Intellectual Property Rights 9

Infringement of Patents and Remedies-Modification of granted patents, Case Studies on - Patents - Copyright and related rights - Trade Marks - Industrial design and Integrated circuits - Geographic indications - Protection against unfair competition. Enforcement of Intellectual Property Rights

Total 45 hrs**Course Outcomes:**

- CO – 1: Understand the issues in defining ‘technology’, ‘innovation’ and ‘innovation management’
- CO - 2: Recognize various types of innovation, innovators and innovation settings

CO -3: Critically assess and explain the key current issues in understanding the innovation as a field of study.

CO -4 : Discuss about IPR, International Protection of IPR, Filing of Patents Trade mark Registration.

CO - 5: Demonstrate the Geographical Indications at national and international levels.

Textbooks:

1. P.N.Rastogi, Management of Technology and Innovation, SAGE Publications Limited, 2009
2. P. Narayanan, Intellectual property Rights, Eastern law House, Third Edition , 2008
3. Prabuddha Ganguli: Intellectual Property Rights` Unleashing the Knowledge Economy. Tata McGraw Hill, New Delhi, 2001.
4. Prabuddha Ganguli: Gearing Up for Patents ` The Indian Scenario. Universities Press India Ltd., Hyderabad, 1998.
5. P. Narayan: Patent Law. Eastern Law Co., Calcutta.

Reference Books:

1. Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications, 2002 (Reprint 2013).
2. White and Bruton, Management of technology and Innovation, Cengage Learning, 2010
3. Robert Szakonyl, 2006, Handbook of Technology Management – Viva Books Private Limited
4. V.K. Unni, Trademarks & The Emerging Concepts of Cyber Property Rights, Eastern Law House, 2005.
5. G. P. Reddy, Intellectual Property Rights & Other Law, Gogia Law Agency, 2004. Prof. A. Chandrasekaran, Intellectual Property Law, C. Sitaraman & Co. Pvt. Ltd., 2004.
6. Dr. Vikes Vashishth, Law & Practice of Intellectual Property in India, Bharath Law House Pvt. Ltd., 2002.
7. P. Narayanan, Patent Law, Eastern Law House, Fourth Edition, 2002

Web Sources:

1. <https://www.coursera.org/learn/introduction-intellectual-property/lecture/q7KSP/introduction-to-intellectual-property>
2. <https://www.oecd.org/sti/inno/1822541.pdf>
3. https://www.wipo.int/edocs/mdocs/tk/en/wipo_iprk_ge_14/wipo_iprk_ge_14_wipo_presentation_1.pdf
4. https://www.researchgate.net/publication/275932350_Evaluating_Technological_Innovations
5. <https://www.itonics-innovation.com/blog/10-factors-to-help-you-evaluate-a-new-technology>

COURSE OBJECTIVES:

- Identify the conscious choices of technical models of analysis and other theoretical tools designed for the challenges faced in companies' markets face.
- To enable the students to understand the upgraded technologies related to business.

Unit 1: Introduction to Technology Management 9

Concept and Meaning of Technology and Technology Management- Technology; Technology management, Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business- Technology and competition; Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology.

Unit 2: Innovation Based Technologies and Knowledge Management: 9

Knowledge Based Technology and Techniques - Knowledge based technology process; Tools and techniques, Role of Artificial Intelligence Techniques, Knowledge Management Techniques for Technology Management

Unit 3: Technology Generation and Development: 9

Technology Generation- Process; , Technology Development, Importance of Technology Generation and Development, Need for Technology Strategy, Importance of Research and Development (R&D)- Corporate research and product lifetimes; Production costs and R&D; Translation of R & D efforts to technology.

Unit 4: Technology Strategy and Competitiveness: 9

Technology Strategy-Technology strategy and management; Elements of an accessible technology strategy, Innovation Management, Competitive Advantage- Components of competitive advantage; Creating competitive advantage using value chain, Technology Management Evaluation or Assessment.

Unit 5: Social Issues in Technology Management: 9

Social Issues, Technological Change and Industrial Relations- Implementation of rationalization and automation in India; Impact of technological change, Technology Assessment and Environmental Impact Analysis- Environmental impact analysis process- Guidelines on the scope of EIA; Issues in preparation of EIA report; Elements of the environmental problem.

Total 45 hrs

COURSE OUTCOMES:

- CO 1 – Design and implement innovation strategies in organizations, corporate foresight and technology for evaluating and selecting R&D proposals.
- CO 2 - Analyze and evaluate the nature and extent of technological change and innovation to improve and boost innovation
- CO 3 - Recognize various types of innovation, innovators and innovation settings
- CO 4 - Demonstrate that the effective management of technological innovation requires the integration of people, processes and technology
- CO 5 - Critically assess and explain the key current issues in understanding the innovation as a field of study.

TEXT BOOKS

1. Robbins: Fundamentals of Innovation and management, Pearson 2016
2. Vasanta: Innovation and development, 2013
3. Foster R. and Kaplan S. (2002), Creative Destruction, Cambridge: Harvard University Press

REFERENCE BOOKS :

1. M.V. Deshpande: Technology in management, 2008
2. Balakrishnan, G. Technology and management 2012
3. TIDD, Joe & BESSANT, John (2015), Managing innovation (5th edition). Wiley: Chichester, United Kingdom. ISBN: 978-1-118-36063-7
4. Furr N., O’Keeffe K., Dyer J.H. (2016), Managing multiparty innovation, Harvard Business Review, November 2016

WEB SOURCES:

1. http://soskin.info/userfiles/file/2015/1-2_1_2015/Obradovic_Ebersold_Obradovic.pdf
2. <https://courses.lumenlearning.com/wm-introductiontobusiness/chapter/ethical-and-social-issues/>
3. https://link.springer.com/chapter/10.1057/9780230582361_4
4. https://www.researchgate.net/publication/320804697_The_Ethical_and_Social_Issues_of_Information_Technology_A_Case_Study
5. <https://opentextbc.ca/businessopenstax/chapter/technology-management-and-planning/>

COURSE OBJECTIVE:

- To enable the students to learn various aspects of innovation and methods of fostering innovation
- To understand the concept and theories of entrepreneurship.
- To recognize the qualities of entrepreneurs that contributed to their success.
- To generate several ideas for potential businesses based on important trends and each student's interests

UNIT I: ENTREPRENEURSHIP ESSENTIALS**9**

Concepts and Overview of Entrepreneurship - Evolution and Growth of Entrepreneurship in India - Role of Entrepreneurship in Economic Development - Introduction to Innovation - Creativity, Invention and innovation - Types of Innovation - Relevance of Technology for Innovation - Attributes and Characteristics of a successful Entrepreneur - Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development - Entrepreneurial Culture - The Indian innovations and opportunities.

UNIT II: DEVELOPMENT OF ENTREPRENEURIAL SKILLS**9**

Entrepreneurship and Indian Social System - Entrepreneurial Characteristics and Skills - Entrepreneurial Motivation and Need for Achievement - Entrepreneurial Motivation - Entrepreneurs Skills and Competencies - Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur- Entrepreneurship – The Indian Scenario - Case Study of Successful Entrepreneurs in India.

UNIT III: SUSTAINABILITY INNOVATION AND ENTREPRENEURSHIP**9**

Strategy for Commercializing Innovation - Innovation Process - Risks and barriers for introducing products and services - Selecting a Strategy, setting up the Investment and establishing organisation - Evaluating the Costs and impact of the Project- Sustainability Innovation and Entrepreneurship, Types of Sustainable Entrepreneurship, Conditions for Sustainability Innovation, strategic involvement in sustainable development.

UNIT IV:ENTREPRENEURSHIP DEVELOPMENT AND GOVERNMENT9

. Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available . Role of following agencies in the Entrepreneurship Development - District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB)

UNIT V: ENTREPRENEURSHIP DEVELOPMENT IN INDIA

9

Growth and promotion of Entrepreneurship in India - Institutional arrangements - Entrepreneurial motivation - Values and Culture - Entrepreneurship in various sectors - Access to finance, market, R&D and Technology - Policies and programmes related to entrepreneurship development

Total 45 hrs

COURSE OUTCOMES:

At the end of the course, a student will be able to

- CO - 1: Identify sources of opportunities and development of the skills so as to analyze these opportunities for entrepreneurship.
- CO - 2: Describe the concept and overview of entrepreneurship with a view to enhance entrepreneurial skills.
- CO - 3: Explore new vistas of entrepreneurship in 21st century environment to generate innovative business ideas.
- CO - 4: Assess how entrepreneurship can help shape one's career
- CO-5: Identify and evaluate different theories of entrepreneurship and the characteristics of Indian entrepreneurs.

TEXT BOOKS:

1. Shishir Gupta , “The Essentials: A Step by Step Guide for Entrepreneurs Kindle Edition StartupLanes.com; 1 edition, August 2017

REFERENCE BOOKS:

1. P. Narayana Reddy, Entrepreneurship – Text and Cases, Cengage Learning India, I edition, 2010.

2. Poornima M Charantimath, “Entrepreneurship Development and Small Business Enterprises”, 2nd Edition, Kindle Edition, Pearson; 2 edition, 2014.
3. Thomas Grebel , “ Entrepreneurship: A New Perspective” , 1st Edition, Kindle Edition Routledge; 2015.
4. Philips, Bonefiel and Sharma (2014), Social Entrepreneurship, Global vision Publishing house, New Delhi.
5. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications.

WEBSITES:

1. https://onlinecourses.nptel.ac.in/noc19_mg55/preview

WEB SOURCES:

1. <https://timesnext.com/business-models-of-most-successful-startups-in-india/>

Course Objective:

- To understand techniques of venture valuation.
- To understand the dynamics involved in financing.
- To comprehend the techniques of evaluating venture portfolio evaluation.
- To understand the techniques and nuances involved in venture accounting.

UNIT I: INTRODUCTION**9**

Meaning – Need and significance of Venture Valuation – Factors considered in Venture Valuation – Management, Market, Science and Technology, Financials and funding phase – Basics of Accounting – Journal, Ledger, Income Statements and Balance Sheets

UNIT II: VENTURE VALUATION**9**

Methods for Venture valuation – Discounted Cash Flow, Risk Adjusted NPV, Venture Capital Method, Market Comparable Method, Decision Tree Analysis, First Chicago method, Revenue Multiplier Method – Valuation Process- Factors considered – Business Plans, Budgets, CVs of Management, Time frame, etc. – Company Valuation, Product Valuation, Assessing Start-up Companies.

UNIT III: VENTURE FINANCING**9**

Notion of Venture Capital – Business Plan- Process of Venture Capital Financing – Methods of Venture Financing – Disinvestment mechanisms – Development of Venture Capital in India – Future prospects of Venture Financing.

UNIT IV: INVESTMENT NURTURING AND PORTFOLIO VALUATION**9**

Meaning – Objectives of Nurturing – Styles of Nurturing – Hands on, Hands off, Hands Holding – Techniques for Nurturing – Personal discussions, Plant visits, Periodic Reports, Commissioned studies – Meaning and purpose of Venture Capital Portfolio Valuation – Valuation of Equity and various Debt instruments – Cost method and Market value based methods.

UNIT V: VENTURE ACCOUNTING**9**

Joint Venture Accounts – Features – Accounting for joint ventures – Amalgamation, Absorption and External Reconstruction – Meaning – Types of Amalgamation – Purchase Consideration – Meaning and

computation – Valuation of shares – Methods of accounting for Amalgamation – Pooling of Interests Method and Purchase Method – Model Journal entries and Ledger Accounts – Simple problems only.

Total 45 hrs

COURSE OUTCOME:

At the end of the course the students will be able to:

- CO - 1: Analyze the significance of venture valuation.
- CO - 2: Classify the methods of venture valuation.
- CO - 3: Apply The modes of disinvestment mechanisms.
- CO -4: List the joint venture accounting techniques.
- CO -5: Differentiate amalgamation and absorption accounting techniques.

TEXTBOOKS:

1. Financial Management, I.M. Pandey, 12th edition, Vikas Publishing House, New Delhi, 2017
2. Corporate Accounting II, Reddy and Murthy, Eight edition, Margham Publications, Chennai, 2018.

REFERENCE BOOKS:

1. Andrew Metrick and Ayako Yasuda. Venture Capital and the Finance of Innovation, John Wiley & Sons, 2017.
2. Tim Koller, Mare Goedhart and David Wessels, Valuation: Measuring and Managing the Value of companies, Second edition, McKinsey & Company Inc., 2016.
3. Zenas Block and Lan C. Macmillan, Corporate Venturing, Second edition, Harvard Business School Press, 2017.

WEBSITES:

1. <https://www.coursera.org/learn/private-equity>

WEB SOURCES:

1. <https://future.aicpa.org/cpe-learning/publication/valuation-of-portfolio-company-investments-of-venture-capital-and-private-equity-funds-and-other-investment-companies-accounting-and-valuation-guide>

COURSE OBJECTIVE:

- First, an understanding of the concepts of “entrepreneur”, “entrepreneurship” and their development in all forms and shapes;
- Secondly, a deeper understanding of the technological entrepreneurship versus traditional entrepreneurship;
- Thirdly, a discussion of two major components of a new enterprise development namely, (1) the legal issues involved while setting up an enterprise and (2) entrepreneurial marketing;

UNIT I:**9**

Entrepreneur- Concept on percent - Functions and clarifications of entrepreneurs - Characteristics of entrepreneur - Nature and importance of ,entrepreneur - Entrepreneur vs. professional manager - Women entrepreneurs.

UNIT II:**9**

Concept of Entrepreneurship - Entrepreneurship and environment-Policies governing entrepreneurs, entrepreneurial development programmes - Institutions for - entrepreneurship development, entrepreneurship. Entrepreneurship -Entrepreneurship development in other countries.

UNIT III:**9**

Marketing strategies for Entrepreneurs-Relationship Marketing-one to one Marketing –Viral Marketing – Digital Marketing-Institutions for Entrepreneurial Development - Role of constancy organizations - Role of financial institutions -Bank finance to entrepreneurs Entrepreneurship development: Role of development financial institutions.

UNIT IV:**9**

Concept of project and classification of project identification project formulation - project report - project design - project appraisal - profitability appraisal - project planning - social cost benefit analysis - financial analysis and project financing.

UNIT V:**9**

Financial analysis - Ratio analysis - Investment process; Break even analysis - Profitability analysis social cost - Benefit analysis - Budget and planning process, applicability of the factories Act.

COURSE OUTCOMES:

- CO – 1: Define the need and importance of entrepreneurship concepts.
- CO – 2: Identify the qualities, roles and functions of entrepreneur and compute entrepreneurial opportunities.
- CO – 3: Recognize various schemes in commercial banks for start-ups.
- CO – 4: Develop and promote entrepreneurial and innovative project report.
- CO – 5: Evaluate the project with respect to resource mobilization especially venture capital and start-ups.

TEXT BOOKS:

1. Vasanta Desai: Dynamics of entrepreneurial development and management, 2011
2. Vasanta Desai: Entrepreneurial development, 2017
3. Peter F. Drucker: Innovation and development, 2009

REFERENCE BOOKS:

1. M.V. Deshpande: Entrepreneurship of small scale industries, 2008
2. Balakrishnan, G. Financing of small scale industries, 2012

WEBSITES:

1. <https://ocw.mit.edu/courses/sloan-school-of-management/15-835-entrepreneurial-marketing-spring-2002/lecture-notes/>
2. <http://site.iugaza.edu.ps/kdahleez/files/2014/11/EntrepreneurialMarketing.pdf>

WEBSOURCES:

1. <https://www.slideshare.net/hfrederick/marketing-for-entrepreneurial-ventures>
2. <https://www.slideshare.net/KimberlyArnold6/entrepreneurial-marketing-growth>

COURSE OBJECTIVE:

- To learn the process and skills of creation and management of entrepreneurial venture
- To provides the theoretical foundations and contexts within which innovations and new ventures contribute to economic activity
- To provides an opportunity for participants to consider how entrepreneurship and innovation processes may impact their future careers.

UNIT I: ENTREPRENEURSHIP ESSENTIALS**9**

Concepts and Overview of Entrepreneurship - Evolution and Growth of Entrepreneurship in India - Role of Entrepreneurship in Economic Development - Introduction to Innovation - Creativity, Invention and innovation - Types of Innovation - Relevance of Technology for Innovation - Attributes and Characteristics of a successful Entrepreneur - Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development - Entrepreneurial Culture - The Indian innovations and opportunities.

UNIT II: DEVELOPMENT OF ENTREPRENEURIAL SKILLS**9**

Entrepreneurship and Indian Social System - Entrepreneurial Characteristics and Skills - Entrepreneurial Motivation and Need for Achievement - Entrepreneurial Motivation - Entrepreneurs Skills and Competencies - Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur- Entrepreneurship – The Indian Scenario - Case Study of Successful Entrepreneurs in India.

UNIT III: ENTREPRENEURIAL STRATEGY**9**

Startup ventures - to develop and implement an effective entrepreneurial strategy.- key strategic trade-offs entrepreneurs face in choosing an entrepreneurial strategy - and how effective E-Lab projects can help a startup to establish and then sustain competitive advantage.

UNIT IV ENTREPRENEURIAL VENTURE**9**

Creating Entrepreneurial Venture - Evaluating the Financial Strength of a New Venture/Project - Getting Financing or Funding - Types of Sources – VCs, Angel funding, PE etc. - Building a New-Venture Team - Marketing Strategies for New Ventures - IT Systems for New Ventures - The Importance of Intellectual Property - Strategies for New Venture Growth - Talent Acquisition and Management for New Ventures - The Valuation Challenge in Entrepreneurship - Intrapreneurship in Action -

Environment and sustainability, and new ventures- Exit strategies for a New Venture and Trends in India.

UNIT V: STARTUPS AND FUNDING

9

Ventures leadership that have a huge impact on future success - culture, team selection, compensation philosophy, organizational structures, 'risk' decisions. Discussion of crowd funding, angel and venture capital investment, and how the E-Lab startups could benefit from different sources of capital.

Total 45 hrs

COURSE OUTCOMES:

- CO – 1: Develop advanced competencies that foster entrepreneurial venture development from idea creation to commercialization and new business plan development.
- CO –2: Describe basic concepts underlying the domain of Entrepreneurship and Innovation
- CO--3: Analyze and interpret the business environment from professionals through engagement and feedback.
- CO–4: Understand the role and importance of technology and digitization for new businesses
- CO –5: Evaluate the project with respect to resource mobilization especially venture capital and start-ups and risk involved for entrepreneurs

TEXTBOOKS:

1. S.S.Khanka, "Entrepreneurial Development" S.Chand& Co. Ltd., Ram Nagar, New Delhi, 2013.
2. Donald F Kuratko, " Entrepreneurership – Theory, Process and Practice", 9th edition, Cengage Learning 2014

REFERENCES BOOKS:

1. Arya Kumar, "Entrepreneurship", Pearson Education, New Delhi, 2012
2. Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra, 2nd Edition, 2005
3. Gupta S.L. and Arun Mittal, "Entrepreneurship Development", International Book House Pvt. Ltd., New Delhi, 2011.
4. P.Saravanel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai 1997.
5. Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage Learning. 2012

WEBSITES:

1. <http://www.simplynotes.in/e-notes/mbabba/entrepreneurship-development/>
2. <https://openpress.usask.ca/entrepreneurshipandinnovationtoolkit/chapter/chapter-1-introduction-to-entrepreneurship/>

WEBSOURCES:

1. <https://articles.bplans.com/10-great-websites-for-entrepreneurs/>
2. <https://www.entrepreneur.com/article/272185>

COURSE OBJECTIVES:

- Identify the definitions of resilience and describe the concept of community resilience.
- To discuss the different phases of disaster management cycle.
- To examine the type of disaster and resulting public health emergencies.

UNIT 1 RESILIENCE 9

Understanding Resilience - Resilience in Social-Ecological Systems- Understanding Community Resilience - Applying Resilience Thinking: Building Community Resilience - Building Community & Community Resilience. Community Resilience and Adaptation to Climate Change. Transition Towns: A Social Movement Response

UNIT II PERSPECTIVES & WORKING 9

Deepening: Perspectives on (Intentional) Social Change - Community Organizing & Social Action - Critical Perspectives on 'Green Capitalism' - Understanding & Working with Emergence / Indigenous & Global South Perspectives - Conceptualizing Resilience and our role as citizens - Assessing Resilience - Managing Resilience - Practicing Resilience in Different Ways

UNIT III DISASTER CLASSIFICATION 9

Disasters: Concepts, and definitions (Hazard, Vulnerability, Risk, Disaster). Classification: Natural (Geological, Meteorological, Hydrological, Climatological, Biological, Extra-terrestrial) and Man-made-Technological (Industrial and Transport Accidents), Miscellaneous Accidents and Terrorism. Impacts (including social, economic, political, environmental, health, psychosocial, etc.). Differential impacts- in terms of caste, class, gender, age, location, disability. Global trends in disasters-urban disasters, pandemics, complex emergencies, climate change. Disaster profile of India.

UNIT IV DISASTER MANAGEMENT 9

Disaster Management: Definitions, History and Relevance. Resilience Building. Disaster cycle: Risk Management- Risk identification, risk reduction (planning, prevention, mitigation, preparedness), risk transfer; Crisis Management- Response (Search and Rescue), Relief, Recovery and Reconstruction. Multi-disciplinary character of DM. Disaster Policy: The International Decade for Natural Disaster Reduction, Yokhama Declaration, United Nations International Strategy for Disaster Risk Reduction (UNISDR), Hyogo Framework for Action (HFA); Sendai Framework and Action Plan. IDRL Guidelines, Sphere standards; Disaster Policy (National Policy on Disaster Management), Disaster Management Act 2005. National Disaster Management Plan 2019.

Disaster Administration: United Nations and its Disaster Management Mechanism UNDP, UNDRR, WHO. Disaster Administration in India: Disaster Management Authority at National, State and District levels; Allied governmental bodies, institutions and mechanisms/resources for Disaster Management; State and National Disaster Mitigation Funds. Gaps in Disaster Policy and Administration. Stakeholders: Roles and responsibilities of different stakeholders- Community, Panchayati Raj Institutions/Urban Local Bodies (PRIs/ULBs), State and Centre, Task forces and Emergency response teams. Warning Systems and allied Disaster Management bodies. Media, Fire Services, Para-military, Armed forces. Health Department, Communication, Insurance, Civil Society, International NGOs, National and Local NGOs. Volunteers and youth groups.

Disaster Determinants - Factors affecting damage – types, scale population, social status, habitation pattern, physiology and climate. Factors affecting mitigation measures, prediction, preparation, communication, area and accessibility, population, physiology and climate,

Total Hrs: 45

COURSE OUTCOMES:

- CO 1: Understand the nature and impact of disasters, globally and in India.
- CO 2: Describe the concepts, terminologies, developments and prospects in the field of Disaster Management.
- CO3: Analyze and evaluate the policy and administrative processes involved in Disaster Management.
- CO4: To teach the concept of Disaster management and measures to be taken at different stages of disaster management
- CO5: To provide insight about global, national and regional level scenario of disaster management

TEXT BOOKS:

1. Goel S.L, Disaster Administration and Management, Text & Case studies, Deep and Deep Publications, 2007

REFERENCE BOOKS:

1. Alexander, D. Introduction in 'Confronting Catastrophe', Oxford University Press, 2000.
2. Carter, N. Disaster Management: A Disaster Manager's Handbook. Manila Philippines: Asian Development Bank Damon, 1991.

3. Coppola P, Introduction to International Disaster Management, Butterworth-Heinemann Publishing House, 4th Edition, 2020
4. Kapur, Anu et.al , Disasters in India Studies of grim reality. Jaipur: Rawat Publishers, 2005

WEBSITES:

1. <https://www.pdpu.ac.in/downloads/1%20Community-Based-Disaster-Management.pdf>
2. https://www.preventionweb.net/files/26081_kp1concepdisasterrisk1.pdf
3. <https://www.wvi.org/graduating-most-vulnerable-families-out-extreme-poverty/guidance-notes-reducing-risk-and-building>

WEBSOURCES:

1. <https://www.slideshare.net/GRFDavos/conceptual-models-for-disaster-resilient-communitiesfarzad-behtashppts>
2. <https://www.slideshare.net/irpex/disaster-risk-reduction-and-management-28415360>

SEMESTER IV

COURSE OBJECTIVES

- To understand the fundamentals of descriptive analysis.
- To be able to use SPSS output to produce scientifically sound research reports.

S.No.	Exp. No.
1	Descriptive Statistics
2	Inferential statistics
3	Spread Sheet Modelling
4	Hypothesis – Parametric & Non-Parametric Variable
5	Multivariate Analysis - Correlation, Regression, ANOVA etc
6	Business Analytics using R language and R Studio
7	LPP, Transportation Model
8	Financial Modelling with e-Viewsetc

TOTAL:60 Hrs

COURSE OUTCOMES

- CO-1 :To understand basic function of descriptive statistics.
- CO-2 : To study fundamentals of business analytics lab.
- CO -3 : To understand the concepts of financially modelling.
- CO -4 : Visualize the data using different plots
- CO – 5: Analyse data using parametric and non-parametric tests.

TEXTBOOKS:

1. Kiran Pandya and Smriti Bulsari, SPSS in simple steps, Dream tech, 2011.

REFERENCE BOOKS:

1. David M. Levine et al, “Statistics for Managers using MS Excel’ (6th Edition) Pearson, 2010 .

2. **David R. Anderson, et al, 'An Introduction to Management Sciences: Quantitative approaches to Decision Making, (13th edition) South-Western College Pub, 2011.**
3. **William J. Stevenson, CeyhunOzgur, 'Introduction to Management Science with Spreadsheet', Tata McGraw Hill, 2009**
- .
4. **Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3rd edition, Microsoft Press, 2011.**

WEBSITES:

1. <https://www.researchoptimus.com/article/what-is-correlation.php>
2. https://www.researchgate.net/publication/287275305_Data_Analysis_for_Effective_Decision_Making

WEBSOURCES:

1. <https://www.slideshare.net/31mikaella/presentation-analysis-and-interpretation-of-data>
2. <https://www.slideshare.net/MuhammadIbrahim15/data-analysis-using-spss>

COURSE OBJECTIVES

- Its aim is to demonstrate the skills and knowledge that students have acquired in their studies
- The Aim of the final year project is to develop student's knowledge for solving societal problem.
- It enables students to develop problem solving, analysis, synthesis and evaluation skills.

COURSE OUTCOMES:

At the end of the project, the students will be able to:

- CO – 1 : Create and develop deep understanding of the interaction.
- CO – 2 : Analyze and solve problems on an executive level and demonstrating critical.
- CO – 3 : Design the general (core) management skills in the chosen area of specialization.
- CO – 4 : Design strategies to solve business problems and pursue opportunities.
- CO – 5 : Interpret a variety of ways to engage in experiential learning.

COURSE OBJECTIVE:

- This course will provide an opportunity to the students to understand social entrepreneurship and entrepreneurial opportunities
- To understand and appreciate the role and need for social entrepreneurship in building a sustainable society.
- To acquire the knowledge, skills, tools and techniques needed to become an entrepreneur in the social sector.
- To describe social entrepreneurship and characteristics of social entrepreneurs.

UNIT I: SOCIAL ENTREPRENEUR

9

Social entrepreneur – factors impacting transformation into social entrepreneur - The characteristics of social entrepreneurs - The four distinctions of social entrepreneurship - Profit and non-profit Proprietorships – partnership – company - non-Governmental organization - Society – Trust and Company (sec. 25) registration - Factors determining selection of forms of registration

UNIT II: SUSTAINABLE DEVELOPMENT

9

Concept of Sustainable Development and its importance - Factors affecting sustainable development - Environmental costs and its economic value - The Political Challenge and development Issues in India. The Millennium Ecosystem Assessment - International Influences. Methods of sensing opportunities and fields of opportunities. Assessing and prioritizing opportunities. Enterprise launching and its procedures – start-ups – incubation – accessing venture capital – CSR funds - PPP

UNIT III: TOOLKIT FOR SOCIAL ENTREPRENEUR

9

Study of successful models like Grameen Bank – Aravind Eye Care System's – LEDeG – TERI – Pasumai Payanam, Siruthuli – SEWA – Amul – Evidence from OASiS, Case Study on SELCO, case study on Annapurna – Goonj - Toolkit for Social and Environmental Entrepreneurs - SME Toolkit - The Creative Activist Toolkit - Root cause analysis

UNIT – IV: ENTREPRENEURIAL OPPORTUNITY

9

Opportunity Recognition & Study on the Source and Discovery of Social Opportunities - Entrepreneurial Opportunity Evaluation: A Discrete Choice Analysis of Financial and Social Entrepreneurial Opportunity Attributes - Modelling the Social Venturing Process

UNIT –V: STRATEGY

9

Understanding competitive environment - Assessing strengths and weakness - Cooperative strategy: Building networks, partnership and alliance - Leading, retaining and rewarding people entrepreneurially. Identifying increased avenues for donor-investor / social enterprise partnership. Getting ready for the entrepreneurial donor's involvement. Challenges in maintaining donor investment. Ending charity – implications

COURSE OUTCOMES:

At the end of the course, a student will be able to

- CO-1: Understanding how social entrepreneurship lies at the interaction of the field of entrepreneurship and social change.
- CO-2: Evaluated different theories of social entrepreneurship and the characteristics of social entrepreneurs.
- CO-3: Analyze the key issues regarding the management of a social entrepreneurial organization.
- CO-4: Evaluating the opportunities for social entrepreneurs
- CO-5: Understand the roles social entrepreneurship plays in addressing complex social and environmental problems

Total 45 hrs

TEXT BOOKS:

1. Bide Amar (2012), Entrepreneurship determinants: culture and capabilities, 12th Edition, Euro Stat, European Union, <http://ec.europa.eu/eurostat>
2. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
3. Gopalkrishnan (2014) The Entrepreneur's Choice: Cases on Family Business in India, New Delhi, Routledge Taylor & Francis Group.
4. Kaliyamoorthy and Chandrasekhar (Eds:2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers.
5. Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited.

REFERENCE BOOKS:

1. Heggade (1998) Developing Rural Women Entrepreneurship, New Delhi, MohitPublications
2. International Journal of Managing Value and Supply Chains (IJMVSC) Vol.4, No. 3,September 2013 <http://airccse.org/journal/mvsc/papers/4313ijmvsc05.pdf>
3. Rajagopalan (Ed: 2006) Promoting Sustainable Livelihoods: Concepts and Approaches, The Icfai University Press.
4. Roy Rajeev (2011), Entrepreneurship (ed.2), New Delhi, Oxford University Press

WEBSITES:

1. <https://www.managementstudyguide.com/social-entrepreneurship.htm>
2. <https://blog.hubspot.com/sales/social-entrepreneurship>
3. <https://ijesc.org/upload/8e5f0923dc0e3988cd00b8fbe2aaeb8c.Social%20Entrepreneurship%20in%20India%20Opportunities%20and%20Challenges.pdf>

WEB SOURCES:

1. <https://www.slideshare.net/NikhilHarshavardhan/social-entrepreneurship-76009455>
2. <https://www.slideshare.net/iaemedu/social-entrepreneurship-in-indian-scenario>

Course Objectives:

- To help students distinguish between values and skills, and understand the need, basic guidelines, content and process of value education.
- To help students initiate a process of dialog within themselves to know what they ‘really want to be’ in their life and profession
- To help students understand the meaning of happiness and prosperity for a human being.
- To facilitate the students to understand harmony at all the levels of human living, and live accordingly.
- To facilitate the students in applying the understanding of harmony in existence in their profession and lead an ethical life

UNIT I NEED FOR VALUE

12

Understanding the need, basic guidelines, content and process for Value Education, Self-Exploration– what is it? - its content and process; ‘Natural Acceptance’ and Experiential Validation- as the mechanism for self-exploration, Continuous Happiness and Prosperity- A look at basic Human Aspirations, Right understanding, Relationship and Physical Facilities- the basic requirements for fulfilment of aspirations of every human being with their correct priority, Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario, Method to fulfil the above human aspirations: understanding and living in harmony at various levels.

UNIT II UNDERSTANDING SELF

12

Understanding human being as a co-existence of the sentient ‘I’ and the material ‘Body’, Understanding the needs of Self (‘I’) and ‘Body’ - Sukh and Suvidha, Understanding the Body as an instrument of ‘I’ (I being the doer, seer and enjoyer), Understanding the characteristics and activities of ‘I’ and harmony in ‘I’, Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail, Programs to ensure Sanyam and Swasthya.

UNIT III UNDERSTANDING HARMONY, RELATIONSHIPS

12

Understanding harmony in the Family- the basic unit of human interaction , Understanding values in human-human relationship; meaning of Nyaya and program for its fulfilment to ensure Ubhay-tripti; Trust (Vishwas) and Respect (Samman) as the foundational values of relationship, Understanding the

meaning of Vishwas; Difference between intention and competence, Understanding the meaning of Samman, Difference between respect and differentiation; the other salient values in relationship, Understanding the harmony in the society (society being an extension of family): Samadhan, Samridhi, Abhay, Sah-astitva as comprehensive Human Goals, Visualizing a universal harmonious order in society Undivided Society (AkhandSamaj), Universal Order (SarvabhumiVyavastha) - from family to world family!.

UNIT IV PERCEPTION OF HARMONY

12

Understanding the harmony in the Nature, Interconnectedness and mutual fulfilment among the four orders of nature- recyclability and self-regulation in nature, Understanding Existence as Coexistence (Sah-astitva) of mutually interacting units in all-pervasive space, Holistic perception of harmony at all levels of existence.

UNIT V ETHICS, UNIVERSAL ORDER

12

Implications of the above Holistic Understanding of Harmony on Professional Ethics, Natural acceptance of human values, Definitiveness of Ethical Human Conduct, Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order. Competence in Professional Ethics

Total Hrs: 60

Course Outcome:

- CO1: Understand the significance of value inputs in a classroom, distinguish between values and skills, understand the need, basic guidelines, content and process of value education, explore the meaning of happiness and prosperity and do a correct appraisal of the current scenario in the society
- CO2: Differentiate between the Self and the Body, understand the meaning of Harmony in the Self the Coexistence of Self and Body.
- CO3: Evaluate the value of harmonious relationship based on trust, respect and other naturally acceptable feelings in human-human relationships and explore their role in ensuring a harmonious society
- CO4: Reflect the harmony in nature and existence, and work out their mutually fulfilling participation in nature.
- CO5: Distinguish between ethical and unethical practices, and start working out the strategy to actualize a harmonious environment wherever they work.

Text Books:

1. R R Gaur, R Sangal, G P Bagaria, 2009, A Foundation Course in Human Values and Professional Ethics.

Reference Books:

1. Ivan Illich, 1974, Energy & Equity, The Trinity Press, Worcester, and Harper Collins, USA.
2. E.F. Schumacher, 1973, Small is Beautiful: a study of economics as if people mattered, Blond & Briggs, Britain.
3. Sussan George, 1976, How the Other Half Dies, Penguin Press. Reprinted 1986, 1991.
4. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, Limits to Growth-Club of Rome's report, Universe Books.
5. A Nagraj, 1998, Jeevan Vidya EkParichay, Divya Path Sansthan, Amarkantak.
6. P L Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Publishers.
7. A N Tripathy, 2003, Human Values, New Age International Publishers.
8. Subhas Palekar, 2000, How to practice Natural Farming, Pracheen (Vaidik) KrishiTantraShodh, Amravati.
9. E G Seebauer& Robert L. Berry, 2000, Fundamentals of Ethics for Scientists & Engineers, Oxford University Press.
10. M Govindarajan, S Natrajan& V.S. Senthil Kumar, Engineering Ethics (including Human Values), Eastern Economy Edition, Prentice Hall of India Ltd.
11. B P Banerjee, 2005, Foundations of Ethics and Management, Excel Books.
12. B L Bajpai, 2004, Indian Ethos and Modern Management, New Royal Book Co., Lucknow. Reprinted 2008.

Websites:

1. <https://nptel.ac.in/courses/109/104/109104068/>

Web Sources:

1. <https://lecturenotes.in/notes/27764-note-for-human-values-and-professional-ethics-2-hvpe-2-by-indrajeet-verma>