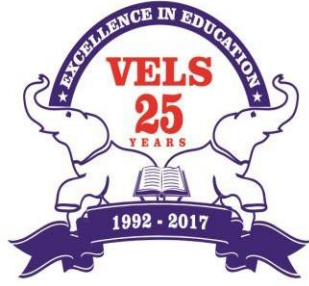


**MBA
INTEGRATED**



MBA - INTEGRATED

Curriculum and Syllabus

(Based on Choice Based Credit System)

Effective from the Academic year

2018-2019

Department of M.B.A

School of Management Studies

SCHOOL OF MANAGEMENT STUDIES AND COMMERCE
MBA –INTEGRATED
(Five Years Programme after Twelfth Standard)

PROGRAMME EDUCATIONAL OBJECTIVES

- 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

PROGRAMME OUTCOMES

Upon completion of MBA Integrated Programme students will be able to:

- Discuss and apply conceptual business knowledge in practical business organizations
- Evaluate global business scenario and proactively think about managing critical situation
- Demonstrate critical thinking in coordinating and decision making Process
- Forecast the opportunities and threats of business in global environment and act according to local customer's expectation
- Display initiation and responsibility while formulating and implementing business strategies
- Utilize the core competencies for organizing, synthesizing and analyzing data for appropriate management practice.
- Recognize ethical and moral values while dealing with human resources

- Understand customer's complex expectations and delight them by fulfilling their demand
- Implement time management skills by understanding its criticality in business scenario
- Analyze all environmental impact on business and formulate strategic responses to it
- Exhibit team spirit and leadership capabilities for organizational development
- Devise appropriate strategies to meet global standards and best quality
- Cope up with the challenges posed by the competitive business environment

PROGRAMME SPECIFIC OUTCOMES

Upon completion of MBA Integrated Programme students will be able to:

- Practice lifelong learning in advanced areas of Management and related fields
- Adapt to rapidly changing Economical, Social ,Political, Technological and Cultural Environment affecting business organisations
- Equip for immediate employment in their specialized domain area
- Disseminate knowledge on critical functions of managing Finance, Human Resources, Operations, Marketing and Systems to earn competitive advantage
- Exhibit Skills in the tools and techniques used for business decision making
- Utilize knowledge in strategic management of business
- Pursue research insights which will aid to face complex business scenario
- Face competitive examination that offers challenging Career.
- Disseminate an insight with spoken foreign languages so as to deal the diversified workforce
- Handle current organizations challenges and possess team spirit
- Exhibit communication, presentation and interpersonal skills in order to handle events and other situation
- Adopt virtual learning and enrich competencies by wide exposure to online resources.
- Practice risk taking behavior so as to explore new ventures as budding entrepreneurs

BOARD OF STUDIES MEMBERS

MBA (INTEGRATED)

Sl.No	Name & Address	Designation
1.	Dr.P.R. Ramakrishnan , Dean, School of Management Studies & Commerce VISTAS	Chairperson
2.	Dr.R.Thenmozhi , Professor and Head, Department of Management Studies, University of Madras, Chennai	External Expert
3.	Dr.S.Vasantha , Professor, School of Management Studies, VISTAS ,Chennai-600117	Internal Member
4.	Dr.S.Preetha , Professor, School of Management Studies, VISTAS ,Chennai-600117	Internal Member
5.	Dr.G.Rajini Professor, School of Management Studies, VISTAS ,Chennai-600117	Internal Member
6.	Dr.P.G.Thirumagal Professor, School of Management Studies, VISTAS ,Chennai-600117	Internal Member
7.	Dr.Madhumita.G Professor, School of Management Studies, VISTAS ,Chennai-600117	Internal Member

**VELS INSTITUTE OF SCIENCE, TECHNOLOGY AND ADVANCED STUDIES
(VISTAS)
CHENNAI - 600 117
REGULATIONS 2018
CHOICE BASED CREDIT SYSTEM
DEGREE OF MBA INTEGRATED**

1. DURATION OF THE PROGRAMME

Five years (Ten semesters)

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

In case of integrated Master's Degree Programmes of five years, no student shall be eligible for admission unless he/she has successfully passed the examination conducted by a board at the Plus Two level of schooling (either through formal schooling for 12 years or Through open school system) recognized by the Central/State Government for this purpose or its equivalent.

The admission shall be made on merit on the basis of criteria notified by the university, keeping in view the guidelines/norms in this regard issued by the AICTE/UGC and other statutory bodies concerned and taking into account the reservation policy issued by the government concerned from time to time.

3. CREDIT REQUIRMENTS AND ELIGIBILITY FOR AWARD OF DEGREE

A Candidate shall be eligible for the award of the Degree only if he/she has undergone the prescribed course of study in the University for a period of not less than five academic years and passed the examinations of all the TEN Semesters prescribed earning a minimum of 256 credits as per the distribution given in for PartI, II, III, IV & V and also fulfilled such other conditions as have been prescribed thereof.

4. COURSE OF STUDY, CREDITS AND SCHEME OF EXAMINATION

The Course Components and Credit Distribution shall consist Part I, II & III:

(Minimum number of Credits to be obtained)

Credit Assignment Each course is assigned certain number of credits based on the following: Contact period per week CREDITS

1 Lecture Period - 1 Credit

1 Tutorial Period - 1 Credit

2 Practical Periods - 1 Credit

(Laboratory / Seminar / Project Work / etc.)

5. REQUIREMENTS FOR PROCEEDING TO SUBSEQUENT SEMESTER

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.

Attendance: All Students must earn 75% and above of attendance for appearing for the University Examination. (Theory/Practical)

Condonation of shortage of attendance: If a Student fails to earn the minimum attendance (Percentage stipulated), the HODs shall condone the shortage of attendance up to a maximum limit of 10% (i.e. between 65% and above and less than 75%) after collecting the prescribed fee towards the condonation of shortage of attendance. Such fees collected and should be remitted to the University.

Non-eligibility for condonation of shortage of attendance: Students who have secured less than 65 % but more than 50 % of attendance are NOT ELIGIBLE for condonation of shortage of attendance and such Students will not be permitted to appear for the regular examination, but will be allowed to proceed to the next year/next semester of the program

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.

Condonation of shortage of attendance for married women students: In respect of married women students undergoing UG programs, the minimum attendance for condonation (Theory/Practical) shall be relaxed and prescribed as 55% instead of 65% if they conceive during their academic career. Medical certificate from the Doctor together with the attendance details shall be forwarded to the university to consider the condonation of attendance mentioning the category.

Zero Percent (0%) Attendance: The Students, who have earned 0% of attendance, have to repeat the program (by rejoining) without proceeding to succeeding semester and they have to obtain prior permission from the University immediately to rejoin the program.

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.

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. Provided the Student should have passed all the courses in the Institution from where the transfer is requested.

The marks obtained in the courses will be converted and grades will be assigned as per the University norms.

The transfer students are not eligible for classification.

The transfer students are not eligible for Ranking, Prizes and Medals.

Students who want to go to foreign Universities upto two semesters or Project Work with the prior approval of the Departmental/College Committee are allowed to get transfer of credits and marks which will be converted into Grades as per the University norms and are eligible to get CGPA and Classification; they are not eligible for Ranking, Prizes and Medals.

6. EXAMINATION AND EVALUATION

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

Marks for Internal and End Semester Examinations for PART I, II, III

(i) For Theory Courses

The single-letter grade awarded to a student in a Theory Course, for which he has registered, shall be based on his performance in continuous evaluation through assignments, seminars, two continuous assessment, one model examination Examinations and one End-Term Examination.

(i) Course Weightages

End-Term Examination (To be conducted by COE)	60%
Continuous Evaluation	40%
Total	100%

(iii) For every course, it is mandatory to score a minimum of 40% marks from 1st to 6th semesters and 50% marks from 7th to 10th semester in aggregate including the End-Term Examination and Internal Assessment failing which, the student shall be declared failed in that course and he shall not earn the assigned credits.

Internal Evaluation:

Theory courses: The teacher's continuous evaluation shall be based on the following:

I, II, III year

Continuous assessment test 1 – 5 Marks

Continuous assessment test 2 – 5 Marks

Continuous assessment test 3 – 5 Marks

Model Examinations – 5 Marks

Assessment by faculty – 5 Marks

Attendance – 5 Marks

Aptitude of the student – 5 Marks

Assignment – 5 Marks

IV, V year

Continuous assessment test 1 – 5 Marks

Continuous assessment test 2 – 5 Marks

Model Examinations – 5 Marks

Assessment by faculty – 5 Marks

Attendance – 5 Marks

Field visit – 5 Marks

Assignment – 5 Marks

Seminar -5 Marks

Evaluation of Presentation in a Seminar

Presentations in Seminars are to be evaluated/ assessed on following parameters:

Content	–	Quality of information, accuracy
Visuals	–	Quality, meaningful, sequencing
Layout	–	Appealing, aesthetic, not overcrowded
Deadline Met	–	To be ready in all aspects by presentation date Prescribed
Speaking Skills	–	Way of communication, not just reading out the matter on slides, should be able to answer queries with confidence
Body Language	–	Facing class, Eye contact, confidence Presentation must be completed in prescribed
Timeliness	–	time

Evaluation of Project/ Internship

- (i) The Project 6th semester / and Internship in 4th semester and 8th semester will be evaluated by a Committee comprising of the Internal Examiner/HOD and the project guide

Assessment by Internal Examiner 50%

Assessment by guide 50%

- (ii) **10th Semester Project will be evaluated by Internal Examiner and External Examiner.** The External Examiner shall be a faculty from outside or an Expert from Industry /Academia/Research Organization who will evaluate the 10th semester project alone.

Assessment by Internal Examiner 50%

Assessment by External Examiner 50%

Internship (Mandatory)

- (i) A student having registered for 4-6 weeks of company internship scheme of the Program should complete it in 4th semester vacation(UG) and 8th semester vacation (PG)

- (ii) Presentation by the students after completion of the Internship shall be completed with 3 weeks from the beginning of the next session.
- (iii) The training report along with the company certificate should be submitted within the two weeks of the reopening date of 5th semester.. The report should be around 40 pages containing the details of training undergone, the departments wherein he was trained with duration (chronological diary), along with the type of managerial skills developed during training.

Project Work:

The purpose of the project work is primarily to demonstrate the application of knowledge of skills acquired in the four/six semesters of the programme, by studying and analyzing a selected problem in the work situation in a systematic manner while suggesting solution to the management.

It is desirable that the sponsoring organization has to identify the area of project work for their participants at the beginning of the training programme itself. Each student is required to study the problem under the guidance of a faculty member of the department in 6th semester and 10th semester.

The sixth semester project should be done in summer vacation not less than four weeks and report should be submitted to the University within 15 days of commencement of 7th semester. The sixth semester projects will be evaluated internally by a team comprising of guide, subject expert and HOD.

The final Project work should be started with the consultation of internal guide by the commencement of 10th semester and report should be submitted 15 days prior to commencement of 10th semester Examination for external evaluation with viva voce.

The student shall prepare at least two copies of the report: one copy for submission to the university and one copy for the student. More copies may be prepared If the organization or the guide or both ask for one copy each.

Project work shall have the following stages

- (i) Project proposal presentation
- (ii) Field work and data analysis
- (iii) Report writing
- (iv) Draft project report presentation

(v) Final project report submission

(vi) The project is done individually.

A certificate showing the duration of the project work shall be obtained from the organization for which the project work was done and it shall be included in the project report.

Structure of the report

- (i) Title page
- (ii) Bonafide
certificate from
dept./institution
and from
faculty guide
- (iii) Certificate, in original, from the organization (for
having done the project work) Declaration
- (iv) Acknowledgements
- (v) Contents

Chapter I: Introduction (Organization profile, Research problem, objectives of the study, Research methodology etc.)

Chapter II: Review of literature /

Theoretical profile

Chapters III and IV: Data Analysis (Can
be 3 or more chapters)

Chapter V: Summary, Findings and
Recommendations.

Appendix (Questionnaire, specimen copies of
forms, other exhibits etc.)

Bibliography (books, journal articles etc. used for
the project work).

There shall be no passing minimum for Internal.

For external examination, passing minimum shall be 40% [Forty Percentage] of the maximum marks prescribed for the paper for each Paper/Practical/Project and Viva-Voce up to Third year and 50 % [Fifty Percent] in fourth and fifth years

In the aggregate [External/Internal] the passing minimum shall be of 40%. (Up to third year) and 50% (fourth and fifth year)

6.2.4. He/She shall be declared to have passed the whole examination, if he/she passes in all the papers and practical wherever prescribed as per the scheme of the examinations by earning 256 CREDITS in PartI, II, and III.

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

7.1.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)

8. 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.

**MBA - INTEGRATED (FIVE YEARS)
CURRICULUM**

Total Credits: 256

Category	Code	Title of the Course	Hours per Week			Credits
			Lecture	Tutorial	Practical	
SEMESTER 1						
PART-II						
ENG	18CMBF11	English Communication Skills	3	0	0	3
PART I						
CORE	18CMBF12	Language Hindi	3	0	0	3
PART-III						
CORE	18CMBF13	Principles of Management	4	0	0	4
CORE	18CMBF14	Principles of Accounting 1	4	0	0	4
CORE	18CMBF15	Managerial Economics	4	0	0	4
CORE	18CMBF16	Business Law	4	0	0	4
PART-IV						
SEC		Skill Enhancement Course I	2	0	0	2
TOTAL			24	0	0	24
SEMESTER – 2						
PART-IV						
AECC	18CMBF21	Statistics for Management 1	3	0	0	3
AECC	18CMBF22	Written & Oral Communication	3	0	0	3
PART-III						
CORE	18CMBF23	Micro Economics	4	0	0	4
CORE	18CMBF24	Organizational behavior	4	0	0	4
CORE	18CMBF25	Principles of Accounting 2	4	0	0	4
CORE	18CMBF26	Business Environment	4	0	0	4
PART-IV						
SEC	18SMBF--	Skill Enhancement Course II	2	0	0	2
TOTAL			24	0	0	24

Category	Code	Title of the Course	Hours per Week			Credits
			Lecture	Tutorial	Practical	
SEMESTER – 3						
PART – IV						
AECC	18CMBF31	Statistics for Management 2	3	0	0	3
PART-III						
CORE	18CMBF32	Marketing Management	4	0	0	4
CORE	18CMBF33	Financial management	4	0	0	4
CORE	18CMBF34	Human Resource Management	4	0	0	4
DSE	18EMBF--	Elective 1	3	0	0	3
DSE	18EMBF--	Elective 2	3	0	0	3
PART-IV						
GE	18GMBF--	Generic Elective I	2	0	0	2
TOTAL			23	0	0	23
SEMESTER – 4						
PART-IV						
Core	18CMBF41	Environmental studies	4	0	0	4
Core	18CMBF42	Computer Applications	4	0	0	4
PART-III						
CORE	18CMBF43	Production Management	4	0	0	4
CORE	18CMBF44	Research Methodology	4	0	0	4
DSE	18EMBF--	Elective 3	3	0	0	3
DSE	18EMBF--	Elective 4	3	0	0	3
PART-IV						
GE	18GMBF--	Generic Elective II	2	0	0	2
Practical	18IMBF41	Company Analysis	0	0	0	3
TOTAL			27	0	0	30

Category	Code	Title of the Course	Hours per Week			Credits
			Lecture	Tutorial	Practical	
SEMESTER – 5						
PART-III						
CORE	18CMBF51	Entrepreneurship Development	4	0	0	4
CORE	18CMBF52	Organizational Development	4	0	0	4
CORE	18CMBF53	International Business	4	0	0	4
CORE	18CMBF54	E-Business	4	0	0	4
DSE	18EMBF--	Elective 5	3	0	0	3
DSE	18EMBF--	Elective 6	3	0	0	3
PART-IV						
SEC	18SMBF--	Skill Enhancement Course III	2	0	0	2
TOTAL			24	0	0	24
SEMESTER – 6						
PART-IV						
AECC	18CMBF61	Operations Research	3	0	0	3
PART-III						
CORE	18CMBF62	Strategic Management	4	0	0	4
CORE	18CMBF63	Mercantile Law	4	0	0	4
CORE	18CMBF64	Event Management	4	0	0	4
DSE	18EMBF--	Elective 7	3	0	0	3
DSE	18EMBF--	Elective 8	3	0	0	3
SEC	18SMBF--	Skill Enhancement Course IV	2	0	0	2
Practical	18RMBF61	Project	0	0	0	6
TOTAL			23	0	0	29

Category	Code	Title of the Course	Hours per Week			Credits
			Lecture	Tutorial	Practical	
SEMESTER – 7						
PART-III						
CORE	18CMBF71	Legal Environment of Business	4	0	0	4
CORE	18CMBF72	Business Statistics	4	0	0	4
CORE	18CMBF73	Business Communication	4	0	0	4
CORE	18CMBF74	Financial Reporting, Statements & Analysis	4	0	0	4
	18EMBF--	Elective 9	3	0	0	3
	18EMBF--	Elective 10	3	0	0	3
	18EMBF--	Elective 11	3	0	0	3
PART-IV						
	18SMBF--	Skill Enhancement Course V	0	4	0	2
TOTAL			23	4	0	27
SEMESTER – 8						
PART-III						
CORE	18CMBF81	Quantitative Techniques	4	0	0	4
CORE	18CMBF82	Corporate Social Responsibility & Sustainability	4	0	0	4
CORE	18CMBF83	Operations Management	4	0	0	4
CORE	18CMBF84	Business Research Methods	4	0	0	4
	18EMBF--	Elective 12	3	0	0	3
	18EMBF--	Elective 13	3	0	0	3
	18EMBF--	Elective 14	3	0	0	3
PART-IV						
	18SMBF--	Skill Enhancement Course VI	2	0	0	2
	18IMBF81	Internship	0	0	0	6
TOTAL			27	0	0	33

Category	Code	Title of the Course	Hours per Week			Credits
			Lecture	Tutorial	Practical	
SEMESTER – 9						
PART-III						
CORE	18CMBF91	Enterprise Resource Planning	4	0	0	4
CORE	18CMBF92	Knowledge Management	4	0	0	4
	18EMBF--	Elective 18	3	0	0	3
	18EMBF--	Elective 16	3	0	0	3
	18EMBF--	Elective 17	3	0	0	3
	18EMBF--	Elective 18	3	0	0	3
	18EMBF--	Elective 19	3	0	0	3
	18EMBF--	Elective 20	3	0	0	3
PART-IV						
SEC	18EMBF--	Skill Enhancement Course VII	2	0	0	2
TOTAL			28	0	0	28
SEMESTER – 10						
PART-IV						
AECC	18PMBF10	Application of SPSS in research	2	0	2	2
	18SMBF--	Skill Enhancement Course VIII	0	2	2	2
Practical	18RMBF10	Project Work	0	0	20	10
TOTAL			2	2	24	14
GRAND TOTAL						256

ELECTIVE COURSES

FUNCTIONAL AREA	ELECTIVE COURSES
Finance	18EMBA01 - Investment Analysis and Portfolio Management
	18EMBA02 - Managing Banks and Financial Institutions
	18EMBA03 - Project Appraisal and Finance
	18EMBA04 - Business Valuation
	18EMBA05 - Financial Markets and Services
	18EMBA06 - Mergers, Acquisitions and Corporate Restructuring
	18EMBA07 - Financial Derivatives
	18EMBA08 - International Finance
	18EMBA09 - Behavioural Finance
	18EMBA10 - Taxation
Marketing Management	18EMBA11 - Consumer Behaviour
	18EMBA12 - B2B Marketing
	18EMBA13 - Retail Management
	18EMBA14 - Sales and distribution Management
	18EMBA15 - Marketing to the base of Pyramid Consumers
	18EMBA16 - Integrated Marketing Communications/ Promotion Strategy
	18EMBA17 - Digital and Social Media Marketing
	18EMBA18 - Product and Brand Management
	18EMBA19 - Services Marketing
	18EMBA20 - International Marketing
Operations Management	18EMBA21 - Supply chain and Logistics Management
	18EMBA22 - Quality Toolkit for Managers
	18EMBA23 - Pricing and Revenue Management
	18EMBA24 - Operations Strategy
	18EMBA25 - Sales and Operations Planning
	18EMBA26 - Behavioural Operations Management
	18EMBA27 - Operations Research Applications
	18EMBA28 - Management of Manufacturing Systems
	18EMBA29 - Sourcing Management
	18EMBA30 - Supply chain Analytics
Human Resources Management	18EMBA31 - Manpower Planning, Recruitment, and Selection
	18EMBA32 - Employee relations
	18EMBA33 - Human Resources Metrics and Analytics
	18EMBA34 – Compensation and Benefits Management

FUNCTIONAL AREA	ELECTIVE COURSES
	18EMBA35 - Performance Management Systems
	18EMBA36 - Team Dynamics at Work
	18EMBA37 - Strategic HRM
	18EMBA38 - International HRM
	18EMBA39 - Cross Cultural Management
	18EMBA40 - Understanding Self: Indian Perspective
Organizational Behavior	18EMBA41 - Organizational Change and Development
	18EMBA42 - Leadership
Strategy	18EMBA43 - Strategic Management of Services
	18EMBA44 - Competing in Global Markets
	18EMBA45 - Dynamics of Framing and Executing Strategy
	18EMBA46 - Entrepreneurship in Practice
	18EMBA47 - Foundations of Strategy Consulting
	18EMBA48 - Strategic Leadership
	18EMBA49 - Designing and Configuring Business Models
	18EMBA50 - Corporate Governance
	18EMBA51 - Indian Ethos and Business Development
Management Information System	18EMBA52 - Data Mining for Business decisions
	18EMBA53 - Managing Software Projects
	18EMBA54 - Managing Digital Innovation and Transformation
Entrepreneurship	18EMBA55 - Technology Appreciation and Intellectual Property Rights
	18EMBA56 - Innovation Technology Management
	18EMBA57 - Indian Models in Entrepreneurship
	18EMBA58 - Social Entrepreneurship
	18EMBA59 - Venture Valuation and accounting
	18EMBA60 - Entrepreneurial Marketing
	18EMBA61 - Entrepreneurship Lab

LIST OF GENERIC ELECTIVE COURSES	
PART-IV	
18GMBF01	Introduction to Financial services
18GMBF02	Entrepreneurship Development
18GMBF03	Investment management & stock trading
18GMBF04	Social responsibilities for managers
18GMBF05	Fundamentals of Marketing Management
18GMBF06	Event management
LIST OF SKILL ENHANCEMENT COURSES	
18SMBF01	Communication skills
18SMBF02	Presentation skills
18SMBF03	French
18SMBF04	German
18SMBF05	Group Discussion and Mock test
18SMBF06	NSS – 1
18SMBF07	NSS – 2
18SMBF08	NSS – 3
18SMBF09	NSS – 4
18SMBF10	NSS – 5
18SMBF11	NSS – 6
18SMBF--	Outbound Experiential Learning Programmes
	Communication Through Theatre Techniques
	Course of Independent Study
	MOOC Courses
	NSE and other similar Certification Programmes
	Social Sensitization Projects
	Community Development Projects
	Rural Innovation Projects
	Consulting Projects
	Industry or Academic Internships
	Study Abroad Programme
	Student Exchange Programmes

DSE – DISCIPLINE SPECIFIC ELECTIVES

GE – GENERIC ELECTIVES

AECC – ABILITY ENHANCEMENT COMPULSORY COURSES

SEC – SKILL ENHANCEMENT COURSES

COURSE OBJECTIVE

- Understand the fundamentals, scope and importance of communication in business.
- Develop individual reading and listening skills
- Develop an ability to communicate correctly and effectively on matters having relevance to day-today business operations.
- Transform their communication abilities by honing their oral, written, and non verbal communication skills. Develop effective public relations, write resumes, reports and face interviews.
- Understand the case method of learning.

COURSE OUTCOMES:

CO – 1: Define the basics of communication, its process, directions and importance.

CO – 2: State and list various media and types of the communication.

CO – 3: Describe the concept of formal and informal communication.

CO – 4: Evaluate the role of technology in communication.

CO – 5: Assess the effectiveness of paralanguage and nonverbal communication.

CO – 6: Evaluate the importance of oral presentation.

CO – 7: Display appropriate body language and presentation skills.

CO – 8: Exhibit good listening, speaking and writing skills

CO – 9: Prepare reports and write various types of letters.

CO – 10: Comprehend and summarize various reports.

UNIT I Communication**12**

Communication: Meaning, Significance and Process — Information flow: directions of communication. Media and Types of communication.

UNIT II Formal and informal communication**12**

Formal and informal communication - Reading skills for Business communication- barriers of communication. Role of Technology in Communication. Business Letter-

layout, kinds of business letters – Enquiry, Reply, Sales and orders, Circular Letters, Complaints.

UNIT III Paralanguage 12

Paralanguage – nonverbal communication-visual signs -Audio signals &Audio visual noises-body language and Role play - Presentation Skills

UNIT IV Oral and Aural communication12 12

Oral and aural communication: Oral communication: Telephone conversation, Aural communication; Listening. Face – to – fact – Communication; writing a summer project report.

UNIT V Reports 12

Reports: structure, Formal and Informal Report, Checklist for compiling reports, Executive summary – Kinds of reports – Comprehension – Agenda, Minutes of Meeting.

Total 60 hrs

TEXT BOOKS:

1. Lesikar, Raymond V., John D Pettit, and Mary E FlatlyLesikar’s, Basic Business Communication, Tata McGraw-Hill, 11th edition, New Delhi, 2007.
2. Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product. Pearson Education, New Delhi, 8th Edition, 2013.
3. Murphy, Herta, Herbert W Hildebrandt, and Jane P Thomas, Effective Business Communication. 7th ed. Tata McGraw-Hill, New Delhi.

REFERENCE BOOKS:

1. McGrath, E. H., S. J, Basic Managerial Skills for All, Prentice-Hall of India, New Delhi, 8th ed.2011.
2. Raman, Meenakhshi, and Prakash Singh, Business Communication. O U P, New Delhi, 2nd Edition, 2012.
3. Stuart Bonne E., Marilyn S Sarow and Laurence Stuart, Integrated Business Communication in a Global Market Place.3rd ed. John Wiley India, New Delhi, 2007.

COURSE OBJECTIVE:

- Introduction to basic listening, reading, speaking and writing skills in Hindi will be addressed throughout the course.
- The emphasis of this introductory class is to provide a detailed explanation of the Hindi phonetics and writing system and on pronunciation, vocabulary building, basic grammar, and basic conversation.

COURSE OUTCOMES:

CO – 1: Recognize and pronounce all 52 Hindi sounds and the consonant and vowel combinations.

CO 2. Read and write all basic Hindi characters and their combinations.

CO – 3: Use an active vocabulary of around 500 items and a passive vocabulary of 750 items.

CO – 4: Understand and use a limited range of simple sentences and tenses for everyday situations.

CO – 5: Communicate in everyday written and spoken contexts such as shopping, travel, and interacting with people.

CO – 6: Demonstrate an understanding of the impact of status, age, gender, and religion on communication

Unit I Introduction to the Hindi Language**12**

Introduction to the Hindi Language – Importance of Hindi. Vowels, Consonants, Vowel Consonant combination of Letters

Unit II Conjunction Letter**12**

Conjunction Letters, Principles of Joining words, Types of Tenses. Identification of Singular and Plural words – Identification of Living and Non-Living Things.

Unit III Sentence Formation**12**

Sentence Formation from English to Hindi Language, Framing Question tag sentences, Identify Masculine and Feminine Sentences.

Unit IV Numbers writing **12**

Numbers writing, simple action words, Making and speaking your own sentences for Present, Past, Future actions.

Unit V Translation of sentences **12**

Translation of English sentences into Hindi language- Self introduction

Total 60 hrs

TEXT BOOKS:

1. Kavitha kumar, Saral Hindi Bodhini for non-Hindi speaking people, June 1999
2. Krishna Gopal Vikal, Learn Hindi, June 2005

REFERENCE BOOKS:

1. Saral Hindi Bodhini from Hindi Prachar Sabha, Chennai, 2013

COURSE OBJECTIVE

- To understand the historical backdrop and fundamentals of Management thoughts vital for understanding the conceptual frame work of Management as a discipline.
- To discuss the various concepts of planning, Decision making and controlling to help solving managerial problems
- To Understanding concepts of Ethics, Delegation, Coordination and Team work.
- To study and understand management concepts and styles in Global context.
- To develop understanding about emerging concepts in management thought and philosophy.

COURSE OUTCOMES:

CO – 1: Determine the fundamentals of management concepts and evaluate the role and skills of a manager

CO – 2: Critically apprise the management thought from the inceptions of scientific management to management science theory and its effect on future managers.

CO – 3: Assess the importance of planning and its implementation in the organization.

CO – 4: Explain the concept of MBO and MBE.

CO – 5: Analyze the importance of various organization structure.

CO – 6: Explain the organizational structure and identify the major principles in designing organization structure.

CO – 7: Describe the importance of organizational design.

CO – 8: Demonstrate about the process and techniques of control.

CO – 9: Elaborate on various types of decision and apprise the problem in decision making

CO – 10: Explain about the stress management, employee welfare measures and energy management.

UNIT I Introduction**12**

Management – Concept – Nature –Management as a Science, an Art and Profession – Process – Levels of management – Contribution of Management Thinkers: Taylor, Fayol,

Elton Mayo

Unit II Functions of Management

12

Functions of Management: Planning – Concept, Nature, Importance, Steps, Limitations, Management by objectives , Management by Exception.

UNIT III Organizing

12

Organizing - Concept, Nature, Importance, Principles, Centralization, Decentralization - Organization Structures- Line and Staff Authority, Functional, Product, Matrix, Geographical Customer, New Forms of Organization – Virtual, Organizations as Networks - Types of Network Organizations/Clusters - Self- Organizing Systems. Organizational Designs for Change and Innovation - Designing Principles for New Forms of Organizations

UNIT IV Staffing

12

Staffing - Concept, Nature, Importance, Steps, Concept of knowledge worker. Directing – Concept, Nature, Importance. Controlling - Concept, Nature, Importance, Process of controlling, Control Techniques.

UNIT V Decision Making

12

Decision making: Concept, Nature, Importance, and Process - Types of decisions, Problems in decision making - Modern view of conflict, Conflict Process - Strategies for resolving destructive conflict - Stress management - employee welfare - energy management and energy audit.

Total 60 hrs

TEXT BOOKS:

1. L.M .Prasad, Principles of Management, Sultan Chand, 2014.
2. Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 9th edition, Tata McGraw-Hill Education, 2012.
3. Charles W.L Hill and Steven L McShane, ‘Principles of Management, McGraw Hill Education, Special Indian Edition, 2007.

REFERENCE BOOKS:

1. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competencybased approach, Thompson South Western, 11th edition, 2008.
2. Heinz Wehrich, Mark V Cannice and Harold Koontz, Management- A global Entrepreneurial perspective, Tata McGraw Hill, 12th edition, 2008.
3. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of Management, Prentice Hall of India, 2012

COURSE OBJECTIVE:

- To know the students know about the different financial accounting concepts and help them to analyze the financial statements of the business.
- To understand the basic accounts for management.

Course Outcomes:

CO – 1: Distinguish between accounting, accountancy and book keeping

CO – 2: List all the users of accounting information

CO – 3: Explain all the accounting concepts and conventions.

CO – 4: List all the rules of debiting and rules of crediting.

CO – 5: Illustrate journal entry through double entry system of book keeping.

CO – 6: Distinguish between journal and ledger and state the utility and format of ledger.

CO – 7: State the steps in location and rectification of errors.

CO – 8: Explain the characteristics and advantages of subsidiary books

CO – 9: Calculate depreciation through SLM and Declining method.

CO – 10: Prepare balance sheet and profit and loss account.

UNIT I Introduction to Accounting**12**

Introduction to Accounting Need and Importance – Book-keeping – Accounting Accountancy, Accounting and Book-keeping – Users of accounting information – Branches of accounting advantages & disadvantages – Basic accounting terms – Accounting concepts & conventions

UNIT II Double Entry System**12**

Double Entry System of Book-Keeping - Double entry system – Account – Golden rules of accounting- Journal Source documents – Accounting equation – Rules for debiting - and crediting – Books of original entry – Journal – Illustrations.

UNIT III Ledger **12**

Ledger - Meaning – Utility – Format – Posting – Balancing an account – Distinction between journal and ledger- Advantages and disadvantages of journal & Ledger

UNIT IV Subsidiary Books **12**

Subsidiary Books - Cash Book - Features – Advantages – Kinds of cash books – Trial Balance - Definition – Objectives – Advantages – Methods – Format and Sums – Errors in accounting – Steps to locate the errors – Suspense account – Rectification of errors – Bank reconciliation theory

UNIT V Depreciation Accounting **12**

Depreciation Accounting-Straight Line Method-Declining Method-Final Accounts Parts of Final Accounts – Trading account – Profit and loss account— Balance sheet – Preparation of Final Accounts with Sums

TOTAL - 60 Hours

TEXT BOOKS:

1. M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill, 5th edition, 2009.
2. R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, NewDelhi, 4th edition, 2011.

REFERENCE BOOKS:

1. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, TataMcGraw Hill Publishers, 15th edition, 2011.
2. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 16th edition, 2013.
3. Stice & Stice, Financial Accounting Reporting and Analysis, Cengage Learning, 11th edition 2010.
4. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2008.

COURSE OBJECTIVE

- To enable students to have an understanding of the various issues/components of the Indian economy so that they are able to comprehend and critically appraise current Indian economics problems.

COURSE OUTCOMES:

CO – 1: Identify and state the managerial responsibility for administration, even for the sick unit

CO – 2: Capable to take appropriate business decisions under uncertain business environment.

CO – 3: Predict the future demand for the product by applying statistical method of projection.

CO – 4: To be able to measure the elasticity of price, income and other economics factors related to demand for the product

CO – 5: Construct cost budget feasible for the given type of business after analyzing all types of cost and cost functions

CO – 6: Enumerate all production function variable and frame the production system.

CO – 7: Analyze the investment decision and suggest for the best alternative

CO – 8: Analyze, prepare and implement an appropriate pricing strategy for the business

CO – 9: Demonstrate a basic understanding of managerial theory of firm.

CO – 10: Demonstrate a basic understanding of behavioral theory of firm.

UNIT I Introduction to Managerial Economics**12**

Concepts and Techniques: Introduction to Managerial Economics – Incremental principle – equi marginal principle – some decision rules – The risk and uncertainty theory
Demand Decisions – Demand analysis

UNIT II Elasticity of Demand**12**

Elasticity of demand – demand overcasting – types & methods of demand forecasting – trend projection method – least square method of demand forecasting limitations & uses.

UNIT III Production Function**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 Market Environment**12**

Price-Output Decisions - Market Environment of Price Output Decisions by the Firm and the Industry – Pricing under perfect competition – oligopoly pricing strategies and tactics – pricing – pricing in life-cycle of a product – capital budgeting – investment decisions – pay back period method – NPV method – internal rate of return method.

UNIT V Theory of Firm**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 – Decision Making process in Managerial Economics.

Total - 60 Hours**TEXT BOOKS:**

1. Paul A. Samuelson and William D. Nordhaus, Economics, 19th edition, Tata McGraw Hill, 2006.
2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2007.

REFERENCE BOOKS:

1. N. Gregory Mankiw, Principles of Economics, 6th edition, Thomson learning, New Delhi, 2011.
2. Richard Lipsey and Alee Charystal, Economics, 12th edition, Oxford University Press, New Delhi, 2011.
3. Karl E. Case and Ray C. Fair, Principles of Economics, Pearson Education Asia, New Delhi, 10th edition, 2011.

COURSE OBJECTIVE:

- To identify the sources of law and describe their effects.
- To describe the court system and court procedure.
- To describe the nature and classes of contracts.
- To identify the elements needed to create a contract.
- To read, interpret contracts, and cases.
- To identify personal property and bailment.

COURSE OUTCOMES:

CO – 1: Draft a simple employment contract.

CO – 2: Elucidate basic elements and classification of contracts.

CO – 3: Differentiate sale and agreement to sell in terms of conditions and warranties

CO – 4: Comprehend agency act and basic elements of agency contract.

CO – 5: State and list types of negotiable instrument.

CO – 6: Acquainted with the legal aspects of how to deal with information technology.

CO – 7: Explain basic principles of law that apply to business and business transactions.

CO – 8: Identify laws, conditions and regulations in national and international work environment.

CO – 9: Conversant with the various laws of consumer protection.

CO – 10: Distinguish between an agency and independent contractor or employer-employee relationships

UNIT I Introduction to Contract**12**

Law of contract; meaning and essentials of a valid contract; offer and acceptance; capacity to contract; consent and free consent; consideration; void agreements ; quasi contract; different mode of discharge of contract; remedies for breach of contract.

UNIT II Contract of the Guarantee**12**

Purpose and meaning of the contract of the guarantee; kinds of guarantees; rights and obligations of creditors; rights, liabilities and discharge of surety; contract of indemnity; Definition of bailment and its kinds; duties and rights of a bailer and a bailee; rights and duties of a pledger and pledge.

UNIT III Contract of Agency**12**

Contract of agency; definition of agent and agency; creation of agency; duties and rights of agent and principal; principal duties towards agents and third parties; termination of agency; power of attorney. Law of sale of goods-definition and essential of a contract of sale, conditions and warranties, passing of property in goods; performance of contract; right of unpaid seller; remedies for breach of contract.

UNIT IV Negotiable Instrument**12**

Negotiable Instrument Act- Meaning and essential elements of a negotiable instruments; types of negotiable instrument; holder and holder in due course; negotiation of negotiable instruments' dishonour of negotiable instruments.

UNIT V Information Technology**12**

Meaning and scope of information technology act; digital signature; electronic governance; regulation of certifying authority; digital signature certificates; duties of subscribers; penalties adjudication and offences.

Total - 60 Hours**TEXT BOOKS:**

1. N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India, 2008.
2. P. K. Goel, Business Law for Managers, Bizentra Publishers, India, 2008.

REFERENCE BOOKS:

1. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, 11th Edition, 2010.
2. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
3. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2007.

COURSE OBJECTIVE:

- The aim of this course is to enable a student to have knowledge about application of probability theory and sampling in different areas of commerce, time series analysis and application of multiple correlation and regression analysis.
- To apply the concepts in the area of management

COURSE OUTCOMES:

CO – 1: Acclaim the importance of statistics in management.

CO – 2: State and list different methods of collection of data.

CO – 3: Explain basic statistical concepts such as measures of central tendency.

CO – 4: Select and use correct statistical method for given data analysis requirement.

CO – 5: State and differentiate between dependent variable and independent variable.

CO – 6: Analyze the variables using correlation and regression.

CO – 7: Explain the probability theory and its practical implications.

CO – 8: Develop basic statistical models to provide practical solutions.

CO – 9: Explain scope, methods, and uses of statistics.

CO – 10: Critically evaluate the capability of the manager to “think statistically” using data.

UNIT I Introduction to Statistics**12**

Introduction to Statistics – Importance, Functions and Limitations

UNIT II Collection of Data**12**

Collection of Data, Framing Questionnaire, Editing the Data, Classification of Data, Presentation of Data – Diagrams & Graphs, Tabulation of Data

UNIT III Measures**12**

Measures of Central Tendency – Mean Median & Mode, Measure of Dispersion – Mean Deviation & Standard Deviation

UNIT IV Correlation **12**
Correlation – Karl Pearsons and Spearmans Rank,Regression (X on Y & Y on X)
.Skewness and Kurtosis

UNIT V Probability Theory **12**
Probability Theory – Definition,Properties and Problems(Coin,Die,Ball and Card)

TOTAL –60 Hours

TEXT BOOKS:

1. Levin R.I. and Rubin D.S., “Statistics for management”, 7th edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2001.
2. Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, 5th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2009.
3. Anderson D.R., Sweeney D.J. and Williams T.A., “Statistics for business and economics”, 8thedition, Thomson (South – Western) Asia Pte. Ltd., Singapore, 2010.

REFERENCE BOOKS:

- 1.Levine D.M., Krehbiel T.C. and Berenson M.L., “Business Statistics: A First Course”, Pearson Education Asia, 2nd edition, New Delhi, 5th Edition, 2009.
2. Hooda R.P., “Statistics for Business and Economics”, 2nd edition, Macmillan India Ltd., 2010.
3. Morse L.B., “Statistics for Business and Economics”, HarperCollins college Publishers, New York, 1994.

COURSE OBJECTIVE:

- Understand the fundamentals, scope and importance of communication in business.
- Develop individual reading and listening skills
- Develop an ability to communicate correctly and effectively on matters having relevanceto day-today business operations.
- Transform their communication abilities by honing their oral, written, and non verbalcommunication skills.
- Develop effective public relations, write resumes, reports and face interviews.
- Understand the case method of learning.

COURSE OUTCOMES:

- CO – 1: Define the basics of communication and its process, directions and importance.
- CO – 2: Outline the barriers of the communication.
- CO – 3: Describe the concept of formal and informal communication.
- CO – 4: Identify the various types of non-verbal communication.
- CO – 5: Estimate the effectiveness of paralanguage and non-verbal communication.
- CO – 6: Display appropriate body language and presentation skills
- CO – 7: Exhibit competent skills in various types of oral presentation.
- CO – 8: Exhibit good listening, speaking and writing skills.
- CO – 9: Describe the functions and uses of various communication devices.
- CO – 10: Explain the role of technology in communication.

UNIT I Introduction to Communication**12**

Communication – Meaning, Significance & Process - Information Flow: Direction of Communication – Media and types of Communication, Communication Barriers

UNIT II Non Verbal Communication**12**

Non Verbal Communication – Kinesics, Paralanguage, Proxemics, Haptics

UNIT III Presentation skills **12**

Presentation skills – Oral and Aural Communication, Telephone Conversation, Listening, ways for Improving Listening Skills

UNIT IV Role of Technology in communication **12**

Role of Technology in communication – Various communication Devices – Telephone – Mobiles – Video Conferencing – Intercom – Fax – email - websites

UNIT V Practicals **12**

UNIT I : Fish bowl, just a minute and dumb charade games

UNIT II: Audio files and listening to audio cassettes

UNIT III : Video files and watching clipping and analyzing communication boosters

UNIT IV : Case Studies , record book.

UNIT V: Student presentation individually and in groups.

Total – 60 Hours

TEXT BOOKS:

1. Lesikar, Raymond V., John D Pettit, and Mary E FlatlyLesikar's, Basic Business Communication, Tata McGraw-Hill, 11th edition, New Delhi, 2007.
2. Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product. Pearson Education, New Delhi, 8th Edition, 2013.

REFERENCE BOOKS:

1. McGrath, E. H., S. J, Basic Managerial Skills for All, Prentice-Hall of India, New Delhi, 8th ed.2011.
2. Raman, Meenakhshi, and Prakash Singh, Business Communication. O U P, New Delhi, 2nd Edition, 2012.
3. Stuart Bonne E., Marilyn S Sarow and Laurence Stuart, Integrated Business Communication in a Global Market Place.3rd ed. John Wiley India, New Delhi, 2007.
4. Guffey, Mary Ellen., Business Communication: Process and Product, Thomson and South-western, 7th edition, 2010.

COURSE OBJECTIVE:

- To understand that economics is about the allocation of scarce resources, that scarcity forces
- Choice, tradeoffs exist and that every choice has an opportunity cost. Demonstrate these concepts using a production possibility frontier diagram.
- To understand how comparative advantage provides the basis for gains through trade.
- To List the determinants of the demand and supply for a good in a competitive market and explain how that demand and supply together determine equilibrium price.
- To understand the role of prices in allocating scarce resources in market economies and explain the consequences of price controls.

COURSE OUTCOMES:

CO – 1: Demonstrate an understanding of cardinal and ordinal approaches of theory of consumer behavior

CO – 2: Capable to take appropriate business decisions under uncertain business environment.

CO – 3: Predict the future demand for the product by applying statistical method of projection.

CO – 4: Measure the elasticity of price, income and other economics factors related to demand for the product

CO – 5: Enumerate all production function variable and frame the production system.

CO – 6: Develop cost function for both short run and long run.

CO – 7: Demonstrate a basic understanding of market structure.

CO – 8: Analyze and differentiate the monopoly, oligopoly and monopolistic market.

CO – 9: Demonstrate a basic understanding of remuneration of factors of production land, labour, capital and organisation.

CO – 10: Demonstrate an understanding of factor pricing and market pricing.

UNIT I Micro Economics **12**

Micro Economics-Theory of consumer behaviour–Cardinal and Ordinal approaches- Revealed preference. Hypothesis-Hick’s Revision of Demand Theory-Modern Utility, Analysis of Choice involving risks and uncertainties.

UNIT II Demand analysis **12**

Demand analysis – Meaning of demand – law of Demand – Types of Demand – Determinants of Demand – Demand Forecasting –Elasticity of Demand. Supply Curve

UNIT III Production function **12**

Production function-Linear, Homogeneous, Cobb-Douglas and C.E.S. Production functions-Short Run and Long Run cost curves Derivation of cost functions from productions functions-Least cost combination of factor inputs.

UNIT IV Market structure **12**

Market structure-Perfect competition-Monopoly and price Discrimination- Monopolistic competition-Oligopoly and models of Oligopoly.

UNIT V Factor Prices and factor market **12**

Factor Prices and factor market-Pricing of factors of production-Theories of Rent-Wages- Interest-Profits. Pricing, Different types of Pricing.

TOTAL - 60 Hours

TEXT BOOKS:

1. Sen, A. (2010): Micro Economics: Theory and Applications, Oxford University Press, New Delhi.
2. C. Snyder and W. Nicholson, Fundamentals of Microeconomics, Cengage Learning (India), 2010.

REFERENCE BOOKS:

1. B. Douglas Bernheim and Michael D. Whinston, *Microeconomics*, Tata McGraw-Hill (India), 2009.
2. Hal R. Varian, *Intermediate Microeconomics, a Modern Approach*, W.W. Norton and Company/Affiliated East-West Press (India), 8th edition, 2010. The workbook by Varian and Bergstrom may be used for problems.
3. Varian, Hal (1996): *Intermediate Microeconomics*, W.W. Norton and Company, New York.
4. Hirschleifer J and A. Glazer (1997): *Price Theory and Applications*, Prentice Hall of India, New Delhi.
5. Stigler, G (1996): *Theory of Price*, Prentice Hall of India, New Delhi.
6. Misra S.K. and V.K. Puri (2001): *Advanced Microeconomic Theory*, Himalaya Publishing House, New Delhi.
7. Kreps, David, M (1990): *A Course in Microeconomic Theory*, Princeton University Press.

COURSE OBJECTIVE:

- To understand and learn the effective interpersonal, team building and leadership skills.
- 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 the effective management of human resources.

COURSE OUTCOMES:

CO – 1: Apply management concept in practice.

CO – 2: Explain the OB Model and its contributing discipline.

CO – 3: Clarify upon the challenges and opportunities for OB

CO – 4: Apply motivational theories to resolve problems related to organizational performance

CO – 5: Analyze the effectiveness of communication systems in a pluralistic, multicultural workforce.

CO – 6: Evaluate the behavior of individual and groups in terms of the key factors that influence organizational behavior.

CO – 7: Comprehend the organization function, and manage the behavior and interactions in the workplace.

CO – 8: Identify organizational factors affecting teams and culture in which the group function.

CO – 9: Assess the potential factors like power, politics, culture, climate and change on organizational behavior.

CO – 10: Identify and logically articulate the ethical issues and social responsibility involved in business situations.

UNIT I Introduction to Organizational Behavior**12**

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 – MBWA

UNIT II Individual Processes in Organizations

12

Foundations for Individual Behaviour – Learning -Attitudes and Job satisfaction – Personality and values – Perception -Motivation and Organizational performance - Early and contemporary theories of motivation.

UNIT III Interpersonal processes in Organizations

12

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

UNITIV Organisational Processes and Characteristics

12

Dimensions of Organization structure – Authority, Responsibility, and Accountability – Delegation – Centralization, Decentralization, Recentralization – Line and Staff Relationship.

UNIT V Organizational Development

12

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

TOTAL: 60 Hours

TEXT BOOKS:

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, 15th edition, 2012.
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. Hellrigal, Slocum and Woodman, Organisational Behavior, Cengage Learning, 2010.
5. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 14th edition, Tata McGraw Hill, 2011.

COURSE OBJECTIVE:

- To familiarize the students with financial statements and principles underlying them and to develop their skills in reading Annual Reports.
- To acquaint them in brief with accounting mechanics, process and system, but emphasis is laid on sound concepts and their managerial implications.
- To lay a foundation for developing their skills in interpreting financial statements.

COURSE OUTCOMES:

CO – 1: Distinguish between financial accounting, management accounting and cost accounting.

CO – 2: Analyze and interpret the financial statements.

CO – 3: Evaluate the financial performance using ratio analysis.

CO – 4: Analyze and prepare a fund flow statement.

CO – 5: Analyze and prepare a cash flow statement.

CO – 6: Differentiate between fund flow analysis and cash flow analysis.

CO – 7: Categorize and analyze different capital budgeting techniques.

CO – 8: List and explain types of budgeting.

CO – 9: Apply techniques of budgetary control management.

UNIT I Introduction-to-management-Accounting**12**

Introduction to management Accounting – Difference between financial accounting, management accounting and cost accounting – Financial Statements: Analysis and interpretation – Techniques of Financial Analysis – Comparative, common size and Trend analysis – Limitations of Financial Analysis.

UNIT II Ratio Analysis**12**

Ratio Analysis: Meaning – Classification – Profitability Ratios – coverage Ratios – Turnover ratios – Financial Ratios-Advantages – Limitations.

UNIT III Fund Flow Analysis-and-cash flow Analysis **12**

Fund Flow Analysis: Meaning – uses – Preparation of Fund Flow Statement

Cash Flow Analysis: Meaning – uses – Preparation of Cash Flow Statement

Difference between Fund Flow Analysis and cash flow Analysis

UNIT IV Capital-Budgeting **12**

Capital Budgeting: Meaning – Different Methods- pay back, NPV, IRR, profitability Index, ARR – Capital Rationing.

UNIT V Budgetary-Control **12**

Budgetary Control: Meaning – Budgetary Control as a management Tool – Limitations – Different Types of Budgeting.

CASE STUDY

1. Fund Flow Statement
2. Ratio Analysis
3. Financial Statement Analysis.

TOTAL: 60 Hours

TEXT BOOKS:

1. M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill, 2011.
2. R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi, 2011.

REFERENCE BOOKS:

1. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 15th edition, Tata McGraw Hill Publishers, 2010.

COURSE OBJECTIVE:

- Understand the business and related factors; and business's dependency on the interactions with different environmental variables.
- Develop analytical skills and widen the understanding of macro environmental issues by applying the knowledge of macroeconomic policies and their impact on business organization and strategy.
- Understand the Political, Economic, Legal, Technological, Social and International environment with focus on their impact on business.
- Familiarize with the business environment prevailing in India and in the world understand its implications to business.

COURSE OUTCOMES:

- CO – 1: Analyze the environment of business.
- CO – 2: Overview the political environment associated with business.
- CO – 3: Examine the cultural environment associated with business
- CO – 4: Compare the impact of socio-cultural impact environment associated with business
- CO – 5: Elaborate the economic environment and its impact on business
- CO – 6: Critically analyse the government regulations related to business
- CO – 7: Visualize the linguistic and religious influence on the business.
- CO – 8: Calculate the GDP and per capita income and its effect upon business.
- CO – 9: List and explain about the commercial banks.
- CO – 10: Describe about the monetary and fiscal policy of government.

UNIT I Concept of Business Environment**12**

The concept of Business Environment - Its nature and significance - Brief overview of political - Cultural - Legal - Economic and social environments and their impact on business and strategic decisions.

UNIT II Political Environment**12**

Political Environment - Government and Business relationship in India - Provisions of Indian constitution pertaining to business

UNIT III Social Environment**12**

Social Environment - Cultural heritage - Social attitudes - impact of foreign culture - castes and communities - Joint family systems - Linguistic and Religious groups - Types of Social Organization

UNIT IVEconomic Environment**12**

Economic Environment - Economic Systems and their impact of Business - Macro Economic Parameters like GDP - Growth Rate - Population - Urbanization - Fiscal deficit - Plan investment - Per capita Income and their impact on business decisions

UNIT V Financial Environment**12**

Financial Environment - Financial System –Financial institutions - Commercial banks - RBI – IDBI-NBFC.Fiscal and monetary policy.

TOTAL - 60 Hours**TEXT BOOKS:**

1. Misra, S.K. and Puri, V.K.: Indian Economy, Himalaya Publishing House, New Delhi.
2. Francis Cherunilam: Business Environment, Himalaya Publishing House, New Delhi.
3. Morrison J, The International Business Environment, Palgrave

REFERENCE BOOKS:

1. Rudder Dutt and Sundharam, K.P.M.: Indian Economy, S. Chand & Company Limited, New Delhi.
2. Misra, S.K. and Puri, V.K.: Economic Environment of Business, Himalaya Publishing House, New Delhi.
3. Keith-Davis & William Frederick: Business and Society, McGraw- Hill, Tokyo.

COURSE OBJECTIVE

The aim of this course is to enable a student to have knowledge about application of descriptive statistics, sampling techniques, testing of hypothesis, time series analysis, and index numbers in different areas of Management.

COURSE OUTCOMES:

CO – 1: Reproduce the knowledge on the statistical concepts.

CO – 2: Predict basic statistical concepts such as measures of central tendency, correlation, regression and time series analysis.

CO – 3: Outline the fundamentals of statistics.

CO – 4: Identify and apply various hypotheses testing.

CO – 5: Select and use precise statistical method for a given data analysis requirement.

CO – 6: Review the need and importance of sampling techniques.

CO – 7: Develop basic statistical models to provide practical solutions.

CO - 8: Examine the different methods of time series analysis.

CO – 9: Solve practical problems related to Index numbers.

CO – 10: Assess the role of SQC in management.

UNIT I Introduction**12**

Introduction – Scope and Application. Measures of Central Tendency - Mean, Median, Mode. Measures of Dispersion – Range, Mean Deviation, Quartile deviation and Standard deviation.

Correlation – Karl Pearson’s coefficient and Spearman’s coefficient, scatter diagram.

UNIT II Sampling Techniques & Hypothesis Testing**12**

Probability sampling- Non probability sampling- Hypothesis Testing –One sample and Two Sample for means of Small Sample(t Test) –F Test for 2 Samples Standard Deviation. Chi-Square test for Association of Attributes. ANOVA (One Way and Two Way).

UNIT III Time Series Analysis**12**

Components of Time Series- Trend- seasonal variation – cyclical variation- random variation -Measurement of Trends – graphical method – semi average method- moving average method.

UNIT IV Index Numbers**12**

Definition and applications of index numbers – Types of price index numbers – Laspyre’s, Paasche’s and Fisher’s price index numbers- cost of living index numbers – applictions.

UNIT V Role of Statistics in Quality Management**12**

Statistical quality control- object of SQC- control charts- types of control charts- control charts for variables- construction of mean chart- construction of range chart- advantages and limitations control charts.

Total :60 Hours**TEXT BOOKS:**

- 1.Premraj.H., “Business Statistics”, 1st edition, Margham Publications.,Chennai, 2018.
2. Anderson D.R., Sweeney D.J. and Williams T.A., “Statistics for business and economics”, 8thedition, Thomson (South – Western) Asia Pte. Ltd., Singapore, 2010.
3. Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, 5th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2009.
4. Levin R.I. and Rubin D.S., “Statistics for management”, 7th edition, Prentice Hall of India Pvt.Ltd., New Delhi, 2001.

REFERENCE BOOKS:

1. Hooda R.P., “Statistics for Business and Economics”, 2nd edition, Macmillan India Ltd.,2010.
2. Levine D.M., Krehbiel T.C. and Berenson M.L., “Business Statistics: A First Course”, Pearson Education Asia, 2nd edition, New Delhi, 5th Edition, 2009.
3. Morse L.B., “Statistics for Business and Economics”, HarperCollins college Publishers, NewYork, 1994.

COURSE OBJECTIVE

- To develop understanding of marketing concepts, philosophies and historical background.
- To develop understanding of marketing operations and complexities for students to apply in practical business situations.
- To understand concepts related to STP, product attributes, and pricing strategies prevalent in domestic and international scenario.
- To study various tools and techniques of promoting the products in ethical manner.
- To understand emerging concepts of marketing in the emerging global markets.
- To emphasise the importance of marketing function in an organization.
- To understand the core concepts right from deciding the segment till customer satisfaction.

COURSE OUTCOMES:

CO – 1: Relate and understand the principles and importance of marketing function.

CO – 2: Evaluate the importance of macro and micro environment and its influence on organization's marketing function.

CO – 3: Compare and contrast the consumer and institutional buyer behavior.

CO – 4: Elucidate the essential characteristics of marketing strategy.

CO – 5: State and define the target segments for the products.

CO – 6: Explain the positioning strategies used by the companies for their products.

CO – 7: Elaborate the importance of product decisions, branding and new product development.

CO – 8: Evaluate the importance of integrated marketing communications.

CO – 9: Apprise the importance of marketing research in decision making.

CO – 10: Estimate current and future demand using various estimation methods.

UNIT I Introduction **12**

Understanding the term Marketing-Importance of Marketing-Scope of Marketing-Core Concepts-Company Orientation toward market place - 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, Positioning Strategies.

UNIT IV Marketing Programme **12**

Marketing Programme: Decisions Involved in Product, Branding, Packaging, 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.

UNIT V Marketing Research **12**

Marketing Research and Control: Marketing Research – 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.

CASE STUDY:

- Marketing strategy Implementation.
- Market Segmentation / Targeting / Positioning.
- Product Levels, Pricing

TOTAL - 60 Hours

TEXT BOOKS:

1. Philip Kotler and Kevin Lane, Marketing Management, PHI 13th Edition, 2013
2. Paul Baisan et al, Marketing, Oxford University Press, 13th edition, 2008.

REFERENCE BOOKS:

1. Micheal R. Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2nd edition, 2001.
2. Douglas, J. Darymple, Marketing Management, John Wiley & Sons, 7th edition, 2008.
3. NAG, Marketing successfully- A Professional Perspective, Macmillan 2008.
4. Boyd Walker, Marketing Management, McGraw Hill, 5th edition, 2006.
5. Dalvymple, Marketing Management, Wiley India Pvt Ltd, 2008.
6. Keith Flether, Marketing Management and Information Technology, Prentice Hall, 1998
7. Ramaswamy V.S. Namakumari S, Marketing Management - The Indian Context, Macmillan India Ltd, 2006,

COURSE OBJECTIVE:

- To familiarized with the various sources of finance which a business house can mobilize.
- To Develop the ability to measure the risk and return of the various portfolios.
- To Implement investment decisions, the process and methods of evaluation of various investment proposals.
- To Develop the skills to analyze the impact of various financing alternatives on the wealth maximization/ valuation of the firm.
- To Develop the ability to manage the profit generating (current) assets and strike a balance between liquidity and profitability.

COURSE OUTCOMES:

CO – 1: Identify the theoretical and practical role of financial management in business corporations.

CO – 2: Discuss the ethical constraints that guide a manager in pursuing his/her ultimate goal of maximizing the value of the firm.

CO – 3: Analyze the finances of individual corporations both in terms of their performance and capital requirements

CO – 4: Evaluate different capital budgeting techniques & its application on investment decisions

CO – 5: Assess the importance of risk within the context of financial decision making

CO – 6: Analyze the different pattern of capital structure of the firm & its impact on the shareholders wealth.

CO – 7: Estimate cost of capital for long term source of finance

CO – 8: Identify the different dividend policy and its impact on shareholders wealth

CO – 9: Identify the different factors determine the working capital requirement of the firm

UNIT I Introduction to Financial Management**12**

Introduction to Financial Management -Objectives of financial management - financial decisions – financial planning – objectives and principles of Sound financial planning –

long term and short term financial plan – factors affecting financial plan – Sources of finance for companies

UNIT II Investment Decisions **12**

Investment Decisions – capital budgeting – significance – techniques of evaluation of investment- Payback, Accounting rate of return-Net Present Value- Internal Rate of Return-Profitability Index

UNIT III Financing Decisions **12**

Financing Decisions – capital structure – factors influencing capital structure –leverage - Financial-Operating - Combined Leverages -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 Dividend decision **12**

Dividend decision – Dividend policy - determinants of dividend policy -Dividend theories – Walter -Gordon and MM theory - forms of dividend – Share split – Buyback of shares.

UNIT V Working Capital Management **12**

Working Capital Management – meaning – importance of adequate working capital- excess or inadequate working capital – determinants of working capital requirement – sources of working capital finance

Total- 60 Hours

TEXT BOOKS:

1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill,5th edition, 2008.
- 2.I. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10th edition, 2007.

REFERENCE BOOKS:

1. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 3rd edition,2013.
2. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 12th Edition,2008.
3. Brigham, Ehrhardt, Financial Management Theory and Practice, 13th edition, Cengage Learning2010.
4. Prasanna Chandra, Financial Management, 8th edition, Tata McGraw Hill, 2011.
5. Srivatsava, Mishra, Financial Management, Oxford University Press,2nd edition, 2008

COURSE OBJECTIVE:

- To develop the employment relations and knowledge to resolve the issues.
- To Designing the appreciate role of HR specialist for implementing HRM policies.
- To Managing the manpower to motivate and attract them to retain in the organization.
- To develop the responsibility of employer and legal system to manage the employment relations.

COURSE OUTCOMES:

CO – 1: Discuss the history and evolution of HRM.

CO – 2: Explain the importance of HRM in the organization through their roles responsibilities, challenges etc.

CO – 3: Assess the major HRM functions and processes of HRM planning.

CO – 4: Relate strategic HR planning with the organization's strategic management and decision making process.

CO – 5: Explain how training helps to improve the employee performance.

CO – 6: Discuss and understand the concept of career development and various career stages.

CO – 7: Compare and contrast between coaching and Mentoring

CO – 8: Analyze the emerging trends, opportunities and challenges in performance appraisal.

CO – 9: Apply the Concept of job application and how it is practically applied in the organisation.

CO – 10: Discuss various recent techniques related to HRM.

UNIT I Human Resource Management**12**

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

UNIT II HumanResource Process **12**

Human Resource Planning – Job Analysis and Design -Recruitment - Selection and placement process – Types of interviews, Placement, Orientation & Induction, Determining training needs, Training Approaches. Separation process & Exit interview.

UNIT III Managing Careers **12**

Career Development vs Employee development, Career stages – Career Choices and Preferences, Mentoring and Coaching, Time Management.

UNIT IVPerformance Management **12**

Purposes of Performance Management, Performance Appraisal Methods, Punishment and Promotion, Job evaluation. Wage & Salary administration – Concepts, Pay structure, Incentives, Bonus, Insurance.

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

TEXT BOOKS:

1. Decenzo and Robbins, Human Resource Management, Wiley, 11th Edition, 2013.
2. Dessler, Human Resource Management, Pearson Education Limited,13th edition, 2007

REFERENCE BOOKS:

- 1.Mamoria C.B. and Mamoria S. Personnel Management, Himalaya Publishing Company, 5th edition, 2011
2. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,6th edition 2012.
- 3.Eugence Mckenna and Nic Beach, Human Resource Management, Pearson Education Limited, 2nd edition, 2008.
4. Wayne Cascio, Managing Human Resource, McGraw Hill, 8th edition, 2009.
5. Ivancevich, Human Resource Management, McGraw Hill, 7th edition, 2010.

COURSE OBJECTIVE:

- Critical Thinking: demonstrate critical thinking skills in relation to environmental affairs
- Communication: demonstrate knowledge and application of communication skills and the ability to write effectively in a variety of contexts.
- Interdisciplinary Synthesis: demonstrate an ability to integrate the many disciplines and fields that intersect with environmental concerns.
- Ecological Literacy: demonstrate an awareness, knowledge, and appreciation of the intrinsic values of ecological processes and communities.

COURSE OUTCOMES:

CO – 1: Elucidate the natural environment and its relationships with human activities.

CO – 2: Design and evaluate strategies, and methods for sustainable management of environmental systems.

CO – 3: Describe and analyze human impact on the environment.

CO – 4: Demonstrate an awareness of the intrinsic values of ecological processes and communities.

CO – 5: Explain core concepts and methods from ecological and physical sciences.

CO – 6: Establish an understanding of current environmental challenges.

CO – 7: Determine a general understanding of the interdisciplinary nature of environmental issues.

CO – 8: Exhibit an understanding of current environmental challenges.

CO – 9: Elaborate on the control measures in Environmental pollution.

CO – 10: Analyse the social Issues and the Environment.

UNIT I Multidisciplinary nature of environmental studies**12**

Definition, scope and importance

UNIT II Natural Resources**12**

Renewable and non-renewable resources : Natural resources and associated problems. a)

Forest resources : Use and over-exploitation, deforestation, case studies. Timber

extraction, mining, dams and their effects on forest and tribal people. b) Water resources : Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems. c) Mineral resources : Use and exploitation, environmental effects of extracting and using mineral resources, case studies. d) Food resources : World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies. e) Energy resources : Growing energy needs, renewable and non renewable energy sources, use of alternate energy sources. Case studies. f) Land resources : Land as a resource, land degradation, man induced landslides, soil erosion and desertification. • Role of an individual in conservation of natural resources. • Equitable use of resources for sustainable lifestyles.

UNIT III Ecosystems

12

- Concept of an ecosystem. • Structure and function of an ecosystem.
- Producers, consumers and decomposers. • Energy flow in the ecosystem.
- Ecological succession. • Food chains, food webs and ecological pyramids.
- Introduction, types, characteristic features, structure and function of the following ecosystem :-
 - a. Forest ecosystem
 - b. Grassland ecosystem
 - c. Desert ecosystem
 - d. Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)

UNIT IV Biodiversity and its conservation

12

- Introduction – Definition : genetic, species and ecosystem diversity.
- Biogeographical classification of India
- Value of biodiversity : consumptive use, productive use, social, ethical, aesthetic and option values
- Biodiversity at global, National and local levels.
- India as a mega-diversity nation
- Hot-spots of biodiversity.
- Threats to biodiversity : habitat loss, poaching of wildlife, man-wildlife conflicts.
- Endangered and endemic species of India
- Conservation of biodiversity : In-situ and Ex-situ conservation of biodiversity.

UNIT V Environmental Pollution

12

Definition • Cause, effects and control measures of :-

- a. Air pollution
 - b. Water pollution
 - c. Soil pollution
 - d. Marine pollution
 - e. Noise pollution
 - f. Thermal pollution
 - g. Nuclear hazards
- Solid waste Management : Causes, effects and control measures of urban and industrial wastes.
 - Role of an individual in prevention of pollution.
 - Pollution case studies.
 - Disaster management : floods, earthquake, cyclone and landslides.

UNIT VI Social Issues and the Environment

12

- From Unsustainable to Sustainable development
- Urban problems related to energy
- Water conservation, rain water harvesting, watershed management
- Resettlement and rehabilitation of people; its problems and concerns. Case Studies
- Environmental ethics : Issues and possible solutions.
- Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust. Case Studies.
- Wasteland reclamation.
- Consumerism and waste products.
- Environment Protection Act.
- Air (Prevention and Control of Pollution) Act.
- Water (Prevention and control of Pollution) Act
- Wildlife Protection Act
- Forest Conservation Act
- Issues involved in enforcement of environmental legislation.

Unit VII Human Population and the Environment

12

- Population growth, variation among nations.
- Population explosion – Family Welfare Programme.

VII

- Environment and human health.
- Human Rights.
- Value Education.
- HIV/AIDS.
- Women and Child Welfare.
- Role of Information Technology in Environment and human health.
- Case Studies.

UNIT VIII Field work

- Visit to a local area to document environmental sites- river/forest/grassland/hill/mountain
- Visit to a local polluted site-Urban/Rural/Industrial/Agricultural
- Study of common plants, insects, birds.
- Study of simple ecosystems-pond, river, hill slopes, etc.

TOTAL – 60 Hours

TEXT BOOKS:

1. Agarwal, K.C. 2001 Environmental Biology, Nidi Publ. Ltd. Bikaner.
2. Bharucha Erach, The Biodiversity of India, Mapin Publishing Pvt. Ltd., Ahmedabad - 380013, India, Email: mapin@icenet. net (R).
3. Brunner R.C., 1989, Hazardous Waste Incineration, McGraw Hill Inc. 480p.
4. Clerk B.S., Marine Pollution, Clarendon Press Oxford (TB).
5. Heywood, V.H & Waston, R.T. 1995. Global Biodiversity Assessment. Cambridge Univ. Press 1140p.
6. Jadhav, H & Bhosale, V.M. 1995. Environmental Protection and Laws. Himalaya Pub. House, Delhi 284 p.

7. Mckinney, M.L. & School, R.M. 1996. Environmental Science Systems & Solutions, Web enhanced edition. 639p.

REFERENCE BOOKS:

1. Cunningham, W.P. Cooper, T.H. Gorhani, E & Hepworth, M.T. 2001, Environmental Encyclopedia, Jaico Publ. House, Mumbai, 1196p.
2. Trivedi R.K., Handbook of Environmental Laws, Rules Guidelines, Compliances and Standards, Vol I and II, Enviro Media (R)
3. Trivedi R. K. and P.K. Goel, Introduction to air pollution, Techno-Science Publication (TB)
4. Wanger K.D., 1998 Environmental Management. W.B. Saunders Co. Philadelphia, USA 499p

COURSE OBJECTIVE:

- This course introduces the essential concepts necessary to make effective use of the computer. Students achieve an understanding of 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.

COURSE OUTCOMES:

CO – 1: Evaluate the fundamentals of internet with regard to its safety.

CO – 2: Explain the basics of hardware and software.

CO – 3: Identify different components of hardware systems, cables & assemblies.

CO – 4: Discuss about the file management, word processing.

CO – 5: Demonstrate working with Graphics & DTP, Document Commands, Mail Merge, Spreadsheets.

CO – 6: Demonstrate the ease to work with MS Word.

CO – 7: Explain the fundamentals of MS EXCEL and manipulate various functions and commands.

CO – 8: Demonstrate the working of MS Excel using filters, templates, preparations of charts & presentations.

CO – 9: Elucidate the need of MS PowerPoint, design & templates

CO – 10: Manipulate records, creating records and web designing using MS Ppt.

UNIT I Introduction to Basics**12**

Internet Basics, Internet Safety, Hardware/Software Basics.

UNIT II Identify Components of a Hardware System**12**

Identify Components of a Hardware System, Cables and Assembly. Application vs. Operating Software, File Management Word Processing.

UNIT III Microsoft Word**12**

Microsoft Word, Terminology , Word Basics , Editing , Helpful Word ,Features , Formatting Literacy at the keyboard Word Processing – Microsoft Word – Continued, Formatting , Working with Graphics & DTP , Document Commands, Mail Merge , Spreadsheets .

UNIT IV Microsoft Excel 12

Microsoft Excel , Terminology Excel Basics , Formatting Worksheets , Organizing the Worksheet ,Formulas/Functions Spreadsheets – Microsoft Excel – Continued , Formulas/Functions, Continued , Sorting, Filters, and Templates , Charts , Presentations .

UNIT V Microsoft PowerPoint 12

Microsoft PowerPoint , Terminology , Design Guidelines , PowerPoint Basics , Creating & Enhancing Presentations, Design Templates/Fonts, Presentations – Microsoft PowerPoint – Continued ,Group & Individual PowerPoint Projects , Databases – Microsoft Access ,Terminology , Access Basics , Manipulating Records , Creating/Modifying Forms , Finding/Ordering Data (Queries & Filters) , Creating Reports , Web Design (If Time Permits) Basic HTML ,Web Page Editors.

Total - 60 Hours

TEXT BOOKS:

- 1.Turban Rainer and Potter – Introduction to Information Technology, John Wiley & Sons, 2005.

REFERENCE BOOKS:

- 1.Richard D Gitlin, Jeremiah F Hayes, Stephen BWeinstein, Data Communications Principles, Springer, 1992
- 2.William Stallings, Data and Computer Communications, Prentice Hall, 2007
- 3.Behrouz A. Forouzan, DeAnza College, Data Communications and Networking, McGraw-Hills, 2007
- 4.N.D.Birrell, M.A.Ould, A Practical Handbook for Software Development, Cambridge University Press, 1988
- 5.Sanjay Saxena: A first course in computers, Vikas Publishing House Pt. Ltd. 2000

COURSE OBJECTIVE

- To considers the operations from a managerial perspective.
- To consider key performance measures of operations (productivity, quality and response time) as well as important concepts for improving the performance of operations along these dimensions. At the end of the course students will have a fair understanding of the role Production/Operations Management plays in business processes.
- To Emphasis both to familiarization of various production processes and service systems, and to quantitative analysis of problems arising in the management of operations.

COURSE OUTCOMES:

- CO – 1: Analyse and appreciate the principles and applications relevant to the planning, design, and operations of manufacturing/service firms.
- CO – 2: List and elaborate on various types of production system.
- CO – 3: Evaluate various factors affecting plant location.
- CO – 4: Critically analyse the factors affecting productivity.
- CO – 5: Evaluate various bio-mechanical factors on production performance.
- CO – 6: Explain the principles of supply chain management.
- CO – 7: Develop basic of supply chain.
- CO – 8: Demonstrate the ability to apply basic supply chain concepts
- CO – 9: Develop basic logistics system.
- CO – 10: Explain the supply chain in logistics.

UNIT I Production Management**12**

Introduction, evaluation, major long term and short term decisions; objectives, importance and activities; difference between products and services (from POM view point) Meaning and types of Production System; Production to order and production to stock; plant location; factors affecting locations; plant layout; meaning, objectives, characteristics and types; plant layout and materials handling.

UNIT II Production Planning and Control**12**

Meaning, Objectives, Scope, Importance & Procedure of Production Planning, Routing scheduling Master Production Schedule, Production Schedule, Dispatch, Follow up, Production Control-Meaning, objectives, Factors affecting Production Control

UNIT III Productivity & Ergonomics**12**

Meaning, Importance, Measurement, Techniques, Factors affecting Productivity, Measures to boost Productivity, Quality Control, Quality Circles. Ergonomics Definition, Importance, Work and Rest cycles, Bio – mechanical factors, Effects of factors – light, ventilation, heat, noise on performance.

UNIT IV Supply-Chain-Management**12**

Meaning and definition- components/participants of SC- concept of SCM- Objectives of SCM- SCM process: Customer relationship management, customer service management, demand management, customer order fulfillment, manufacturing flow management, Procurement management/supplier relationship management, product development & Commercialization, returns management – Factors driving the evolution of SCM – objectives of SCM – supply chain planning.

UNIT V Logistics Management**12**

Meaning and definition – significant of logistics – business logistics- concepts of logistics management – objectives of logistics management – elements of logistics management – logistics management v/s supply chain management – integrated logistics- operating of objectives of integrated logistics:

TOTAL-60 Hours**TEXT BOOKS:**

1. Aswathappa K and ShridharaBhat K, Production and Operations Management, HimalayaPublishing House, 6th Edition, 2010.
2. Pannerselvam R, Production and Operations Management, Prentice Hall India, 3rd Edition, 2013.
3. Norman Gaither and Gregory Frazier, Operations Management, South Western

Cengage Learning, 2006.

REFERENCE BOOKS:

1. KanishkaBedi, Production and Operations Management, Oxford University Press, 2007.
2. Russel and Taylor, Operations Management, Wiley, 7th Edition, 2010.
3. Chary S. N, Production and Operations Management, Tata McGraw Hill, 5th Edition, 2008.
4. Chase Jacobs, Aquilano& Agarwal., Operations Management, Tata McGraw Hill, 11th edition, 2006.
5. Mahadevan B, Operations Management Theory and practice, Pearson Education, 2nd edition, 2010.

COURSE OBJECTIVE

- To comprehend the objectives of research and the steps involved in research process.
- To use different data collection methods and sampling design techniques in their own research.
- To analyze the collected and processed data with the help of statistical tools.
- To generalize and interpret the data and prepare a research report.

COURSE OUTCOMES:

CO – 1: To obtain knowledge on various kinds of research questions and research design

CO – 2: Explain qualitative, quantitative and mixed methods research with ethical and philosophical consideration.

CO – 3: Design good quantitative purpose statement, quantitative research questions and hypotheses

CO – 4: Exhibit good practices in conducting a qualitative interview and observation.

CO – 5: Differentiate between a population and sample and determine the sample size.

CO – 6: List various types of quantitative sampling techniques and conditions to use.

CO – 7: Explain various steps involved in coding qualitative data.

CO – 8: Apply various statistical tools to practical problems and use hypothesis testing to draw inferences.

CO – 9: List various types of reports and Outline the steps in writing report.

UNIT I Introduction to Research**12**

Meaning and definition of Research, Objectives, Nature and scope of research, types of research, Research methods Vs. Research Methodology.

UNIT II Concepts of Research**12**

Research Process, Research design: Phases of research design, concepts relating to research design, types - Exploratory, Descriptive, Causal, hypothesis testing .

UNIT III Sources and Collection of Data**12**

Sources and collection of data; Primary and secondary sources, survey observation, experimentation – Questionnaire Vs. Schedule.

UNIT IV Sampling

12

Sampling: Nature, Simple, Probability and complex probability; Non-probability samples. Scaling techniques. Testing of hypothesis.

UNIT V Report Writing

12

Interpretation and Report writing, steps in writing report, Layout of research report, types of reports.

TOTAL - 60 Hours

TEXT BOOKS:

1. Donald R. Cooper and Pamela S. Schindler, Business Research methods, 12th Edition, Tata Mc Graw Hill, 2010.

REFERENCE BOOKS:

1. Alan Bryman and Emma Bell, Business Research methods, Oxford University Press, New Delhi, 3rd edition, 2011.
2. Uma Sekaran, Research methods for Business, Wiley India, New Delhi, 2010.
3. K. N. Krishnaswamy, AppaIyerSivakumar and M. Mathirajan, Management Research Methodology, Pearson Education, New Delhi, 2009.

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 financing;
- Fourthly, exploration of an entrepreneurial environment impacted by the social, economic, and cultural conditions;

COURSE OUTCOMES:

CO – 1: Define the need and importance of entrepreneurship concepts.

CO – 2: Identify the qualities, roles and functions of entrepreneur.

CO – 3: Recognise various schemes in commercial banks for start-ups.

CO – 4: Evaluate the role of mentoring in small industries development industries.

CO – 5: Identify, create and compute entrepreneurial opportunities.

CO – 6: Develop and promote entrepreneurial and innovative project report.

CO – 7: Discuss about the various challenges faced by women entrepreneurs.

CO – 8: Evaluate the project with respect to resource mobilisation especially venture capital and start-ups.

CO – 8: Predict the Market demand and determine the feasibility of the project.

CO – 9: Determine the dynamics of Network Techniques for Project management.

CO – 10: Demonstrate about cost overrun in public sector enterprises in India.

UNIT I Foundations of Entrepreneurship Development**12**

Foundations of Entrepreneurship Development: Concept and Need of Entrepreneurship
Definition of Entrepreneur, Entrepreneurship, Innovation, Invention, Creativity, Business Idea. Concepts of Entrepreneur, Manager, Intrapreneur / Corporate Entrepreneur – comparative study - Roles, Responsibilities, Career opportunities. Entrepreneurship as a career and style of management, The changing role of the entrepreneur.

UNIT II Entrepreneurial Venture**12**

Creating Entrepreneurial Venture - Entrepreneurship Development Cycle Business Planning Process - The business plan as an entrepreneurial tool Elements of Business Plan, Objectives, Market Analysis, Development of product / idea, Marketing, Finance, Organization & Management, Ownership, Critical risk contingencies of the proposal, Scheduling and milestones.

UNIT III Entrepreneurship Development**12**

Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal. Entrepreneurial culture with special reference to Intrapreneurship / Corporate Entrepreneurship. Entrepreneurial Success and Failure: Reasons and Remedies - Women Entrepreneurs: Challenges to Woman Entrepreneurs, Achievements of Woman Entrepreneurs, Role Models of Woman Entrepreneurs.

UNIT IV Project Management**12**

Project Management Generation and Screening of Project idea; Capital Expenditure; Importance & difficulties. Market demand & situational analysis; technical analysis; analysis of project risk; social cost benefit analysis.

UNIT V Network Techniques for Project management**12**

Multiple projects & constraints; Network Techniques for Project management, Project Review & Administrative Aspects. Project Financing in India; problem of time & cost overrun in public sector enterprises in India.

TOTAL- 60 Hours**TEXT BOOKS:**

1. Gupta S.L. and Arun Mittal, "Entrepreneurship Development", International Book House Pvt. Ltd., New Delhi, 2011.
2. S.S. Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2001.

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. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 1996.
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

COURSE OBJECTIVE:

- To enable students to understand organizational development, frame work and dimensions of change which results into better performance.
- To implement the process of organizational development in the companies.
- To make them identify and discuss forces determining factors of change.

COURSE OUTCOMES:

- CO – 1: Explain the history of Organizational Development .
- CO – 2: Define the values & assumptions of Organizational Development .
- CO – 3: Describe the concept of organizational change
- CO – 4: Identify the roles of change agent.
- CO – 5: Discriminate the operational components of Organizational Development
- CO – 6: Identify the various Organizational Development interventions.
- CO – 7: Analyze the implementation and assessment of OD
- CO – 8: Describe Mechanistic and organic systems and the contingency approach.
- CO – 9: Analyze the future of Organizational development.
- CO – 10: Apply suggestions to the practical case studies of Organizational development.

UNIT I OD Introduction**12**

An introduction to OD – History – factors of change- Concept. Nature and scope – Value and Assumptions – Characteristics – models of change – Impact of change – organizational culture and change.

UNIT II Organisational Change**12**

Organisational change – Characteristics – The Nature of planned change – Strategy for managing change – OD as change Agent – Internal Vs external changes – systematic approach to making change.

UNIT III Components of OD**12**

Operational components of OD – Diagnostics, Action process – Action Research and OD – OD Interventions – Team interventions – Inter group interventions – Personal, interpersonal – Group process interventions – Comprehensive interventions – Structural interventions.

UNIT IV Implementation Process**12**

Implementation and Assessment of OD – The impact of OD – Issues in consultant – Client relationships – Mechanistic and organic systems and the contingency approach.

UNIT V Future and OD Intervention**12**

The future of OD – Some Indian experience - Case study for understanding OD efforts in Indian context. Exercises and Mini Project on “OD Intervention strategies in India”.

TOTAL - 60 Hours**TEXT BOOKS:**

1. Ahmad, Abad, Developing Effective Organisation, Sri Ram Centre for Industrial Relations, New Delhi, 1980

REFERENCE BOOKS:

1. French, W.L. and Bell, C.H., Organisation Development, Prentice-Hall, New Delhi, 1995.
2. Hackman, J.R. and Suttle, J.L. Improving Life at Work: Behavioural Science, Approach to Organisational Change, Goodyear, California, 1977.
3. Harvey, D.F. and Brown, D.R., An Experimental Approach to Organization Development, Prentice-Hall, Englewood Cliffs, N.J., 1990
4. Hersey P., and Blanchard, H.B., Management of Organisational Behaviour: Utilising Human Resources, Prentice Hall, New Delhi, 1989

COURSE OBJECTIVE:

- To discuss current conceptual and theoretical models, issues, and concerns in international business administration.
- To describe current practices, issues, and concerns in international business administration.
- To apply current business practices to the management of international businesses.
- To summarize significant differences in business practices in different parts of the world and understand how these differences affect managing companies in various countries.

COURSE OUTCOMES:

- CO – 1: Define the concept of International Business environment.
- CO – 2: Evaluate the models & theories of international trade.
- CO – 3: Describe the concept of country risk analysis and responsibilities of International business.
- CO – 4: Analyse the economic crisis of developing countries.
- CO – 5: Explain the international finance management.
- CO – 6: Identify the various import and export procedures.
- CO – 7: Outline the trade laws of international business.
- CO – 8: Evaluate the functions of WTO, GATT and World banks.
- CO – 9: Describe the International marketing strategies.
- CO – 10: Explain global sourcing and its impact on Indian industries.

UNIT I International Business Environment**12**

International Business Environment - Globalization - Forces, Meaning, dimensions and stages in Globalization - KenchiOhmae Model - Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckler - Trading Environment of International Trade - Tariff and Non-tariff Barriers - Trade Blocks - Rise of new economies like Japan, South East Asia and China

UNIT II Risk Analysis**12**

Country Risk Analysis - Political, Social and Economic - Cultural and Ethical practices - Responsibilities of International Business - Economic crisis of Brazil, Mexico, India, South East Asia and Argentina. Managing Multinational Enterprises - Problems and Potential - Multinational Service Organizations - Indian companies becoming multinationals - Potential, Need and Problems.

UNIT III Introduction to International Financial Management**12**

Introduction to International Financial Management - Balance of Trade and Balance of Payment - International Monetary Fund, Asian Development Bank and World Bank - Financial Markets and Instruments - Introduction to Export and Import Finance - Methods of payment in International Trade

UNIT IV Trade Laws**12**

Bilateral and Multilateral Trade Laws - General Agreement on Trade and Tariffs, (GATT), World Trade Organization - Seattle and Doha round of talks - Dispute settlement mechanism under WTO - Problems of Patent Laws - International convention on competitiveness.

UNIT V International Marketing**12**

International Marketing - Entry strategies - Market selection – Barriers. Global sourcing and its impact on Indian Industry - Globalization and internal reform process - India's competitive advantage in industries like IT, Textiles, Gems & Jewelry etc. - Potential and threats

TOTAL 60 Hours**TEXT BOOKS:**

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata Mc Graw Hill, 2009.
2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 13th editon, 2010.

REFERENCE BOOKS:

- 1.K. Aswathappa, International Business, Tata Mc Graw Hill, 2008.
2. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, Thomson, Bangalore, 8th edition, 2009.
3. Aravind V. Phatak, Rabi S. Bhagat and Roger J. Kashlak, International Management, Tata Mc Graw Hill, 2nd edition, 2008.
4. OdedShenkar and Yaong Luo, International Business, John Wiley Inc, Noida, 2nd edition, 2007.

COURSE OBJECTIVE:

- To Discusses e-commerce from an enterprise point of view.
- To Evaluate key aspects of B2B e-commerce;
- To Discuss emerging e-commerce topics;
- To understand business applications of wireless and mobile technologies.

COURSE OUTCOMES:

CO – 1: Outline the foundations and importance of E-Business.

CO – 2: Demonstrate an understanding of retailing in E- Business

CO – 3: Analyse the impact of E-business on business models and strategy

CO – 4: Describe the infrastructure needed for E-business.

CO – 5: Explain the key features of internet, intranets and extranets and how they are related to each other.

CO – 6: State various issues and privacy in E-commerce.

CO – 7: List and outline various electronic payment systems.

CO – 8: Evaluate the trading relationships including business to consumer, business to business and intra organization.

CO – 9: Determine and utilize the effectiveness of market research.

CO – 10: Describe the web based business and technologies involved in E-business.

UNIT I Telecommunication Networks**12**

Telecommunication Networks : Introduction - LAN - WAN- Internet - What is Electronic Commerce - Brief history of Electronic Commerce - Advantages and Limitations of Electronic Commerce - Types of Electronic commerce - Integrating Electronic Commerce- Key questions for Management- Internet Architecture - World Wide Web - Concepts and Technology - Creating Web pages - Launching a Business on the Internet.- benefits and limitations of e-commerce- Basics of data mining, data warehousing and network infrastructure requirements - Overview of IP, TCP, HTML, OLAP and cryptography.

UNIT II Retailing in E-commerce**12**

Retailing in E-commerce –Market research on internet customers – e-commerce for services sector-Advertising in e-commerce –B2B e-commerce. Intranet, internet & extranet- Structure, Architecture, Applications & Business models.

Unit III Electronic Payment Systems**12**

Electronic Payment Systems: Overview of the Electronic payment Technology - Requirements for Internet Based payments - Electronic payment Medias – Electronic commerce and banking. E-payments and protocols-Security schemes against internet fraud. Principles of e-fund transfer, credit and debit card usages, E-check

Unit IV E-security**12**

E-security: Security in the cyberspace - Designing for security - Virus – Security Protection and Recovery - Encryption - The Basic Algorithm System – Authentication and Trust - Key management - Internet Security Protocols and Standards – Other Encryption issues.

Unit V Web Based Business**12**

Web based Business: Business-to-Business Electronic Commerce-Intranets and Extranets - Intranets and Supply Chain Management – Legal, ethics and privacy issues –Protection needs and methodology –Consumer protection, Cyber laws, contracts and warranties, Taxation and Encryption polices. Case studies.

TOTAL: 60 Hours**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, ElectronicCommerce –A Managerial Perspective, Pearson Education Asia, 2010.

REFERENCE BOOKS:

1. Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e-Business, Oxford University Press, 2012.

2. Henry Chan & El, E-Commerce – Fundamentals and Applications, Wiley India Pvt. Ltd., 2007.
3. Gary P. Schneider, Electronic Commerce, Thomson Course Technology, Fourth Annual Edition, 2012.
4. Bharat Bhasker, Electronic Commerce – Framework Technologies and Applications, Tata McGraw Hill Publications, 3rd Edition, 2009.
5. Kamlesh K. Bajaj and Debjani Nag, e-Commerce- The Cutting Edge of Business, Tata McGraw-Hill Publications, 7th Reprint, 2009.
6. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004
7. Micheal Papaloelon and Peter Robert, e-Business, Wiley India, 2006.

COURSE OBJECTIVE:

- Upon completion of the subject, students will be able to
- Recognize the importance and value of Operations Research and mathematical modeling in solving practical problems in industry.
- Formulate a managerial decision problem into a mathematical model.
- Understand Operations Research models and apply them to real-life problems.
- Able to design new simple models, like: CPM, PERT to improve decision making and develop critical thinking and objective analysis of decision problems.

COURSE OUTCOMES:

- CO – 1: Apply research techniques in a quantitative and qualitative aspects.
- CO – 2: Schedule the projects and find the early ways of finishing it.
- CO – 3: Develop simulation models.
- CO – 4: Minimize the resource allocation for project.
- CO – 5: Maximize the productivity with help of least cost techniques.
- CO – 6: Minimize the waiting hours of simultaneous projects undertaken.
- CO – 7: Sequence and prioritize the daily activities of a project.
- CO – 8: Build the best fit route of transportation for carrying schedule of activities.
- CO – 9: Graphically locate the optimum peak point in completing the project.
- CO – 10: Apply the operations techniques in reality to market scenario.

UNIT I Introduction to Operation Research**12**

Origin, Nature, Definition, Managerial applications & Limitations of OR. Linear programming – Formulation - Graphical Method.

UNIT II Transportation Model**12**

Transportation Model - Initial Solution - NW Corner Rule, Least Cost Method, Vogel's Approximation method - Assignment Problem - Sequencing Problem

Unit III PERT & CPM**12**

PERT & CPM – Project scheduling-Critical Path and Critical Time

Unit IV Replacement Problem**12**

Replacement Problem– Game Theory – Pure & Mixed Strategy – Maximin and Minimax
– Dominance Property.

Unit V Introduction to simulation**12**

Introduction to simulation – Definition and Limitation. Introduction to Monte Carlo

Case study: Unit II – Optimum Solution in Transportation and Assignment problem

Unit III – PERT / CPM

TOTAL – 60 Hours

TEXT BOOKS:

1. Problems in Operations Research by P.K.Gupta and Manmohan.
2. Problems in Operations Research by P.K.Gupta, S.P.Gupta and Manmohan.
3. A. Ravindren, Don T. Phillips and James J. Solberg, 2000, Operations Research Principles and Practice, John Wiley and Sons, 2nd edition.

REFERENCE BOOKS:

- 1.J.K. Sharma, 2005, Operations Research Theory and Applications, Macmillan.
2. Pannerselvam, R, 2006, Operations Research, 3rd Edition, PHI.
3. Hamdy A. Taha, 2002, Operations Research -An introduction, Pearson Education, 7th Edition / Prentice Hall of India.

COURSE OBJECTIVE:

- Analyze the main structural features of an industry and develop strategies that position the firm most favorably in relation to competition and influence industry structure to enhance industry attractiveness.
- Recognize the different stages of industry evolution and recommend strategies appropriate to each stage.
- Appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage and formulate strategies that leverage a firm's core competencies.
- Distinguish the two primary types of competitive advantage: cost and differentiation and formulate strategies to create a cost and/or a differentiation advantage.

COURSE OUTCOMES:

CO – 1: Analyse the main structural features of an industry and develop strategies that position the firm most favourably in relation to competition.

CO – 2: Recognize the different stages of industry evolution and recommend strategies appropriate to each stage.

CO – 3: Appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage.

CO – 4: Demonstrate understanding of the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios.

CO – 5: Distinguish the two primary types of competitive advantage: cost and differentiation and formulate strategies to create a cost and/or a differentiation advantage.

CO – 6: Analyze dynamics in competitive rivalry including competitive action and response, and first-mover advantage.

CO – 7: Formulate strategies for exploiting international business opportunities including foreign entry strategies and international location of production.

CO – 8: Explain how to formulate strategies that leverage a firm's core competencies.

CO – 9: Demonstrate the ability to think critically in relation to a particular problem, situation or strategic decision through real-world scenarios.

CO – 10: Recognize strategic decisions that present ethical challenges and make appropriate recommendations for ethical decision-making.

UNIT I Introduction to Strategic Management 12

Strategic Management, Developing a strategic Vision, Mission Statement, Establishing Objectives, the concept of strategic Intent, Crafting a Strategy.

UNIT II Environmental analysis 12

Environmental analysis - The external environment -opportunities, threats, Industry Competition, Competitor analysis, the internal environment - Resources, capabilities and core competencies.

Unit III Strategic formulation 12

Strategic formulation &Implementation, Grand Strategy - stability - expansion:- Diversification,integration,concentration,Internationalisation,cooperation and digitalization & global corporate strategies.

Unit IV Strategy and Competitive advantage 12

Strategy and Competitive advantage -Generic Strategies, Co-operative strategies, Merger and Acquisition strategies, Vertical integration strategies, Unbundling and Outsourcing strategies, using offensive and defensive strategies. Outsourcing.

Unit V Diversification Strategies 12

Strategy to fit specific industry and company situations -Strategies for competing in Emerging industries, Turbulent and high velocity markets, Maturing Industries, Stagnant industries, and Fragmented industries. Strategies for Industry leaders, Runner -up firms, weak and crisis ridden Business. Diversification Strategies.Entrepreneurs and Corporate Social responsibility.

TOTAL – 60 Hours

TEXT BOOKS:

- 1.Strategic Management and business policy 2011 by Tata McGraw-Hill.
2. A.thompson,Jr. and A.J.Strickland III,Strategic Management3rd Ed.,Business

publication,1984.

3. Ramaswamy & Namakumary, 2001, Strategic planning and Corporate Strategy, Macmillan India,
4. G. Saloner, A. Shephard J. Podolny, 2001, "Strategic Management", John Wiley.
5. Wheelen and Hunger, 2001, "Strategic Management and Business Policy", Pearson Edn.
6. Mintzberg H, 2005, Strategy Safari, Pearson education.

REFERENCE BOOKS:

1. Pearce and Robinson, 2005, Strategic Management, TMH.
2. Banerjee, 2005, Corporate Strategies, Oxford University Press.
3. Stuart L Hart, 2005, The unlimited Business Opportunities in solving the World's Most Difficult Problems, Wharton-Pearson ed.
4. Robert Mittelstaedt, 2005, Will Your Next Mistake Be Fatal ? Wharton-Pearson Ed.
5. R.A. Burgelman, M.A. Maidique and S C Wheel Wright, 2001, Strategic Management of Technology and Innovation, McGraw - Hill Edn.
6. Jauch, Gupta and Glueck, 2005, Business Policy & Strategic Management, Frank Bros & Co.
7. Day & Reibstein, 2005, Dynamic Competitive Strategy, Wiley India

COURSE OBJECTIVE:

- The study about main principles of law relating to Agreements; Contracts; Bailment; Pledge; Sale of Goods Act; Agency; Partnership Act; Indemnity and Guarantee; Negotiable Instruments Act; Companies Ordinance 1984; Contract Act; Life, Fire and Marine Insurances, Law of Arbitration.
- To enable the students to understand the laws related to business.

COURSE OUTCOMES:

CO – 1: Draft a simple employment contract

CO – 2: Define the basic elements of contracts, classify contract, breach contract and remedies for breach contract

CO – 3: Differentiate sale and agreement to sell, conditions and warranties

CO – 4: Comprehend agency act in perspective of budding managers.

CO – 5: Elaborate on different type of negotiable instrument in practice. CO – 6: Define the practical aspects information technology act.

CO – 7: Explain basic principles of law that apply to business and business transactions.

CO – 8: Identify laws, conditions and regulations in national and international work environments

CO – 9: Conversant with the law related consumer protection.

CO – 10: Distinguish between an agency and independent contractor or employer-employee relationships

UNIT I Law of Contracts**12**

Law of Contracts: Definition of Contract and Agreement – Classification of Contracts, Essential elements of a valid Contract – Offer -Acceptance -Consideration –Capacity to Contract -Free consent – Legality of Object -Performance of Contract -Remedies for breach of Contract - Quasi Contracts.

UNIT II Sale of Goods Act**12**

Sale of Goods Act – Distinction between Sale and agreement to sell, sale and bailment -
Conditions and Warranties – Document used for sales of goods act,

UNIT III Contract of Agency

12

Contract of Agency, Definition of agency, principal , creation of agency , classification of agency , delegation of authority ,Agencies, what are duties un paid seller, what are duties and rights of principal, termination of agency

UNIT IV Negotiable Instruments Act

12

Negotiable Instruments Act – Definition and Characteristics of a Negotiable Instrument
Definitions, Essential elements and distinctions between Promissory Note, Bill of Exchange,
and Cheques - Types of crossing, what are reasons for dishonor of cheque

UNIT V Companies Act

12

Companies Act : Definition of company – Characteristics -Classification of Companies-
Formation of Company -Memorandum and Articles of Association – Prospectus Share holders
meetings -Board meetings -Law relating to meetings and proceedings-Company Management -
Qualifications, Appointment, Powers, and legal position of Directors -Board -M.D and
Chairman - Their powers.

TOTAL 60 Hours

TEXT BOOKS:

1. N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India, 2008.
2. P. K. Goel, Business Law for Managers, Bizentra Publishers, India, 2008.

REFERENCE BOOKS:

1. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, 11th Edition, 2010.
2. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
3. AkhileshwarPathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2007.
4. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning,

COURSE OBJECTIVE:

- To acquire an understanding of the role and purpose(s) of events management in organizations.
- To acquire an understanding of the techniques and strategies required to plan successful
- To acquire the knowledge and competencies required to promote, implement and conduct events.
- To acquire the knowledge and competencies required to assess the quality and success of events.

COURSE OUTCOMES:

CO – 1: Discuss on the fundamentals of event management.

CO – 2: Evaluate about the various tools of event planning.

CO – 3: Predict about the negotiating and contracts marketing.

CO – 4: Review the negotiating skills.

CO – 5: Explain about the event operations and ways to set up parking and maintenance.

CO – 6: Determine about the show production; assessing and measuring about the event success.

CO – 7: Discuss about the customer satisfaction and client service.

CO – 8: Assess the vendor relations, safety and risk management.

CO – 9: Analyze the steps in event evaluation.

CO – 10: Determine about the evaluation of event management

UNIT I PRINCIPLES OF EVENT MANAGEMENT**12**

Historical Perspective, Introduction to event Management, Size & type of event, Event Team, Code of ethics, Principles of event Management, concept & designing, Analysis of concept, Logistics of concept, Feasibility, Keys to success, SWOT Analysis

UNIT II EVENT PLANNING & TEAM MANAGEMENT**12**

Aim of event, Develop a mission, Establish Objectives, Preparing event proposal, Use of planning tools, Protocols, Dress codes, staging, staffing, Leadership, Traits and characteristics

UNIT III EVENT BUDGETING MARKETING AND ADVERTISING 12

Budget, breakeven point, cash flow analysis, Profit & loss statement, balance sheet, panic payments, financial control system. Nature of Marketing, Process of marketing, marketing mix, Sponsorship, Image, Branding, Advertising, Publicity and Public relations

UNIT IV EVENT LEADERSHIP 12

Leadership skills, Managing team, Group development, Managing meetings, Written communications, (Official, demi-official, Invoice). Verbal communications

UNIT V EVENT SAFETY AND SECURITY 12

Security, Occupational safety, Crowded management, Major risks and emergency planning, Incident reporting, emergency procedures

TOTAL 60 Hours

TEXT BOOKS:

1. Julia Rutherford Silvers and Joe Goldblatt, Professional Event Coordination, John Wiley, 2003
2. Allison Saget, The Event Marketing Handbook : Beyond Logistics & planning, Kaplan Publishing, 2006.

REFERENCE BOOKS:

1. Shannon Kilkenny, The complete guide to successful Event Planning : A guide book to producing Memorable Events, Atlantic Publishing Company.
2. Judy Allen, Event Planning, Wiley India,

COURSE OBJECTIVES:

- 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.

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, classifications of contract and how to breach and get remedies of the contract

CO –3: Help the Graduates to improve their awareness sand knowledge about functioning of local and global business environment and society.

CO – 5: Recognize the functioning of businesses, identifying potential business opportunities.

CO – 6: Gather knowledge on evolvment of business enterprises

CO–7: Enhance knowledge on bailment and pledge

CO – 8: Encourage learners to differentiate between guarantee and indemnity

CO – 9: Proper knowledge on copyrights and trademarks.

CO – 10: Gain wisdom on various business protection laws.

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 hrs

TEXT BOOK:

1. N.D.Kapoor, Elements of Mercantile Law, S.Chand& Sons, 2013

REFERENCES:

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

COURSE OBJECTIVES:

- The basic aim of this course is to impart knowledge of basic statistical tools & techniques with emphasis on their application in Business decision process and Management.
- As such, the focus will be more practical than theoretical.
- Because statistical analysis informs 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.

COURSE OUTCOMES:

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

CO – 1: Facilitate Objective Solutions in Business Decision Making under Subjective conditions.

CO – 2: Enhance Knowledge in Probability Theory

CO – 3: Describe Normality and its Distribution Concepts.

CO – 4: Stress The Need For Collection Of Data and its Dispersion Techniques.

CO – 5: Apply Time Series Analysis in Market Prediction Rates.

CO – 6: Draw Conclusions over the Hypothetical Situations.

CO – 7: Determine the relationship between Dependent and Independent Variables.

CO – 8: Measure the trend setting factors for projection of Sales and Demand Curves.

CO – 9: Extract the variance among the factors of study concerned.

CO – 10: Classify the distribution of Data Spread.

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 hrs

TEXT BOOKS:

1. R.S.N. Pillai, V. Bagavathi," Statistics", S.Chand Limited, 7th Ed,2008
2. N.D. Vohra, "Business Statistics", Tata McGraw-Hill Education, 2nd Ed,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,2nd Ed,2009

REFERENCES:

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

COURSE OBJECTIVES:

- 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.

COURSE OUTCOMES:

At the end of the course the student should be able to:

CO – 1: Recall the basics of communication and its process, elements and importance.

CO – 2: Communicate in an effective manner.

CO – 3: Shine as a better leader and guide the team with effective communication skills.

CO – 4: Application of oral and written communication.

CO – 5: Evaluate the effectiveness of revising and checking the messages.

CO – 6: Use of appropriate technology (business presentations, digital communication, social network platforms

CO – 7: Write E-mails in a structured pattern.

CO – 8: Well versed with the skills of writing an email - Introduction, Body and Conclusion,

CO – 9: Employ the art of report preparation and writing various types of letters.

CO – 10: Develop the skills of oral presentation.

UNIT – I INTRODUCTION 12

Fundamentals of Communication, Business Communication, The Communication Model, Communicating in teams, Overcoming the Barriers to Communication. Just-A-Minute Presentation Workshop-Jam Feedback and overcoming Glossophobia-Presentation–1 (Planning & Preparing)

UNIT – II OVERVIEW 12

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 – III 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.

UNIT – IV EMAIL WRITING

12

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. Presentation–3 (Delivery)-Graded Team Presentations-Group 1-Graded Team Presentations-Group 2-Reading, listening & Questioning.

UNIT – V REPORTS AND PRESENTATIONS

12

Writing Business Communication basics-Writing Reports, Proposals Business reports and Proposals, Format, visual aids and contents, Oral Business presentations. Individual Presentations- Group 1- Graded Individual Presentations- Group 2-Presentation feedback, Bios and Resumes, Presentation-Visual Aids.

Total 60 hrs

TEXT BOOKS:

1. Sanjay Kumar & Pushpalatha, Communication Skills, Oxford University Press, 2011.
2. Kaul & Asha, Effective Business Communication, PHI 2nd Edition, 2006.

REFERENCES:

1. Lesikar R.V & Flatly M V, Basic Communication Skills for empowering the internet generation, Tata-McGraw Hill, 2009.
2. Sharma R C & Mohan K, Business Correspondence & Report Writing, TMH, 2009.

18CMBF74 FINANCIAL REPORTING, STATEMENTS AND ANALYSIS 4 0 0 4

COURSE OBJECTIVES:

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

COURSE OUTCOMES:

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

CO – 1: State the importance of common accounting standards

CO – 2: Outline the accounting process

CO – 3: Prepare financial statements through ratio analysis.

CO– 4: Analyze financial reports of financial instruments, mutual funds,

CO – 5: Prepare cash flow and fund flow statement

CO – 6: Analyze cash flow and fund flow statement

CO – 7: Calculate cost of capital – Debt, Equity, Preference Capital.

CO – 8: Identify various sources of Finance

CO – 9: Estimate work capital of an organization.

CO – 10: Estimate components of work capital.

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

Text Books:

R.S.N.Pillai & Bagavathi – Management Accounting, Chand & Co. Ltd., New Delhi, 6TH edition 2002.

T.S.Reddy & Y.Hari Prasad Reddy – Financial and Management Accounting, Margham publications, 12TH edition 2004.

References:

M.Y.Khan & P.K.Jain – Management Accounting, Tata McGraw Hill publishing company Ltd., 10th edition 2004.

R.Narayanaswamy – Financial accounting – A Managerial Perspective, Prentice Hall India Ltd., New Delhi 5th edition, 2014.

[Paresh Shah](#) Basic Financial Accounting for Management, Oxford Publications, 3rd edition, 2007

COURSE OBJECTIVES:

- 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.

COURSE OUTCOMES:

At the end of the course the student should be able to:

CO – 1: Formulation a Linear programming problem.

CO – 2: Solve the formulation of Linear programming

CO – 3: Evaluate the initial solution for Transportation Model.

CO – 4: Evaluate the solution for Assignment Problem

CO – 5: Minimize the waiting hours of simultaneous projects undertaken.

CO – 6: Explain the different network models

CO – 7: Evaluate the solution for game theory

CO – 8: Solve the game theory using dominance.

CO – 9: Evaluate the Queuing System.

CO – 10: Explain the Simulation models.

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 hrs

TEXT BOOKS:

1. Singh & Kumar, Operation Research, UDH Publisher, 2013.
2. Kothari, Quantitative Techniques, Vikas, 3rd Ed, 2006.

REFERENCES:

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

CORPORATE SOCIAL RESPONSIBILITY & SUSTAINABILITY**COURSE OBJECTIVE:**

- To introduce a number of macro-level and institutional variables such as capital market legal system, investor's rights and historical evolution of corporate governance.

COURSE OUTCOME:

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 CSR systems found around the world

CO-2: Analyse how CSR influence performance, including both the performance of individual firms and the allocation of capital within a country

CO-3: Discuss the evolution of diverse ownership and governance structures across different economies

CO-4: Evaluate theories of the firm, and explain how they are relevant to the diverse range of ownership structures that exist in reality;

CO-5: Capable of knowledge on stakeholders of CSR

CO-6: Explain why the quality of CSR is relevant to Stakeholders

CO-7: Discuss the moral and social responsibility dimensions of CSR

CO-8: Describe how CSR can expand its dimensions to business CO-

9: Enumerate strategies for CSR legislations

CO-10: Understand the global strategies for CSR

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

TEXT BOOKS:

1. Corporate Social Responsibility: An Ethical Approach - Mark S. Schwartz
2. The World Guide to CSR - Wayne Visser and Nick Tolhurst
3. Innovative CSR by Lelouche, Idowu and Filho
4. Corporate Social Responsibility in India - Sanjay K Agarwal
5. Handbook on Corporate Social Responsibility in India, CII.

REFERENCE BOOKS:

6. Handbook of Corporate Sustainability: Frameworks, Strategies and Tools - M. A. Quaddus, Muhammed Abu B. Siddique
7. Growth, Sustainability, and India's Economic Reforms – Srinivasan
8. Corporate Social Responsibility: Concepts and Cases: The Indian - C. V. Baxi, Ajit Prasad
9. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
10. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.
11. Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility-A European Perspective, Edward Elgar. University of Delhi.
12. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.
13. Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt Ltd, New Delhi.

COURSE OBJECTIVES

- This course introduces students to the concepts underlying effective operation and control of manufacturing and service businesses.
- Approaches to production control, inventory policy, facilities planning, methods improvement and technological assessment are studied.
- Understand major functions of POM include Managing purchases, Inventory control, Quality control, Storage, Logistics and Evaluations.

COURSE OUTCOMES

CO-1: Identify and articulate how operations management contributes to the achievement of an organization's strategic objectives.

CO-2: Differentiate manufacturing and service operations

CO-3: Critically evaluate the operations function in manufacturing and service production settings.

CO-4: Appraise and apply forecasting methods as the basis of management's planning and control activity.

CO-5: List and outline various production processes and identify the layout suitable for each production process

CO-6: Assess and formulate decision making strategies to address operating issues that have short, intermediate or long lead times.

CO-7: Evaluate approaches to problem solving and process improvement in production settings.

CO-8: Determine the economic order quantity which would lower the overall costs

UNIT I INTRODUCTION**12**

Production & Operations Management – An Overview, History and Definition, Production Cycle. differences between services and goods; manufacturing and service operations, a system perspective, functions, challenges, recent trends; Operations Strategy – Strategic fit , trade-off, framework.

UNIT II FORECASTING, CAPACITY AND FACILITY DESIGN 12

Forecasting as a planning tool, Forecasting types and methods, Measurement of errors, Monitoring and Controlling forecasting models, Facility Location – Theories, Steps in Selection, Location Models. Types of Production Processes- Product process matrix- Process analysis -Layout Planning. Capacity planning – Long range, Types, Developing capacity alternatives.

UNIT III PRODUCTION PLANNING, LOGISTICS 12

Production Planning techniques, Routing Decisions, Line of Balance, Scheduling types & principles, Aggregate Production planning, Master production schedule. Logistics Management: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics. Distribution and warehousing management.

UNIT-IV INVENTORY MANAGEMENT 12

Inventory Management – Objectives, Factors, Process, Deterministic demand model– EOQ- Continuous and Periodic review Inventory models Inventory control techniques- ABC, VED, EOQ, SED,FSN analysis.

UNIT V PROJECT AND QUALITY MANAGEMENT 12

Project Management – Scheduling Techniques, PERT, CPM; Basic concepts of quality, Juran’s quality trilogy, Deming’s 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction- QC tools , ISO , Six Sigma, Total Productive Maintenance (TPM).

Total 60 hrs

TEXT BOOKS

1. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002
2. Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.

REFERENCE BOOKS

1. Aswathappa.K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.

2. Mahadevan B, Operations Management Theory and practice, Pearson Education, 2007.
3. William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition, 2009.
4. Russel and Taylor, Operations Management, Wiley, Fifth Edition, 2006.

COURSE OBJECTIVES:

- 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.

COURSE OUTCOMES:

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

CO-1: Obtain knowledge on various kinds of research questions and research design

CO-2: Describe qualitative, quantitative and mixed methods research, as well as relevant ethical and philosophical consideration

CO-3: Design a good quantitative purpose statement and good quantitative research questions and hypotheses

CO-4: Describe the good practices in conducting a qualitative interview and observation.

CO-5: Describe how distinguish between a population and a sample and determine the sample

size

CO-6: Explain the various types of quantitative sampling techniques and conditions use.

CO-7: Describe the various steps involved in coding qualitative data.

CO-8: Apply the various statistical tools to test the hypothesis & drawing inferences

CO-9: Obtain knowledge on writing different types of report

CO-10: Develop independent thinking for critically analyzing research reports

UNIT I INTRODUCTION**12**

Introduction to Research – Business & Management Research – Research Characteristics – Research Approaches – Types of Research - Significance – Research process – characteristics of good research – Types of Research – Problems in research – identifying research Problem-Theoretical-Framework / 'Literature Survey- Exploratory Descriptive Studies – Cross Sectional & longitudinal studies.

UNIT II RESEARCH DESIGN AND MEASUREMENT

12

Research design – Definition – types of research design – Exploratory, Descriptive, Causal, and Formulation of hypothesis – different types of experimental design-. Scaling techniques meaning, types of scales–Hypothesis testing Statistical significance, statistical test procedure.

UNIT III SAMPLING AND DATA COLLECTION

12

Sampling Techniques – Probability and Non-probability sampling methods- Data Collection –Types of data –Primary and Secondary data – Methods of primary data collection –Observation, Interview, Questionnaire and Schedule – Construction of questionnaire – pilot study – case study

UNIT IV DATA PREPARATION AND ANALYSIS

12

Data Preparation – editing – Coding –Data entry-Test of significance – Assumptions about Parametric and nonparametric tests. Parametric tests -Introduction ANOVA- Application of Statistical software for data analysis.

UNIT V REPORT DESIGN AND WRITING

12

Introduction - Research Report - Research Proposal – Different types – Contents of report – Important Parts – Title, Table of Contents – Synopsis, bibliography - Introductory Section – Research Design - Result Section – Recommendation & Implementation Section

Total 60 hrs

TEXT BOOK:

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

REFERENCE

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 .

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.

COURSE OUTCOMES:

- CO – 1: Describe how an integrated information system can support effective and efficient business processes.
- CO – 2: Comprehend the technical aspects of ERP systems.
- CO – 3: Describe the module in distinguishing the characteristics of ERP software
- CO – 4: Map business processes using process mapping techniques;
- CO – 5: Explain the concepts of reengineering and how they relate to ERP system implementation.
- CO – 6: Elaborate the steps and activities in the ERP life cycle.
- CO – 7: Run of the mill usefulness in an ERP framework.
- CO – 8: Describe typical functionality in an ERP system.
- CO – 9: The components that prompted the advancement of ERP frameworks.
- CO – 10: Critically evaluate the ERP implementation packages

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 60 hrs**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

COURSE OBJECTIVE:

- To understand the fundamental concepts in the study of knowledge and its creation, acquisition, representation, dissemination, use and re-use, and management.
- To appreciate the role and use of knowledge in organizations and institutions, and the typical obstacles that KM aims to overcome.
- To know the core concepts, methods, techniques, and tools for computer support of knowledge management.
- To understand how to apply and integrate appropriate components and functions of various knowledge management systems.

COURSE OUTCOMES:

CO – 1: Define the nature and topology of knowledge and knowledge management

CO – 2: Identify technologies for managing knowledge and challenges and opportunities posed by them.

CO – 3: Evaluate the impacts of knowledge management on process, employee and organization

CO – 4: Explain how the knowledge management strategy is linked with the organization strategy.

CO – 5: Explain various tools and techniques for knowledge capture.

CO – 6: List and state the importance and application of knowledge sharing systems

CO – 7: Identify major requirements and issues for designing enterprise knowledge architecture

CO – 8: Implement various knowledge management projects.

CO – 9: Discuss the importance of leadership and culture in knowledge management.

UNIT I Understanding Knowledge**12**

Understanding Knowledge - Knowledge Management Systems Life Cycle - Knowledge Creation & Knowledge Architecture - Capturing Tacit Knowledge - Knowledge Codification - System Testing/Deployment - Transferring and Sharing Knowledge - Knowledge Transfer in E - Learning from Data - KM Tools and Knowledge Portals - Managing Knowledge Workers

UNIT II Overview of Knowledge Management

12

Overview of Knowledge Management - The Nature of Knowledge - Knowledge Management Solutions - Organizational Impacts of Knowledge Management - Factors Influencing Knowledge Management - Knowledge Management Assessment of an Organization

UNIT III Technologies to Manage Knowledge

12

Technologies to Manage Knowledge: Artificial Intelligence, Digital Libraries, Repositories, etc. - Preserving and Applying Human Expertise: Knowledge-Based Systems - Using Past History Explicitly as Knowledge: Case-Based Systems - Knowledge Elicitation: Converting Tacit Knowledge to Explicit.

UNIT IV Knowledge Discovery

12

Knowledge Discovery: Systems that Create Knowledge - Knowledge Capture Systems: Systems that Preserve and Formalize Knowledge; Concept Maps, Process Modelling, RSS, Wikis, Delphi Method, etc. - Knowledge Sharing Systems: Systems that Organize and Distribute Knowledge; Ontology Development Systems, Categorization and Classification Tools, XML-Based Tools.

UNIT V Leadership and management

12

Leadership and Management of Knowledge Creation - The Effective Management of Knowledge Creation and Transfer - Xion Exercise - Hierarchy Exercise - Technologies for Knowledge Management (2) - Knowledge Networks - Knowledge Networks and Communities of Practice - Global Organizational Knowledge Creation and Management - Global Organizational Knowledge Creation and Management.

Total – 60 Hours

TEXT BOOKS:

- 1.Elias M. Awad, Hassan M. Ghaziri. Knowledge Management. Prentice Hall, (2004)
- 2.Madanmohan Rao Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions. Butterworth-Heinemann. (2004).

REFERENCE BOOKS:

1. Stuart Barnes. Knowledge Management Systems Theory and Practice. Thomson Learning, (ed) (2002).
2. Christopher D. Manning, Hinrich Schuetze , Foundations of Statistical Natural Language Processing. MIT Press. (1999).
3. Thomas H. Davenport, Laurence Prusak,. Working Knowledge. Harvard Business School Press. (2000)

COURSE OBJECTIVE:

- To understand how to enter and reorganize information within SPSS.
- To be able to use SPSS output to produce scientifically sound research reports.

COURSE OUTCOMES

CO – 1: Recall the basic workings of SPSS, and perform basic statistical analyses.

CO – 2: Familiarize the statistical concepts and techniques of Quantitative data analysis used in Social Sciences.

CO – 3: Duplicate the procedure to enter and reorganize information within SPSS.

CO – 4: Elaborate the basic inferential statistics for comparisons and correlations.

CO – 5: Critically apprise the effectiveness of summarized research findings using SPSS.

CO – 6: Perform a wide range of data management tasks in SPSS application.

CO – 7: Visualize the data using different plots.

CO – 8: Outline and reproduce descriptive and exploratory data analysis techniques.

CO – 9: Manipulate data using parametric and non-parametric tests

CO – 10: Use SPSS output to produce scientifically sound research reports.

UNIT I Introduction to Statistics

12

Introduction to Statistics-Types of Data. Introduction to SPSS-opening a data file and viewing its contents-Creating new variables and entering data

UNIT II Manipulating data

12

Manipulating data - Creating grouped variable from a continuous Variable - Selecting Case -Weighting.Tests for normality.

UNIT III Descriptive analysis

12

Descriptive analysis Univariate (one variable at a time) - Describing a continuous variable: measures of central tendency and dispersion; histogram - Describing a categorical (ordinal) variable: frequency table; bar chart

UNIT IV Bivariate contingency tables**12**

Bivariate (exploring relationships between pairs of variables) - Contingency tables: Describing the association between two categorical variables - Correlation coefficients: Describing the association between two continuous variables - Drawing a scatter plot: Visualizing the association between two continuous variables - Box plots, stem-and-leaf plots: Visualizing the association between a continuous and a categorical variable; or comparing the distribution of a continuous variable between two groups

UNIT V Inferential statistical analyse**12**

Inferential statistical analyses with a continuous responses or dependent variable
Independent samples t-test: Comparing the means of two groups (continuous response variable, binary explanatory variable), ANOVA (One way and two way analysis). Simple linear regression: Testing the linear association between two continuous variables (continuous response variable, continuous explanatory variable). Multiple linear regression: Testing the linear association between a continuous response variable and more than one explanatory variable (continuous response variable, explanatory variables various levels of measurement)

TOTAL – 60 Hours**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, Ceyhun Ozgur, ‘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.

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objective:

- Analyze and evaluate financial markets, how securities are traded, mutual funds, investment companies, and investor behavior.
- Construct optimal portfolios and illustrate the theory and empirical applications of asset pricing models.
- Explain macro and industry analysis, equity valuation, financial statement analysis and technical analysis.
- Analyze bond prices and yields and fixed-income portfolios.

Course Outcome:

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

CO – 1: Identify the concepts of various portfolios.

CO – 2: Design the investment management and planning.

CO – 3: Assess wide knowledge on equity valuation.

CO – 3: Differentiate elements standard deviation and beta concepts as to securities.

CO – 4: Calculate the Capital Assets pricing models and its applicability.

CO – 5: Evaluate the securities and the various concepts involved within it.

CO – 6: Compare the various investment, liquidity and growth of securities.

CO – 7: Identify various kinds' risks as to investments.

CO – 8: Apply the theories on investment analysis

CO – 9: Demonstrate beta application in portfolio analysis.

CO – 10: Predict the different chart patterns.

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 - Securities & Market Information - Security Market Indicators &

SCRA.

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 - Introduction to CAPM - inputs required to be applied in CAPM - applicability and empirical evidence on CAPM – Stock Valuation – Bond Valuation.

UNIT III RANDOM WALK THEORY AND EFFICIENT MARKET HYPOTHESIS 9

Introduction to the Security Market line - Random Walk theory and efficient market hypothesis, applicability and the empirical evidence on efficient market hypothesis – fundamental analysis – economic analysis – industry analysis – company analysis. Technical analysis – assumptions, Use of Trend, Support v-s Resistance, Introduction to charting, Chart Types, Chart Patterns, Moving Averages, Indicators and Oscillators.

UNIT IV PORTFOLIO CONSTRUCTION 9

Portfolio theory – Option Pricing theory - Arbitrage Pricing theory and multifactor models – Markowitz model – Sharpe model.

UNIT V SELECTION OF THE STOCKS IN THE PORTFOLIO 9

Portfolio risk and return, Benefits of portfolio Diversification, Calculating and handling portfolio S.D and Beta. – Portfolio strategy mix – Portfolio Evaluation – Portfolio Revision.

Total 45 hrs

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.

References:

- 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

MANAGING BANKS AND FINANCIAL INSTITUTIONS**Course Objective:**

- This course is designed to develop an understanding of financial institutions and financial markets and their relationship to public policies and management policies.
- It includes studies of market structure, profit strategies, relationship of commercial banks and other financial institutions, problems of asset and liability management.

Course Outcome:

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

CO – 1: Well versed professional bankers who provide a comprehensive body of industry knowledge

CO – 2: Understand and explain the workings of banks and other financial institutions with regard to profitability, liquidity and solvency.

CO – 3: Assess the practical methods to continuously test knowledge, which can enhance the banking operations.

CO – 4: Develop appropriate values such as respect/politeness to clients.

CO – 5: Understand the importance of lending or credit.

CO – 6: Design the customer relationship management and banking industry.

CO – 7: Explain on contribution of banking industry to the economic growth of the country.

CO – 8: Critically analyze NPAs.

CO – 9: Evaluate on banking

regulations.

CO – 10: Assess the banking sector reforms in India.

UNIT I NATURE OF BANKING BUSINESS**9**

Nature of Banking Business: Socio, Economic and legal environment of banking business in India - Evolution of Banking - Phases of development - RBI and the Financial System - Committees on Banking

Sector Reforms - Prudential Banking – RBI Guidelines and directions

UNIT II FORMS OF BANKING 9

Forms of Banking: Branch Banking, Unit Banking, Group Banking Chain- Banking, Banking, correspondent banking. Process of Bank Management; Branch location policies and decisions, organizational Structure of Commercial Banks in India Department set up of head office, Zonal Office, Regional office and Branch offices - Delegation of authority in banks.

UNIT III FINANCIAL BANKING SYSTEM INSTITUTION 9

Significance of banks and other financial institutions – categories of banks – types of banking – kinds of deposits – PDIC coverage – A brief historical perspective. An update on the performance of IDBI, ICICI, IFCI and SFCs, LIC & GIC- The banking Institutions: Commercial banks - the public and the private sectors - structure and comparative performance. Bank capital - adequacy norms and capital market support.

UNIT IV NON-BANKING FINANCIAL INSTITUTIONS 9

The Non-banking financial institutions: Evolution, control by RBI and SEBI - A perspective on future role. Unit Trust of India and Mutual Funds. Reserve bank of India Framework for/Regulation of Bank Credit. Commercial paper: Features and advantages, Framework of Indian CP Market, effective cost/interest yield.

UNIT V NON-PERFORMING ASSETS 9

Non-performing assets – impact of NPA – early indicators of NPA – factors responsible – techniques for managing NPA – Banking regulations in India – NABARD roles and functions – banking sector reforms in India

Total 45 hrs

Text Book:

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

House.

References:

- 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.
- 6.Pathak : Indian Financial Systems – Pearson Education

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.

Course Outcome:

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

CO - 1: Describe the methods for generation and screening of Project ideas

CO - 2: Comprehend a detailed project feasibility report.

CO - 3: Describe the various techniques of appraising projects, including socio-cost benefit analysis.

CO - 4: Comprehend the types and measures of risk relating to a project.

CO - 5: Recognise the nuances involved in costing the capital raised for the project.

CO - 6: Comprehend the dynamism of the factors influencing the working capital needs of a project.

CO -7: Comprehend the dynamics involved in working capital management.

CO - 8: Clarify the significance of adequate working capital.

CO -9: Describe the various traditional sources of financing a project.

CO -10: Comprehend the various unconventional sources of financing a project.

Unit I: PROJECT FORMULATION**9**

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.

UnitII:PROJECTAPPRAISAL**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

Text Book:

1. Chandra Prasanna : Projects Planning, Analysis, Financing, Implementation, and Review : 7th

Edition, Tata McGraw Hill, 2017

References:

1. Choudhary S., Project Management, Third Edition Mc-Grawhill, 2016

2. Desai, Vasant, Project Management, Fourth Edition, Himalaya Publishing House, 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, Second Edition, New Age International (P) Ltd., 2017.

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.

Course Outcomes:

- CO1 - Describes and apply the basic techniques of valuation of financial statement analysis
- CO2 - Explain the relationship between strategic business analysis, accounting analysis and financial analysis;
- CO3 - Identify and utilize value-relevant information contained within financial statements;
- CO4 - Recognize 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);
- CO5 - Understand the impact of financial reporting choices on the usefulness of reported earnings to predict future performance;
- CO6 - Prepare a written analysis of a listed company, which incorporates and synthesizes the strategic, accounting and financing techniques covered in the course;
- CO7 - Conduct applied business research (including locating, critically interpreting and evaluating firm-specific financial information);
- CO8 – Analyze the ratios for M & A and restructuring.
- CO9 – Forecast the future trend through time series analysis
- CO10 – Apply the concept of PEG and other valuation models

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

REFERENCES

- Aswath Damodharan, “ Valuation”, Wiley finance,
- Palepu Healy and Bernard, : Business analysis & valuation, South western college publication, 2nd edition
- Raghu Palat, “ Fundamental analysis for investors” ,

Course Objective:

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

Course Outcome:

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

CO – 1: Prepare the concepts of financial services.

CO – 2: Apply different procedures as to merchant banking activities.

CO – 3: Utilize the guidelines provided by various legal and regulatory framework.

CO – 3: Analyze the different elements as to venture capital.

CO – 4: Clarify the concepts as to mutual fund industry.

\CO – 5: Describe the legal aspects of mutual fund.

CO – 6: Identify various kinds of financial services.

CO – 7: Recognize the concepts of online trading activities.

CO – 8: Employ knowledge on mutual funds.

CO – 9: Understand the laws pertaining to non-banking financial corporations.

CO –10: Construct the current challenges and scenario.

UNIT I FINANCIAL SERVICES**9**

Concept and meaning. Classification – Traditional and Modern activities; Fund-based and non-fund based activities. Financial Engineering – Need for financial innovation; new financial products and services. Current scenario and challenges to the financial services sector in India.

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.S Bhatia, G.S.Batra, "Management of Financial Services", Deep and Deep Publications, 1996.

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.	
UNIT IV	ISSUES	9
	Reasons for Mergers - Accounting for Mergers - Financing the Mergers and Take-overs - Corporate Restructuring - Divestment and Abandonment	
UNIT V	THEORIES	9
	Theories of Merger – tax aspects in mergers & acquisitions – Different approaches in the valuation of mergers and acquisitions – Cross border mergers – Funding options for mergers – Case studies in M & A.	

Total 45 hrs

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.

References:

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

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.

Course Outcomes:

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

- CO1 – Obtain basics of Forward, Futures, Options and Swaps.
- CO 2 – Describe the motives, reasons and explanations for corporate hedging activity.
- CO3 – Apply knowledge of key financial building blocks used in constructing complex derivative instruments (Eg. Futures, Forwards, Options and Swap)
- CO4 – Analyze the payoffs and strategies involved in trading derivative instruments and combination of derivatives.
- CO5 – Apply and analyze the pricing of individual and combination of derivative securities.
- CO6 – Define the use and benefits of derivatives in a portfolio context.
- CO7 - Compute the theoretical price of option contracts on a range of financial and real commodities using no-arbitrage arguments and the techniques of risk neutral valuation
- CO8 - Distinguish between the price of a derivative security and the value of a position in the derivative security
- CO9 – Apply and evaluate portfolio analysis and management.
- CO10 – Compare and contrast all the derivative instruments under different underlying asset.

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 Ratio, Treynor Ratio, Jensen
Index.

Total 45 hrs

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:

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

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 students to understand the crux of international financial market.

Course Outcomes:

CO –1: State and explain international capital and foreign exchange market.

CO –2: Identify risk related to exchange rate fluctuations and develop strategies to deal with them.

CO –3: State and describe the accounting components of Balance of Payments.

CO –4: Outline various foreign exchange rate regime and each of its advantages and drawbacks.

CO –5: Identify factors affecting International Trade flows.

CO –6: Identify the documents required for completing export and import transactions.

CO –7: List financing methods for Export and Import.

CO –8: Describe the organization and mechanism of Foreign Exchange Market

CO –9: Illustrate the determination of foreign exchange rate and forecasting.

CO –10: Identify and analyze various foreign exchange management exposure.

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

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 9

International Financial Markets - basic concepts of the International Money Market –International Equity and Bond Market

Foreign Trade Finance - Concept of foreign trade finance, Import licensing, 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 FOREIGN EXCHANGE EXPOSURE 9

Foreign Exchange Exposure- Translation Exposure – Definition and Types - Measurement, Management of Translation Exposure - Risk Associated with International Trade.

Total 45

TEXTBOOKS:

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.

Course Objectives

- To help students identify persistent or systematic behavioral factors that influence investment behavior
- To provide the student with sufficient knowledge to understand difference between the classical financial theory and behavioural finance.
- To help students appreciate the limitations of 'rational' models of investment decision making
- The course is also focused on the specific features of decision-making process in a market that is not strongly efficient

Course Outcomes

CO – 1: Differentiate and Describe about the rational and irrational investors taking into perspective the behavioral biases.

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: Explain the nature and forecast the consequences of key behavioral biases of investors;

CO – 5: Describe the process of behavioral biases contribution to the asset prices models;

CO – 6: Describe how behavioral biases of managers affect the decision-making process in a corporation

UNIT I BEHAVIORAL FINANCE: INTRODUCTION 9

Basics of Securities, Stock market - Psychology and market people. Investors, portfolio managers, analysts: are they rational? Bounded rationality in real market conditions. Decision-making process and behavioral biases. Simple experiments on anchoring.

UNIT II EFFICIENT MARKET HYPOTHESIS 9

Theoretical foundations of efficient market hypothesis (EMH) - Rational investors, irrational investors – arbitrage - The future of irrational investors - Empirical tests of efficient market hypothesis - Price reactions to the news - The value of stale information - Three forms of EMH - Testing the semi- form of EMH

UNIT III FAILING EMH: EVIDENCE 9

Theoretical challenges to the EMH. Empirical challenges to EMH - Insider information and corporate scandals. Return predictability in the stock markets. Seasonal anomalies. January effect. Common risk factors in the returns on stocks and bonds - Stock prices overreaction and correction - First glance proofs of insider trade - Making money on insiders' information

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, Representativeness. Ambiguity aversion. Overconfidence and excessive trading. The 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

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. Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press

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.

COURSE OUTCOMES:

CO – 1: Describe the tax system prevailing in India

CO – 2: List and state various taxes available in India

CO – 3: Explain the concept of income tax act 1961

CO – 4: Demonstrate the procedure for income tax assessment

CO – 5: Explain the concept of excise duty and customs duty

CO – 6: Demonstrate the understanding of concept of service tax

CO – 7: Calculate VAT Liability including input Tax Credits.

CO – 8: Describe the procedure of tax audit.

CO – 9: List the tax incentives and exports promotions

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**TEXT BOOK:**

1. Bhatia H L - Public Finance, Vikas Publishing, 1999, 20th Ed.

REFERENCE BOOKS:

1. Lakhotia R N - How to Save Wealth Tax ,Vision Book 2001, 9th Ed.
2. Prasad Bhagwati - Income Tax Law & Practice ,Vishwa Prakashan
3. Singhanian V K - Direct Taxes, Law & Practice ,Taxmann, 40th Ed

COURSE OBJECTIVE:

- Explains the historical background and concepts vital for understanding Consumer Behavior.
- Identify the role of various variables that determines 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.

COURSE OUTCOMES:

CO – 1: Recognize the effect of use of digital technologies in formulating brand marketing strategies on consumer behaviour.

CO – 2: Report the social psychological concepts in understanding the consumer decision making process.

CO – 3: Infer various methods to do consumer research process.

CO – 4: Interpret the various segments in the markets for products and services.

CO – 5: Creates the components that affect the purchaser as a person.

CO – 6: State how the personality, Learning, Attitude, and Communication have an impact on individual consumer behavior.

CO – 7: Innovates the different ideas in social brain research to comprehend the conduct of customers.

CO – 8: Perceive how new contrasts among the populace.

CO – 9: Demonstrate the concept of consumerism.

CO – 10: Sketch various research methods in consumer survey

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

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, 2003.

REFERENCE BOOKS:

1. David L Loudon and Albert J Della Bitta, Consumer Behaviour, 4/e, TMH, New Delhi, 2002.
2. Schiffman, L.G and Kanuk L.L Consumer Behaviour, 8/e, Pearson Education, New Delhi, 2003.
3. Michael R. Solomon, Consumer Behavior: Buying, Having, and Being, Pearson Education, New Delhi, 2017.

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.

COURSE OUTCOMES:

CO – 1: Recognize the use of technologies and strategies in the market.

CO – 2: Report the social psychological concepts in understanding the business decision making process.

CO – 3: Infer various strategic methods in business research process.

CO – 4: Interpret the various segments in the markets for products and services.

CO – 5: Deliver out the elements that affect the business.

CO – 6: State how the personality, Learning, Attitude, and Communication have an impact on individual consumer behavior towards the brand awareness for successful business.

CO – 7: Different aspects and procedures to comprehend the B2B.

CO – 8: Ascertain how new contrasts among the corporates.

CO – 9: Demonstrate the concept of B2B.

CO – 10: Sketch various research methods used in business2business survey

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

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 Business2Business 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

Course objective:

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

Course outcome:

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

- CO1 – Illustrate the various types of retailing formats.
 CO2 – Sketch the growth of retail sector in India.
 CO3 – Depict the retail industry in India –a complete region wise analysis.
 CO4 – Demonstrate the career growth prospects in retail industry.
 CO5 - Emphasize the importance of retail location.
 CO6 - Educate them with the importance of retailers and manufacturers brands.
 CO7 - Enumerate the importance of store interiors and maintenance of SKU's i.e retail mix.
 CO8 - Decide and invest on retail communication.
 CO9 - Learn the retailer strategy to improve on the loyalty to the stores.
 CO10 – Update the latest technological intervention in retailing.

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**Text Books:**

1. Gibson G. Vedamani, Retail Management, Jaico Publishing House, 2003

2. Dunne, Retailing, South Western Learning, 2011

References:

1. Suja Nair, Retail Management, TMH, 2004.
2. David Gilberth, Retail Marketing Management, Jain, 2002.
3. Michael Levy, Barton A. Weitz, Retailing Management, COBS Publishing, 2011

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.

Course Outcome:

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

CO - 1: Clarify evolution, nature and importance of sales management

CO - 2: State objectives, strategies and tactics of sales management

CO - 3: Discern emerging trends in sales management

CO - 4: Distinguish the linkage between sales and distribution management

CO - 5: Recognise and demonstrate the significant responsibilities of sales person as a key individual.

CO - 6: Describe and formulate strategies to effectively manage company's sales operations.

CO -7: Evaluate the role of sales manager and his/ her responsibilities in recruiting, motivating, managing and leading sales team.

CO - 8: Illustrate the fundamentals of distribution channels, logistics and supply chain management.

CO -9: Explicate the concepts, attitudes, techniques and approaches required for effective decision making in the areas of sales and distribution.

CO -10: Demonstrate skills acquired, critical for designing, evaluating and selecting sales and distribution strategies in practical settings.

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

Text Book:

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

References:

2. Mr.S.L.Guptha-S & DM-Third Edition-XL Books, 2016.

3. Mr.Pingail Gopal-S &DM-Sage publication, 2017.

18EMBF15MARKETING TO THE BASE OF PYRAMID CONSUMERS 3 0 0 3

Course Objective:

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

Course Outcomes:

- The students will be able to provide a theoretical and practical basis for assessing service performance using company examples.
- The students will be able to explain the nature and scope of services marketing.
- Identify business opportunities in nation and global wide.
- Justify the product & services for BOP.
- To classify the different market and product positioning.
- Analyze how eco systems are developing the country.
- Build governance capabilities among the poor.
- To break the barriers to communication.
- Recount the knowledge about BOP customers.
- To create social compact in business.

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

Text Book:

1. The fortune at the Bottom of Pyramid: Eradicating poverty through profits, C K Prahalad, Pearson education.Inc, 2005.

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

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.

COURSE OUTCOMES

- CO – 1: Discuss about the basic concepts of IMC marketing process.
- CO – 2: Determine the advertising objectives and advertising strategies
- CO – 3 Describe the Media Evaluation & strategy
- CO –4: Examine the elements of creative strategies
- CO – 5 Discuss the direct marketing concepts
- CO – 6: Describe the Media Plan strategies
- CO – 7: Intervene of advertising and sales promotion, campaigns planning and objective setting in relation to consumer decision making processes.
- CO – 8: Examine the features of Media and its evaluation, types of media.
- CO – 9: Discuss about the direct marketing concepts
- CO – 10: Understand publicity and public relations.

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

TEXTBOOKS

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

REFERENCES

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.

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.

COURSE OUTCOMES

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

CO2 – Sketch the growth of digital sector in India.

CO3 – Depict the social media industry in India –a complete region wise analysis.

CO4 – Demonstrate the career growth prospects in media industry.

CO5 - Emphasize the importance of retail location.

CO6 - Instruct them with the significance of social promoting brands.

CO7 - Enumerate the importance of store maintenance of digital marketing.

CO8 - Decide and invest on digital and social media marketing.

CO9 - Get familiar with the system to enhance the steadfastness to computerized clients.

CO10 – Revise and update the latest technological intervention in marketing.

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

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 2007.
- Arup Varma, Pawan S. Budhwar, Angelo S. De Nisi, Digital Marketing, Wiley, 2016.

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.

COURSE OUTCOMES

CO 1: Understand the fundamental concepts of product management

CO 2: Examine basic concept of product mix, product decisions and product line

CO 3 : State the roles of product management

CO 4: State concepts of branding

CO 5 : Evaluate branding relationship

CO 6 : State the importance of brand extensions

CO 7 : Identify brand equity and brand identity

CO 8: Examine to select brand name.

CO 9: Restate branding in current scenario

CO 10: Analyse the concept of brand association

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

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.

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.

COURSE OUTCOMES:

CO – 1: Differentiate between product and service characteristics, understand service quality management as the basis for developing customer satisfaction and develop skills in service quality problem diagnosis and service improvement.

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

CO – 4 : Understand the importance of customer retention, service recovery, relationship development, and the role of internal marketing.

CO – 5: Accumulate the effect of administration item, benefit life cycle and new administration advancement.

CO – 6: Discuss the roles of channel selection, service process and distribution, communication mix.

CO – 7: Formulate the strategies pertaining to health, hospitality, tourism sector.

CO – 8: Formulate the strategies pertaining to educational, entertainment, public utility services.

CO –9: Explain the framework of service scopes & its types of service scopes,

CO –10: Clarify the direction of physical proof.

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**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. Helen 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.

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 fact that a transaction takes place “across national borders” highlights the difference between domestic and international marketing. 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.

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

CO-6: Produce a comprehensive international marketing plan

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

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

References

1. Philip R. Cateora, John L. Graham, International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.
2. Sak Onkvisit, John J. Shaw, International Marketing Analysis and Strategy, 3/e, Prentice-Hall of India Pvt. Ltd., 2000.
3. Isobel Doole and Robin Lowe, International Marketing Strategy, 2/e, Thomson Learning, 2003.

4. Subhash C. Jain, International Marketing, 6/e, South-Western, 2001.
5. Vern Terpstra, Ravi Sarathy, International Marketing, 8/e, Harcourt Asia Pvt. Ltd., 2001.
6. Keegan: Global marketing Management 7/e Pearson Education, Delhi, 2003.

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.

Course Outcome:

CO – 1: Gain knowledge on Supply chain based on the participants.

CO – 2: Understand the implementation of Supply chain based on the drivers.

CO – 3: Gain knowledge on logistics

CO – 4: Understand the implementation of logistics based on the drivers.

CO – 5: Understand the implementation of supply chain network for logistics.

CO – 6: Understand the facility location methods.

CO – 7: Evaluate the demand forecasting.

CO – 8: Evaluate the selection of supplier for supply chain management.

CO – 9: Gain knowledge on the various methods of sourcing.

CO – 10: Understand the inventory models 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

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

Course Objective:

- To explain the Quality concept, principles and its various tools.
- To explain the statistical process control for the implementation of quality management.
- To create an awareness about the ISO certification process and its need for the industries.

Course Outcomes:

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

CO – 1: Define the quality based on the quality gurus.

CO – 2: Analyze the implementation of quality management.

CO – 3: Record knowledge of the standards of ISO.

CO – 4: Explain the ISO system based on the implementation.

CO – 5: Explain the implementation of SPC tools.

CO – 6: Calculate the Process Capability.

CO – 7: Record knowledge on the various techniques of quality management.

CO – 8: Explain the implementation of PDCA cycle based on the problem solving method.

CO – 9: Explain the Six Sigma methodologies based on the implementation and tools.

CO – 10: Explain the implementation of SPC tools using Six Sigma methodologies

UNIT I INTRODUCTION 9

Evolution of Quality – Quality Definition and Contributions by Deming, Juran, Crosby, Feiganbaum, Ishikawa and Taguchi – Definition of quality management – Quality management Framework – Barriers or Obstacles for implementation of quality management – Cost of Quality

UNIT II QUALITY MANAGEMENT SYSTEMS 9

Introduction – Benefits of ISO Registration – ISO 9000 series of Standards – ISO 9001 Requirements – Implementation – Documentation – Writing the Documents – Quality Auditing

UNIT III STATISTICAL PROCESS CONTROL 9

Introduction – Pareto Analysis – Cause and Effect Diagram – Checklist or Checksheet – Process Flow Chart – Histogram – Scatter Diagram – Statistical Fundamentals such as Mean and Standard deviation – Chance and Assignable Causes – Control Charts for Variables – Process

Capability Analysis such as C_p and C_{pk} – Control Charts for Attributes.

UNIT IV TOOLS AND TECHNIQUES 9

Plan-Do-Check-Act (PDCA) Cycle – Quality Circles – Seven Management tools – Benchmarking – Quality Function Deployment (QFD) – Failure Mode and Effect Analysis (FMEA) – Taguchi Method

UNIT V SIX SIGMA 9

Evolution – TQM vs. Six Sigma – What is Six Sigma – Six Sigma methodologies Such as DMAIC, DFSS – Six Sigma Belts.

Total 45 hrs

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.
3. Janakiraman, B. and Gopal, R.K., Total Quality Management – Text and Cases, Prentice Hall (India) Pvt. Ltd., 2006.
4. Pathak ,G., Total Quality Management, Macmillan publishers India Ltd., 2011.

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.

Course outcomes;

- CO1 - Understand strategic and tactic roles of pricing in relevant business contexts
- CO2 –Examine how to model real-world pricing decision making processes
- CO3 - Provide business insights using pricing and revenue management
- CO4 – Apply how to implement pricing solutions
- CO5 – Develop the measure of financial performance of pricing
- CO6 – Analyze what a successful business requires adequate revenues and a positive operational cash flow to generate profits
- CO7 - Pinpoint potential customer segments, anticipate needs and wants of customers, understand consumer behavior and their effect on business potential
- CO8 - Identify capacity bottlenecks and make adjustments to the business accordingly
- CO9 - Utilize e-commerce effectively to support sales and marketing
- CO10 - Organize resources and recognize the strategic impact of revenues on business,

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

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. STudor Bodea (Author), Mark Ferguson (Author), Segmentation, Revenue Management and Pricing Analytics Paperback, Routledge publications, 2014

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

Course Outcome:

CO – 1: Explain the fundamental concepts of strategy.

CO – 2: Understand the process of operations strategy.

CO – 3: Explain the fundamental concepts of Performance Objectives.

CO – 4: Understand the Product/Service Life Cycle on Performance Objectives.

CO – 5: Explain how the Total Quality Management (TQM) fit into Operations Strategy.

CO – 6: Explain how the lean manufacturing fit into Operations Strategy.

CO – 7: Explain the decision areas of Capacity Strategy.

CO – 8: Explain the decision areas of Purchasing and Supply Strategy.

CO – 9: Explain the decision areas of Process Technology.

CO – 10: Explain the decision areas of Improvement 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

TEXT BOOKS:

1. Nigel Slack, Michael Lewis, Mohita Gangwar 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.

18EMBF25 SALES AND OPERATIONS PLANNING 3003

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

Course Outcomes:

The students will be able to:

CO – 1: Design about sales and operations planning process.

CO – 2: Identify the concepts of operations planning.

CO – 3: Identify the difference between qualitative and quantitative forecasting method.

CO – 4: Analyze the demand based on the appropriate forecasting method.

CO – 5: Explain the Capacity Planning.

CO – 6: Develop the plan for Aggregate Production.

CO – 7: Explain the Master Production Scheduling (MPS)

CO – 8: Explain the Material Requirement Planning (MRP).

CO – 9: Explain the ERP.

CO – 10: Develop the Purchase Order (PO)

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

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.

18EMBF26 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.

Course Outcomes:

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

CO – 1: Explain about the fundamental production in Behavioural concepts.

CO – 2: Explain the Behavioural Operations

CO – 3: Explain the Process Constraints and Variability

CO – 4: Explain the Process and Perception.

CO – 5: Explain the Group Behavior.

CO – 6: Explain the Designed to Game.

CO – 7: Explain the implementation of Supply Chain.

CO – 8: Explain the various risk of Supply Chain.

CO – 9: Evaluate the Dynamic Pricing.

CO – 10: Evaluate the Impulsiveness and Emotions.

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

TEXT BOOKS:

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

REFERENCES:

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

18EMBF27 OPERATIONS RESEARCH APPLICATIONS 3003

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.

Course Outcomes:

The students will be able to:

CO – 1: Evaluate Dynamic programming.

CO – 2: Analyze the applications of Dynamic programming.

CO – 3: Evaluate Flow shop in Two Machines.

CO – 4: Evaluate Job shop in Two Machines.

CO – 5: Analyze the applications of Project scheduling by PERT

CO – 6: Analyze the applications of Project scheduling by CPM.

CO – 7: Evaluate the Queuing System.

CO – 8: Explain the Simulation models.

CO – 9: Explain the Branch and bound method.

CO – 10: Explain the Vehicle Routing 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

TEXT BOOKS:

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

REFERENCES:

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

MANAGEMENT OF MANUFACTURING SYSTEMS**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.

Course Outcomes:

The students will be able to:

- CO – 1: Describe the types of Manufacturing syte,.
- CO – 2: Identify the Various methodologies
- CO – 3: Describe the Group Technology (GT).
- CO – 4: Explain the layout based on cellular manufacturing.
- CO – 5: Explain the principle and wastages of JIT
- CO – 6: Explain the Kanban system.
- CO – 7: Explain the Theory of Constraints.
- CO – 8: Explain the various principles of Synchronous Manufacturing.
- CO – 9: Describe the Flexible Manufacturing System (FMS)
- CO – 10: Describe the Flexibility

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

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

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.

Course Outcomes:

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

CO – 1: Explain about the fundamental Sourcing concepts.

CO – 2: Evaluate the selection of supplier

CO – 3: Explain the Global Sourcing

CO – 4: Explain the various Performance Measurement and Evaluation.

CO – 5: Explain the Sourcing in Supply Chain.

CO – 6: Explain the Components of Sourcing.

CO – 7: Explain the Analytical Tools in Sourcing.

CO – 8: Explain the Pricing Analyses.

CO – 9: Explain the Sourcing Risk

CO – 10: Explain the new trends.

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)

Total 45 hrs

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. Altekar 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.

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

Course outcome:

CO – 1: Explain the fundamental concepts of Optimization.

CO – 2: Understand on the Operations Research Techniques for Analytics.

CO – 3: Explain the fundamental concepts of location and layout.

CO – 4: Understand on the implementation of analytics in location and layout.

CO – 4: Analyze the inventory using aggregate production model

CO – 5: Identify the different quality models.

CO – 6: To illustrate the quality problems for analytics.

CO – 7: Explain the different dimensions using Analytic Hierarchy Process.

CO – 8: Explain the different dimensions using Experimental design.

CO – 9: Identify the different types of analytics for operations and supply chain.

CO – 10: Explain the applications of analytics in operations and 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 TOTAL QUALITY MANAGEMENT 9

Introduction – Statistical Quality Control (SQC) – Statistical Process Control (SPC) – Pareto

Analysis – Histogram – Scatter Diagram – Control Charts – Process Capability Analysis: KPIs (C_p and C_{pk})

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) – Analytic Hierarchy Process

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

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.

REFERENCES:

3. Gerad Feigin, Supply Chain planning and analytics – The right product in the right place at the right time, Business Expert Press, 2011
4. Peter Bolstorff, Robert G. Rosenbaum, Supply Chain Excellence: A Handbook for Dramatic Improvement Using the SCOR Model, AMACOM Div American Mgmt Assn, 2007
5. 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

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.

COURSE OUTCOMES:

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

Co-2: To make use of different types of human resources and strategies of human resources development and manpower planning in rural and urban sector

Co-3: Techniques for 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.

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**TEXT BOOKS:**

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

REFERENCES

- Ross Sparkman(2018), Strategic workforce planning- Developing Optimised talent Strategies for future growth, Kogan page.

COURSE OBJECTIVE

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

COURSE OUTCOMES:

CO – 1: Demonstrate conceptual understanding of industrial relations and to learn

Industrial relations concepts, approaches and conflict.

CO – 2: To impart basic knowledge of the Indian Industrial Relations System and its distinctive features in comparison to other countries

CO – 3: Demonstrate awareness regarding government machinery to settlements of industrial dispute

CO – 4: Critically analyze the causes of grievance and procedure to handle the situation.

CO – 5: Conversant with the various techniques of Industrial Relations and futuristic issues in era of dynamic technological changes.

CO – 6: To enable the students to interpret and apply these laws.

CO – 7: Comprehend the workers participation in management.

CO – 8: Identify all the essential factor in the productivity of workers which contribute to industrial progress.

CO – 9: Discuss techniques to eliminate or minimize the number of strikes, lockouts and gheraos.

CO – 10: Demonstrate understanding on labour problems and remedial measures in the country

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.

Total 45 hrs

TEXT BOOKS:

1. Dynamics of Industrial Relations, Mamoria, Mamoria & Gankar (2008), Himalaya Publishing House
2. Industrial Relations in India, Ratan Sen (2010) MacMillan

REFERENCE BOOKS:

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

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.

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.

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

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 - explain the performance matrix in HR - Understand several key metrics for your business.

Total 45 hrs**TEXT BOOKS:**

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

REFERENCE BOOKS:

- Barry Wolfe (2015), HR Metrics , The Expressive Press
- Bernard Marr (2018), Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, 1st Edition, Kogan page

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.

COURSE OUTCOMES:

CO – 1: Illustrate management approach as an art and science of compensation practice and its role in promoting a company's competitive advantage.

CO – 2: State basic compensation concepts and the context of compensation practice

CO – 3: Illustrate different ways to strengthen the pay-for-performance link.

CO – 4: Outline the concepts of payment and employee benefits issues for contingent workers.

CO – 5: State the legally required employee benefits.

CO – 6: Analyze the implications for strategic compensation and possible employer approaches to managing legally required benefits

CO – 7: Demonstrate how the component parts of reward strategy fit together

CO – 8: Explore issues surrounding the effective management of the human resource

CO – 9: Describe why staff are the most expensive resource of the organization

CO – 10: Evaluate new practices that might benefit their organization

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.

Total 45 hrs

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
4. Compensation Management in a Knowledge-Based World, Richard I Henderson, Prentice Hall, 10th Edition.

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.

Course Outcome

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

- CO – 1: Design an organizations performance management process that is compliant with law and supports organizational mission and strategy.
- CO – 2: Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.
- CO – 3: Employ job-related performance standards and performance indicators that reflect the employee's range of responsibilities.
- CO – 4: Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.
- CO – 5: Clarify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.
- CO – 6: Identify some common myths associated with workplace conflicts, common reasons that conflicts arise, and types of workplace conflict
- CO – 7: Distinguish between conflict management and conflict resolution
- CO – 8: Identify conflict resolution styles, resolve workplace conflicts, including team conflicts, and identify the communication skills required
- CO –9: Incorporate evidence based outcomes in performance management

CO – 10: Arrange the appropriate behavioral targets as well as other more quantifiable targets.

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, raters 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

Text Books:

1. T.V. Rao: 'Performance Management and Appraisal Systems'; Response Books; 2011.
2. Chadha, Performance Management: It's About Performing – Not Just Appraising, McMillan India Ltd, 2003.

References:

1. Herman Aguinis, Performance Management, Pearson Education, 2012.
2. Dixit Varsha, Performance Management, Vrinda Publications Ltd, 2009
3. Michael, Armstrong , Performance Management, Kogan Page, 2003

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

COURSE OUTCOMES

CO – 1: State the stages of Team development

CO – 2: 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: Recognize and understand the characteristics of teams, the processes of teamwork, and how teams function within organizations.

CO – 5: Identify, demonstrate, analyze, manage, and evaluate team skills within the context of the class project.

CO – 6: Recognize, interpret, and analyze the issues facing teams including conflict, power and social influence and leadership.

CO – 7: Comprehend the team communications

CO – 8: Understand the team and its dynamics at work

CO – 9: Analyze the skills for understanding group dynamics and working effectively in groups.

CO – 10: Apply the principles of team processes by serving on a class project team.

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

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

TEXT BOOKS

- Daniel Levi, Group dynamics for teams, 5th Edition, Sage Publication,2019, ISBN-13: 978-1483378343,ISBN-10: 1483378349.
- Leigh Thompson, Making the Team: A Guide for Managers 6th Edition, Kindle Edition,2017, ISBN-13: 978-0134484204 ,ISBN-10: 0134484207

REFERENCE

- 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.

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.

COURSE OUTCOME

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

Co 1: Define strategic HR planning and the HRM process to the organization's strategic management and decision making process.

Co 2: Explain, illustrate and reason with the key human resource management concepts;

Co 3: Compare the linkages between HRM functions and operations, and organisational strategies, structures and culture;

Co 4: Exhibit 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: Apply the concept of HR Audit.

Co 6: Analyze how training helps to improve the employee performance.

Co 7: Discuss the concept of career development and various career stages.

Co 8: List training and development processes as well as future trends in Global HRM

Co 9: Appreciate the Concept of Competency mapping and potential assessment centre.

Co 10: Develop an understanding of how human resource decisions contribute to organizational effectiveness and also to firm's competitive advantage

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

TEXT BOOKS:

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

REFERENCES:

1. Jeffrey A Mello, 'Strategic Human Resource Management', Publisher: Cengage; 3 edition, 2012.
2. Rosemary Harrison, 'Employee Development' – University Press, India Ltd, New Delhi, 2003.
3. Werner & Desimone, Human Resource Development, Cengage Learning, 2006
Uday Kumar Haldar, Human Resource Development, Oxford University Press, 2009.
4. P. Subb Rao (2015), "International Human Resource Management", Himalaya Publishing House; Second Edition edition
5. Ghanekar Anjali (2014), "Essentials of Strategic Human Resource Management" 2nd edition, Everest Publishing House

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 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

COURSE OUTCOME:

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

CO-2: Make use of an in-depth understanding of research in IHRM to critically analyse theories, perspectives, and practical problems facing contemporary firms

CO-3: Systematically illustrate, define, categorize, and analyse a broad range of issues and problems facing MNCs in their IHRM activities

CO-4: Use concepts and tools for explaining and developing theories and methods which can be integrated into practical applications of IHRM

CO-5: Present, both in speech and writing, the impact of IHRM in MNCs

CO-6: Discuss, critically reflect upon and evaluate ethical matters related to IHRM.

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

TEXT BOOKS:

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

REFERENCE BOOKS:

- Christopher Brewster, Elizabeth Houldsworth , Paul Sparrow and Guy Vernon(2016), "International Human Resources Management", 4th Edition, Kogan page

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.

COURSE OUTCOMES:

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

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

CO – 3: Adjust with new cultural settings in a cross cultural work environment.

CO – 4: Adapt with various culture at the work place.

CO – 5: Effectively handle negotiations among various cultural groups.

CO – 6: Provide cross cultural training to expatriates while taking overseas assignments.

CO – 7: Create awareness about linguistic differences prevailing in cross cultural environment.

CO – 8: Demonstrate acceleration in adaptability skills to new culture.

CO – 9: Inculcate behavioral dynamics to enhance organizational performance.

CO – 10: Manage the cross cultural teams to achieve the goal of the organization.

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**TEXT BOOK:**

1. Harold Koontz and Heinz Weihrich, Essentials of n,7th Edition 2007.

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. 68-89.
3. Michael A. Hitt, J. Stewart Black, and Lyman W. Porter, Management, Pearson , 2006.
4. BillCurtis,WilliamE. Hefley,Sally A Miller, ,The People Capability Maturity Model --Pearson 2006.

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.

COURSE OUTCOMES:

CO – 1: Apply management concept in practice.

CO – 2: Explain about self-knowledge and self-esteem

CO – 3: Clarify upon the personality theories

CO – 4: Apply motivational theories to resolve problems related to organizational performance

CO – 5: Analyze the effectiveness of communication systems in a pluralistic, multicultural workforce.

CO – 6: Evaluate the behavior of individual for their self-development and ways to face the challenges in their workplace

CO – 7: Comprehend the ways to resolve conflict in an organisation

CO – 8: Identify to facilitate the exploration of the issue and concerns regarding self and identity to arrive at a better understanding of one

CO – 9: Assess the potential factors like power, politics. Culture, climate and change on.

CO – 10: Identify and logically articulate the ethical issues and social responsibility involved in business situations.

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**

Misbehaviour – 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

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. Hellrigal, Slocum and Woodman, Organisational Behavior, Cengage Learning, 2010.
5. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 14th edition, Tata McGraw Hill, 2011.

18EMBF41 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.

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: Clearly appreciate the basic components and strategies involved in OD.

CO – 3: Recognize about the concepts of team building, career planning and transactional analysis.

CO – 4: Explore the significance of meeting and feedback system in management

CO – 5: Converse with MBO, QWL, Socio - Technical Systems, Physical setting, conditions for OD, Re-engineering and Internal Resource Persons (IRP).

CO – 6: Analyse the behaviour of individuals and groups in organizations in terms of the key factors that influence organisational behaviour.

CO – 7: Learn how to manage the organizational changes and way to overcome the resistance to change.

CO – 8: Describe the basic change process and the issues that require attention at various stages of change.

CO – 9: Explain the environmental forces that motivate organizational change and describe the factors that organizations can change.

CO – 10: Depict the various facets of managing people and understanding of the various specialized operational areas of HRM.

UNIT I	ORGANISATION CHANGE	9
	<p>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.</p>	
UNIT II	COMPONENTS	9
	<p>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</p>	
UNIT III	MEETINGS	9
	<p>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, Resistance – individual & organizational, Research in OD.</p>	
UNIT IV	CHANGE AGENTS	9
	<p>Managers as change agents, Internal and external change agents, Organizational Change and its management in manufacturing and service</p>	

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

Text Book:

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

References:

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

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.

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: To understand core competencies of effective leadership

CO-6: Apply concepts of leadership and effective communication to individuals, groups, and organization.

CO-7: Improve one’s self leadership skills through effective emotion regulation and emotional intelligence

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

TEXT BOOKS:

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

REFERENCE BOOKS:

- James M.Kouzes & Barry Z.Posner(2014), " The Student Leadership Challenge", 2nd Edition, Jossey- Bass Limited.

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.

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: Discovers the diverse phases of industry development and prescribe systems proper to each stage.

CO – 3: Assess the assets and capacities of the firm as far as their capacity to give manageable upper hand. – repeat of course objectives

CO – 4: Demonstrate understanding of the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios.

CO – 5: Distinguish the primary competitive advantage of cost and differentiation and formulation strategies.

CO – 6: Analyze dynamics in competitive rivalry including competitive action and response, and first-mover advantage.

CO – 7: Formulate strategies for exploiting international business opportunities including foreign entry strategies and international location of production.

CO – 8: Explain how to formulate strategies that leverage a firm's core competencies.

CO – 9: Demonstrate the ability to think critically in relation to a particular problem, situation or strategic decision through real-world scenarios.

CO – 10: Recognize strategic decisions that present ethical challenges and make appropriate recommendations for ethical decision-making.

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

TEXT BOOKS:

1. Crafting and Executing Strategy – Arthur A.Thomson, A.J. Strick land III, John E. Cambel
2. Business Policy

REFERENCES:

1. Business policy and strategic management concept and application – Vipin Gupta, Kamala Gollakota, R. Srinivasan. 2015
2. Strategic Management An integrated approach – Charles W.L..Hill, Gareth R.Jones. Business policy and Strategic Management – Sukul Lomesh, P.K.P.K. Mishra. 2017

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 environment.
- 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.

COURSE OUTCOMES

- CO – 1: Describe the basics of global marketing and core concepts.
- CO – 2: Organize the evolution of global marketing philosophies
- CO – 3: Importance of macro and micro environment in molding the company marketing function.
- CO – 4: State and differentiate the consumer and institutional buyer behaviour.
- CO – 5: Framework of advertising will have the capacity to characterize the objective portions for the items.
- CO – 6: State the positioning strategies used by the companies for their products.
- CO – 7: Appreciate the importance of products, branding and new product development.
- CO – 8: Inspect the importance of integrated marketing communications.
- CO – 9: Infer the importance of marketing research in decision making.
- CO – 10: Reflect about how global business face responsibility for more than just the policies and practices that occur within its own walls.

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

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.

REFERENCES

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.

18EMBF45 DYNAMICS OF FRAMING AND EXECUTING STRATEGY 3 0 0 3

Course Objective:

- To understand strategy process dynamics
- 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 new internet economy.

Course Outcome:

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

CO - 1: Describe the Dynamic Strategy Formation Process

CO -2: Develop appropriate strategies within a changing context to meet stakeholder Interests

CO - 3: Comprehend the various dynamic strategic alternatives.

CO - 4: Describe the steps involved strategic analysis and choice.

CO - 5: Comprehend the dynamism involved in implementing strategy.

CO - 6: Identify the reasons for Strategy failure and methods to overcome.

CO -7: Comprehend the dynamics involved in managing strategies in MNCs.

CO - 8: Describe the Multiple Strategies employed by MNCs to manage Global Companies

CO -9: Comprehend the new business strategies for Internet Economy.

CO -10: Comprehend the dynamic role of strategic management in a new globalized 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 Business Models 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

TEXTBOOKS

1. Hill. Strategic Management: An Integrated approach, Edition Wiley (2016).
2. John A.Parnell. Strategic Management, Theory and practice Biztantra (2017).
3. Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2016

REFERENCES

1. Adriaan H.Aberberg 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 Amitha Mittal, Strategic Management, McGraw Hill 12th Edition, 2017

COURSE OBJECTIVE:

- 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.

COURSE OUTCOMES:

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

CO – 1: Define the need and importance of entrepreneurship concepts.

CO – 2: Understand the concept of Entrepreneurship

CO – 3: Explain the meaning, importance and functions of entrepreneur.

CO – 4: Evaluate the role of mentoring in small industries development industries.

CO – 5: Identify, create and analyze entrepreneurial opportunities.

CO – 6: Develop and promote entrepreneurial and innovative project report.

CO – 7: Discuss about challenges faced by women entrepreneurs.

CO – 8: Develop motives to become an entrepreneur

CO – 9: State various statutory legislations involved in the process of Entrepreneurship development

CO – 10: Explain Entrepreneurship Development Programme.

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

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, “Entrepreneurship Development”, 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.

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.

COURSE OUTCOME

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: Gain practice in conducting a field-consulting project

CO-4: Analyses of issues and organizational problems in a concise, accurate, clear and interesting manner from the perspective of a consult.

CO-5: Understand processes and interventions involved in the management consulting arena

CO-6: Examine the strategic alliance & corporate strategy

CO-7: Illustrate in managing consulting firm in future

CO-8: Establish the business models plan in strategic management

CO-9: Evaluate the future perspectives of Management

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

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.
Greiner, Larry E., Olson, Thomas H. and Poulfelt, Flemming. Management Consulting Today and Tomorrow 3. Casebook. Routledge Publishing, 2009/2010.

REFERENCES

1. The Boston Consulting Group on Strategy: Classic Concepts and New Perspectives, Carl W. Stern, Wiley; 2nd edition 2006
2. Strategic Management and business policy 2011 by Tata McGraw-Hill.
3. Ramaswamy & Namakumary, 2001, Strategic planning and Corporate Strategy, Macmillan India.

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.

COURSE OUTCOMES:

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

CO – 1: Identify and describe various theories of leadership.

CO – 2: Appreciate that effective leadership in a multi-faceted process.

CO – 3: Develop strategies for exhibiting global leadership skills.

CO – 4: Articulate an understanding of setting vision and mission as a leader.

CO – 5: Develop an action plan (strategy execution) for deepening your leadership

CO – 6: Enable success through innovative thinking, applying best in class strategies and disruptive technologies in the management

CO – 7: Craft an effective strategy for building leadership capacity in your organization

CO – 8: Evaluate the strategic position of the organization against the external Environment and the availability of internal resources, to identify feasible strategic Options.

CO – 9: Apply excellent leadership and ethical skills to set the ‘tone from the top’ and Promote a positive culture within the organization,

CO – 10: Demonstrate organizational leadership and advisory capabilities.

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 behaviour: 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

TEXT BOOKS

1. Sikander Sultan, “Strategic Leadership”, Kindle Edition, f Course Publishing, 2017
2. RK Sahu & Pragya Bharti , “Strategic Leadership”, Publisher: Excel Books; First edition, 2014

REFERENCE BOOKS:

1. Aitken, Higgs (2014) Developing Change Leaders, Routledge Publishers, UK. 2. Posner, K. (2006). Leadership Challenges, New Delhi: Wiley India Pvt Ltd
3. John P Kotter (2012), Leading Change, Harvard University Press
4. Gib Akin, Richard Dunford and Ian Palmer (2015), Managing Organizational Change, McGraw Hill Education (India) Private Limited
5. Ahuja, Ram (2013 Reprint), Social Problems in India, Rawat Publications, Delhi.

Course Objective:

- 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.

Course Outcome:

- Recognize strategy formulations, Strategy implementations, evaluation procedures, New Business Models.
- Enumerate competitive advantages of business models.
- Label different level of strategies in creating business models.
- Summarise the concepts of e-business.
- Justify the concept of e-governance.
- Evaluate various applications in e-commerce.
- Appraise the applications of internet in creating the business models.
- Assess failures in strategically decision making.
- Review the building and restructuring the corporate.
- Infer the strategical vision, mission of 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**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 Annual Edition, 2012.
3. Fred.R.David, Strategic Management and cases, PHI Learning, 13th edition, 2010.
4. Adriaue HAberberg and Alison Rieple, Dtrategic Management Theory & Application, Oxford University Press, 2008.
5. Hentry Chan & El, E-Commerce – Fundamentals and Applications, Wiley India Pvt. Ltd., 2007.
6. Upendra Hachru , Strategic Management concepts & cases , Excel Books, 8th edition, 2006.

Course Objective:

1. To educate the students on the need for good governance and transparency
2. To introduce a number of macro-level and institutional variables such as capital market legal system, investor's rights and historical evolution of corporate governance.

Course Outcome:

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

CO1 - Outline and discuss the key legal, political and economic features of the major corporate governance systems found around the world

CO2 - Analyse how corporate governance systems influence performance, including both the performance of individual firms and the allocation of capital within a country

CO3 - Discuss the evolution of diverse ownership and governance structures across different economies

CO4 - Evaluate theories of the firm, and explain how they are relevant to the diverse range of ownership structures that exist in reality;

CO5 - Capable of knowledge on board diversity and competency

CO6 - Explain why the quality of corporate governance is relevant to capital formation;

CO7 - Discuss the moral and social responsibility dimensions of corporate governance;

CO8 - Describe why systematic failure of corporate governance can lead to failure of confidence that could spread from individual firms to entire markets or economies

CO9 - Enumerate strategies for shareholder protection and transparency

CO10 - Implement the concept of whistle blowing in organization.

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 Certificatin-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

Text Books:

1. Vasudha Joshi, Corporate Governance: The Indian Scenario, Pearson Education, 2009

References:

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

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 Arthsastra

Course Outcome

CO 1 : Understand the fundamental concept of Indian Ethos

CO 2 : Establish the model of corporate development

CO 3 : Discuss the model of management

CO 4 : Determine the spiritual values of management

CO 5 : Understand the different management ideas and management competencies.

CO 6 : Determine the concepts of leadership

CO 7: Outline the Values for managers

CO 8 : Exhibit the Indian value of management

CO 9 : Evaluate the business strategy

CO 10 : Comprehend the business plan & its features.

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 GURU's from Indian History like God Krishna, Vivekananda (Vivekananda's ideas, on Vedant), Chankaya.

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 Arthsastra - Philosophy of Arthsastra - leaders as achievers - Use of Authority - Power & Danda - Concern for People - Arthsastra and Modern Management, Kutilaya Theory of Motivation - Management Competencies and Excellence in Men - Analysis of Power - Kautilayan 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

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

TEXT BOOKS

1. The Oxford History of Contemporary Indian Business, Dwijendra Tripath, 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.

REFERENCES

1. Chakraborty, S.K., Foundation of Managerial Work- Contributions from Indian Thought, HPH, 1998
2. Kumar, S. and Uberoi, N.K, Managing Secularism in the New Millennium, Excel Books, 2000.
3. Gandhi, M.K., The story of my experiment with Truth, Navjivan Publishing House, Ahmedabad, 1972

Course Objective:

- The objective of this subject is to develop a basic understanding of Data Mining concepts.
- 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 data mining techniques for business decisions

Course outcome:

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

CO-1 - Realize data mining principles and techniques.

CO-2 –Describe issues in data mining.

CO-3 – Comprehend the need for data processing.

CO-4 – Explain Data Integration and transformation Data Reduction

CO-5 - Describe and demonstrating basic data mining, methods, and tools

CO-6 – Explain the architectures of data mining.

CO-7 – Comprehend the nuances of business decision making.

CO-8 –Describe Re-engineering decision making process in a dynamic environment.

CO-9: Explain the trends in data mining applications.

CO-10: Comprehend data mining application for business decisions in different sectors

UNIT I: INTRODUCTION TO DATA MINING**9**

Kind of data, DM Functionalities, Classification of DM Systems, Issues in DM. Multidimensional data model: Data cubes, Stars, snowflakes and fact constellations Defining schemas, concept hierarchies, CLAP

UNIT II: DATA PROCESSING**9**

Data Preprocessing Why to preprocess data? Data cleaning: Missing Values, Noisy Data, Data Integration and transformation Data Reduction: Data cube aggregation, Dimensionality reduction. Data Compression, Numerosity Reduction Discretization and Concept Hierarchy Generation

UNIT III: DATA MINING TOOLS METHODS AND TECHNIQUES**9**

Data Mining Primitives, Languages and System Architectures: Task relevant data. Kind of Knowledge to be mined, DM Query languages: Syntax, Designing GUI. Architectures of DM Systems concept of Cluster Analysis- Regression and correlation; Classification-

Decision trees; clustering –Neural networks; Market basket analysis- Association rules- Genetic algorithms and link analysis, Support Vector Machine, Ant Colony Optimization

UNITIV:BASICS OF BUSINESS DECISIONS

9

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 DIFFERENTSECTORS

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

Text Book:

1. David J. Hand, HeikkiMannila, 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

References:

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

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.

Course Outcome:

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

CO - 1: Practice project management principles while developing a software.

CO - 2: Understand various activities involved in project management and factors influencing it.

CO - 3: Comprehend various tasks in project planning and techniques of cost estimation.

CO - 4: Describe various project scheduling techniques.

CO - 5: Identify various techniques available for configuration management.

CO - 6: Describe the various techniques for monitoring projects and the steps involved in process improvement.

CO -7: Comprehend the concept and various types of software testing.

CO - 8: Describe software reengineering and problems involved in it. CO

-9: Comprehend Software Quality Assurance Activities.

CO -10: Explain the various Software Quality Standards.

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

TEXTBOOK:

1. Bob Hughes, Mike Cotterell and Rajib Mall: Software Project Management – Fifth Edition, Tata McGraw Hill, New Delhi, 2016.

REFERENCES:

1. Robert K. Wysocki “Effective Software Project Management” – Wiley Publication, 2016.
2. Walker Royce: “Software Project Management”- Addison-Wesley, 2016.
3. Gopaldaswamy Ramesh, “Managing Global Software Projects” – McGraw Hill Education (India), Fourteenth Reprint 2017.

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.

Course outcome:

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

CO-1 - Realize the need for constant innovation.

CO-2 –Describe the various sources of innovation and how to measure innovation.

CO-3 –Comprehend the digital infrastructures of contemporary business and their characteristics.

CO-4 –Identify the various challenges posed by the digital innovation.

CO-5 – Comprehend the history and foundations of online business.

CO-6 –Explain E-business environment and their legal, ethical and security issues.

CO-7 – Thoroughly comprehend the nuances in managing e-business models.

CO-8 –Comprehend online consumer behaviour, regional and cultural differences and e-marketing.

CO-9: Comprehend the changing pattern in Business operations.

CO-10: Explain global information systems management.

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

Text Book:

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.

References:

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.

TECHNOLOGY APPRECIATION AND INTELLECTUAL PROPERTY RIGHTS

Course Objective:

- Able to understand the technology absorption, incremental innovation, research and development, technovation 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.

Course Outcome:

- Understand the issues in defining ‘technology’, ‘innovation’ and ‘innovation management’
- Recognize various types of innovation, innovators and innovation settings
- Generalise the nature and extent of technological change and innovation
- Critically assess and explain the key current issues in understanding the innovation as a field of study.
- Review the importance of IPR.
- Clarify the concept of IPR.
- Express the term IPR, International Protection of IPR, Filing of Patents
- Discuss about Trademark Registration.
- Memorise the Infringement of Patents and Remedies.
- Demonstrate the Geographical Indications at national and International levels.

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

Textbook:

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

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

COURSE OBJECTIVE:

- 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.

COURSE OUTCOMES:

CO 1 - Deduce the issues in defining ‘technology’, ‘innovation’ and ‘innovation management’

CO 2 - Recognize various types of innovation, innovators and innovation settings

CO 3 - Conceive the nature and degree of mechanical change and development

CO 4 - Critically assess and explain the key current issues in understanding the innovation as a field of study.

CO 5 – Obtain the importance of technology in management.

CO 6 – Apprehend the concept of innovation & technology in management.

CO 7 – Emphasize the needs and wants of innovation & technology in management.

CO 8 – Posses expertise knowledge in innovative and technologies required for future management.

CO 9 – Recognize and discuss the global technological issues.

CO 10 - Perform end user support including identifying and implementing solutions to user requests.

9

Unit 1: Introduction to Technology Management: Concept and Meaning of Technology and Technology Management- Technology; Technology management, Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business- Technology and competition; Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology.

9

Unit 2: Innovation Based Technologies and Knowledge Management: Knowledge Based Technology and Techniques - Knowledge based technology process;

Tools and techniques, Role of Artificial Intelligence Techniques, Knowledge Management Techniques for Technology Management

9

Unit 3:Technology Generation and Development: 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.

9

Unit 4:Technology Strategy and Competitiveness: 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.

9

Unit 5:Social Issues in Technology Management: 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

TEXT BOOKS

1. Robbins: Fundamentals of Innovation and management, Pearson 2016
2. Vasanta: Innovation and development, 2013

REFERENCES :

1. M.V. Deshpande: Technology in management, 2008
2. Balakrishnan, G. Technology and management 2012

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

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: Employ knowledge on the basics of entrepreneurial skills and competencies for creation of new ventures

CO - 4: Explore new vistas of entrepreneurship in 21st century environment to generate innovative business ideas.

CO - 5: Assess how entrepreneurship can help shape one's career

CO - 6: Understand the values, attitudes and motivation required by an Entrepreneur

CO -7: Describe the current scenario of Entrepreneurial activity in India

CO - 8: Explain the competencies of an Entrepreneur

CO-9: Appreciate the need for Entrepreneurship in our economy

CO -10: Identify and evaluate different theories of entrepreneurship and the characteristics of Indian entrepreneurs.

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 Sustainabilizing Innovation, strategic involvement in sustainable development.

UNIT IV: ENTREPRENEURSHIP DEVELOPMENT AND GOVERNMENT 9

. 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

TEXT BOOK:

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

COURSE OBJECTIVE:

- This course will provide an opportunity to the students to understand - social entrepreneurship and entrepreneurial opportunities
- To understand and appreciate the role of (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.

COURSE OUTCOMES:

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

CO - 1: Describe how social entrepreneurship lies at the interaction of the field of entrepreneurship and social change.

CO - 2: Identify and evaluate different theories of social entrepreneurship and the characteristics of social entrepreneurs.

CO - 3: Discuss the key issues regarding the management of a social entrepreneurial organization.

CO - 4: Acquire an understanding of the fields of social entrepreneurship and social “intrapreneurism”.

CO - 5: Appreciate the use of innovative technologies for resolving social and environmental issues

CO - 6: Recognize the opportunities for social entrepreneurs

CO -7: Comprehend theoretical and motivational underpinnings of various social entrepreneurship models, and compare and contrast them.

CO - 8: Gain the role social entrepreneurship plays in addressing complex social and environmental problems

CO-9: Explore entrepreneurial environment impacted by the social, economic, and cultural conditions.

UNIT I: SOCIAL ENTREPRENEURSHIP**9**

Social entrepreneur – Social Entrepreneurship-Concept and Importance- factors impacting transformation into social entrepreneur - Defining Social Entrepreneurship - The characteristics of social entrepreneurs - The four distinctions of social entrepreneurship - social enterprise - Future of Social Enterprise - The Socio-Economic Context of Social Entrepreneurship.

UNIT II: FORMS OF SOCIAL ENTREPRISES **9**

Profit and non-profit Proprietorships – partnership – company - Non-Governmental organisation - Society – Trust and Company (sec. 25) registration - Factors determining selection of forms of registration

UNIT III: 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 - The field of social entrepreneurship - The situations, resources and business structures used by social entrepreneurs

UNIT IV: OPPORTUNITIES FOR SOCIAL ENTREPRENEURS **9**

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.

UNIT V: SUCCESSFUL SOCIAL ENTREPRENEURSHIP INITIATIVES **9**

Study of successful models like Grameen Bank – Aravind Eye Care System’s – LEDeG – TERI – Pasumai Payanam, Siruthuli – SEWA – Amul – Evidence from OASiS.

Total 45 hrs

TEXT BOOKS:

1. Rama Krishna Reddy Kummitha (2016), Social Entrepreneurship: Working towards Greater Inclusiveness, SAGE Publications India Private Limited; 1 edition
2. Bornstein and Davis (2016), Social Entrepreneurship (What Everyone Needs To Know), Oxford University Press

REFERENCE BOOKS

1. Sandra L. Enos, (2015), “Service-Learning and Social Entrepreneurship in Higher Education: A Pedagogy of Social Change (Community Engagement in Higher Education)” Publisher: Palgrave Pivot; 1st ed.
2. Maja Konecnik Ruzzier and Mitja Ruzzier (2015), Marketing for Entrepreneurs and SMEs: A Global Perspective” Edward Elgar Publishing Ltd; Reprint edition

3. Munoz Joseph Mark S. (2017), “International Social Entrepreneurship” Business Expert Press- publisher.
4. C.Paramaselvan, (2016), “ Social entrepreneurship, New Century Publications
5. Richard Blundel & Nigel Lockett (2017), Exploring Entrepreneurship, Kindle edition, SAGE Publications Ltd; Second edition

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.

Course Outcome:

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

CO - 1: Describe the significance of venture valuation

CO -2: Develop a basic understanding of venture accounting.

CO - 3: Comprehend the venture valuation process.

CO - 4: Classify the methods of venture valuation.

CO - 5: Comprehend the modes of venture financing.

CO - 6: Describe the modes of disinvestment mechanisms.

CO -7: Comprehend the various techniques of investment nurturing.

CO - 8: Express the techniques of venture capital portfolio evaluation.

CO -9: Explain joint venture accounting techniques.

CO -10: Comprehend amalgamation and absorption accounting techniques.

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

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.

REFERENCES

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.

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;
- Fourthly, exploration of an entrepreneurial environment impacted by the social, economic, and cultural conditions;

COURSE OUTCOMES:

- CO – 1: Define the need and importance of entrepreneurship concepts.
 CO – 2: Identify the qualities, roles and functions of entrepreneur.
 CO – 3: Recognize various schemes in commercial banks for start-ups.
 CO – 4: Evaluate the role of mentoring in small industries development industries.
 CO – 5: Identify, create and compute entrepreneurial opportunities.
 CO – 6: Develop and promote entrepreneurial and innovative project report.
 CO – 7: Discuss about the various challenges faced by women entrepreneurs.
 CO – 8: Evaluate the project with respect to resource mobilization especially venture capital and start-ups.
 CO – 9: Predict the Market demand and determine the feasibility of the project.
 CO – 10: Determine the dynamics of Network Techniques for Project management.
 CO – 11: Demonstrate about cost overrun in public sector enterprises in India.

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.

Total 45 hrs**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

REFERENCES:

1. M.V. Deshpande: Entrepreneurship of small scale industries, 2008
2. Balakrishnan, G. Financing of small scale industries, 2012

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

One of the objectives of E-Lab is to have students gain experience in working within a diverse team.

To provides an opportunity for participants to consider how entrepreneurship and innovation processes may impact their future careers.

COURSE OUTCOMES:

- CO – 1: Apply effective written and oral communication skills to entrepreneurial situations
- CO – 2: Develop advanced competencies that foster entrepreneurial venture development from idea creation to commercialization and new business plan development.
- CO – 3: Describe basic concepts underlying the domain of Entrepreneurship and Innovation
- CO – 4: Analyze and interpret the business environment from professionals through engagement and feedback.
- CO – 5: Understand the role and importance of technology and digitization for new businesses
- CO – 6: State the meaning of entrepreneurial risk and risk management
- CO – 7: Providing exposure to entrepreneurial environments to inform future career decisions
- CO – 8: Evaluate the project with respect to resource mobilization especially venture capital and start-ups.
- CO – 8: Predict the Market demand and determine the feasibility of the project.
- CO – 9: Ability to analyze technical feasibility, to identify early-adopters and the right target market, to set pricing, and to define a path to commercialization, ultimately delivering real value to the startup
- CO – 10: Discuss how to identify new business opportunities within your business

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

TEXTBOOKS:

1. S.S.Khanka, “Entrepreneurial Development” S.Chand & Co. Ltd., Ram Nagar, New Delhi, 2013.
2. Donald F Kuratko, “ Entrepreneurship – 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

COURSE OBJECTIVE:

- To give a clear understanding and knowledge of financial system in the present scenario.
- To make the students know the various financial services, working and the usefulness to business and industry.

COURSE OUTCOMES:

CO – 1: Prepare the concepts of financial services.

CO – 2: Apply different procedures as to merchant banking activities.

CO – 3: Utilize the guidelines provided by various legal and regulatory framework.

CO – 3: Analyze the different elements as to leasing and hire-purchasing concepts.

CO – 4: Assess the different trends of the leasing industry..

CO – 5: Demonstrate the concepts as to insurance industry.

CO – 6: Learn the legal aspects of insurance.

CO – 7: Identify various kinds of financial services.

CO – 8: Report the concepts of online trading activities.

CO – 9: Employ knowledge on mutual funds.

CO – 10: Assess the current challenges and scenario.

UNIT I Financial services 6

Meaning, importance of financial services, types of financial services, financial services and economic environment, players in financial services.

UNIT II Merchant banking 6

Merchant banking, functions, issues management, managing new issues, underwriting, capital market, stock exchanges, Role Of SEBI.

UNIT III Leasing and Hire purchase: 6

Leasing and hire purchase, concepts and features, types of lease accounts

UNIT IV Factoring**6**

Factoring, functions of factor, consumer finance, venture capital, mutual funds and credit rating.

UNIT V Insurance**6**

Insurance different types, life, marine, fire, motor, health, pension plan, annuity, rural insurance laws and regulations(A brief introduction to IRDA Act. Insurance Act,1938)

TOTAL – 30 Hours**TEXT BOOKS:**

1. M.Y.Khan, 'Financial Services' – Tata McGraw-Hill, 3rd Edition, 2005.
2. Machiraju, 'Indian Financial System' – Vikas Publishing House, 2nd Edition, 2002.:

REFERENCE BOOK:

1. J.C.Verma, 'A Manual of Merchant Banking', Bharath Publishing House, New Delhi,

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 financing;
- Fourthly, exploration of an entrepreneurial environment impacted by the social, economic, and cultural conditions

COURSE OUTCOMES:

CO – 1: Define the need and importance of entrepreneurship concepts.

CO – 2: Identify the qualities, roles and functions of entrepreneur.

CO – 3: Recognise various schemes in commercial banks for start ups.

CO – 4: Evaluate the role of mentoring in small industries development industries.

CO – 5: Identify, create and compute entrepreneurial opportunities.

CO – 6: Develop and promote entrepreneurial and innovative project report.

CO – 7: Discuss about the various challenges faced by women entrepreneurs.

CO – 8: Evaluate the project with respect to resource mobilisation especially venture capital and start ups.

CO – 9: Predict the Market demand and determine the feasibility of the project.

CO – 10: Demonstrate about cost over run in public sector enterprises in India.

UNIT I ENTREPRENEURIAL COMPETENCE**6**

Entrepreneurship concept – Entrepreneurship as a career – Entrepreneur – Personality characteristics of successful entrepreneur – Knowledge and skills required for an entrepreneur.

UNIT II BUSINESS ENVIRONMENT**6**

Business environment – Role of family and society – Entrepreneurship development training and other support organizational services – Central and State Government industrial policies and regulations – International business.

UNIT III BUSINESS PLAN PREPARATION **6**

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 LAUNCHING OF SMALL BUSINESS **6**

Finance and human resource mobilization operations planning – Market and channel selection – Growth strategies – Product launching.

UNIT V MONITORING AND EVALUATING BUSINESS **6**

Monitoring and evaluation of business – Preventing sickness and rehabilitation of business units. Effective management of small business.

TOTAL – 30 Hours

TEXT BOOKS:

1. Hisrich, "Entrepreneurship", Tata McGraw Hill, New Delhi, 2001.
2. P.Saravanavel, "Entrepreneurship Development", ESS PEE Kay Publishing House, Chennai – 1997.
3. S.S.Khanka, "Entrepreneurial Development", S.Chand and company limited, New Delhi, 2001.

REFERENCE BOOKS:

1. Prasanna Chandra, Projects – 'Planning, analysis, selection, implementation and reviews', Tata McGraw-Hill publishing company limited, 1996.
2. P.C.Jain(ed.), 'Handbook for new entrepreneurs', EDII, Oxford university press, New Delhi, 1999.

18GMBF03 INVESTMENT MANAGEMENT AND STOCK TRADING 2002

COURSE OBJECTIVE:

- To understand the basic structure and working of primary and secondary financial markets in India and conversant with computation of risk and return measures for financial instruments.
- To understand and appreciate the Fundamental and Technical analysis tools for analyzing financial securities.
- To Well versed with the concept of a Portfolio and understand the principle portfolio theories.
- To Acquaint and understand portfolio analysis, portfolio evaluation and portfolio revision techniques.

COURSE OUTCOMES:S

- CO – 1: Design various concepts as to investment management.
- CO – 2: Apply gain knowledge on the various aspects of stock trading in the present scenario.
- CO – 3: Create wide knowledge on various Fundamental and Technical analysis.
- CO – 4: Analyze various principles portfolio theories.
- CO – 5: Analyze the different portfolio techniques.
- CO – 6: Learn the legal aspects of insurance.
- CO – 7: Identify various kinds of financial services.
- CO – 8: Summarize the concepts of online trading activities.
- CO – 9: Employ knowledge on mutual funds.
- CO – 10: Assess the current challenges and scenario.

UNIT I INVESTMENT

6

Meaning of investment – speculation – gambling and investment – invest process – objectives – policy – investment alternatives.

Management of Stock Exchanges in India – Evolution – Regulation and Supervision – Role of SEBI – Membership, Listing, Types of Exchanges – National, Regional, Local.

UNIT II PRIMARY AND SECONDARY MARKET

6

New Issue Market – Secondary Market – Listing of securities – BSE, NSE, ISE, OTCEI and NSDL – Stock market in circles – types of orders – Indian Money Markets and recent reforms in call money market, treasury Bills Market, commercial Bills Market, Markets for Commercial paper & certificate of Deposits.

UNIT III SOCIAL-RESPONSIBILITY-OF-EXCHANGES **6**

Social responsibility of exchanges – Management of Mutual Funds – Study of functions of BSE and NSE – Role of RBI as controller of Money Market.

UNIT IV DEPOSITORY SYSTEM **6**

Indian Deposit System – Need – Paperless Trading – Benefits – Need for Educating Investors – Derivatives Trading in Stock Markets, NIFTY Futures and Options.

UNIT V BROKERS: **6**

Meaning – Requirements for stock trading – Brokers – Sub brokers- types of brokers – DEMAT – REMAT – Methods of trading – Day trading – Characteristics of successful trader – Online trading requirements – Procedure for online trading.

TOTAL – 30 Hours

TEXT BOOK:

1.Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9th edition, 2011

REFERENCE BOOK:

1.V.K.Bhalla, Investment Management, S.Chand & Company Ltd., 2012

COURSE OBJECTIVE:

- To introduce students the key themes, theories & frameworks of CSR & corporate governance.
- To study about the situation will be picked up from a range of cultural & national contexts.

COURSE OUTCOMES:

CO – 1: Reflects the major contemporary trends in corporate citizenship, social and environmental responsibility and accountability.

CO – 2: Communities and governments now require organization's to be responsible and accountable for their performance in relation to their social and environmental responsibilities, and these responsibilities have increasingly formed part of organization's ethical values and strategic agendas.

CO – 3: Describe the consideration of the enlarged spectrum of corporate stakeholders; corporate social responsibilities, citizenship and reputation; business-government relationships and political environmental management.

CO – 4: Sustainable development; environmental management and accountability; social investing and corporate philanthropy; community and employee relationships; and public affairs and media management.

CO – 5: Accordingly, this course focuses on understanding and implementing enhanced organizational performance that includes social, environmental and ethical performance indicators in addition to the traditional financial performance indicators.

CO – 6: Reflect about how global business face responsibility for more than just the policies and practices that occur within its own walls.

CO – 7: Ethical challenges related to varying norms and conditions throughout the world and challenges related to managing value chains that stretch across the world.

CO – 8: Discuss how globalization is changing the way we do business and we will set the basic questions of the course.

CO – 9: Explain a responsible corporation manages its different stakeholders and analyze concretely some cases of stakeholder engagement such shareholders and the responsible

investment; managers; employees and responsible restructuration processes and the media and social media.

CO – 10: Companies are confronting transparency challenges. We will talk about the transition from measuring the Financial Line to measuring the Triple Bottom Line.

UNIT I SOCIAL RESPONSIBILITY 6

Introduction to Social responsibility – Role of managers in the society – Social responsiveness

UNIT II ISSUES IN SOCIAL RESPONSIBILITY 6

Key issues in social responsibility – Impact of Social responsibility on the profits of the company

UNIT III FACTORS AND SOCIAL AUDIT 6

Factors impacting the management and the society – Social involvement of business – Argument for and against assuming social responsibilities – Social Audit – Types of social audit

UNIT IV OBLIGATIONS OF MANAGERS 6

Obligations of managers towards – Customers, Employees, Government, Society

UNIT V ETHICS 6

Ethics in effective managing – Ways of institutionalizing ethics – Code of ethics – Importance of implementing ethics.

TOTAL – 30 Hours

TEXT BOOK:

1. Corporate Social Responsibility by Philip Kotler & Nancy Lee

REFERENCE BOOK:

1. Introduction to Corporate Social Responsibility by Guler Aras & David Crowther, 2008.

COURSE OBJECTIVE:

- The overall objective of this course is to introduce you to the fundamental principles and concepts of marketing.
- To provide a structure for applying marketing in a decision making framework.

COURSE OUTCOMES:

CO – 1: Describe the basics of marketing and core concepts.

CO – 2: Organise the evolution of marketing philosophies

CO – 3: Importance of macro and micro environment in moulding the company marketing function.

CO – 4: Learner will understand and differentiate the consumer and institutional buyer behaviour.

CO – 5: Outline of marketing will be able to define the target segments for the products.

CO – 6: The positioning strategies used by the companies for their products.

CO – 7: Importance of products, branding and new product development.

CO – 8: Inspect the importance of integrated marketing communications.

CO – 9: Infer the importance of marketing research in decision making.

CO – 10: Reflect about how global business face responsibility for more than just the policies and practices that occur within its own walls.

UNIT-I BASICS OF MARKETING

6

Basics: Marketing, Market, Marketing Management, Tasks, Philosophies, Marketing Mix, Marketing Program and Marketing Strategy,

UNIT II MARKETING ENVIRONMENT

6

Marketing Environment -Company's Micro and Macro Environment , Market Segmentation: Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, Market Targeting -Evaluating Market Segments, Product Positioning,

UNIT III MARKETING DECISIONS

6

Marketing Programed: Decisions Involved in Product, Branding, Packaging, 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.

UNIT IV CONSUMER MARKET

6

Consumer Markets: Model of Consumer Behavior, Seven Os Structure, Factors Affecting Consumer Behavior, Marketing Research and Control:

UNIT V MARKETING RESEARCH:

6

Marketing Research – Objectives & Scope – Research designs – research procedure – data types & sources, sampling techniques, analysis & reporting. Annual Plan Control, Efficiency Control, Profitability Control and Strategic Control, Marketing Audit, Online Marketing.

TOTAL – 30 Hours

TEXT BOOKS:

1. Kotler Philip, Keller, Koshy and Jha , 2006, Marketing Management , 12th Edition, Pearson Education / Prentice Hall of India.
2. Lamb, Hair and Mc Daniel, 2005, Marketing, 8th Edition, Thomson Learning.

REFERENCE BOOK:

1. Rajan Saxena, 2006, Marketing management, TMH.

COURSE OBJECTIVE:

- To acquire an understanding of the role and purpose(s) of events management in organizations.
- To acquire an understanding of the techniques and strategies required to plan successful
- To acquire the knowledge and competencies required to promote, implement and conduct events.
- To acquire the knowledge and competencies required to assess the quality and success of events.

COURSE OUTCOMES:

CO – 1: Discuss on the fundamentals of event management.

CO – 2: Evaluate about the various tools of event planning.

CO – 3: Predict about the negotiating and contracts marketing.

CO – 4: Review the negotiating skills.

CO – 5: Explain about the event operations and ways to set up parking and maintenance.

CO – 6: Determine about the show production, assessing and measuring about the event success.

CO – 7: Discuss about the customer satisfaction, client service.

CO – 8: Assess the vendor relations, safety and risk management.

CO – 9: Analyze the steps in event evaluation.

CO – 10: Determine about the evaluation of event management.

UNIT I INTRODUCTION**6**

Introduction to Event Management - Types of Events - Tools for Event Planning - and Management

UNII II NEGOTIATION**6**

Dollars and Common Sense - Negotiating the Best Deal - Contracts Marketing

UNIT III OPERATIONS**6**

Event Operations - Setting Up - Parking, Maintenance, Ticketing, Food and Beverage,
Show Production - Assessing and Measuring Event Success

UNIT IV CUSTOMER SATISFACTION**6**

Customer Satisfaction, Client Service, Vendor Relations, Safety and Risk Management.

UNIT V EVALUATION**6**

Event Evaluation - Shutting Down – Evaluation

TOTAL – 30 Hours**TEXT BOOKS:**

1. Julia Rutherford Silvers and Joe Goldblatt, Professional Event Coordination, John Wiley, 2003
2. Allison Saget, The Event Marketing Handbook : Beyond Logistics & planning, Kaplan Publishing, 2006.

REFERENCE BOOKS:

1. Shannon Kilkenny, The complete guide to successful Event Planning : A guide book to producing Memorable Events, Atlantic Publishing Company.
2. Judy Allen, Event Planning, Wiley India,

SYLLABUS
SKILL ENHANCEMENT COURSES

COURSE OBJECTIVES:

- To understand the fundamental principles of effective business communication;
- To apply the critical and creative thinking abilities necessary for effective communication in today's business world;
- To organize and express ideas in writing and speaking to produce messages suitably tailored for the topic, objective, audience, communication medium and context; and
- To demonstrate clarity, precision, conciseness and coherence in your use of language.

COURSE OUTCOMES:-

CO – 1: Define the concept of Personal communication.

CO – 2: Criticize SWOT analysis.

CO – 3: Explain in detail about the social communication.

CO – 4: Demonstrate the social communication skills in tweeting, blogging ,posting comments & cross cultural communication.

CO – 5: Describe the importance of non verbal skills in communication .

CO – 6: Identify the communication process through facial expression, gestures and body postures.

CO – 7: Apply the listening skills and improve their learning standards.

CO – 8: Analyze the presentation skills by practicing mock interviews and group discussions.

CO – 9: Demonstrate the characteristics and structure of project proposals.

CO – 10: Evaluate various types of project report and appraisal reports.

UNIT I PERSONAL COMMUNICATION:**6**

Journal writing, mails/emails, SMS, greeting cards, situation based – accepting/declining invitations, congratulating, consoling, conveying information, SWOT Analysis.

UNIT II SOCIAL COMMUNICATION**6**

Blogs, Reviews (films, books), posting comments, tweets, cross-cultural communication, gender sensitivity in communication.

UNIT III NON-VERBAL AND INTERCULTURAL COMMUNICATION 6

Importance of non-verbal communication - personal appearance - facial expressions- movement posture – gestures - eye contact –voice - beliefs and customs- worldview and attitude.

UNIT IV ORAL COMMUNICATION 6

Listening - types and barriers to listening - speaking - planning and audience awareness - goals - attending and conducting interviews-participating in discussions, debates – and conferences - presentation skills -. paralinguistic features -fluency development strategies

UNIT V BUSINESS PROPOSALS AND REPORTS 6

Project proposals- characteristics and structure- Project reports – types- characteristics,- structure-Appraisal reports .

TOTAL – 30 Hours

TEXT BOOKS:

1. Lesikar, Raymond V., John D Pettit, and Mary E FlatlyLesikar’s, Basic Business Communication, Tata McGraw-Hill, 11th edition, New Delhi, 2007.
2. Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product. PearsonEducation, New Delhi, 8th Edition, 2013.
3. Murphy, Herta, Herbert W Hildebrandt, and Jane P Thomas, Effective Business Communication. 7th ed. Tata McGraw-Hill, New Delhi.
4. Bovee, Courtland and John V Thill, Business Communication Today, , Pearson Education, New Delhi, 11th edition, 2012.

REFERENCE BOOKS:

1. McGrath, E. H., S. J, Basic Managerial Skills for All, Prentice-Hall of India, New Delhi, 8th ed. 2011.
2. Raman, Meenakhshi, and Prakash Singh, Business Communication. O U P, New Delhi, 2ndEdition, 2012.
3. Stuart Bonne E., Marilyn S Sarow and Laurence Stuart, Integrated Business Communication in a Global Market Place.3rd ed. John Wiley India, New Delhi, 2007.

COURSE OBJECTIVE:

- understand the fundamental principles of effective business communication;
- apply the critical and creative thinking abilities necessary for effective communication in today's business world;
- organize and express ideas in writing and speaking to produce messages suitably tailored for the topic, objective, audience, communication medium and context; and
- Demonstrate clarity, precision, conciseness and coherence in your use of language.

COURSE OUTCOMES:

CO – 1: Define the concept of presentation skills.

CO – 2: Create the corporate and academic presentations.

CO – 3: Identify the reading and speaking skills.

CO – 4: Create power point presentation and prepare for various types of interviews.

CO – 5: Summarize the presentation skills by using audio & video visuals.

CO – 6: Identify the writing skills in paper presentation.

CO – 7: Describe about body language, postures and gestures, effective delivering techniques.

CO – 8: Summarize the guest lectures and minutes of meetings.

CO – 9: Prepare the company reports efficiently.

CO – 10: Analyze the company reports and give suggestions and conclusions for the problems.

UNIT I**6**

Presentation skills - definitions, importance and usages of presentation skills , creating presentations skills , creating corporate and academic presentations , personal grooming for presentation skills.

UNIT II**6**

Listening to speak (any radio programme/lecture), reading to speak, writing to speak, watching to speak, (any interesting programme on TV) Reading aloud any text/speech, lecturing, PowerPoint presentation, impromptu, Interviews of different kinds (one to one, many to one, stress interview, telephonic interview)

UNIT III **6**

Presentation skills by using visual aids and audio visuals , how to plan a presentations skills , handout , writing skills .

UNIT IV **6**

Presentation delivery – body language , postures and gestures ,effectiveness delivering techniques , summarizing and signalizing the end,.

UNIT V **6**

Create presentations elements – effective presentations of company analysis and reports .

TOTAL – 30 Hours

TEXT BOOK:

1. Richard Denny, “Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2008.

REFERENCE BOOKS:

1. “Value Education”, VISION for Wisdom, Vethathiri Publications, Erode, 2009.
2. Ashraf Rizvi , “ Effective technical communication “ , Tata Mc Graw , 2005.
3. Gangal JK , “ A practical course in effective English speaking skills “ , PHA Publishing house , 2012.

COURSE OBJECTIVE:

- To familiarize the French language for the students in order to compete in the international market

COURSE OUTCOMES:

CO – 1: Converse in a culturally appropriate manner about everyday topics such as greetings and personal description within the limits of vocabulary and structures appropriate to a situation.

CO – 2: Read and demonstrate comprehension of a short paragraph in French about other people, places or everyday topics.

CO – 3: Write a 5-10 sentence paragraph in French about themselves and everyday topics.

UNIT I La salle de classe**6**

La salle de classe: Genre des noms, Article defini, le, la, l', les. Article indefini, un, une. Indicatif present de 'etre,, avoir, Aller, preferer.Devoirs en utilisant l' article defini le,la,l', les..

UNIT II Indicatif present des verbes parler**6**

Indicatif present des verbes parler,regarder, demander, preferer.Indicatif present des verbes finir, choisir., vendre, entendre. Devoirs en utilisant l' Indicatif present des verbes.

UNIT III La famille**6**

La famille , pluriel, Interrogatif, traduisez, devoirs , les saisons,les jours, les mois de l'annee.,Adjectifs, petit, joli, belle,les verbes pronominaux,se lever,se promener, se taire,se coucher.

UNIT IV L' Indicatif present negatif des verbs**6**

L' Indicatif present negatif des verbes, ne pas, present Interrogatif des verbes, Interrogatif par inversion,est-ce que vous parlez, parlez-vous.,devoirs en utilisant l'indicatif present negatif., et l'interrogatif.

UNIT V Preposition**6**

Preposition, au, a la, a l', aux, du, de la, des, partitif article, pronominaux complements direct, moi, lui, nous, ,Adjectifs possessive, mon, ton, son, mes, tes, ses. Devoirs

TOTAL - 30 Hours**TEXT BOOK:**

1. Mahitha Ranjit & Monica Singh ,Apprenons Le Francais – 2, New Saraswathi House Pvt.Ltd.

REFERENCE BOOK:

1. Dondo ,Dondo, Mathurin, Oxford University Press ,EDITION: 37th impression

COURSE OBJECTIVE:

- To familiarize the German language for the students in order to compete in the international market

COURSE OUTCOMES:

CO – 1: Demonstrate their ability to recognize, identify, extract and/or differentiate key information conveyed in spoken announcements, instructions, audiovisual material (including radio plays and video segments) and in interactions between native speakers on familiar topics.

CO – 2: Demonstrate effective speaking and listening skills in German on informal and some formal topics related to personal, professional, academic and leisure activities and

CO – 3: Appropriately navigate situations of a pragmatic or transactional nature, often with complications or an unexpected turn of event (exchanging technical information, making reservations or appointments, negotiating appointments, interviewing for a position, etc.).

CO – 4: Apply linguistic concepts related to the German language and German-speaking cultures across the four modalities of speaking, listening, reading and writing to demonstrate their awareness of the language

CO – 5: Able to utilize situationally-appropriate vocabulary in German

UNIT I Artikel deklination des bestimmten**6**

Artikel deklination des bestimmten, Artikels der/die/das ; Beispiele

UNIT II Artikels deklination des unbestimmten**6**

Artikels deklination des unbestimmten, Artikels ein/eine, Beispiele

UNIT III Die vier Falle**6**

Die vier Falle, Nominativ -wer, was, Akkusativ - wen, was, Dativ - Wem, Genetif - Wessen, Beispiele

UNIT IV Negation**6**

Negation, nicht, kein, Er liest das Buch nicht, Ich will keinen apfel essen

UNIT V Preposition**6**

Preposition, bis, durch, entlang, für, gegen, ohne, um, wider.

TOTAL – 30 Hours**TEXTBOOK:**

1. Giorgio Motta, Hallo Deutsch, , Goyal publishers

REFERENCE BOOKS:

1. Paul Coggle , Complete German, Heiner Schenke Publishers Q
2. Collins , German Grammar & practice, Goyal publishers

COURSE OBJECTIVE:

- To equip students facing selection process
- To inculcate confidence during conversation
- To train in public speaking
- To convey the thoughts in uninterrupted flow
- To facilitate the need for vocabulary skills in English

COURSE OUTCOMES:

CO – 1: Demonstrate their ability to recognize, identify, extract and/or differentiate key information conveyed in interactions on any topics.

CO – 2: Demonstrate effective speaking and listening skills in professional, academic and leisure activities

CO – 3: Appropriately navigate situations in a effective and constructive way

CO – 4: Apply linguistic concepts related to the English language and English -speaking cultures with proper tone ,accent and body language .

CO – 5: Able to utilize situationally-appropriate vocabulary in English

UNIT I Introduction to Group Discussion:**6**

Group discussion – definition , importance , need for GD in business scenario , process of GD , communication pattern in GD- self introduction , voice modulation , best language to adopt , body language .

UNIT II Structure of GD :**6**

Structure of GD, GD Techniques, Debate, panel discussion, anchoring / master of ceremony , process of welcome address & vote of thanks.

UNIT III Group communication:**6**

Ways to introduce the speaker , conducting meetings , making announcements , JAM , Block and tackle , ship wreck, conducting quiz, role play and team games.

UNIT IV Mock Test: **6**

Aptitude test- various levels of aptitude tests, verbal ability, numerical ability, analytical analysis , decision making and problem solving skills .

UNIT V Mental ability: **6**

General mental ability, English language skills, logical reasoning, awareness of persons, building , materials .

TOTAL – 30 Hours

TEXT BOOKS:

1. Richard Denny, “Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2008.
2. R.S Awargal , “Quantitative aptitude “ , Sultan chand Publishing , 2015.
3. R.S Awargal, “ Verbal and Non-verbal reasoning “,Sultan Chand Publishing , 2012.

REFERENCE BOOKS:

1. Francis Soundararaj, “ Speaking and Writing for Effective Business Communication, MacMillan Publication,2009
2. “Value Education”, VISION for Wisdom, Vethathiri Publications, Erode, 2009

COURSE OBJECTIVE:

- To inculcate service skills amongst young students.
- To induce the motto of NSS “Not Me But You”.

COURSE OUTCOMES:

CO – 1: Understand basic concepts of NSS

CO – 2: Participate in programmes and activities

CO – 3: Define profile of youth

CO – 4: Identify community mobilisation

CO – 5: Accept Volunteerism

UNIT I Introduction and Basic Concepts of NSS 6

History, Philosophy, aims & objectives of NSS, Emblem, flag, motto, song, badge etc. Organizational structure, roles and responsibilities of various NSS functionaries

UNIT II NSS Programmes and Activities 6

Concept of regular activities, special camping, Day Camps. Basis of adoption of village/slums, Methodology of conducting survey, Financial pattern of the scheme, Other youth prog./schemes of GOI, Coordination with different agencies. Maintenance of the Diary

UNIT III Understanding Youth 6

Definition, profile of youth, categories of youth, Issues, challenges and opportunities for youth. Youth as an agent of social change

UNIT IV Community Mobilization 6

Mapping of community stakeholders. Designing the message in the context of the problem and the culture of the community, Identifying methods of mobilization, Youth-adult partnership

UNIT V**Volunteerism and Shramdan****6**

Indian Tradition of volunteerism, Needs and importance of Volunteerism, Motivation and Constraints of Volunteerism Shramdan as a part of volunteerism

Total :30 Hours

TEXT BOOK:

1. National Service Scheme Manual (Revised) 2006, Government of India, Ministry of Youth Affairs and Sports, New Delhi.

REFERENCES:

1. Annual report of National Service Scheme (NSS) published by Dept. of Higher and Technical Education, Mantralaya,
2. <http://www.thebetterindia.com/140/national-service-scheme-nss/>

COURSE OBJECTIVE:

- To inculcate life skills amongst young students.
- To induce social harmony

COURSE OUTCOMES:

CO – 1: Understand role of youth leadership

CO – 2: Participate in social activities

CO – 3: Define importance of life competencies

CO – 4: Identify youth development program

UNIT I Importance and Role of Youth Leadership 6

Meaning and types of leadership, Qualities of good leaders; traits of leadership, Importance and role of youth leadership

UNIT II Life of Competencies 6

Definition and importance of life competencies, Communication, Inter Personal, Problem-solving and decision making

UNIT III Social Harmony and National Integration 6

Indian history and culture, Role of youth in peace building and conflict resolution, Role of youth in Nation building

UNIT IV Youth Development Programmes in India 6

National Youth policy, Youth development programmes at National level, State level and Voluntary level Youth-focused and Youth-led organizations

Total: 30 Hours

TEXT BOOK:

1. University of Mumbai National Service Scheme Manual 2009.

REFERENCES:

1. NSS Cell, Dept. of Higher and Technical Education, Mantralaya, UTKARSHA- Socio and cultural guidelines
- 2.<http://en.wikipedia.org/wiki/national-service-scheme>

COURSE OBJECTIVE:

- To inculcate citizenship behaviour
- To induce the importance of health and hygiene

COURSE OUTCOMES:S

CO – 1: Understand basic features of Indian constitution

CO – 2: Participate in family and society events

CO – 3: Familiarise various government schemes

CO – 4: Identify importance of personal hygiene and sanitation

CO – 5: Accept and practice yoga

UNIT I	Citizenship	6
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Basic Features of Constitution of India, Fundamental Rights and Duties, Human Rights, Consumer awareness and the legal rights of the consumer, RTI.

UNIT II	Family and Society	6
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Concept of family, community, (PRIs and other community-bases organizations) and society, Growing up in the family – dynamics and impact, Human Values, Gender justice.

UNIT III	Health, Hygiene & Sanitation	6
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Definition, needs and scope of health education, Food and Nutrition, Safe drinking water, water borne diseases and sanitation (Swachh Bharat Abhiyan), National Health Programme, Reproductive Health.

UNIT IV Youth Health	6
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Healthy Lifestyles , HIV AIDS, Drugs and Substance abuse, Home Nursing, First Aid

UNIT V Youth and Yoga	6
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History, philosophy and concept of yoga, Myths and misconceptions about yoga- Different Yoga traditions and their Impacts- Yoga as a preventive, promotive, and curative method- Yoga as a tool for healthy lifestyle.

Total: 30 Hours

TEXT BOOK:

1. Avhan Chancellor's Brigade – NSS Wing, Training camp on Disaster Preparedness Guidelines, March 2012

REFERENCES:

1. Case material as a Training Aid for Field Workers, Gurmeet Hans.
2. <http://nss.nic.in/adminstruct>

COURSE OBJECTIVE:

- To inculcate importance of environmental
- To induce saving of nature .

COURSE OUTCOMES:

CO – 1: Familiarise and follow environmental issues

CO – 2: Understand and tackle disaster management

CO – 3: Implement project cycle management

CO – 4: Prepare documents and reports

UNIT I Environment Issues**7**

Environment conservation, enrichment and Sustainability- Climate change- Waste management- Natural resource management- (Rain water harvesting, energy conservation, waste land development, soil conservations and afforestation).

UNIT II Disaster Management**8**

Introduction to Disaster Management, classification of disasters- Role of youth in Disaster Management

UNIT III Project Cycle Management**918**

Project Planning- Role of youth in Disaster Management-Role of youth in Disaster Management-Project Implementation- Project Monitoring-Project Evaluation: impact assessment

UNIT IV Documentation and Reporting**6**

Collection and analysis of data- Preparation of documentation/reports- Dissemination of documents/reports

Total: 30 Hours

TEXT BOOK:

1. Rashtriya Seva Yojana Sankalpana – Prof. Dr. Sankay Chakane, Dr. Pramod\ Pabrekar,
Diamond Publication, Pune

REFERENCES:

1. Social service opportunities in hospitals, Kapil K. Krishnan, TISS
- 2.<http://nss.nic.in/propexpan>

COURSE OBJECTIVE:

- To enhance employment potential of students.
- To induce risk taking behavior

COURSE OUTCOMES:

CO – 1: Develop entrepreneurship skills

CO – 2: Built brotherhood

CO – 3: Prevent crime

CO – 4: Identify anti ragging concepts

UNIT I	Vocational Skill Development`	15
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This Unit will aim to enhance the employment potential of the NSS volunteers or, alternately, to help them to set up small business enterprises. For this purpose, a list of 12 to 15 vocational skills will be drawn up, based on the local conditions and the opportunities. Each volunteer will have the option to select two skill-areas out of this list – one such skill in each semester. The education institution (or the university) will make arrangements for the developing these skills in collaboration with established agencies that possess the necessary expertise in the related vocational skills.

UNIT II	Entrepreneurship Development	7
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Definition & Meaning- Qualities of good entrepreneur- Steps/ways in opening an enterprise

Role of financial and support service Institutions

UNIT III	Youth and Crime	8
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Sociological and Psychological Factors influencing Youth Crime- Peer Mentoring in preventing crimes- Awareness about Anti-Ragging- Cyber Crime and its Prevention Juvenile Justice.

Total: 30 Hours

TEXTBOOK:

1.Rashtriya Seva Yojana Sankalpana – Prof. Dr. Sankay Chakane, Dr. Pramod\ Pabrekar,
Diamond Publication, Pune

REFERENCES:

1. New Trends in NSS, Research papers published by University of Pune
- 2.<http://nss.nic.in>

COURSE OBJECTIVE:

- To enhance employment potential of volunteers
- To help set up small business

COURSE OUTCOMES:

CO – 1: Understand self defence

CO – 2: Participate in symposiums and draft business plan

CO – 3: Prepare project proposal

CO – 4: Exhibit life skills

UNIT I	Vocational Skill Development	18
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This Unit will aim to enhance the employment potential of the NSS volunteers or, alternately, to help them to set up small business enterprises. For this purpose, a list of 12 to 15 vocational skills will be drawn up, based on the local conditions and the opportunities. Each volunteer will have the option to select two skill-areas out of this list – one such skill in each semester. The education institution (or the university) will make arrangements for the developing these skills in collaboration with established agencies that possess the necessary expertise in the related vocational skills.

UNIT II	Civil/Self Defense	4
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Civil defense services, aims and Objectives of civil defense- Needs for Self defense training

UNIT III	Resource Mobilization	2
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Writing a Project Proposal- Establishment of SFUs

UNIT IV	Additional Life Skills	6
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Positive Thinking - Self Confidence and Self Esteem- Setting Life Goals and working to achieve them- Management of Stress including Time Management

Total: 30 Hours

TEXT BOOK:

1.National Service Scheme Manual for NSS District Coordinators, National Service Scheme Cell, Dept. of Higher and Technical Education, Mantralaya,

REFERENCES:

1. ANOOGUNJ Research Journal, published by NSS Unit C. K. Thakur College
2. Training Manual for Field Work published by RGNIYD, Shreeperumbudur
3. <http://socialworknss.org/about.html>