

SRM VALLIAMMAI ENGINEERING COLLEGE

(An Autonomous Institution)

SRM Nagar, Kattankulathur, Chengalpattu Dt.- 603203, Tamil Nadu.

DEPARTMENT OF MANAGEMENT STUDIES



POSTGRADUATE CURRICULA AND SYLLABI (REGULATIONS 2019)

SRM VALLIAMMAI ENGINEERING COLLEGE

(An Autonomous Institution)

SRM Nagar, Kattankulathur -603203

REGULATION – 2019

CHOICE BASED CREDIT SYSTEM

MASTER OF BUSINESS ADMINISTRATION

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

MBA programme curriculum is designed to prepare the post graduate students

1. PEO1: To have a thorough understanding of the core aspects of business to build professional competencies.
2. PEO2: To provide the learners with the management tools to create business opportunities and solve problems in the chosen functional areas.
3. PEO3: To prepare them to have a holistic approach towards management functions.
4. PEO4: To inspire and motivate them towards lifelong learning.
5. PEO5: To inspire and make them socially conscious and practice ethical standards in business.

PROGRAM OUTCOMES (POs)

On successful completion of the programme,

1. PO1: Apply knowledge of management theories and practices to solve business problems.
2. PO2: Foster Analytical and critical thinking abilities for data based decision making.
3. PO3: Ability to develop Value based Leadership ability.
4. PO4: Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
5. PO5: Ability to lead themselves and others in the achievement of organisational goals contributing effectively to a team environment.
6. PO6: Upgrade their Management and Entrepreneurial Competencies.
7. PO7: Nurture Commitment to profession to have a fulfilling career.
8. PO8: Create an interest to engage in lifelong learning.

Programme Educational Objectives	Programme Outcomes							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
PEO 1	3	2		1		2		
PEO 2	2	3				1		1
PEO 3	1		3		2	2		
PEO 4			3		1		1	2
PEO 5			2	3			2	1

Contribution

1: Reasonable

2: Significant

3: Strong

SEM 1	S. No	COURSE CODE	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
	1	1918108	Statistics for Management	2	3		1				
	2	1915101	Economic Analysis for Business	1	1	1	2		1	1	1
	3	1915102	Principles of Management	2	2	1	2	1	1	1	1
	4	1915103	Accounting for Management	1	2	1	1	1	1		1
	5	1915104	Legal Aspects of Business	1	2	1	1	1	1	1	1
	6	1915105	Organizational Behaviour	2	1	2	1	2	1	1	1
	7	1915106	Total Quality Management	2	2	1	1	1	1	1	1
	8	1915107	Spoken and Written Communication #	1	1	1	2	1	2	1	1
SEM 2	S. No	COURSE CODE	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
	1	1915201	Applied Operations Research	1	2	1	1	1	1		1
	2	1915202	Business Research Methods	1	2		1	1	1	1	1
	3	1915203	Financial Management	1	2	1	1	1	2	1	1
	4	1915204	Human Resource Management	2	1	2	1	2	2	2	2
	5	1915205	Information Management	2	3	1	1	1	1	1	1
	6	1915206	Operations Management	2	2	1	2	1	1	1	1
	7	1915207	Marketing Management	2	2	1	1	1	1	1	1
	8	1915208	Data Analysis and Business Modelling	2	3	1	1		1		1

SEM 3	S. No	COURSE CODE	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
	1	1915301	Strategic Management	2	3	1	2	1	1	1	1
	2	1915302	International Business Management	2	1	1	2	1	2	1	1
	3	19153XX	Professional Elective I	GIVEN SEPERATELY FOR EACH SPECIALISATION							
	4	19153XX	Professional Elective II								
	5	19153XX	Professional Elective III								
	6	19153XX	Professional Elective IV								
	7	19153XX	Professional Elective V								
	8	19153XX	Professional Elective VI								
	9	1915341	Creativity and Innovation Laboratory	3	1	1		2	1	1	1
	10	1915342	Mini Project	2	2	1	1		2	1	2
SEM 4	S. No	COURSE CODE	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
1	1915401	Project Work	2	2	1	1		2	1	2	

Specialisation: Marketing Management										
S. No	COURSE CODE	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
1	1915303	Brand Management	1	2	2	2	1	1	2	1
2	1915304	Consumer Behaviour	2	1	1	2	1	1	1	1
3	1915305	Customer Relationship Management	2	1	3	1	1	2	1	1
4	1915306	Integrated Marketing Communication	2	1	1	2	2	1	1	1
5	1915307	Retail Marketing	2	1	1	2	2	2	1	1
6	1915308	Services Marketing	2	3	1	1	1	1	1	2
7	1915309	Social Marketing	1	3	1	2	1	1	1	1
Specialisation: Financial Management										
S. No	COURSE CODE	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
8	1915310	Banking Financial Services Management	2	3	1	1	1	1	1	1
9	1915311	Corporate Finance	2	3	1	2	1	1	2	1
10	1915312	Derivatives Management	2	2	1	2		1	1	1
11	1915313	Merchant Banking and Financial Services	2	2	1	2	1	1	1	1
12	1915314	Security Analysis and Portfolio Management	1	2	1	2		1	1	1
13	1915315	Strategic Investment and Financing Decisions	2	2	2	1	1	1	1	1
14	1915316	International Trade Finance	1	2		2	1	1		1
Specialisation: Human Resource Management										
S. No	COURSE CODE	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
15	1915317	Entrepreneurship Development	2	2	1	2	1	1	2	1
16	1915318	Industrial Relations and Labour Welfare	2	1	2	2	1	1	1	1
17	1915319	Labour Legislations	2	1	1	2	1	1	1	1
18	1915320	Managerial Behaviour and Effectiveness	2	1	2	1	1	2	2	1
19	1915321	Organizational Theory, Design and Development	2	1	1	1	1	1	1	1
20	1915322	Strategic Human Resource Management	1	2	2	2	1	1	3	1

Specialisation: Systems Management

S. No	COURSE CODE	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
21	1915323	Advanced Database Management System	2	1	1	1		1	1	1
22	1915324	Data mining for Business Intelligence	1	2	1	1	2	1	1	1
23	1915325	Enterprise Resource Planning	2	1	1	1	1	1	1	1
24	1915326	Software Project Management and Quality	2	3	2	2	1	1	1	1
25	1915327	E-Business Management	1	1	1	3	1	1	1	1

Specialisation: Operations Management

S. No	COURSE CODE	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
26	1915328	Logistics Management	2	2	1	2	1	1	1	1
27	1915329	Materials Management	2	1	1	1	1	1	1	1
28	1915330	Product Design	2	3	1	1		1	1	1
29	1915331	Project Management	2	3	1	1	2	1	1	1
30	1915332	Services Operations Management	2	3	1	1		1	1	1
31	1915333	Supply Chain Management	2	3	1	1		1	1	1

Specialisation: Banking Financial Services and Insurance Management

S. No	COURSE CODE	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
32	1915334	Financial Institutions in India	1	1	1	2		1	1	1
33	1915335	Banking Technology Management	2	2	1	2		1	1	2
34	1915336	Information Security for Banks	1	1	1	2	1	1	1	1
35	1915337	Retail Banking Operations	1	3	1	1	1	2	2	1
36	1915338	Principles and Practice of Insurance	2	3	1	1		1	2	1
37	1915339	Risk Management in Insurance	2	3	1	1		2	1	1
38	1915340	Insurance Law and Regulations	1		1	2		1	1	1

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REGULATION – 2019

CHOICE BASED CREDIT SYSTEM

MASTER OF BUSINESS ADMINISTRATION

CURRICULA AND SYLLABI (I TO IV Semesters)

SEMESTER- I

S. No	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
THEORY								
1	1918108	Statistics for Management	FC	4	3	1	0	4
2	1915101	Economic Analysis for Business	PC	4	4	0	0	4
3	1915102	Principles of Management	PC	3	3	0	0	3
4	1915103	Accounting for Management	PC	4	3	1	0	4
5	1915104	Legal Aspects of Business	PC	4	4	0	0	4
6	1915105	Organizational Behaviour	PC	3	3	0	0	3
7	1915106	Total Quality Management	PC	3	3	0	0	3
PRACTICAL								
8	1915107	Spoken and Written Communication #	EEC	4	0	0	4	2
TOTAL				29	23	2	4	27

No End Semester Examination is required for this course

SEMESTER – II

S. No	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
THEORY								
1	1915201	Applied Operations Research	PC	4	3	1	0	4
2	1915202	Business Research Methods	PC	3	3	0	0	3
3	1915203	Financial Management	PC	4	3	1	0	4
4	1915204	Human Resource Management	PC	3	3	0	0	3
5	1915205	Information Management	PC	4	4	0	0	4
6	1915206	Operations Management	PC	4	4	0	0	4
7	1915207	Marketing Management	PC	3	3	0	0	3
PRACTICAL								
8	1915208	Data Analysis and Business Modelling	EEC	6	0	0	6	3
TOTAL				31	23	2	6	28

SEMESTER - III

S. No	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
THEORY								
1	1915301	Strategic Management	PC	3	3	0	0	3
2	1915302	International Business Management	PC	3	3	0	0	3
3	19153XX	Professional Elective I *	PE	3	3	0	0	3
4	19153XX	Professional Elective II*	PE	3	3	0	0	3
5	19153XX	Professional Elective III*	PE	3	3	0	0	3
6	19153XX	Professional Elective IV*	PE	3	3	0	0	3
7	19153XX	Professional Elective V*	PE	3	3	0	0	3
8	19153XX	Professional Elective VI*	PE	3	3	0	0	3
PRACTICALS								
9	1915341	Creativity and Innovation Laboratory [#]	EEC	6	0	0	6	3
10	1915342	Mini Project [#]	EEC	0	0	0	0 ^{\$}	3
TOTAL				30	24	0	6	30

* Chosen electives should be from two streams of management of three papers each.

\$ Mini Project must be done by the student at the end of the second semester for a period of 4 Weeks.

No End Semester Examination is required for this course.

SEMESTER - IV

S. No	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
PRACTICAL								
1	1915401	Project Work	EEC	34	0	0	34	17
TOTAL				34	0	0	34	17

SUMMARY

S. No	Subject Area	Credits per Semester				Credits Total	Percentage (%)
		I	II	III	IV		
1	Foundation Core (FC)	4	-	-	-	4	4
2	Professional Core (PC)	21	25	6	-	52	51
3	Professional Elective (PE)	-	-	18	-	18	18
4	Employability Enhancement Course (EEC)	2	3	6	17	28	27
	Total	27	28	30	17	102	100

TOTAL NUMBER OF CREDITS: 102

FOUNDATION CORE (FC)

S. No	SEM	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
1	SEM 1	1918108	Statistics for Management	FC	4	3	1	0	4

PROFESSIONAL CORE (PC)

S. No	SEM	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
1	SEM 1	1915101	Economic Analysis for Business	PC	4	4	0	0	4
2		1915102	Principles of Management	PC	3	3	0	0	3
3		1915103	Accounting for Management	PC	4	3	1	0	4
4		1915104	Legal Aspects of Business	PC	4	4	0	0	4
5		1915105	Organizational Behaviour	PC	3	3	0	0	3
6		1915106	Total Quality Management	PC	3	3	0	0	3
7	SEM 2	1915201	Applied Operations Research	PC	4	3	1	0	4
8		1915202	Business Research Methods	PC	3	3	0	0	3
9		1915203	Financial Management	PC	4	3	1	0	4
10		1915204	Human Resource Management	PC	3	3	0	0	3
11		1915205	Information Management	PC	4	4	0	0	4
12		1915206	Operations Management	PC	4	4	0	0	4
13		1915207	Marketing Management	PC	3	3	0	0	3
14	SEM 3	1915301	Strategic Management	PC	3	3	0	0	3
15		1915302	International Business Management	PC	3	3	0	0	3

PROFESSIONAL ELECTIVES (PE) – FUNCTIONAL SPECIALISATIONS

S. NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
Specialisation: Marketing Management								
1	1915303	Brand Management	PE	3	3	0	0	3
2	1915304	Consumer Behaviour	PE	3	3	0	0	3
3	1915305	Customer Relationship Management	PE	3	3	0	0	3
4	1915306	Integrated Marketing Communication	PE	3	3	0	0	3
5	1915307	Retail Marketing	PE	3	3	0	0	3
6	1915308	Services Marketing	PE	3	3	0	0	3
7	1915309	Social Marketing	PE	3	3	0	0	3
Specialisation: Financial Management								
8	1915310	Banking Financial Services Management	PE	3	3	0	0	3
9	1915311	Corporate Finance	PE	3	3	0	0	3
10	1915312	Derivatives Management	PE	3	3	0	0	3
11	1915313	Merchant Banking and Financial Services	PE	3	3	0	0	3
12	1915314	Security Analysis and Portfolio Management	PE	3	3	0	0	3
13	1915315	Strategic Investment and Financing Decisions	PE	3	3	0	0	3
14	1915316	International Trade Finance	PE	3	3	0	0	3
Specialisation: Human Resource Management								
15	1915317	Entrepreneurship Development	PE	3	3	0	0	3
16	1915318	Industrial Relations and Labour Welfare	PE	3	3	0	0	3
17	1915319	Labour Legislations	PE	3	3	0	0	3
18	1915320	Managerial Behaviour and Effectiveness	PE	3	3	0	0	3
19	1915321	Organizational Theory, Design and Development	PE	3	3	0	0	3
20	1915322	Strategic Human Resource Management	PE	3	3	0	0	3
Specialisation: Systems Management								
21	1915323	Advanced Database Management System	PE	3	3	0	0	3
22	1915324	Data mining for Business Intelligence	PE	3	3	0	0	3
23	1915325	Enterprise Resource Planning	PE	3	3	0	0	3
24	1915326	Software Project Management and Quality	PE	3	3	0	0	3
25	1915327	E-Business Management	PE	3	3	0	0	3

Specialisation: Operations Management								
26	1915328	Logistics Management	PE	3	3	0	0	3
27	1915329	Materials Management	PE	3	3	0	0	3
28	1915330	Product Design	PE	3	3	0	0	3
29	1915331	Project Management	PE	3	3	0	0	3
30	1915332	Services Operations Management	PE	3	3	0	0	3
31	1915333	Supply Chain Management	PE	3	3	0	0	3
Specialisation: Banking, Financial Services and Insurance Management								
32	1915334	Financial Institutions in India	PE	3	3	0	0	3
33	1915335	Banking Technology Management	PE	3	3	0	0	3
34	1915336	Information Security for Banks	PE	3	3	0	0	3
35	1915337	Retail Banking Operations	PE	3	3	0	0	3
36	1915338	Principles and Practice of Insurance	PE	3	3	0	0	3
37	1915339	Risk Management in Insurance	PE	3	3	0	0	3
38	1915340	Insurance Law and Regulations	PE	3	3	0	0	3

EMPLOYABILITY ENHANCEMENT COURSES (EEC)

S. NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
1	1915107	Spoken and Written Communication [#]	EEC	4	0	0	4	4
2	1915208	Data Analysis and Business Modelling	EEC	6	0	0	6	3
3	1915341	Creativity and Innovation Laboratory [#]	EEC	6	0	0	6	3
4	1915342	Mini Project [#]	EEC	0	0	0	0	3
5	1915401	Project Work	EEC	34	0	0	34	17

No End Semester Examinations

SYLLABI

SEMESTER - I

1918108

STATISTICS FOR MANAGEMENT

L T P C

3 1 0 4

OBJECTIVES:

- To learn the applications of statistics in business decision making.
- To understand the concept of sampling distribution and estimations.
- To provide the learners with the management tools for conducting parametric tests.
- To provide the learners with the management tools for conducting non - parametric tests.
- To familiarise the students on the concept of correlation and regression.

UNIT – I: INTRODUCTION

12

Basic definitions and rules for probability, conditional probability independence of events, Bayes' theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

UNIT – II: SAMPLING DISTRIBUTION AND ESTIMATION

12

Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques - Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

UNIT – III: TESTING OF HYPOTHESIS - PARAMETRIC TESTS

12

Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way.

UNIT – IV: NON-PARAMETRIC TESTS

12

Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test.

UNIT – V: CORRELATION AND REGRESSION

12

Correlation – Coefficient of Determination – Rank Correlation – Regression – Estimation of Regression line – Method of Least Squares – Standard Error of estimate.

TOTAL: 60 PERIODS

OUTCOMES:

- Students will have knowledge on statistical tools and its application in business decisions.
- Students will be able to understand sampling distribution and estimation.
- Students will be able to perform parametric analysis using various tests.
- Students will be able to perform nonparametric tests.
- Students will be able to study correlation and regression among variables.

REFERENCES:

1. Levin R.I. and Rubin D.S., Statistics for Management, 7th Edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2013.
2. Srivastava TN, Shailaja Rego, Statistics for Management, 3rd Edition, Tata Mc Graw Hill, 2017.
3. Anand Sharma, Statistics for Management, Himalaya Publishing House, 2nd Edition, 2009.
4. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 9th Edition, Thomson (South – Western) Asia, Singapore, 2005.
5. Aczel A.D. and Sounderpandian J., Complete Business Statistics, 7th Edition, Tata Mc Graw Hill, 2009.
6. Prem S. Mann, Introductory Statistics, Wiley Student Edition, 9th Edition, 2016.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3						
CO2	1	2		1				
CO3		3		1				
CO4		3						
CO5		2						

1915101

ECONOMIC ANALYSIS FOR BUSINESS**L T P C****4 0 0 4****OBJECTIVES:**

- To introduce the concepts of micro, macroeconomics and fundamental economic problems.
- To introduce the concepts of Law of demand and supply, Consumer Behaviour, short run and long run production function.
- To explain different types of market structures and explain the factors of production.
- To familiarise the concept of Macroeconomic components and National income computation.
- To introduce the concept of Unemployment, its effect and Government programs towards employment.

UNIT – I: INTRODUCTION**8**

Definition of Economics – Micro vs. Macroeconomics – Fundamental Economic Problems – Production Possibility Curve – Assumptions and Criticism – Economic Systems and Types – Social, Capital and Mixed Economy and its characteristics.

UNIT – II: CONSUMER AND PRODUCER BEHAVIOUR**13**

Law of Demand and Supply – Assumptions – Determinants – Exceptions – Elasticity of Demand and Supply and its types – Consumer Behaviour – Approaches – Law of Diminishing Marginal Utility

– Law of Equi Marginal Utility – Indifference Curve Analysis – Producer Behaviour – Production Function – Long run and Short run – Law of Diminishing Marginal returns – Returns to scale – Marginal Rate of Technical Substitution – Cost Function – Concepts – Long and short run Cost Curves – Economies and Diseconomies of Scale - Concept of Consumer Surplus and Producer Surplus.

UNIT – III: PRODUCT AND FACTOR MARKET 13

Markets - Definition, types and the role of markets – Market Structure – Characteristics – Perfect and Imperfect Competition – Monopoly – Monopolistic and Oligopoly Markets – Price Fixation – Factor Markets – Factors of Production – Characteristics – Factor market Equilibrium – Determination of Factor Price - Theory of Marginal Productivity.

UNIT – IV: PERFORMANCE OF AN ECONOMY – MACROECONOMICS 13

Macro-Economic Components – Household – Firms – Government – Circular Flow of Money in economy – Concept of Macroeconomic Equilibrium – Aggregate Demand and Supply – National Income – Components – Determination and Methods of Computing National Income – Multiplier Effect – Fiscal Policy – Role of Government in Macro Economic Equilibrium.

UNIT – V: AGGREGATE SUPPLY AND THE ROLE OF MONEY 13

Macro-Economic Variables – Unemployment and its impact – Okun’s Law – Inflation and Deflation – Philips Curve – Short run and Long run – Recent Government programs towards employment – RBI and Monetary Policy to control inflation.

TOTAL: 60 PERIODS

OUTCOMES:

- Students will have an understanding on micro and macroeconomics and fundamental economic problems.
- Students will be able to principles law of demand and supply, consumer behaviour, short run and long run production function.
- Students will have an understanding on different types of market structure and the factors of production.
- Students will have an understanding on macroeconomic components, aggregate demand and supply and National income computation.
- Students will have the ability to understand about unemployment, its effect and the role of government programs towards employment.

REFERENCES:

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th Edition, Tata Mc Graw Hill, New Delhi,2010.
2. William Boyes, Michael Melvin, Textbook of Economics, 10th Edition, Cengage Learning, 2010.
3. N. Gregory Mankiw, Principles of Economics, 4th Edition, Thomson learning, New Delhi, 2008.
4. Richard Lipsey and Alec Charystal, Economics, 13th Edition, Oxford, University Press, 2015.
5. Karl E. Case and Ray C. fair, Principles of Economics, 12th Edition, Pearson, Education Asia,

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			2				
CO2	1	1		3				1
CO3	1	1	1	2		1		
CO4	1			2				
CO5	1			1			1	

1915102

PRINCIPLES OF MANAGEMENT

L T P C

3 0 0 3

OBJECTIVES:

- To enable the students to study the evolution of Management.
- To introduce the concept of Planning, Strategy and Decision-Making Techniques.
- To explain the different types of Organisation Structure and Concept of Delegation, Staffing and Performance Management.
- To familiarize the concept of Motivation theories and guidelines to Effective Communication.
- To introduce the concept of Controlling, Budgetary and Non-Budgetary Control Techniques.

UNIT – I: INTRODUCTION TO MANAGEMENT 9

Management – Functions of Management – Role of managers – Evolution of management thought – Organisation and the environmental factors – Managing globally – Strategies for International business.

UNIT – II: PLANNING 9

Nature and purpose of planning – Planning process – Types of plans – Objectives – Managing by Objectives (MBO) strategies – Types of strategies – Policies – Decision Making – Types of decisions – Decision making process – Tools and Techniques – Decision making under different conditions.

UNIT – III: ORGANISING 9

Nature and purpose of organising – Organisation structure – Line and staff authority – Departmentation – Span of control – Centralization and decentralization – Delegation of authority – Staffing – Recruitment, Selection and Placement – Performance Management.

UNIT – IV: DIRECTING 9

Managing people – Motivation – Importance – Types – Theories - Effects on work behaviour. - Communication – Hurdles to effective Communication and IT.

UNIT – V: CONTROLLING**9**

Process of controlling – Types of control – Budgetary and non-budgetary control techniques – Managing productivity – Cost control – Purchase Control – Maintenance control – Quality control - Planning Operations – Reporting.

TOTAL: 45 PERIODS**OUTCOMES:**

- Students will have an understanding on importance of management and evolution of Management.
- Students will be able to apply Planning and Decision making techniques.
- Students will have an understanding on different types of Organization structure and HR functions of organisations.
- Students will be able to apply motivation techniques and also improve the ability to communicate in organisation.
- Students will have an understanding on process of Controlling and prepare Budgets.

REFERENCES:

1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9th Edition, 2012.
2. Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 15th Edition, 2018.
3. Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 9th Edition, Tata McGraw-Hill Education, 2012.
4. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competency-based approach, Thompson South Western, 11th Edition, 2008.
5. Heinz Weihrich, Mark V Cannice and Harold Koontz, Management - A global entrepreneurial perspective, Tata McGraw Hill, 15th Edition, 2015.
6. Stephen P. Robbins, David A. Decenzo and Mary Coulter, Fundamentals of Management, 14th Edition, Pearson Education, Delhi, 2017.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3			2				1
CO2	2	2	1			1		
CO3	1		1	1		1	1	
CO4	1			2	1	1		
CO5	1		1			1		1

OBJECTIVES:

- To familiarize the basic accounting concepts and process used to find out profit or loss of business.
- To introduce the concept of Company Accounts and profit or loss prior to Incorporation.
- To analyze and interpret financial position of the company using Ratio analysis, Funds flow statement and Cash flow statement.
- To familiarise the concept of Cost accounting, Budgetary control and Variance analysis.
- To introduce the concept of Computerized Accounting and Recent trends in Accounting System.

UNIT – I: FINANCIAL ACCOUNTING 12

Introduction to Financial, Cost and Management Accounting – Generally Accepted Accounting Principles, Conventions and Concepts – Journal – Ledger – Trial Balance – Preparation of final accounts: Trading, Profit and Loss Account and Balance sheet.

UNIT – II: COMPANY ACCOUNTS 12

Introduction to Company Final Accounts – Maintenance of Books of Accounts – Statutory Books – Profit or Loss Prior to Incorporation – Alteration of share capital – Preferential allotment, Employees stock option – Buyback of securities.

UNIT – III: ANALYSIS OF FINANCIAL STATEMENTS 12

Analysis of financial statements: Comparative Statements – Common size statements – Trend analysis – Financial ratio analysis, Uses and limitations of Ratio analysis – Cash flow (as per Accounting Standards) and Funds flow statement analysis.

UNIT – IV: COST ACCOUNTING & BUDGETARY CONTROL 12

Cost Accounts – Classification of manufacturing costs – Accounting for manufacturing costs – Cost Accounting Systems – Marginal costing including exploring new markets and Make or Buy decisions – Budget – Budgetary Control – Standard cost system and Variance Analysis.

UNIT – V: ACCOUNTING IN COMPUTERISED ENVIRONMENT AND TRENDS 12

Terms used in Computerised Accounting – Significance of Computerised Accounting System – Codification and Grouping of Accounts, Maintaining the hierarchy of ledgers – Prepackaged Accounting Software.

TOTAL: 60 PERIODS

OUTCOMES:

- Students will have an understanding on basic concepts of Accounting system and Final Accounts.
- Students will be able to prepare Company Final Accounts and Profit or Loss prior to incorporation.

- Students will be able to do Ratio Analysis and prepare Funds flow and Cash flow statements.
- Students will have an understanding on elements of Cost Accounting and be able to prepare Budgets and analyse variances.
- Students will have an understanding on Computerized Accounting and recent trends in Accounting.

REFERENCES:

1. M.Y. Khan & P.K. Jain, Management Accounting, Tata Mc Graw Hill, 2017.
2. Jan Williams, Financial and Managerial Accounting–The basis for business decisions, 16th Edition, Tata Mc Graw Hill Publishers, 2011.
3. Horngren, Surdem, Stratton, Burgstahler, Schwartzberg, Introduction to Management Accounting, PHI Learning, 2013.
4. Stice & Stice, Financial Accounting Reporting and Analysis, 8th Edition, Cengage, 2010.
5. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2018.
6. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2009.
7. Sawyers, Jackson, Jenkins, Arora, Managerial Accounting, 2nd Edition, Cengage, 2011.
8. Godwin, Alderman, Sanyal, Financial Accounting: A South Asian Perspective with Course mate, 2nd Edition, Cengage, 2016.
9. Narashiman. M.S, Financial statement analysis, Cengage, 2016.
10. R. Narayansamy, Financial Accounting-A Managerial Perspective, PHI learning Private Limited, 6th Edition, 2017.
11. Indian Institute of Banking and Finance, Accounting and Finance for Bankers, Macmillan Education, 3rd Edition, 2017.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1			1
CO2	1	2						
CO3	1	2						
CO4	1	2						
CO5	1			1		1		1

1915104

LEGAL ASPECTS OF BUSINESS

L T P C

4 0 0 4

OBJECTIVES:

- To understand the dimensions of Indian Contract Act.
- To get a basic understanding related to the Sale of Goods Act and Negotiable Instruments Act.
- To get knowledge about Companies Act and Industrial Laws.
- To understand the basic aspects of Corporate Tax Planning and Good and Services Tax.
- To enable students to understand the provisions in Consumer Protection Act and Cyber laws.

UNIT – I: THE INDIAN CONTRACT ACT 1872 12

Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts – Contract of Agency: Nature of agency, Creation and types of Agents, Authority and liability of Agent and Principal: Rights and duties of Principal and Agents, termination of agency.

UNIT – II: THE SALE OF GOODS ACT 1930 12

Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller – Negotiable Instruments Act 1881: Nature and requisites of negotiable instruments – Types of Negotiable Instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of Negotiable Instruments.

UNIT – III: COMPANY LAW AND INDUSTRIAL LAW 12

Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Amendments of Companies Act, 2013 – An Overview of Factories Act – Industrial Disputes Act – Strike, Layoff, Retrenchment, Lockout – Redressal Mechanism.

UNIT – IV: CORPORATE TAX AND GST 12

Corporate Tax Planning, Income Tax, Goods and Services Tax – Introduction, Objectives, Classification and practical implications of GST.

UNIT – V: PROTECTION ACT AND INTRODUCTION OF CYBER LAWS 12

Consumer Protection Act – Consumer rights, Right to Information act, Procedures for Consumer grievances redressal, Types of Consumer Redressal Mechanism and Forums – Competition Act 2002 – Cybercrimes, IT Act 2000 and 2002, Cyber Laws – Introduction of IPR – Copy Rights, Trade marks, Patent Act.

TOTAL: 60 PERIODS

OUTCOMES:

- Students will be able to conduct business based on his knowledge about Indian Contract Act.
- Students will be able to conduct business based on Sale of Goods Act.
- Students will be able to understand the important provisions of the Companies Act as well as Industrial Dispute Act.
- Student will be thoughtful of the corporate tax planning and understand the influence of GST.
- Students will be able to use their knowledge of various provisions of Consumer Protection Act for the smooth functioning of the business.

REFERENCES:

1. Kapoor, N. D.; Elements of Mercantile Law, 30th Edition, Sultan Chand & Sons, New Delhi, 2018.
2. P. K. Goel, Business Law for Managers, Biz tantatara Publishers, India, 2014.

3. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata Mc Graw-Hill, 2013.
4. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, 12th Edition, 2016.
5. Maheshwari, S.N. and S.K. Maheshwari; A Manual of Business Law, 7th Edition, Himalaya Publishing House, 2017.
6. V.S. Datey, GST Ready Reckoner, Taxmann Publishing, 2020.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3			2				1
CO2	2	1		1				
CO3	1				1			
CO4	2		1	2		1	1	
CO5	1			1	1			1

1915105

ORGANISATIONAL BEHAVIOUR

L T P C

3 0 0 3

OBJECTIVES:

- To understand the essentials of behaviour influence in the workplace and the various models of behaviour.
- To familiarise on individual behavioral characteristics and its impact associated with personality, emotions, perceptions and attitude.
- To understand about group behaviour and its dynamics.
- To understand the importance of leadership styles, power and politics in organisations.
- To familiarise the aspects such as work life balance by managing stress and understanding different types of culture.

UNIT – I: FOCUS AND PURPOSE

5

Definition, Need and importance of Organisational behaviour – Nature and scope – Frame work – Organisational behaviour models – Rising impact of social influence.

UNIT – II: INDIVIDUAL BEHAVIOUR

12

Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organisational behaviour modification – Emotions – Emotional Labour – Emotional Intelligence – Theories – Attitudes – Characteristics – Components – Formation – Measurement – Values – Perceptions – Importance – Factors influencing perception – Interpersonal perception – Impression Management.

UNIT – III: GROUP BEHAVIOUR

10

Organisation structure – Formation – Groups in organisations – Influence – Group Dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building – Interpersonal relations – Conflict Management – Dimensions of conflict.

UNIT – IV: LEADERSHIP AND POWER**8**

Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of Power – Power centers – Power and Politics – Women and Corporate Leadership.

UNIT – V: DYNAMICS OF ORGANISATIONAL BEHAVIOUR**10**

Organisational climate – Factors affecting organisational climate – Importance – Job satisfaction – Determinants – Measurements – Influence on behaviour – Stress – Work Stressors – Prevention and Management of Stress – Balancing work and Life – Organisational development – Characteristics – Objectives – Techniques – Organisational effectiveness Developing Gender sensitive workplace – Concept of Organisational culture – Elements and Types of Culture – Managing cultural diversity.

TOTAL: 45 PERIODS**OUTCOMES:**

- Students will be able to understand the concept of behavioural influence and the application of models in the workplace.
- Students will enhance their individual behaviour by fine tuning personality, emotions, perceptions and attitude.
- Students will have an understanding on group behaviour and value of team building.
- Students can be able to exercise leadership styles by utilising authority in an ethical manner.
- Learners will have the scope for balancing work as well as life and dealing with organisational climate and culture.

REFERENCES:

1. Stephen P. Robins, Organisational Behavior, Pearson Education, 17th Edition, 2016.
2. Fred Luthans, Organisational Behavior, Mc Graw Hill, 12th Edition, 2010.
3. Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata Mc Graw Hill, 2018.
4. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching, Cengage, 2nd Edition, 2016.
5. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 9th Edition, Tata Mc Graw-Hill, 2012.
6. Udai Pareek, Understanding Organisational Behaviour, 4th Edition, Oxford Higher Education, 2016.
7. Jerald Greenberg, Behaviour in Organization, PHI Learning, 10th Edition, 2011.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2			1				
CO2	1		2					1
CO3	1	1			2			
CO4	3		2	2	1			
CO5	1			1		1	1	1

OBJECTIVES:

- To understand the Total Quality Management framework and dimensions of product and service quality.
- To familiarise the various contributions of Quality Gurus and the continuous improvement techniques.
- To understand the Statistical Process Control Techniques and Six Sigma principles.
- To educate about tools and techniques in Quality Management.
- To impart knowledge to implement the Quality Management System.

UNIT – I: INTRODUCTION 9

TQM definition, Framework, Benefits, awareness and obstacles, Quality – Vision, mission and policy statements – Customer Focus – customer perception of quality, Translating needs into requirements, customer retention – Dimensions of product and service quality – Cost of quality.

UNIT – II: PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT 9

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Continuous Improvement – Kaizen, Concepts of Quality circle, Japanese 5S principles and 8D methodology.

UNIT – III: STATISTICAL PROCESS CONTROL 9

Meaning and significance of Statistical Process Control (SPC) – construction of control charts for variables and attributes – Process Capability – meaning, significance and measurement – Six sigma – Concepts of process capability – Reliability concepts – Definitions, Reliability in series and parallel, product life characteristics curve – Total Productive Maintenance (TMP), Tero Technology – Business Process Improvement (BPI) – Principles, applications, Reengineering process, benefits and limitations – Waste Control.

UNIT – IV: TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT 9

Quality Functions development (QFD) – Benefits, Voice of customer, Information organisation, House of quality (HOQ), building a HOQ, QFD process – Failure mode effect analysis (FMEA) – FMEA stages, design, process and documentation – Seven Tools (old & new) – Bench marking and POKAYOKE – Hoshin Planning.

UNIT – V: QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION 9

Introduction to IS/ISO 9004:2000 – Quality Management Systems – Guidelines for performance improvements – Environmental Management system, ISO 14000, Quality Audits – TQM culture, Leadership – Quality Council, Employee involvement, Motivation, Empowerment, Recognition and Reward – International/National Quality Awards.

TOTAL: 45 PERIODS

OUTCOMES:

- Students will have an understanding of Quality Management framework and dimensions of product and service quality.
- Students will be able to apply Quality principles provided by the authors and implement Continuous process improvement techniques.
- The learners will be able to apply various Statistical Process Control methods to build quality products and services.
- Students will be able to apply tools and techniques to improve business process.
- Students will be able to understand Quality System Implementation.

REFERENCES:

1. Dale H. Besterfield, Carol Besterfield, Michna, Glen H. Besterfield, Mary Besterfield, Sacre, Hermant, Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, Revised 4th Edition, Pearson Education, 2013.
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, 2nd Edition 2010.
3. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 7th Edition, Wiley India Pvt Limited, 2012.
4. James R. Evans and William M. Lindsay, the Management and Control of Quality, 7th Edition, Thomson, 2007.
5. Poornima M. Charantimath, Total Quality Management, Pearson Education, 2nd Edition, 2017
6. Indian Standards – Quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2		1					
CO2	2	1						
CO3	1	3	1					
CO4	2					1		1
CO5	1			1	1		1	1

1915107

SPOKEN AND WRITTEN COMMUNICATION**L T P C****0 0 4 2****OBJECTIVES:**

- To familiarise the students with mechanics of writing.
- To understand the ways to participate in Group discussions and learn Time management techniques.
- To understand the foundations of Business communication.
- To enhance the fluency of developing business presentations and articles for publications.
- To enable students to write for media.

UNIT – I: PERSONAL COMMUNICATION 12

Day-to-day conversation with family members, neighbours, relatives, friends on various topics, context specific - Journal writing, mails/emails, SMS, Blog Writing, Greeting cards, situation based – accepting / declining invitations, congratulating, consoling, conveying information, Oral reports, Extempore.

UNIT – II: EMPLOYABILITY SKILLS 12

Resume Preparation- Interview skills – HR and technical – Types of Interviews, preparation for interview, mock interview, Group Discussions – Communication skills in Group Discussion, Structure of GD, GD process, successful GD techniques – Time management and effective planning – Identifying barriers to effective Time management, Time management techniques.

UNIT – III: WORK PLACE COMMUNICATION 12

Foundations of Business Communication, e-mails, minutes, reports of different kinds – Annual reports, status reports, survey reports, proposals, memorandums, presentations, interviews, profile of institutions, speeches, responding to enquiries, complaints, summarizing, strategies for writing.

UNIT – IV: RESEARCH WRITING AND BUSINESS PRESENTATION 12

Articles for publication (Journals), developing questionnaire, writing abstract, dissertation, qualities of research writing, data (charts, tables) analysis, documentation – Developing & Business Presentation with slides.

UNIT – V: WRITING FOR MEDIA AND CREATIVE WRITING 12

Features for publication (Newspapers, magazines, newsletters, and notice-board), case studies, short stories, travelogues, writing for children, translation, techniques of writing.

TOTAL: 60 PERIODS

Note: It is an activity-based course. Student individually or as a group can organize event(s), present term papers etc. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark. # No End Semester examination is required for this course.

OUTCOMES:

- Students will be able to express themselves in different genres or writing from creative to critical to factual writing.
- Students will be able to participate effectively in groups discussions and manage time.
- Students will have an understanding on the different types of communication in workplace.
- Students will be able to write articles for publications and develop their own business presentation.
- Students will be able to write effectively for media and also be creative.

REFERENCES:

1. Raymond V Lesikar, John D Pettit, and Mary E Flatly, 2009. Lesikar's Basic Business Communication, 11th Edition, Tata Mc Graw Hill, New Delhi.

2. E.H. Mc Grath, S.J. 2012, Basic Managerial Skills for All, 9th Edition, Prentice-Hall of India, New Delhi.
3. Richard Denny, 'Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2008

Management books

4. Robin Sharma : The greatness guide
 5. Steven Covey : 7 Habits of Effective people
 6. Arindham Chaudhuri : Count your chickens before they hatch
 7. Ramadurai : TCS Story
- Blogs : Seth Godwin, Guy Kawasaki, Kiruba Shankar
- Review : Harvard Business review
- Reports : Deloitte Netsis
- Magazines : Bloomberg Business week, Economist

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2				1	1		
CO2	1				2		1	1
CO3	1	1		1	1	3		1
CO4	1			3		1		
CO5	1		1					

SEMESTER - II

1915201

APPLIED OPERATIONS RESEARCH

L T P C

3 1 0 4

OBJECTIVES:

- To understand the concept of optimization based on Linear programming approaches.
- To understand techniques to solve Transportation models and Assignment models.
- To understand Game theory constructively to make effective business decisions for conflict and competitive environment.
- To learn appropriate Inventory models and Simulation techniques that helps business in determining the optimum level of inventories and Demand forecasting.
- To design new simple models in solving Queuing problems and Replacement models.

UNIT – I: INTRODUCTION TO LINEAR PROGRAMMING

12

Introduction to applications of Operations Research in functional areas of management – Linear Programming – formulation, solution by Graphical and Simplex methods, Special cases – Dual simplex method – Principles of Duality – Sensitivity Analysis.

UNIT – II: LINEAR PROGRAMMING EXTENSIONS

12

Transportation Models (Minimizing and Maximizing Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality – Solution by MODI, Case of Degeneracy – Trans-

shipment Models – Assignment Models (Minimising and Maximising Problems) – Balanced and Unbalanced Problems – Solution by Hungarian and Branch and Bound Algorithms – Travelling Salesman problem.

UNIT – III: INTEGER PROGRAMMING AND GAME THEORY 12

Integer Programming – Introduction and types – Game Theory – Two-person Zero sum games - Saddle point, Dominance Rule, Graphical and LP solutions, Nash Equilibrium.

UNIT – IV: INVENTORY MODELS, SIMULATION AND DECISION THEORY 12

Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models - Decision making under risk – Decision trees – Decision making under uncertainty – Monte-Carlo Simulation.

UNIT – V: QUEUING THEORY AND REPLACEMENT MODELS 12

Queuing Theory – Single and Multi-Channel models – Infinite number of customers and Infinite calling resource Replacement Models – Individual Replacement Models (With and without time value of money) – Group Replacement Models.

TOTAL: 60 PERIODS

OUTCOMES:

- Students will have an understanding on optimized solutions and able to solve Linear programming problems.
- Students will be able to apply Transportation and Assignment models in business environment.
- Students will be able to choose the right strategic decisions to solve business issues using Game theory.
- Students will be able to make effective decisions in Inventory planning and understand system simulation.
- Students will be able use Queuing theory in deriving solutions to business problems and design Replacement policies.

REFERENCES:

1. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
2. N. D Vohra, Quantitative Techniques in Management, Tata Mc Graw Hill, 2010.
3. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, 10th Edition, 2019.
4. Anderson, Sweeney Williams Solutions Manual to Accompany an Introduction to Management Science Quantitative Approaches to Decision, Cengage, 12th Edition, 2012.
5. G. Srinivasan, Operations Research – Principles and Applications, 2nd Edition, PHI, 2010.
6. Bernard Taylor, Introduction to Management Science, 12th Edition, 2012.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2		1				
CO2	1	3						
CO3	2	1	1		1			
CO4	2	3				1		1
CO5	1	2						1

1915202

BUSINESS RESEARCH METHODS

L T P C

3 0 0 3

OBJECTIVES:

- To familiarise the students with the scientific methodology involved in research process.
- To help students to understand various concepts related to Research design and measurement.
- To learn to design and validate data collection tools.
- To comprehend different techniques to code and analyse data using various statistical techniques.
- To know the importance of report writing and ethical behaviour in research.

UNIT – I: INTRODUCTION

9

Business Research – Definition and Significance – Research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross – Sectional and time series Research – Research questions / Problems – Review of Literature – Research objectives – Research hypotheses – Characteristics – Research Application in Social & Business Sciences.

UNIT – II: RESEARCH DESIGN AND MEASUREMENT

9

Research design – Definition – Types of Research design – Exploratory and causal research design – Descriptive and Experimental design – Different types of Experimental design – Validity of findings – Internal and external validity – Variables in Research – Measurement and Scaling – Different scales – Construction of instrument – Validity and Reliability of instrument – Errors affecting in Research design.

UNIT – III: DATA COLLECTION

9

Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Designing of questionnaire – Validation of questionnaire – Sampling plan – Sample size – Determinants optimal sample size – Sampling techniques – Probability Vs Non – Probability sampling methods.

UNIT – IV: DATA PREPARATION AND ANALYSIS

9

Data Preparation – Editing – Coding – Tabulation of Data – Validity of data – Qualitative Vs Quantitative data analysis – Univariate, Bivariate and Multivariate statistical techniques –

Introduction to SPSS, Chi-Square, ANOVA, Factor analysis – Cluster analysis – Multiple regression and Correlation - Application of statistical software for data analysis.

UNIT – V: REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH 9

Research report – Different types – Contents of report – Need of Executive summary – Chapterisation – Contents of chapter – Report writing – Report format – Title of the report – Report Presentation - Ethics in research – Ethical behaviour of research – Subjectivity and objectivity in research.

TOTAL: 45 PERIODS

OUTCOMES:

- The students will get a thorough understanding of how research is conducted in Business management domain.
- The students will understand the concept of scaling and measurement in management research particularly relating to qualitative data.
- The students will be familiarized with the data collection methods and procedures and make their research studies scientific.
- Students will be able to work with a number of statistical techniques for analysing the data gathered by them.
- Students will be able to use a logical and descriptive writing approach in their presentation of research findings and also adopt ethical behaviour in research.

REFERENCES:

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 12th Edition, Tata Mc Graw Hill, NewDelhi, 2018.
2. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2018.
3. Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2015.
4. William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi,2012.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3			1				1
CO2	1	2						
CO3	1	2		1				
CO4	1	3			1	1		
CO5	1			2			1	1

OBJECTIVES:

- To make students to understand about major Financial decisions.
- To help the students to understand principles and techniques in Investment decisions.
- To make students understand Financing and Dividend decisions.
- To educate students about Working capital management.
- To acquire knowledge about Long term financing strategies.

UNIT – I: FOUNDATIONS OF FINANCE 12

Introduction to finance - Financial Management – Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions – Valuation of shares and bonds – Concept of risk and return – Single asset and of a portfolio – Risk Analytics.

UNIT – II: INVESTMENT DECISIONS 12

Capital Budgeting: Principles and techniques - Nature of Capital budgeting - Identifying relevant cash flows - Evaluation Techniques: Payback, Discounted Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques, Concept and measurement of Cost of capital - Specific cost and overall Cost of capital.

UNIT – III: FINANCING AND DIVIDEND DECISION 12

Leverages - Operating and Financial leverage – Measurement of leverages – Degree of Operating & Financial leverage – Combined leverage. Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach - Determinants of Capital structure - Dividend decision - Importance, Relevance & Irrelevance theories – Walter's Model, Gordon's model and MM model – Factors determining Dividend policy – Types of Dividend policies – Forms of Dividend - Issues in Dividend Decisions.

UNIT – IV: WORKING CAPITAL MANAGEMENT 12

Principles of Working capital: Concepts, Needs, Determinants, issues and estimation of working capital, Accounts Receivables Management and Factoring - Cash management – Models - Working capital finance: Trade credit, Bank finance and Commercial paper.

UNIT – V: LONG TERM SOURCES OF FINANCE 12

Indian Capital and Stock market, New issues market, Long term finance: Shares, Debentures and term loans, Lease, types of Lease, Hire purchase, Venture capital financing, Private Equity.

TOTAL: 60 PERIODS**OUTCOMES:**

- Students will have an understanding on Financial management concepts and principles.
- Students will be able to apply various techniques for Investment decisions.

- Students will be able to choose the right approach for Financing and Dividend decisions to solve business issues.
- Students will be able to estimate Working capital and also manage cash and receivables.
- Students will be able to choose right avenues for Long term sources of finance.

REFERENCES:

1. M.Y. Khan and P.K. Jain Financial management, Text, Problems and cases Tata Mc Graw Hill,8th Edition, 2018.
2. I. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th Edition, 2016.
3. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
4. James C. Vanhorne, Fundamentals of Financial Management, PHI Learning, 11th Edition, 2012.
5. Prasanna Chandra, Financial Management, 10th Edition, Tata McGraw Hill, 2019.
6. G. Sudersena Reddy, Financial Management- Principles & Practices, Himalaya Publishing House, 2nd Edition,2010.
7. Srivatsava, Mishra, Financial Management, Oxford University Press, 2011.
8. Parasuraman. N. R, Financial Management, Cengage, 2014.
9. William R. Lasher, Financial Management, 7th Edition, Cengage, 2014.
10. Brigham and Ehrhardt, Financial Management, 14th edition, Cengage,2015.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2			1				
CO2	1	2				3		
CO3	1	2			1	1	1	
CO4	1	3	1					
CO5	2			1		1		1

1915204

HUMAN RESOURCE MANAGEMENT

L T P C

3 0 0 3

OBJECTIVES:

- To enable students to gain knowledge on Human resource management concepts and principles.
- To familiarise students about HRP process and Job Analysis.
- To illustrate the techniques and tools for Training and Development and Performance appraisal.
- Students will be able to illustrate the techniques and tools for compensation.
- To understand concepts the of Performance evaluation, Industrial Relations System and Grievance redressal mechanism.

UNIT – I: PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT

5

Evolution of Human resource management – The importance of the Human factor – Challenges –

Inclusive growth and affirmative action – Role of Human resource manager – Human resource policies – HR Structure and Strategy in MNCs – Human Resource Accounting and audit.

UNIT – II: THE CONCEPT OF BEST FIT EMPLOYEE 8

Importance of Human Resource Planning – Forecasting human resource requirement – Matching supply and demand – Internal and External sources – Talent Acquisition – HRM issues and practices in the context of Outsourcing.

UNIT – III: TRAINING AND EXECUTIVE DEVELOPMENT 10

Types of Training methods – Purpose – Benefits – Resistance – Executive development programmes – Common practices – Benefits – Self-development – Personnel Empowerment including Delegation – Career Management – Career Stages – Training – Employee Empowerment and Engagement.

UNIT – IV: SUSTAINING EMPLOYEE INTEREST 12

Compensation Management – Introduction, Compensation and Non-compensation Dimensions – Principal Compensation Issues & Management – Productivity, Employee Morale and Motivation – Development of mentor – Protégé relationships.

UNIT – V: PERFORMANCE EVALUATION AND CONTROL PROCESS 10

Performance Management System – Feedback – Industry practices - Promotion, Demotion, Transfer and Separation – Implication of job change – Control process – Importance – Methods – Requirement of effective control systems – Grievances – Causes – Implications – Redressal methods.

TOTAL: 45 PERIODS

OUTCOMES:

- Students will be able to gain knowledge on Human resource management concepts and principles.
- Students will be able to do human forecasting and handle HRM issues in the context of outsourcing.
- Students will be able to design and implement appropriate Training and Development programmes.
- Students will be able to develop relevant Compensation system to meet individual and organisational strategic needs.
- Students can develop Performance appraisal system and effectively handle Disciplinary and grievance mechanisms.

REFERENCES:

1. Dessler, Human Resource Management, Pearson Education Limited, 14th Edition, 2015.
2. Decenzo and Robbins, Fundamentals of Human Resource Management, Wiley, 11th Edition, 2013.
3. Luis R. Gomez-Mejia, David B. Balkin, Robert L Cardy, Managing Human Resource, PHI Learning, 2012.
4. Bernadin, Human Resource Management, Tata Mc Graw Hill, 8th Edition 2012.
5. Wayne Cascio, Managing Human Resource, Mc Graw Hill, 9th Edition, 2012.
6. Ivancevich, Human Resource Management, Mc Graw Hill, 2012.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2			1				
CO2	2			1	1			
CO3	1		1			2	3	1
CO4	1	1			2			
CO5	3		2				1	2

1915205

INFORMATION MANAGEMENT

L T P C

4 0 0 4

OBJECTIVES:

- To understand the importance of Information systems in business.
- To understand System analysis and design tools and techniques.
- To obtain knowledge on Database management systems and technologies.
- To impart knowledge on Security threat and control systems.
- To familiarise students about new IT initiatives.

UNIT – I: INTRODUCTION

12

Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy – System development methodologies – Functional Information Systems, DSS, KMS – International Information System – Transaction processing systems.

UNIT – II: SYSTEM ANALYSIS AND DESIGN

12

Case tools – System flow chart – Decision table – Data flow Diagram (DFD) – Entity Relationship (ER) – Object Oriented Analysis and Design (OOAD) – UML diagram.

UNIT – III: DATABASE MANAGEMENT SYSTEMS

12

DBMS – HDBMS, NDBMS, RDBMS, OODBMS – Query Processing, SQL, Concurrency Management – Data warehousing and Data Mart – Block chain – Introduction, Process.

UNIT – IV: SECURITY, CONTROL AND REPORTING

12

Security, Testing, Error detection, Controls, Vulnerabilities – Malicious Software – Viruses – Worms – Trojan Horses – Spyware – Hackers, Disaster Management, Computer Crimes – Hacking, Cyber theft, Piracy, Spoofing & Sniffing – Identity theft – Internal Threats , Securing the Web, Intranets and Wireless Networks – Software Audit, Ethics in IT, User Interface and reporting.

UNIT – V: NEW IT INITIATIVES

12

Role of Information management in ERP, e-business, e-governance – Data Mining, Big Data Analytics, Cloud computing, CMM, Artificial Intelligence, Online Marketing – Social Network Marketing.

TOTAL: 60 PERIODS

OUTCOMES:

- Students will gain knowledge on the importance of Information systems in business.
- Students will be able to apply various tools in System design.
- Students will be able to use various Database management system and technologies in real time.
- Students will be able to apply Technologies and methods used for effective security system in an organisation.
- Students will be able to solve Information technology and marketing issues in online network systems.

REFERENCES:

1. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata Mc Graw Hill, 2008.
2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia,2012.
3. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd,2018.
4. Gordon Davis, Management Information System: Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008.
5. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th Edition, 2013.
6. Turban, McLean and Wetherbe, Information Technology for Management –Transforming Organisations in the Digital Economy, John Wiley, 6th Edition, 2008.
7. Raymond McLeod and Jr. George P. Schell, Management Information Systems, Pearson Education, 2007.
8. James O Brien, Management Information Systems – Managing Information Technology in the E- business enterprise, Tata Mc GrawHill,2019.
9. Raplh Stair and George Reynolds, Information Systems, Cengage Learning, 10th Edition,2012
10. Corey Schouand Dan Shoemaker, Information Assurance for the Enterprise – A Roadmap to Information Security, Tata Mc Graw Hill, 2007.
11. Frederick Gallegor, Sandra Senft, Daniel P. Manson and Carol Gonzales, Information Technology Control and Audit, Auerbach Publications, 4th Edition, 2013.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2					1		1
CO2	2	3						
CO3	2	3	1			1		
CO4	2			1				
CO5	2			1	1		1	

OBJECTIVES:

- To understand the basic concepts in Production and operation activities.
- To enable students to identify factors influencing Plant location, Plant layout and Demand forecasting.
- To enable students to understand the Production process and techniques to improve productivity.
- To educate students to manage the materials effectively by using appropriate Inventory techniques.
- To understand how to improve productivity by using effective Project management techniques.

UNIT – I: INTRODUCTION TO OPERATIONS MANAGEMENT 12

Production – Meaning, Nature, Types - Operations Management – Nature, Importance, functions, challenges, current priorities, recent trends - Operations Strategy – Strategic fit, framework - Supply Chain Management.

UNIT – II: FORECASTING, CAPACITY AND FACILITY DESIGN 12

Demand Forecasting – Need, Types, Objectives and Steps – Overview of Qualitative and Quantitative methods – Capacity Planning – Long range, Types, Developing capacity alternatives – Overview of sales and operations planning – Overview of MRP, MRP II and ERP – Facility Location – Models, Factors affecting facility location, Steps in Selection, Location Models - Facility Layout – Principles, Types.

UNIT – III: DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS 12

Product Design and Development – Process, Elements, Issues, New Product development phases and Techniques – Process – Planning, Selection, Strategy, Major Decisions – Production Planning and Control – Production Planning System – Benefits and Limitations, Scheduling, elements and types – Method Study, Motion Study – Work Measurement and Productivity – Measuring Productivity and methods to improve productivity.

UNIT – IV: MATERIALS MANAGEMENT 12

Inventory Management – Nature, importance and Classification of Inventory and Inventory Control Techniques, Budgeting and Control - Purchasing – Objectives, Functions, Policies and Procedure - Vendor rating and Value Analysis – Stores Management – Nature, Layout, Classification and Coding – Overview of JIT.

UNIT – V: SCHEDULING AND PROJECT MANAGEMENT 12

Project Management – Nature, Constraints in Projects, Project Life Cycle – Scheduling Techniques, PERT, CPM; Scheduling – Process, Techniques, shop floor control – Flow shop scheduling – Johnson's Algorithm – Gantt charts – Personnel scheduling in services.

TOTAL: 60 PERIODS

OUTCOMES:

- Students will gain knowledge of Production and operation activities.
- Students will be able to apply the concept of Demand forecasting and facility design.
- Students will have an understanding on New product development phases, work systems and techniques to improve products.
- Students will be able to apply the Materials management and inventory management techniques.
- Students will be able to solve Scheduling problems while managing projects.

REFERENCES:

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata Mc Graw Hill, 12th Edition, 2010.
2. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage, 2002.
3. William J Stevenson, Operations Management, Tata Mc Graw Hill, 13th Edition, 2018.
4. Russel and Taylor, Operations Management, Wiley, 8th Edition, 2015.
5. Kanishka Bedi, Production and Operations Management, Oxford University, 3rd Edition, 2013.
6. Chary S. N, Production and Operations Management, Tata Mc Graw Hill, 5th Edition, 2013.
7. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
8. Mahadevan B, Operations Management Theory and practice, Pearson Education, 3rd Edition, 2015.
9. Panner selvam R, Production and Operations Management, Prentice Hall, 2nd Edition, 2008.
10. Jay Heizer, Barry Render, Chuck Munson, Amit Sachan, Operations Management, 12th Edition, Pearson Education 2017.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			2				
CO2	3	2	1			1	1	
CO3	1		1		1			
CO4	3	1					1	1
CO5	1	2			1	1		1

1915207**MARKETING MANAGEMENT****L T P C****3 0 0 3****OBJECTIVES:**

- To understand the Marketing concepts and the Marketing environment.
- To educate about the various Marketing strategies and Marketing mix components.
- To familiarise about Marketing mix decisions.
- To understand Industrial and buyer behaviour.

- To enable students to know about Marketing research and marketing trends.

UNIT – I: INTRODUCTION 9

Marketing – Definitions – Conceptual framework – Marketing Process – Marketing environment: Internal and External – Marketing interface with other functional areas – Production, Finance, Human Resource Management, Information System – Marketing in global environment.

UNIT – II: MARKETING STRATEGY 9

Marketing strategy formulations – Key Drivers of Marketing Strategies – Strategies for Industrial Marketing – Consumer Marketing – Services marketing – Competitor analysis – Analysis of consumer and industrial markets – Strategic Marketing Mix components – Marketing Mix in International Environment.

UNIT – III: MARKETING MIX DECISIONS 9

Product planning and development – Product life cycle – New product Development and Management – Market Segmentation – Targeting and Positioning – Multi-Channel Distribution strategies – Advertising and sales promotions – Pricing Objectives, Policies and methods.

UNIT – IV: BUYER BEHAVIOUR 9

Understanding Industrial and Individual buyer behavior – Influencing factors – Buyer Behaviour Models Online buyer behaviour – Building and measuring Customer satisfaction – Customer Relationship Management - CRM Cycle – Customer acquisition, Retaining, Defection.

UNIT – V: MARKETING RESEARCH & TRENDS IN MARKETING 9

Marketing Information System – Research Process – Concepts and applications: Product – Digital Advertising – Digital and Mass Communication – Promotion – Retail research – Customer driven organizations – Cause related marketing – Ethics in marketing – Online marketing trends.

TOTAL: 45 PERIODS

OUTCOMES:

- Students can apply Marketing concepts while designing marketing plans.
- Students can apply Marketing strategies for various product offerings.
- Students will be able to develop Marketing mix decisions.
- Students will be able to understand Industrial and Individual buyer behaviors.
- Students will be able to carry out Marketing research activities to solve business problems.

REFERENCES:

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 15th Edition, 2015.
2. KS Chandrasekar, Marketing management - Text and Cases, Tata Mc Graw Hill, 2010.
3. Lamb, Hair, Sharma, Mc Daniel, Marketing – An Innovative approach to learning and teaching - A south Asian perspective, Cengage Learning 2016.
4. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2nd Edition, 2019.
5. Micheal R. Czinkota & Masaaki Kotabe, Marketing Management, Thomson Learning, 2nd Edition, 2000.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2		1	1				
CO2	2	2	1					
CO3	2					1		
CO4	3			2	1			1
CO5	2			1	1	1	1	1

1915208

DATA ANALYSIS AND BUSINESS MODELLING

L T P C

0 0 6 3

OBJECTIVES:

- To introduce the students the basics of Data analysis using SPSS.
- To familiarise students to conduct Parametric, Non-Parametric tests, Correlation and Regression in SPSS.
- To enable students to perform Demand forecasting using POM - QM.
- To educate students in using Excel application to analyse Portfolio selection, Risk analysis and Scenario management.
- To enable students to solve Transportation, Assignment, Networking and Queuing problems using TORA.

Exp. No	Details of experiments	Duration
1	Descriptive Statistics	6
2	Hypothesis – Parametric	6
3	Hypothesis – Non-parametric	6
4	Correlation & Regression	6
5	Forecasting	6
6	Extended experiment – 1	6
7	Portfolio Selection	6
8	Risk Analysis & Sensitivity Analysis	6
9	Revenue Management	6
10	Extended experiment – 2	6
11	Transportation & Assignment	6
12	Networking Models	6
13	Queuing Theory	6
14	Inventory Models	6
15	Extended experiments – 3	6

* Spread sheet Software and Data Analysis Tools

TOTAL: 90 PERIODS

OUTCOMES:

- Students will be able to show understanding on the SPSS and perform Descriptive statistical analysis.
- Students will be able to perform Parametric, Non-Parametric, Correlation and Regression Analysis in SPSS.
- Students will be able to effectively using POM QM for forecasting applications.
- Students will be able to solve problems in Portfolio selection, Risk analysis and Scenario analysis using Excel.
- Students will be able to solve Transportation, Assignment, Networking and Queuing Problems using TORA.

REFERENCES:

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. Hansa Lysander Manohar, "Data Analysis and Business Modelling using MS Excel ", PHI Learning Private Ltd, 2017.
4. William J. Stevenson, Ceyhun Ozgur, 'Introduction to Management Science with Spreadsheet', Tata Mc Graw Hill, 2009.
5. Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3rd Edition, Microsoft Press, 2016.
6. Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012.
7. Kiran Pandya and Smriti Bulsari, SPSS in simple steps, Dreamtech, 2011.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3						1
CO2	2	3						1
CO3	2	3	1					1
CO4	2	3	1					1
CO5	2	3		1		1		1

SEMESTER – III**1915301****STRATEGIC MANAGEMENT****L T P C****3 0 0 3****OBJECTIVES:**

- To introduce the concept of Strategy, Formation Process, Corporate Governance and Social Responsibility.
- To familiarise the students in performing Competitive analysis using SWOT and Porter's Model.

- To educate on various Strategic alternatives and its applications in promoting business initiatives.
- To provide information relating to Strategy implementation in different perspectives of decision making for organisational effectiveness.
- To impart Technological and managerial knowledge while dealing with any other different situations with required evaluation and control.

UNIT – I: STRATEGY AND PROCESS 9

Concept of Strategy and Strategy Formation Process – Conceptual framework for Strategic management – Stakeholders in business – Strategic Business Unit – Corporate Governance and Social responsibility.

UNIT – II: COMPETITIVE ADVANTAGE 9

Internal and External Environment – SWOT Analysis - Porter’s Five Forces Model - Strategic Groups - National Competitive advantages (India) 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 10

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies – Functional Strategy, Network Level Strategy, Business level strategy - Corporate Strategy - Vertical Integration - Diversification and Strategic Alliances - Building and Restructuring the Corporation - Strategic analysis and choice - Corporate Portfolio Analysis - McKinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card.

UNIT – IV: STRATEGY IMPLEMENTATION & EVALUATION 9

Implementation process - Resource allocation, designing organisational structure - Designing Strategic Control Systems - Matching structure and control to strategy - Implementing Strategic change - Politics - Power and Conflict - Techniques of strategic evaluation & control, Strategic Audit.

UNIT – V: OTHER STRATEGIC ISSUES 8

Managing Technology and Innovation - Strategic issues for Non-Profit organisations - New Business Models and strategies for Internet Economy.

TOTAL: 45 PERIODS

OUTCOMES:

- Students will have an understanding on Strategic management concepts and principles.
- Students will be able to apply various models in developing Competitive Analysis.
- Students will be able to choose the right Strategic decisions to solve business issues.
- Students will be able to make effective decisions in Strategy Implementation.

- Students will be able to use Technology and managerial knowledge in deriving solutions to business problems in Modern Economy.

REFERENCES:

1. Hill, Strategic Management: An Integrated approach, Wiley 2012.
2. John A. Parnell, Strategic Management, Theory and practice Biztantra, 2012.
3. Azhar Kazmi, Strategic Management and Business Policy, 4th Edition, Tata Mc Graw Hill, 2012.
4. AdriaunH Aberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
5. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2008.
6. Dr. Dharma Bir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.
7. John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, Mc Graw Hill, 12th Edition, 2012.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2		1					
CO2	2					1		1
CO3	3	3		1				
CO4	2		1				1	
CO5	1			2	1			1

1915302

INTERNATIONAL BUSINESS MANAGEMENT

L T P C

3 0 0 3

OBJECTIVES:

- To introduce the concept of International Business and Global Environment.
- To familiarise the students on the role of International Trade Block and Associations.
- To educate students on International Strategic Management Planning, Process and Control.
- To provide International perspectives related to production, marketing, finance and human resource management.
- To familiarise the students on managing conflicts and ethical practices in International Business.

UNIT – I: INTRODUCTION

6

International Business – Definition – Globalization of Markets - International business environment – Economic Environment, Political Environment, Demographic environment, Legal Environment, Country Culture, Cross Culture and Culture in an International Business Organisation – Protection Vs Liberalisation of global business environment.

UNIT – II: INTERNATIONAL TRADE AND INVESTMENT 11

Promotion of Global business – Role of GATT/WTO, NAFTA, BRICS, BREXIT, EU, IMF, Role of IMF, IBRD, Features of IBRD – Challenges for global business – Global trade and investment – Theories of International trade, Mercantilism, Absolute advantage, Comparative advantage, Heckscher – Ohlin, Product life cycle theory and Porter’s Diamond model – Regional Trade Block (RTB) – Types – Advantages and disadvantages – International Trade wars – Foreign investments, types of Foreign investments, motives.

UNIT – III: INTERNATIONAL STRATEGIC MANAGEMENT 11

Strategic compulsions – Standardisation Vs Differentiation – Strategic options Strategic Planning, Strategic Management Process – Modes of Global entry – Different forms of international business – advantages - Organisational issues of international business – Controlling of international business – Approaches to control – Performance of global business – Performance evaluation system.

**UNIT – IV: PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE
MANAGEMENT OF GLOBAL BUSINESS 11**

Global production – Location – Cost of production – Make or Buy decisions – Global supply chain issues – Quality considerations – International Marketing and Strategies – Challenges in product development , pricing, production and channel management – Investment decisions – Economic-Political risk – Export Promotion Schemes, Export and Import Finance – Strategic orientation – International HR practices – Selection of expatriate managers – Training and development – Compensation.

UNIT – V: CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS 6

Trends in Globalization, Effects of Globalization – Conflict in international business – Sources and types of conflict – Conflict resolutions – Negotiation – Role of international agencies – Ethical issues in international business – Ethical decision making.

TOTAL: 45 PERIODS

OUTCOMES:

- Students will have understanding on concept of International Business and Global Environment.
- Students will be able to analyse the role & importance of International Trade Block & Associations.
- Students will be able to apply concepts of Strategic management in developing plans, processes and control in International Business.
- Students will be able to make decisions in all functional areas with an International Perspective.
- Students will be able to make effective decisions in Managing conflicts applying ethical practices.

REFERENCES:

1. Charles W.I. Hill, Arun Kumar Jain, International Business, 6th Edition, Tata Mc Graw Hill, 2010

2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, 12th Edition, New Delhi, 2010
3. K. Aswathappa, International Business, 6th Edition, Tata Mc Graw Hill, New Delhi, 2015.
4. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 8th Edition, Cengage Learning, New Delhi, 2013.
5. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.
6. Vyuptakesh Sharan, International Business, 3rd Edition, Pearson Education in South Asia, 2011.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			2				
CO2	3			1		1		
CO3	2		1	1		2		
CO4	1	1	1	2				
CO5	1			2	1		1	1

FUNCTIONAL SPECIALISATION: MARKETING MANAGEMENT

1915303

BRAND MANAGEMENT

L T P C

3 0 0 3

OBJECTIVES:

- To understand the basic principles of Branding.
- To understand the importance of Brand management process.
- To develop knowledge of Brand image building in practice.
- To understand the Brand adoption and Brand extensions.
- To understand the key issues in crafting and evaluating Brand strategies.

UNIT – I: INTRODUCTION

8

Basic understanding of Brands – Definitions – Branding Concepts – Functions of Brand – Significance of Brands – Different Types of Brands – Co-branding – Store brands.

UNIT – II: BRAND STRATEGIES

10

Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand Value Chain– Brand vision – Brand Elements – Logos and Symbols – Symbols – Branding for Global Markets – Competing with foreign brands.

UNIT – III: BRAND COMMUNICATION

8

Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions.

UNIT – IV: BRAND EXTENSION

9

Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

UNIT – V: BRAND PERFORMANCE**10**

Measuring Brand Performance – Brand Equity Management – Global Branding strategies – Brand Audit – Brand Equity Measurement – Brand Hierarchy – Brand Leverage - Role of Brand Managers – Corporate Branding – Branding challenges & opportunities.

TOTAL: 45 PERIODS**OUTCOMES:**

- Students will have an understanding of the key Branding concepts.
- Students will gain knowledge of the Brand management process.
- Students will be able to more confidently engage and contribute to Brand building.
- Students will understand Brand adoption and Brand extension in practice.
- Students will develop appropriate strategies for Brand measurement.

REFERENCES:

1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Pearson, 5th Edition, 2020.
2. David Aaker, Building Strong Brands, Simon and Schuster, 1995
3. Kapferer J.N, Strategic Brand Management, 4th Edition, Kogan Press, 2008
4. Moorthi YLR, Brand Management, 1st Edition, Vikas Publishing House 2003.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1		1	2				
CO2	2	2			1	1		
CO3			3	1		2		1
CO4	1		1	2				
CO5			2			1	2	

1915304**CONSUMER BEHAVIOUR****L T P C****3 0 0 3****OBJECTIVES:**

- To understand the concept of Consumer behaviour and its applications in purchase decisions.
- To educate students on Consumer behaviour models.
- To enable students in designing and evaluating Marketing strategies.
- To understand Personal, sociocultural and environmental dimensions that influence consumer behaviour.
- To educate the students on Online purchase decisions.

UNIT – I: INTRODUCTION**9**

Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of

Consumer Behaviour in marketing decisions.

UNIT – II: CONSUMER BEHAVIOR MODELS 9

Industrial and individual consumer behaviour models – Howard Sheth, Engel – Kollat, Webstar and wind Consumer Behaviour Models – Implications of the models on marketing decisions – Multidimensional Scaling – Consumer Imaginary.

UNIT – III: INTERNAL INFLUENCES 9

Psychological Influences on consumer behaviour – Motivation – Perception – Personality Learning and Attitude - Self Image and Life styles – Consumer expectation and satisfaction – strategies of attitude change – Persuasion and Persuasibility.

UNIT – IV: EXTERNAL INFLUENCES 9

Socio-Cultural, Cross Culture – Family group – Reference group – Communication – Influences on Consumer behaviour – Self Esteem – Body image and Body Esteem.

UNIT – V: PURCHASE DECISION PROCESS 9

High and low involvement – Pre-purchase and post-purchase behaviour – Online purchase decision process – Diffusion of Innovation – Managing Dissonance – Emerging Issues – Consumer Socialisation – Values and Beliefs – Rituals and Customs.

TOTAL: 45 PERIODS

OUTCOMES:

- Students will be able to analyse the major factors that affect Consumer decision making process.
- Students will be able to apply various models in Consumer behaviour.
- Students will be able to design and evaluate Marketing strategies.
- Students will be able to identify the major Social and cultural factors that affect consumers decision making process.
- Students will be able to design strategies for Online marketing.

REFERENCES:

1. Leon G Schiffman, Joseph Wisemblit, S Ramesh Kumar, Consumer Behaviour, 12th edition, Pearson, 2018.
2. Barry J. Babin, Eric G. Harris, Ashutosh Mohan, Consumer Behavior: A South Asian Perspective, Cengage Learning, Indian Edition, 6th Edition, 2016.
3. P.C. Jain and Monika Bhatt., Consumer Behavior in Indian Context, S. Chand & Company, 2013.
4. Srabanti Mukherjee, Consumer behaviour, Cengage Learning, 2012.
5. Assael, Consumer Behavior – A Strategic Approach, Biztranza, 2008
6. Dinesh kumar, Consumer Behaviour, Oxford University Press, 2015.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3			2		1		
CO2	3	1	1					
CO3	1		2			1		
CO4	1			1	1		1	
CO5		1	1			2		1

1915305

CUSTOMER RELATIONSHIP MANAGEMENT

L T P C

3 0 0 3

OBJECTIVES:

- To understand the need and importance of maintaining a good Customer relationship.
- To study the concept of Customer information database.
- To familiarise the Customer relationship management process.
- To familiarise the process and implementation of CRM strategies in business organisations.
- To educate students about the trends in CRM Solutions.

UNIT – I: INTRODUCTION

9

Definitions - Concepts and Context of Customer Relationship Management (CRM) – Evolution – Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders – Sales Profiling – Service Level Agreement.

UNIT – II: UNDERSTANDING CUSTOMERS

9

Customer information Database – Customer Profile Analysis – Customer perception, Expectations analysis – Customer behavior in relationship perspectives – Individual and group customers – Customer life time value – Selection of Profitable customer segments – Call Scripting – Customer Satisfaction Measurement.

UNIT – III: CRM STRUCTURES

9

Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications - Supplier Relationship Management.

UNIT – IV: CRM PLANNING AND IMPLEMENTATION

9

Strategic CRM planning process – Implementation issues – CRM Tools – Analytical CRM – Operational CRM – Call center management – CRM development Team – Role of CRM Managers. Market Based Analysis – Collaborative Filtering.

UNIT – V: TRENDS IN CRM

9

CRM Solutions, e-CRM solutions – Data Warehousing – Data mining for CRM – CRM software packages – CRM Automation.

TOTAL: 45 PERIODS

OUTCOMES:

- Students will be able to understand the aspects of Customer Relationship Management.
- Students will have an understanding on Customer information database and customer satisfaction measurement.
- Students will be capable of developing Customer relationship management strategies.
- Students will be able to understand the CRM process and Strategies.
- Students will be able to identify innovative CRM Solutions.

REFERENCES:

1. G.Shainesh, Jagdish, N. Sheth, Customer Relationship Management A Strategic Perspective, Macmillan 2010.
2. Alok Kumar, Customer Relationship Management: Concepts and applications, Biztantra, 2008
3. H. Peeru Mohamed and A. Sahadevan, Customer Relation Management, Vikas Publishing, 2005.
4. Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India, 2005.
5. Assel, Consumer Behavior, Cengage, 6th Edition.
6. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007.
7. Francis Buttle, Customer Relationship Management: Concepts & Tools, Elsevier, 2004.
8. Zikmund. Customer Relationship Management, Wiley 2012.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
1.CO1	1			2				
CO2		1		1				
CO3	3		2			1		
CO4	2			1	1		1	
CO5	1		3			2		1

1915306

INTEGRATED MARKETING COMMUNICATION**L T P C****3 0 0 3****OBJECTIVES:**

- To introduce the basic concepts of Advertising.
- To have an understanding on Advertising media adopted by organisations
- To understand the concept of Personal selling and prepare sales reports.
- To understand the concept of Personal selling.
- To understand the importance of Publicity and public relations.

UNIT – I: INTRODUCTION TO ADVERTISEMENT**9**

Concept – Definition – Scope – Objectives – Functions - Principles of advertisement – Social, Economic and Legal Implications of advertisements – Setting advertisement objectives – Advertisement Agencies – Advertiser and the Advertising Agency interface – Selection and remuneration – Advertisement campaigns.

UNIT – II: ADVERTISEMENT MEDIA**9**

Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements – Media (Readership/ Viewership) Research – Related to sales – Media strategy and scheduling – Design and execution of advertisements – Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print, Radio, T.V., Digital and Social Media advertisements – Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements.

UNIT – III: SALES PROMOTION**9**

Scope and role of sale promotion – Definition – Objectives of sales promotion – sales promotion techniques – Types - Consumer and Trade Promotions – Trade oriented and consumer oriented – Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions.

UNIT – IV: PERSONAL SELLING**9**

Introduction – Meaning – Functions - Personal selling process – Evaluation – Compensation – Motivation – Territory Management – Sales Report Preparation and Presentation – Ethical Issues.

UNIT – V: PUBLICITY AND PUBLIC RELATIONS**9**

Introduction – Meaning – Objectives – Scope – Functions – Integrating PR in to Promotional Mix-Marketing Public Relation function – Process of Public Relations – advantages and disadvantages of PR - Measuring the Effectiveness of PR – PR tools and techniques – Difference between Marketing, PR and Publicity – Social publicity – Web Publicity and Social media – Publicity Campaigns.

TOTAL: 45 PERIODS**OUTCOMES:**

- Students will have an understanding on Advertising concepts and principles.
- Students will be able to make effective choice for Advertisements.
- Students will be able to plan Sales promotion campaigns.
- Students will be able to involve in Personal selling, prepare sales reports and handle issues ethically.
- Students will be able to develop the knowledge about Publicity and public relations.

REFERENCES:

1. George E Belch and Michel A Belch, Advertising and Promotion, Tata Mc Graw Hill, 10th Edition, 2014.
2. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education, 7th Edition, 2007.
3. Kenneth Clow, Donald Baack, Integrated Advertisements, Promotion and Marketing Communication, Prentice Hall of India, NewDelhi, 6th Edition, 2013.

4. Terence A. Shimp and J. Craig Andrews, Advertising Promotion and other aspects of Integrated Marketing Communications, CENGAGE Learning, 9th Edition, 2016.
5. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 3rd Revised Edition, 2008.
6. Julian Cummings, Sales Promotion: How to Create, Implement and Integrate Campaigns that Really Work, Kogan Page, London, 5th Edition, 2010.
7. Jaishri Jefhwaney, Advertising Management, Oxford University Press, 2nd Edition, 2013.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			3				
CO2	2	1	1			1	1	
CO3			1	2				
CO4	3		1		2		1	
CO5				1	2			1

1915307

RETAIL MARKETING

L T P C

3 0 0 3

OBJECTIVES:

- To understand the challenges and opportunities in effective Retailing.
- To understand the organised and unorganized Retail formats.
- To understand the various Retail decisions.
- To provide adequate knowledge about Retail shop management.
- To study retail Shopper behaviour and Customer satisfaction.

UNIT – I: INTRODUCTION

9

An overview of Global Retailing – Challenges and opportunities – Retailing environment - Legal, Social, Economic, Technological, issues – Retail trends in India – Recent policies of the Government of India and its implications on retail trade.

UNIT – II: RETAIL FORMATS

9

Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Globalization and changing retail formats – Virtual store – e-tailing – MNC's role in organized retail formats.

UNIT – III: RETAILING DECISIONS

9

Retail store location and layout – Internal and external atmospherics – Positioning of retail shops – Building retail store Image – Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions - Merchandising and category management.

UNIT – IV: RETAIL SHOP MANAGEMENT

9

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits – Retail store brands – Retail advertising and promotions, Retail selling process – Retail database – In-store customer service.

Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process – Factors influencing retail shopper behavior – Complaints Management – Retail sales force Management – Customer Satisfaction Measurement, tools for measuring Customer Satisfaction – CSAT and NPS.

TOTAL: 45 PERIODS**OUTCOMES:**

- Students will have an understanding of challenges and opportunities in Retailing environment.
- Students will have an understanding of the organised and unorganised Retail formats
- Students will be able to take Retail decisions effectively.
- Students will be able showcase exemplary ideas in Retail formatting, retail space utilisation
- Students will be able to analyse Shopper profiles and measure Customer satisfaction.

REFERENCES:

1. Michael Havy Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mc graw Hill, 6th Edition, 2007.
2. J K Nayak, Prakash C. Dash, Retail Management, Cengage,2017.
3. Dr. Harjit Singh, Retail Management A Global Perspective, S. Chand Publishing, 3rd Edition,2014
4. Patrick M. Dunne and Robert F Lusch, Retailing, Cengage, 9th Edition, 2020.
5. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 3rd Edition 2016.
6. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 4th Edition, 2017.
7. Ramkrishnan and Y.R. Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			3				1
CO2				2				
CO3	3	1	1		2			
CO4			1			2		
CO5	1	1		2		1	1	

1915308**SERVICES MARKETING****L T P C****3 0 0 3****OBJECTIVES:**

- To understand the significance of services and the evolution and growth of Service sector.
- To understand the various Service marketing opportunities.

- To understand the various modes of Service marketing and Service design and development.
- To understand the concepts of Service delivery and promotion.
- To understand the various Service marketing strategies for service industries.

UNIT – I: INTRODUCTION 9

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services – Need for service marketing and growth in Services Marketing.

UNIT – II: SERVICE MARKETING OPPORTUNITIES 9

Assessing service market potential – Classification of services – Expanded marketing mix – Service marketing Environment and trends – Service market segmentation strategies in targeting and positioning.

UNIT – III: SERVICE DESIGN AND DEVELOPMENT 9

Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Intermediaries involved in in Service Process – SERVQUAL – Service Quality function development.

UNIT – IV: SERVICE DELIVERY AND PROMOTION 9

Positioning of services – Designing service delivery System, Service Channel – employee role in service delivery – Pricing of services, methods – Service marketing triangle – Integrated Service marketing communication.

UNIT – V: SERVICE STRATEGIES 9

Service Marketing Strategies for Health and Education – Hospitality – Tourism – Financial and Banking – Logistics – Entertainment – Public utility – Information Technology – Marketing of Online Services – Marketing of Professional Services.

TOTAL: 45 PERIODS

OUTCOMES:

- Students will have an understanding on the evolution of Service economy and the unique characteristics of Services marketing.
- Students will know about the opportunities in Services marketing.
- Students will have knowledge on Service design and development.
- Students will be able to make effective Service delivery systems and promotions.
- Students will have the ability to identify and develop industry specific Service marketing strategies.

REFERENCES:

1. Chiristopher H. Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 7th Edition, 2011.
2. Hoffman, Marketing of Services, Cengage, 5th Edition, 2017.

3. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
4. Valarie Zeithaml et al, Services Marketing, 6th International Edition, Tata Mc Graw Hill, 2012.
5. Gronroos, Service Management and Marketing, Wiley India, 3rd Edition, 2009.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			1				
CO2				2			1	
CO3	3	3	1			1		
CO4	2		1	1	1			
CO5				1				2

1915309

SOCIAL MARKETING

L T P C

3 0 0 3

OBJECTIVES:

- To familiarise the concepts of Social marketing among students.
- To understand the process and plan for Social marketing.
- To understand the social marketing mix and Social marketing campaigns.
- To understand the significance of ethical values and Social media marketing.
- To understand the various trends in Social marketing.

UNIT – I: INTRODUCTION

9

Social marketing – Definition – Scope and concept – Evolution of Social marketing – Need for Social marketing – A comparative study between Commercial and Social Marketing – Use of market research – social change tools – Factors influencing Social marketing – Challenges and opportunities.

UNIT – II: SOCIAL MARKETING PROCESS AND PLANNING

9

Introduction – Environment Monitoring - Social Class and self-efficacy – Social capital – Social ecology - Advocacy – A global phenomenon – Social marketing Process – Stages – Ethical considerations. Planning – Formative Research in Social marketing – Analysis – Problem – Environment – Resource – Segmentation – Motives and benefits – Sheth's and Frazier's attitude - behavior segmentation – Stage approach to segmentation – Selecting target audiences – Cross cultural targeting – Cultural and individual tailoring.

UNIT – III: SOCIAL MARKETING MIX

9

Social marketing mix – Rating & Reviews – Virtual world – Using media in social marketing - Importance – Effectiveness of mass media in social marketing – Practical model for media use in social marketing – Advertisement – Publicity – Edutainment – Civic or Public – Choosing media and methods – Role of media in social marketing campaigns – planning and developing Social

media campaigning – Campaign Vs Programme – Programme planning models – conceptual model Lawrence Green’s Precede – Proceed model.

UNIT – IV: ETHICAL ISSUES AND CHALLENGES 9

Ethical principles – Codes of behaviour – Critics of social marketing – Critic of power imbalance in social marketing – Criticism of unintended consequences – Competition in social marketing - Definition – Monitoring – Countering competition – Competition and principle of differential advantage - Internal competition.

UNIT – V: TRENDS IN SOCIAL MARKETING 9

Future of Social marketing – Setting priorities in social marketing – Repositioning strategies – Future of Public sector – NGO – Private sector social marketing – Social Media marketing – Importance and its influence – Big Brands & Small business – E mail marketing – Social Media Tools – Marketing with Social network sites – Digital Marketing Strategies.

TOTAL: 45 PERIODS

OUTCOMES:

- Students will be familiar with the concept of Social marketing.
- Students will possess basic knowledge about Social marketing process and planning.
- Students will be able to express understanding on Social marketing mix and create social marketing campaigns.
- Students will be able to apply ethical principles in Social marketing.
- Students will possess knowledge of Social media trends.

REFERENCES:

1. Rob Donovan & Nadine Henley, Principles and Practice of Social Marketing-an international perspective. Cambridge University Press 2011.
2. Kotler, P., Roberto, N., & Lee, N, Social Marketing – Influencing Behaviors for Good. 3rd edition, Thousand Oaks, CA: Sage Publications, Inc, 2008.
3. French, J., Blair-Stevens, C., McVey, D., & Merritt, R. Social Marketing and Public Health. Oxford, UK: University Press 2010.
4. Hastings, G. Social Marketing: Why should the Devil Have All the Best Tunes, Routledge 2013.
5. Social marketing in the 21st Century- Alan R. Andreasen- sage Publication, 2012.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			1				
CO2		3		2		1		
CO3	2		1					
CO4	1			3	1		1	
CO5			1	1				1

FUNCTIONAL SPECIALISATION: FINANCIAL MANAGEMENT

1915310

BANKING AND FINANCIAL SERVICES MANAGEMENT

L T P C

3 0 0 3

OBJECTIVES:

- To make the students familiarize with Banking concepts and functions.
- To grasp how Banks, raise their sources of funds and how they deploy it.
- To understand the techniques of Credit monitoring and risk management.
- To know how the performance of Banks are analysed.
- To understand e-banking and the threats that go with it.

UNIT – I: OVERVIEW OF INDIAN BANKING SYSTEM 9

Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Banking Regulations Act 1948 – Rights and obligations of a banker – Overview of Financial statement of banks – Balance sheet and Income Statement.

UNIT – II: SOURCES AND APPLICATION OF BANK FUNDS 9

Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document – Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans.

UNIT – III: CREDIT MONITORING AND RISK MANAGEMENT 9

Need for credit monitoring, Signals of borrower's financial sickness, Financial distress prediction models – Rehabilitation process – Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – Risk measurement process and mitigation, Basic understanding of NPAs and Asset and Liability Management.

UNIT – IV: MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION 9

Mergers and Diversification of banks into securities market – Underwriting – Mutual funds and Insurance business – Performance analysis of banks – Background factors, Ratio analysis and CAMELS Rating System.

UNIT – V: HIGH TECH E – BANKING 9

E – Banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI's initiatives – Payment Systems.

TOTAL: 45 PERIODS

OUTCOMES:

- Students will have an understanding of the functioning of Banks.
- Students will know the various types of loans proposed by banks to prospective Borrowers.

- Students will be familiar about Credit monitoring system and risk management techniques in banks.
- Students will be able to analyse performance of Banks.
- Students have the knowledge and understanding of evolving trends in Banking.

REFERENCES:

1. Padmalatha Suresh and Justin Paul, Management of Banking and Financial Services, 4th Edition, Pearson, Delhi, 2017.
2. Meera Sharma, Management of Financial Institutions – with emphasis on Bank and Risk Management, PHI Learning Pvt. Ltd., New Delhi 2010.
3. Peter S. Rose and Sylvia C. and Hudgins, Bank Management and Financial Services, Tata McGraw Hill, 8th Edition, New Delhi, 2014.
4. Madura, Financial Institutions & Markets, 10th Edition, Cengage, 2016.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2		1	2				
CO2	2					1		
CO3	1		2	1	1			
CO4		3		1			1	
CO5			1	1				1

1915311

CORPORATE FINANCE

L T P C

3 0 0 3

OBJECTIVES:

- To know about the Indian Capital Market and reforms.
- To make the students understand nuances involved in short term Corporate financing.
- To enrich the students with Project selection techniques.
- To understand the Cash flow.
- To familiarize the students with good Ethical practices and Professionalism.

UNIT – I: INDUSTRIAL FINANCE

9

Indian Capital Market and Reforms – Indian Financial system – Equity – Debenture financing – Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance – International Corporate Finance – Finance from international sources, financing of exports – role of EXIM bank and commercial banks.

UNIT – II: SHORT TERM-WORKING CAPITAL FINANCE

6

Working capital – Concepts, Factors, estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper – Public deposits and inter corporate investments.

UNIT – III: ADVANCED FINANCIAL MANAGEMENT**12**

Appraisal of Risky Investments – certainty equivalent of cash flows and risk adjusted discount rate – risk analysis in the context of DCF methods using Probability information – nature of cash flows – Sensitivity analysis – Simulation and investment decision – Decision tree approach in investment decisions.

UNIT – IV: FINANCING DECISION**10**

Cash flows as per AS3 – Simulation and financing decision – Cash inadequacy and cash insolvency – Determining the probability of cash insolvency – Financing decision in the Context of option pricing model, Binomial and Black Scholes Model and agency costs – Interdependence of investment- financing and Dividend decisions.

UNIT – V: CORPORATE GOVERNANCE**8**

Corporate Governance – SEBI Guidelines – Corporate Disasters and Ethics – Corporate Social Responsibility – Stakeholders and Ethics – Ethics, Managers and Professionalism.

TOTAL: 45 PERIODS**OUTCOMES:**

- Students can able to understand the Indian Capital Market and reforms.
- Students can able to use the different sources of Short-term finance for business.
- Students can analyse the feasibility of different projects based on Capital budgeting techniques.
- Students should able to decide the Financing and Dividend related decisions.
- Students will be able to practice the business Ethics and Professionalism.

REFERENCES:

1. Richard A. Brealey, Stewart C. Myers and Mohanthy, Principles of Corporate Finance, Tata Mc Graw Hill, 11th Edition, 2017.
2. I. M. Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition, 2015.
3. Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 7th Edition, 2020.
4. M.Y Khan, Indian Financial System, Tata Mc Graw Hill, 8th Edition, 2013.
5. Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2011.
6. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2011.
7. Website of SEBI
8. Besley, Brigham, Parasuraman, Corporate Finance, Cengage Learning, 2nd Edition 2018.
9. Michael C. Ehrhardt, Eugene F. Brigham, Corporate Finance – A focused approach, Cengage Learning, 7th Edition 2020.
10. Madura, International Corporate Finance, 10th Edition, Cengage Learning, 2014.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			2				
CO2	2		1				1	
CO3		3		3		1		
CO4		2		1				
CO5			1	2	1		2	1

1915312

DERIVATIVES MANAGEMENT

L T P C

3 0 0 3

OBJECTIVES:

- To make the students understand the basic operational mechanisms in Derivatives.
- To make the students understand the Future contracts.
- To understand the Options and Futures.
- To know the concepts of SWAPs and Credit risk.
- To make the students understand Derivatives in India.

UNIT – I: INTRODUCTION

9

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

UNIT – II: FUTURES CONTRACT

9

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

UNIT – III: OPTIONS

9

Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, Options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts.

UNIT – IV: SWAPS

9

Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and Floating Rate Note (FRN) – Credit Risk.

UNIT – V: DERIVATIVES IN INDIA

9

Evolution of Derivatives Market in India – Regulations – Framework – Exchange Trading in

Derivatives Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

TOTAL: 45 PERIODS

OUTCOMES:

- Students can able to understand the concept of Financial derivatives, its structures and trading strategies.
- Students can able to understand the relationship of Future and Forward prices.
- Students can able to understand options, its types and pricing of Options.
- Students will be familiar with the Financial Intermediaries.
- Students will be able to understand the Derivative markets in India.

REFERENCES:

1. David Dubofsky, Option and Financial Futures – Valuation and Uses, Mc Graw Hill International Edition.
2. Don M. Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 10th Edition, Cengage, 2016.
3. John. C. Hull, Options, Futures and Other Derivative Securities, PHI Learning, 10th Edition,2018.
4. Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs', – PHI Learning, 2011.
5. S. L. Gupta, Financial Derivatives- Theory, Concepts and Practice, Prentice Hall of India, 2011.
6. Stulz, Risk Management and Derivatives, Cengage, 2nd Edition, 2011.
7. Varma, Derivatives and Risk Management, 2nd Edition, 2011.
8. Website of NSE and BSE.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3			2				
CO2	1			1				
CO3		2				1		
CO4	1	1	1	1				
CO5				2			1	1

1915313

MERCHANT BANKING AND FINANCIAL SERVICES

L T P C

3 0 0 3

OBJECTIVES:

- To make students understand the legal and regulatory framework of Merchant Banking Services.
- To familiarize with the modes of issuing Securities.

- To familiarize with the Fee-based services.
- To make students acquire knowledge about Fund based financial services.
- To make students learn about novel fund based Financial services.

UNIT – I: MERCHANT BANKING 5

Introduction – Merchant Banking Services – Legal and Regulatory Framework – Developments and Challenges - Merchant Banking in India – An Over view of Indian Financial System – NBFC'S offering merchant banking – Banking system – types of banks – payment banking – Relevant Provisions of Companies Act – SERA – SEBI guidelines – FEMA, etc. – Relation with Stock Exchanges and OTCEI.

UNIT – II: ISSUE MANAGEMENT 12

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants – Role of Registrars – Bankers to the Issue, Underwriters, and Brokers – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FII – Off Shore Issues – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.

UNIT – III: OTHER FEE BASED SERVICES 10

Mergers and Acquisitions – Procedure, Differences, Financial Evaluation – Portfolio Management Services – Credit Syndication – Credit Rating, Role of Credit Rating Agencies – Mutual Funds – Framework, Types – Business Valuation.

UNIT – IV: FUND BASED FINANCIAL SERVICES 10

Leasing and Hire Purchasing – Basics and types of Lease – Benefits Off the Balance Sheet Financing – Hire purchasing– Difference between lease and Hire Purchase – Financial Evaluation.

UNIT – V: OTHER FUND BASED FINANCIAL SERVICES 8

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – Role of RBI in Bills Discounting – Factoring and Forfeiting – Venture Capital – Introduction – Types – Process – Role of VC Institutions – Benefits.

TOTAL: 45 PERIODS

OUTCOMES:

- Students will get knowledge about Merchant Banking Services.
- Students will be familiarized with the modes of issuing Securities.
- Students will get the knowledge about the Fee-based services.
- Students will acquire knowledge about Fund-based securities.
- Students are able to understand novel fund based Financial services.

REFERENCES:

1. M.Y. Khan, Financial Services, Tata Mc Graw Hill, 12th Edition, 2012
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.

3. Machiraju, Indian Financial System, Vikas Publishing House, 5th Edition, 2019.
4. J.C. Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
5. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
6. Sasidharan, Financial Services and System, Tata Mc Graw Hill, New Delhi, 2nd Edition, 2011.
7. Website of SEBI.
8. Madura, Financial Institutions & Markets, 12th Edition, Cengage, 2018.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3			2				
CO2	2			1		1		
CO3	1	2						
CO4	1	2	1					1
CO5					1		1	1

1915314

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

L T P C

3 0 0 3

OBJECTIVES:

- To develop the students to analyze the major Investment instruments.
- To familiarise the students with Regulatory authorities and National stock exchange.
- To enable students, learn about Fundamental analysis
- To enable students, learn about Technical analysis.
- To equip students to design appropriate Portfolio management strategies to meet objectives and needs of investors.

UNIT – I: INVESTMENT SETTING

9

Investment – Meaning – Financial and economic meaning of Investment – Characteristics and objectives of Investment – Difference between Speculation and Gambling – Investment alternatives – Investment Information – Choice and Evaluation – Risk and return concepts.

UNIT – II: SECURITIES MARKETS

8

Financial Market – Segments – Types – Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges – SEBI.

UNIT – III: FUNDAMENTAL ANALYSIS

9

Fundamental Analysis – EIC Framework – Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques – Industry Analysis – Industry classification, Industry lifecycle – Company Analysis – Measuring Earnings – Ratio Analysis – Forecasting Earnings.

UNIT – IV: TECHNICAL ANALYSIS**10**

Technical Analysis – Concepts – Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators – Trend – Trend reversals – Patterns – Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory – Basic Concepts - Random Walk Theory – Weak form of EMH – Semi strong form – Strong Form – The Essence of the Theory – Market Inefficiencies.

UNIT – V: PORTFOLIO MANAGEMENT**9**

Portfolio analysis – Portfolio Selection – Capital Asset Pricing model – Portfolio Revision, Portfolio Evaluation – Sharpe’s, Treynor’s and Jensen Index – Mutual Funds – Types – Net Asset Value.

TOTAL: 45 PERIODS**OUTCOMES:**

- Students will be able to understand the techniques involved in deciding upon purchase or sale of Investment instruments.
- Students would be aware of the nuances of Stock market operations.
- Students will be capable of doing Economic, Industry and Company analysis.
- Students will be able to apply Technical analysis.
- Students will be able to develop an Investment portfolio and manage a portfolio.

REFERENCES:

1. Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th Edition, 2011.
2. Prasanna Chandra, Investment analysis and Portfolio Management, Tata Mc Graw Hill, 2011.
3. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage, 11th Edition, 2019.
4. S. Kevin, Securities Analysis and Portfolio Management, PHI Learning, 2nd Edition 2015.
5. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, 2nd Edition, 2012.
6. V.K. Bhalla, Investment Management, S. Chand and Company Pvt. Ltd, 19th Edition, 2013.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2				1		1
CO2	1		1	2				
CO3		2		3			1	1
CO4	1	2		1				
CO5		2	1			1	1	

OBJECTIVES:

- To enable students, understand the Investment decisions under conditions of risk & uncertainty.
- To help students to understand the Project appraisal techniques.
- To impart knowledge on strategic analysis of selected Investment decisions.
- To make the students understand the Capital structure theories and planning in practice.
- To familiarize the students the techniques to tackle Financial distress.

UNIT – I: INVESTMENT DECISIONS 9

Evaluation of Investment opportunities – Investment decisions under conditions of uncertainty – Risk analysis in Investment decision – RAD, CE, PD, Decision Tree, Sensitivity Monte Carlo Approach.

UNIT – II: CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES 10

Types of investments and disinvestments, Significance of Information and data bank in project selections – Investment decisions under capital constraints, Adjusted NPV – Capital Rationing, Portfolio – Portfolio risk and diversified projects.

UNIT – III: STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS 10

Lease financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire Purchase Vs Lease Decision – Mergers and Acquisition, Types of Mergers – Cash Vs Equity for Mergers – Problems in Mergers & Acquisition.

UNIT – IV: FINANCING DECISIONS 8

Capital Structure, EBIT – EPS Analysis – Indifference point – Capital structure theories – Capital structure planning in Practice.

UNIT – V: FINANCIAL DISTRESS 8

Financial Distress – Causes and Consequences – Bankruptcy and Insolvency Code – Process, Settlements, reorganization and Liquidation in bankruptcy.

TOTAL: 45 PERIODS**OUTCOMES:**

- Students will be able to make Investment decisions under conditions of risk and uncertainty.
- Students will be able to appraise Investment decisions.
- Students can be able to apply strategic analysis of selected Investment decisions.
- Students will be able to plan Capital structure for the organisation.
- Students will be able to manage situations related to Financial distress.

REFERENCES:

1. Prasanna Chandra, Financial Management, Tata Mc Graw Hill, 10th Edition, 2019.
2. Prasanna Chandra, Projects: Planning, Analysis, Financing Implementation and Review, TMH,

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PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1				1	1	1
CO2		2		1				
CO3	1	2	1					
CO4	2	1				1		
CO5	1		2		1			1

1915316

INTERNATIONAL TRADE FINANCE

L T P C

3 0 0 3

OBJECTIVES:

- To familiarize the students with the basics of International trade.
- To enable students to understand Export and Import finance.
- To familiarise students with Forex management.
- To make students understand the documentation involved in International trade.
- To make students understand the Export promotion schemes.

UNIT – I: INTERNATIONAL TRADE

9

International Trade – Meaning and Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy.

UNIT – II: EXPORT AND IMPORT FINANCE

9

Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.) – Payment Terms – Letters of Credit – Pre-shipment and Post Shipment Finance – Forfeiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes Import Licensing – Financing methods for import of Capital goods.

UNIT – III: FOREX MANAGEMENT

9

Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.

UNIT – IV: DOCUMENTATION IN INTERNATIONAL TRADE**9**

Export Trade Documents – Financial Documents – Bill of Exchange – Type – Commercial Documents – Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate – Transport Documents – Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document – Risk Covering Document: Insurance Policy, Insurance Cover Note – Official Document – Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.

UNIT – V: EXPORT PROMOTION SCHEMES**9**

Government Organizations Promoting Exports – Export Incentives – Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts I Export Promotion – EPZ – EQU – SEZ and Export House.

TOTAL: 45 PERIODS**OUTCOMES:**

- Students would possess knowledge on International trade.
- Students can be able to understand the financing methods for import and export of Capital goods.
- Students can be able to determine the Foreign exchange rate and forecast it.
- Students will be able to do International Trade documentation.
- Students will be able to understand export promotion schemes and incentives.

REFERENCES:

1. Apte P.G., International Financial Management, 5th Edition, Tata McGraw Hill, 2017.
2. Jeff Madura, International Corporate Finance, Cengage Learning, 12th Edition, 2015.
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PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			3				
CO2	1			1				
CO3		2				1		
CO4	2			1	1			1
CO5	1			1				

OBJECTIVES:

- To understand the skills and characteristics of successful Entrepreneurs.
- To understand Entrepreneurial environment.
- To familiarise students to prepare feasible Business plan.
- To impart knowledge on mobilising resource and launching a New business.
- To impart knowledge to students in monitoring and evaluation of Small business.

UNIT – I: ENTREPRENEURIAL COMPETENCE 6

Entrepreneurship concept – Entrepreneurial Career Dos and Don'ts – Entrepreneurial Personality – Characteristics of Successful Entrepreneur – Knowledge and Skills of Entrepreneur.

UNIT – II: ENTREPRENEURIAL ENVIRONMENT 12

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 12

Sources of Product for Business – Prefeasibility Study – Criteria for Selection of Product – Ownership – Capital – Budgeting – Project Profile Preparation – Matching Entrepreneur with the Project – Fundamentals and components of a good feasibility plan.

UNIT – IV: LAUNCHING OF SMALL BUSINESS 10

Functional areas of business – Finance and Human Resource Mobilization – Operations Planning – Market and Channel Selection – Product Launching – Incubation, Venture capital, IT startups – Agripreneurship Development.

UNIT – V: MANAGEMENT OF SMALL BUSINESS 5

Monitoring and Evaluation of Business – Preventing Sickness and Rehabilitation of Business Units – Success factors for small business.

TOTAL: 45 PERIODS

OUTCOMES:

- Students will have an understanding about knowledge and skills needed to run a Business.
- Students will be able to understand the Entrepreneurial environment and make decisions.
- Students will be able to do a preliminary survey and also prepare a Business plan to start a business
- Students will be able to understand the concepts of Incubation, Startups and Project launch in business
- Students will have knowledge about the evaluation and rehabilitation of Small business.

REFERENCES:

1. Hisrich, Entrepreneurship, 9th Edition, Tata Mc Graw Hill, New Delhi, 2014
2. S.S. Khanka, Entrepreneurial Development, S. Chand and Company Limited, New Delhi, (Revised Edition) 2013.
3. Mathew Manimala, Entrepreneurship Theory at the Crossroads – Paradigms & Praxis, Biz trantra, 2nd Edition 2005
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5. P. Saravanavel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai 1997.
6. Arya Kumar, Entrepreneurship, Pearson, 2012
7. Donald F Kuratko, T.V Rao, Entrepreneurship: A South Asian perspective, Cengage, 2012.
8. C. Sekhar, Entrepreneurship in Indian Agriculture, MJP Publishers, Delhi.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3		1			1	2	
CO2	1			2				
CO3	1	2				1	1	
CO4				2	1			1
CO5	1		1					

1915318

INDUSTRIAL RELATIONS AND LABOUR WELFARE

L T P C

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OBJECTIVES:

- To understand the need and scope of Industrial relations
- To make students explore the contemporary knowledge and gain a conceptual understanding of Industrial relations.
- To make students learn functions of Labour welfare and statutory measures.
- To make students learn the concept and importance of Industrial safety.
- To make students familiar with the code of conduct, trends and future of Industrial relations.

UNIT – I: INDUSTRIAL RELATIONS**7**

Concepts and Determinants of Industrial Relations – Industrial Relations in India – Importance Growth of Trade Unions – Codes of conduct.

UNIT – II: INDUSTRIAL CONFLICTS**12**

Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Discipline and Grievance Redressal Machinery – Conciliation – Arbitration – Adjudication.

UNIT – III: LABOUR WELFARE**8**

Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Role, Responsibilities and Duties of Welfare Officer.

UNIT – IV: INDUSTRIAL SAFETY**9**

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Compensation and legal 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 – Contemporary Trends and Future of Industrial Relations in India – Code of Conduct – Prevention of Sexual Harassment (POSH) Act 2013.

TOTAL: 45 PERIODS**OUTCOMES:**

- Students will be able to understand the industrial relations prevailing in India.
- Students will be equipped with Industrial grievance redressal machineries and its working.
- Students will be able to ensure statutory, non-statutory welfare measures in the Organisation.
- Students will be able to learn the concepts and importance of Industrial safety
- Students will be able to understand code of conduct and contemporary trends and future of Industrial relations.

REFERENCES:

1. Mamoria C.B., Sathish Mamoria, Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2012.
2. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata Mc Graw Hill.2012.
3. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
4. C.S. Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007.
5. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
6. P.N. Singh, Neeraj Kumar, Employee relations Management, Pearson,2011.
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PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1				2				1
CO2	3			1	1	1		
CO3	3		2					
CO4		1		1				
CO5	1			2			1	1

1915319

LABOUR LEGISLATIONS

L T P C

3 0 0 3

OBJECTIVES:

- To have a broad understanding of the legal principles governing the employment relationship at Individual and collective level.
- To understand the application of Labour laws
- To acquire knowledge on various concepts of labour laws - Factories act, Trade union act etc.
- To familiarise the practical problems inherent in the implementation of Labour laws.
- To educate on the legal provisions relating to wages, working conditions and labour welfare and Industrial relations.

S. No	Name of the Act	Periods
1	The Factories Act, 1948	3
2	The Trade Unions Act, 1926	3
3	The Payment of Wages Act, 1936	3
4	The Minimum Wages Act, 1948	2
5	The Industrial Disputes Act, 1947	5
6	The Workmen's Compensation Act, 1923	2
7	The Payment of Gratuity Act, 1972	3
8	The Payment of Bonus Act, 1965	3
9	The Employee's Provident Fund & Misc. Act, 1952	3
10	The Employees State Insurance Act, 1948	3
11	The Industrial Employment (Standing Orders) Act, 1946	3
12	The Apprentices Act, 1961	2
13	The Equal Remuneration Act, 1976	2
14	The Maternity Benefit Act, 1961	2
15	Contract Labour Regulations and Abolition Act, 1970	2
16	The Child Labour Prevention and Regulation Act, 1986	2
17	Prevention of Sexual Harassment Act 2013	2

TOTAL: 45 PERIODS

OUTCOMES:

- Students will have an understanding on the legal principles governing the Employment relationship.

- Students will be able to analyse the role of Labour laws.
- Students will be able to apply the concepts of labour laws - Factories act, Trade union etc.
- Students will be able to make effective decisions regarding Labour laws.
- Students will be able to understand the concepts of legal provisions relating to wages, working conditions, labour welfare and Industrial relations.

REFERENCES:

1. P.K. Padhi, Industrial Laws, PHI, 2008.
2. Kapoor N. D, Elements of Mercantile Law, Sultan Chand, 2008.
3. Tax Mann, Labour Laws, 2008.
4. D. R. N. Sinha, Indu Bala Sinha, Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004.
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6. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1			1	3				
CO2	2	1				1		
CO3	2		1	1				
CO4	3				1	2		
CO5				2		1	1	1

1915320

MANAGERIAL BEHAVIOUR AND EFFECTIVENESS

L T P C

3 0 0 3

OBJECTIVES:

- To educate the students on the dimensions of Managerial jobs and behaviour
- To impart knowledge on identifying Managerial talent and Development.
- To study the concepts of Managerial effectiveness and the industrial practices to bridge the Managerial gap
- To understand Organisational processes and issues that influence managerial effectiveness.
- To educate students on developing Managerial competencies through self-development, creativity and innovation.

UNIT – I: DEFINING THE MANAGERIAL JOB

8

Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs Effective and Ineffective Job behaviour – Functional and level differences in Managerial Job behaviour.

UNIT – II: DESIGNING THE MANAGERIAL JOB

12

Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal

Measures – Balanced Scorecard – Feedback – Career Management – Current Practices.

UNIT – III: THE CONCEPT OF MANAGERIAL EFFECTIVENESS 7

Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness – The Effective Manager as an Optimiser.

UNIT – IV: ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS 8

Organisational Processes – Organisational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.

UNIT – V: DEVELOPING THE WINNING EDGE 10

Organisational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation.

TOTAL: 45 PERIODS

OUTCOMES:

- Students will have an understanding on the Managerial roles and dimensions of the job.
- Students will be able possess knowledge in identify, developing and the maintenance of Managerial talent in the organisation.
- Students will be able to apply the concepts of Managerial effectiveness and industrial practices to bridge the managerial gap.
- Students will have an understanding on the various factors that influence Managerial effectiveness.
- Students will be able to develop Managerial talent and have an edge in their career.

REFERENCES:

1. Peter Drucker, Management, Harper Row, 2006.
2. Milkovich and Newman, Compensation, Mc Graw-Hill International, 2013.
3. Blanchard and Thacker, Effective Training Systems, Strategies and Practices, Pearson, 2012.
4. Dubrin, Leadership: Research Findings, Practices & Skills, Biztantra, 2015.
5. Joe Tidd, John Bessant, Keith Pavitt, Managing Innovation, Wiley 3rd edition, 2006.
6. T.V. Rao, Appraising and Developing Managerial Performance, Excel Books, 2002.
7. R.M. Omkar, Personality Development and Career Management, S. Chand 1st edition, 2008.
8. Richard L. Daft, Leadership, Cengage, 1st Indian Reprint 2008.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2		1					
CO2	1	1				2		
CO3	2		1	1	1			
CO4	1		3	1				
CO5			1			1	2	1

OBJECTIVES:

- To learn how an organisation can be designed and developed to deal with the challenges from Environment, Technology and its own processes.
- To familiarise students the concepts of Organisational design and structure.
- To understand the concept of Organisational culture and change.
- To familiarise the students about Organisational change.
- To make students understand the Organisational learning and decision making.

UNIT – I: ORGANISATION AND ITS ENVIRONMENT 8

Meaning of Organization – Organisation vision and mission – Need for existence – Organisational Effectiveness – Creation of Value – Measuring Organisational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach – HR implications.

UNIT – II: ORGANISATIONAL DESIGN 15

Organisational Design and structure – Determinants – Components – Types – Basic Challenges of design – Differentiation, Integration, Centralization, Decentralisation, Standardisation, Mutual adjustment – Mechanistic and Organic Structures – Technological and Environmental Impacts on Design – Importance of Design – Success and Failures in design – Implications for Managers.

UNIT – III: ORGANISATIONAL CULTURE 6

Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture – Creating and Sustaining Culture – OCTAPACE MODEL – Culture and Strategy – Implications for practicing Managers.

UNIT – IV: ORGANISATIONAL CHANGE 6

Meaning – Forces for Change – Resistance to Change – Types and forms of change – Lewin's Change Management Model – Evolutionary and Revolutionary change – Change process – Organization Development – HR functions and Strategic Change Management – Implications for practicing Managers.

UNIT – V: ORGANISATION EVOLUTION AND SUSTENANCE 10

Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation – Intrapreneurship and Creativity – HR implications.

TOTAL: 45 PERIODS**OUTCOMES:**

- Students will have the ability to deal with challenges in Environment and Technology
- Students will be able to design Organisational structures.
- Students will be able to apply various concept of Organisational culture and change in organisation.

- Students will be able to understand Organisational change models and process and adapt to it.
- Students will be able to understand Organisation evolution and sustenance.

REFERENCES:

1. Thomson G. Cummings and Christopher G. Worley, Organisational development and Change, Cengage, 9th Edition, 2011.
2. Robbins, Organisation Theory; Structure Design & Applications, Prentice Hall of India, 2009.
3. Bhupen Srivastava, Organisational Design and Development: Concepts application, Biz tantra, 2010.
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7. Richard L. Daft, Understanding theory & Design of Organisations, Cengage, Western, 10th Edition 2012.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1			2	1				
CO2	2	1				1		
CO3	3		1	1				
CO4				2	1		1	
CO5	1		1					1

1915322

STRATEGIC HUMAN RESOURCE MANAGEMENT

L T P C

3 0 0 3

OBJECTIVES:

- To understand the transformation in the role of HR functions from being a support function to strategic function.
- To educate the students on E HRM activities.
- To familiarise the students about cross cultural HRM for International assignments.
- To understand the concepts of Career planning and competency development.
- To familiarise the concepts related to Employee coaching and counseling.

UNIT – I: HUMAN RESOURCE DEVELOPMENT

10

Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions – Roles of HRD Professionals – HRD Needs Assessment – HRD practices – Measures of HRD performance – Links to HR Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability , Challenges to organization and HRD professionals – IHRM.

UNIT – II: E-HRM 6

E- Employee profile – e- selection and recruitment – Background Verification – Virtual learning and Orientation – and development computer-based training – Performance management, Compensation design and comparison – Provident Fund and ESIC – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.

UNIT – III: CROSS CULTURAL HRM 7

Domestic Vs International HRM – Cultural Dynamics – Culture Assessment – Cultural Education and Adaptations through Training Programs – Leadership and Strategic HR Issues in International Assignments – Current challenges in Outsourcing, Cross border Mergers and Acquisitions – Repatriation – Building Multicultural Organisation – International Compensation.

UNIT – IV: CAREER & COMPETENCY DEVELOPMENT 10

Career Concepts – Roles – Career stages – Career planning and Process – Career development Models – Career Motivation and Enrichment – Managing Career plateaus – Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation – Succession Planning and Development – Human Resource Development Applications.

UNIT – V: EMPLOYEE COACHING & COUNSELING 12

Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness – Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Work Stress – Sources - Consequences – Stress Management Techniques – Eastern and Western Practices – Self Management and Emotional Intelligence – Employee Engagement – Exit Management.

TOTAL: 45 PERIODS

OUTCOMES:

- Students will be able to understand Strategic human resource perspectives.
- Students will be able to use E HRM activities.
- Students will be able to understand, communicate and apply the concepts of cross cultural HRM.
- Students will be able to make effective decisions in terms of Career planning and competency development.
- Students will be able to use Employee coaching and counseling techniques.

REFERENCES:

1. Randy L. Desimone, Jon M. Werner, David M. Mathis, Human Resource Development, Cengage Learning, 6th Edition, 2012.
2. Paul Boselie, Strategic Human Resource Management. Tata Mc Graw Hill, 2012.
3. Jeffrey A Mello, Strategic Human Resource Management, Cengage, Southwestern, 2007.
4. Robert L. Mathis, John H. Jackson, Human Resource Management, Cengage, 2007.
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7. McLeod, The Counsellor's workbook, Tata Mc Graw Hill, 2011.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			1				
CO2	1	2	1			1		
CO3			2	3		1		
CO4	1					2	3	
CO5			2		1	1		1

FUNCTIONAL SPECIALISATION: SYSTEMS MANAGEMENT

1915323

ADVANCED DATABASE MANAGEMENT SYSTEM

L T P C

3 0 0 3

OBJECTIVES:

- To understand the various advanced database used in Organisations.
- To familiarise the students about the various Data structure required for implementation.
- To help students understand resources for Query optimisation.
- To understand the concept of data representation through Objects.
- To create an awareness of recent trends in Database management.

UNIT – I: INTRODUCTION

9

DBMS Models – Multimedia Databases, Parallel Databases, embedded, web, spatial, temporal databases, Virtualisation, Active Databases – Embedded databases – Web databases.

UNIT – II: DATABASE IMPLEMENTATION

9

Query Processing basics and optimization – Heuristic Optimization – Transactions Models – Concurrency Control – Recovery – Security and Authorisation – Storage – Indexing and Hashing – ISAM – B-Trees – Kd Trees – X Trees – Dynamic Hashing.

UNIT – III: DISTRIBUTED DATABASES

9

Distributed Databases – Queries – Optimization Access Strategies – Distributed Transactions Management – Concurrency Control – Reliability

UNIT – IV: OBJECT ORIENTED DATABASES

9

Object Oriented Concepts – Data Object Models – Object Oriented Databases – Issues in OODBMS – Object Oriented Relational Databases – Object Definition Languages – Object Query Languages

Data Mining – Data warehousing – Star, Snowflake, Fact Constellation – Open source database systems – Scripting Language, JDBC, ODBC

TOTAL: 45 PERIODS

OUTCOMES:

- Students will be able to understand the various database used in Organisations.
- Students will be familiar with data structures for Database implementation.
- Students will gain knowledge about various Query optimisation resources.
- Students will know how to do data representation through Objects and build applications.
- Students will be familiar with recent database technologies such as Data mining and Data warehousing.

REFERENCES:

1. Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 8th Edition, Cengage, 2013.
2. RamezElmasri and Shamkant B. Nave 'The Fundamentals of Database Systems, 7th Edition, Pearson Education, 2015.
3. Jeffrey A Hoffer et al, Modern Database Management, 12th Edition, Pearson Education, 2016.
4. Abraham Silberchatz, Henry F. Korth and S. Sudarsan, Database System Concepts, 6th Edition, McGraw-Hill, 2015.
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6. Jeffrey D. Ullman and Jennifer Widom, A First Course in Database Systems, 3rd Edition, Pearson Education Asia, 2013.
7. Stefano Ceri and Giuseppe Pelagatti, Distributed Databases Principles and Systems, McGraw-Hill International Edition, 2008.
8. Rajesh Narang, Object Oriented Interfaces and Databases, 1st Edition, Prentice Hall of India, 2004.
9. Mark L. Gillenson & el, Introduction to database management, 2nd Edition, Wiley India Pvt. Ltd, 2012.
10. Charkrabarti, Advanced Database Management Systems, Wiley India Pvt Ltd, 2011.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3							
CO2	2		1					
CO3	2		1			1		
CO4		1				1		
CO5				1			1	1

OBJECTIVES:

- To understand the basic levels and categories of Data mining.
- To be aware of the modeling techniques for Data and information processing.
- To familiarise students of the various computational intelligence techniques for Datamining.
- To learn to correlate the techniques of Business intelligence for Information management.
- To provide knowledge about intelligence enabled Industrial applications.

UNIT – I: INTRODUCTION 9

Data mining, Text mining, Web mining, Spatial mining, Process mining, BI process – Private and Public intelligence, Strategic assessment of implementing BI.

UNIT – II: DATA WAREHOUSING 9

Data ware house – Characteristics and view - OLTP and OLAP – Design and development of data warehouse – Meta data models – Extract/ Transform / Load (ETL) design.

UNIT – III: DATA MINING TOOLS, METHODS AND TECHNIQUES 9

Regression and correlation – Classification – Decision trees – Clustering – Neural networks – Data Analytics, Prescriptive analytics, Big Data, Deep Learning, Market analytics.

UNIT – IV: MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES 9

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

UNIT – V: BI AND DATA MINING APPLICATIONS 9

Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical.

TOTAL: 45 PERIODS

OUTCOMES:

- Students are able to understand basic levels and categories of Datamining.
- Students will be familiar with modeling techniques for Data and Information processing.
- Students are able to apply the Computational Intelligence techniques.
- Students will be able to employ the techniques of Business intelligence.
- Students will gain exposure to intelligence enabled Industrial applications.

REFERENCES:

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2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, 3rd Edition, Prentice Hall, 2014.
3. W.H. Inmon, Building the Data Warehouse, 4th Edition Wiley India Pvt. Ltd.2005.

4. Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 2005.
5. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons, 4th Edition, 2013.
6. Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 3rd Edition, 2011.
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PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1					1		
CO2	1	1						
CO3	2	3	1			1		
CO4	2			1	2	1		
CO5	1			1			1	1

1915325

ENTERPRISE RESOURCE PLANNING

L T P C

3 0 0 3

OBJECTIVES:

- To familiarise the students with the design and implementation challenges in ERP.
- To understand ERP functions for Business process management.
- To understand the implementation of ERP modules in application specific environments.
- To have an understanding on the reliability of ERP implementations.
- To understand ERP enabled applications.

UNIT I: INTRODUCTION

9

Overview of enterprise systems – Evolution – Risks and benefits – Fundamental technology – Issues to be consider in planning design and implementation of cross functional integrated ERP systems.

UNIT – II: ERP SOLUTIONS AND FUNCTIONAL MODULES

9

Overview of ERP software solutions – Small, medium and large enterprise vendor solutions – BPR, and best business practices – Business process Management, Functional modules – Finance, Marketing and Sales, Human Resources, Production.

UNIT – III: ERP IMPLEMENTATION**9**

Planning, Evaluation and selection of ERP systems – Implementation life cycle – ERP implementation, Methodology and Frame work – Training – Data Migration – People Organization in implementation – Consultants, Vendors and Employees.

UNIT – IV: POST IMPLEMENTATION**9**

Maintenance of ERP – Organizational and Industrial impact – Success and Failure factors of ERP Implementation – Precautions in ERP implementation.

UNIT – V: EMERGING TRENDS ON ERP**9**

Extended ERP systems and ERP add-ons – CRM, SCM, Business analytics – Future trends in ERP systems – Web enabled, Wireless technologies, cloud computing – Scenario and Justification of ERP in India.

TOTAL: 45 PERIODS**OUTCOMES:**

- Students will have knowledge about the design challenges in ERP.
- Students will be able to apply ERP for Business process management.
- Students will be able to implement ERP specific application module.
- Students will be able to analyse success and failure factors of ERP implementation.
- Students will gain knowledge of ERP enabled applications.

REFERENCES:

1. Alexis Leon, ERP demystified, 2nd Edition Tata McGraw-Hill, 2014.
2. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012.
3. Jagan Nathan Vaman, ERP in Practice, Tata Mc Graw Hill, 2008.
4. Alexis Leon, Enterprise Resource Planning, 3rd Edition, Tata Mc Graw-Hill, 2014.
5. Mahadeo Jaiswal and Ganesh Vanapalli, 1st Edition, ERP Macmillan India, 2013.
6. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, 2nd Edition Prentice Hall of India, 2009.
7. Summer, ERP, Pearson Education, 2016.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3			1				
CO2	2			1		1		
CO3	2	1			1	1		
CO4		1	1	2				
CO5	1					1	1	1

OBJECTIVES:

- To understand various phases and models of Software project management.
- To familiarise the students with various Project estimation methodologies, Process models and risk management.
- To understand the Project planning activities, monitoring and control.
- To understand project closure analysis and quality assurance support for Project Development.
- To understand concepts of Agile Project Management.

UNIT – I: PROJECT MANAGEMENT OVERVIEW 8

What is Project and Project Management, Various phase of Project Management – Project Stakeholders – Project Management Organisation (PMO) – Roles and Responsibilities of Project Manager – Brief introduction to various process models: Waterfall, RAD, V, Spiral, Incremental, Prototyping, Agile, SCRUM, Extreme Programming (XP) and Kanban Project Initiation – Project Charter – Statement of Work (SoW).

UNIT – II: PROJECT PLANNING 10

Project Planning Activities – Project Scope, Work Breakdown Structures (WBS), Software estimation methodologies – COCOMO Model and Function Point Project Scheduling Techniques – Program Evaluation and Review Technique (PERT), Gantt chart and Critical Path Method (CPM).

UNIT – III: PROJECT TRACKING 10

Monitoring and Control, Project Status Reporting – Project Metrics, Earned Value Analysis (EVA), Project Communication Plan & Techniques – Steps for Process Improvement – Risk Management, Concepts of Risks and Risk Management, Risk Management Activities, Effective Risk Management, Risk Categories, Aids for Risk Identification, Potential Risk Treatments, Risk Components and Drivers, Risk Prioritization.

UNIT – IV: PROJECT CLOSURE 8

Project Closure Analysis, Lesson Learnt Software Quality Assurance – Software Quality Assurance Activities, Software Quality Standards – ISO Standards for Software Organization, Capability Maturity Model (CMM), Comparison between ISO 9001 & SEI CMM, Other Standards.

UNIT – V: AGILE PROJECT MANAGEMENT WITH SCRUM 9

Agile Manifesto and Agile Principles Agile Scrum – Purpose, Values, Scrum Framework, Scrum Roles – Product Owner, Scrum Master & Team, Scrum Events – Sprint Planning, Daily Scrum/Stand-up Meeting – Sprint Review, Sprint Retrospective, Scrum Artefacts – Product Backlog, Sprint Backlog, Increment and Definition of Done (DoD), Agile estimation – Story Point.

TOTAL: 45 PERIODS**OUTCOMES:**

- Students are able to understand various phases and models of Software project management.
- Students will learn to evaluate various Project estimation methods and apply Risk management

techniques.

- Students will be able to identify various risks and create Risk mitigation plan.
- Students will be able to provide Software quality assurance for better quality software delivery.
- Students will apply techniques of Agile Project Management.

REFERENCES:

1. Bob Hughes and Mike Cotterell, Software Project Management, Tata McGraw Hill, 5th Edition.
2. Jalote, Software Project Management in Practice, Pearson Education.
3. Ramesh, Gopalaswamy, Managing Global Projects, Tata Mc Graw Hill.
4. Ken Schwaber, Agile Project Management with Scrum, Microsoft Press.
5. Mike Cohn, Agile Estimating & Planning, Pearson.
6. Royce, Software Project Management, Pearson Education, 2005.

ONLINE RESOURCES:

<http://agilemanifesto.org/>

<https://www.scrum.org/Resources/What-is-Scrum>

<http://www.scrumguides.org/scrum-guide.html#purpose>

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2			1			1	1
CO2	1	3				1		
CO3	1		2					1
CO4			1	2				
CO5	2				1	1		

1915327

E- BUSINESS MANAGEMENT

L T P C

3 0 0 3

OBJECTIVES:

- To understand the transition form commerce to Smart commerce.
- To gain knowledge about the role of Cloud computing in commerce.
- To understand e- business applications.
- To inculcate the knowledge about Digital payments and Security aspects.
- To understand how to handle the legal and privacy issues in Internet enabled commerce.

UNIT – I: INTRODUCTION TO e-BUSINESS

8

e-business, e-business vs e-commerce, Economic forces–advantages–myths–e-business models, design, develop and manage-business, Web2.0 and Social Networking, Mobile Commerce, S-commerce.

UNIT – II: TECHNOLOGY INFRASTRUCTURE

10

Internet and World Wide Web, internet protocols – FTP, intranet and extranet – Cloud Service

Models – SAAS, PAAS, IAAS, Cloud Deployment Models – Public Cloud, Private Cloud, Hybrid Cloud, Auto – Scaling in the Cloud – Internet information publishing technology – Basics of web server hardware and software.

UNIT – III: BUSINESS APPLICATIONS

10

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 – Social media marketing.

UNIT – IV: E-BUSINESS PAYMENTS AND SECURITY

9

E-payments – Characteristics of payment of systems, protocols, e-cash, e-cheque, e-Wallets and Micro payment systems – Internet security – Cryptography – Security protocols – Network security.

UNIT – V: LEGAL AND PRIVACY ISSUES

8

Legal, Ethics and privacy issues – Protection needs and methodology – Consumer protection, Cyber laws, contracts and warranties, Taxation and encryption policies.

TOTAL: 45 PERIODS

OUTCOMES:

- Students will acquire knowledge of Smart commerce.
- Students will gain knowledge about Cloud computing.
- Students will learn to use e-business applications.
- Students will gain knowledge about digital payment and security aspects.
- Students would be to able analyse legal and privacy issues in internet enabled commerce.

REFERENCES

1. Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.
2. EfraimTurban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce – A managerial perspective, Pearson Education Asia,2010.
3. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 6th Edition, 2013.
4. Bharat Bhasker, Electronic Commerce, Framework technologies and Applications, 3rd Edition. Tata McGraw Hill Publications, 2009.
5. Kamlesh K. Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGraw Hill Publications, 7th Edition, 2009.
6. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley,2004.
7. Micheal Papaloelon and Peter Robert, e-business, Wiley India, 2006.
8. Michael Miller, Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Online, Que Publishing, 2009.
9. Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, ebusiness, Oxford University Press,

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			2				
CO2	1	1				1		
CO3	2		1				1	
CO4	1		1			1		1
CO5				3	1			1

FUNCTIONAL SPECIALISATION: OPERATIONS MANAGEMENT

1915328

LOGISTICS MANAGEMENT

L T P C

3 0 0 3

OBJECTIVES:

- To learn the need and importance of Logistics in product flow.
- To educate the students on selection on Distribution channels and make Logistics outsourcing decision.
- To familiarise the students in feasible choice of Transportation and packaging of product.
- To understand the concepts Logistics performance and measurement of cost dimensions.
- To instill technological and managerial knowledge about Logistics information system and Global logistics.

UNIT – I: INTRODUCTION

9

Logistics Management: Concepts – Importance – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of logistics in Competitive strategy – Customer Delight through logistics management.

UNIT – II: DISTRIBUTION CHANNELS AND OUTSOURCING LOGISTICS

9

Distribution channel structure – channel members, channel strategy, role of logistics and support in distribution channels – Logistics requirements of channel members – Logistics outsourcing – catalysts, benefits, value proposition – Third- and fourth-party logistics – Vendor Selection – Logistics Service contract.

UNIT – III: TRANSPORTATION AND PACKAGING

9

Transportation System – Evolution, Infrastructure and Networks – Freight Management – Vehicle Routing – Containerization – Modal Characteristics, Inter-modal Operators and Transport Economies – Packaging Design considerations, Material and Cost – Packaging as Unitisation. Consumer and Industrial Packaging – Types of Packaging material.

UNIT – IV: PERFORMANCE MEASUREMENT AND COSTS

9

Performance Measurement and Cost – Need, System, Levels and Dimensions – Internal and External Performance Measurement – Logistics Audit. Total Logistics Cost – Inventory Cost – Warehousing cost – Packaging cost – Freight cost – Concept, Accounting Methods – Cost

UNIT – V: CURRENT TRENDS

9

Logistics Information Systems – Need, Characteristics and Design – E-Logistics – Structure and Operation – Logistics Resource Management eLRM – Requirement of Logistics in E-Commerce – Automatic Identification Technologies – App based Tracking Systems – Reverse Logistics – Scope, design and as a competitive tool – Global Logistics – Operational and Strategic Issues, ocean and air transportation – Strategic logistics planning – Green Logistics.

TOTAL: 45 PERIODS

OUTCOMES:

- Students will have understanding about the role and concepts of Logistics in competitive environment.
- Students will be able to analyse the best Distribution channels and identify the right vendor.
- Students will be able to apply concepts of Freight Management, Routing, Packing and Transportation.
- Students will be able to measure Warehouse performance and Cost involved in logistics.
- Students will have knowledge about Logistics information systems and global logistics.

REFERENCES:

1. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 3rd Edition 2017.
2. Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education, 3rd Edition, 2012.
3. Coyle et al., The Management of Business Logistics, Cengage Learning, 7th Edition, 2004.
4. Ailawadi C Sathish& Rakesh Singh, Logistics Management, PHI, 2013.
5. Bloomberg David J et al., Logistics, Prentice Hall India, 2009.
6. Ronald H. Ballou, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2010.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1		1					
CO2	2		1			1		
CO3	3			1	1			
CO4		2				1		
CO5	1			2			1	1

OBJECTIVES:

- To understand the concepts of Materials management
- To make Students learn about Materials Requirements Planning and Scheduling orders.
- To make students learn functions with effecting Inventory Management control using various techniques.
- To make Students learn about the Scientific and Systematic Process of Purchasing.
- To ensure students are familiar with effective Warehousing functions & Store management techniques.

UNIT – I: INTRODUCTION 9

Materials Management Process – Purpose – Aggregate planning – Role, need, strategies, costs techniques, approaches – Master scheduling – Manufacturing planning and control system – Manufacturing resource planning – Enterprise resource planning – Making the production plan.

UNIT – II: MATERIALS PLANNING 9

Materials requirements planning – Bill of materials – Resource requirement planning – Manufacturing resource planning – Capacity management – Scheduling orders – Production activity control – Codification.

UNIT – III: INVENTORY MANAGEMENT 9

Policy Decisions – Objectives – Control – Retail Discounting Model, Newsvendor Model – EOQ and EBQ models for uniform and variable demand with and without shortages – Quantity discount models – Probabilistic inventory models.

UNIT – IV: PURCHASING MANAGEMENT 9

Establishing specifications – Selecting suppliers – Price determination – Forward buying – Mixed buying strategy – Price forecasting in purchasing – Buying seasonal commodities– Purchasing under uncertainty– Demand management – Purchasing of capital equipment– International purchasing.

UNIT – V: WAREHOUSE MANAGEMENT 9

Warehousing functions – Types, safety measures and compliance – Stores management, stores systems and procedures, incoming materials control, stores accounting and stock verification – Obsolete, surplus and scrap value analysis – Material handling – Transportation and traffic management – Operational efficiency – Productivity cost effectiveness – Performance measurement

TOTAL: 45 PERIODS**OUTCOMES:**

- Students will be able to understand the basic concepts of Materials management.
- Students will be able to learn about Materials Requirements Planning and Scheduling.

- Students will be able to apply Inventory Management techniques effectively.
- Students will be able to apply scientific and systematic process of Purchasing management.
- Students be familiar with effective Warehousing functions and Store management techniques.

REFERENCES:

1. Steve Chapman, Ann K. Gatewood, Tony K. Arnold, Introduction to Materials Management, Pearson, 1st Edition, 2017.
2. P. Gopalakrishnan, Purchasing and Materials Management, Tata Mc Graw Hill, 2013.
3. A.K. Chitale and R.C. Gupta, Materials Management, Text and Cases, PHI Learning, 3rd Edition, 2014.
4. A.K. Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006.
5. Ajay K Garg, Production and Operations Management, Tata Mc Graw Hill, 2012.
6. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition.
7. S. N. Chary, Production and Operations Management, Tata Mc Graw Hill, 2012.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			1			1	
CO2	2		1					
CO3	3	1	1			1		
CO4	2	1			1	1		
CO5	1					1		1

1915330

PRODUCT DESIGN

L T P C

3 0 0 3

OBJECTIVES:

- To help students gain knowledge on Product design and development.
- To enable students to understand the life cycle of a Product and Product planning techniques.
- To acquire knowledge on various concepts regarding Design thinking and Product architecture.
- To understand Product development techniques and tools in relation with Financial analysis.
- To familiarise students with the concepts of Patents and Intellectual property rights.

UNIT – I: INTRODUCTION

9

Defining Product, Types of products – Product development – Characteristics, duration and cost, challenges – Development Process, Generic Process, Adapting to product types – Evaluation – Decay curve – Cost expenditure curve.

UNIT – II: PRODUCT PLANNING

9

Product Planning Process – Steps, Opportunity identification – Breakdown structure – Product

development charter – Product Life Cycle – Technology Life Cycle – Understanding Customer Needs – Disruptive Technologies – Product Specification – Concept Generation – Activity – Steps, Techniques.

UNIT – III: PRODUCT CONCEPT 9

Design Thinking – Concept Selection – Importance, Methodology, Concept Screening, Concept Scoring, Concept Testing – Product Architecture, Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.

UNIT – IV: INDUSTRIAL DESIGN AND DESIGN TOOLS 9

Industrial Design, Design for Manufacturing – Value Engineering – Ergonomics – Prototyping- Robust Design – Design for X-failure rate curve – Product use testing – Collaborative Product development – Product development economics – Scoring model – Financial analysis.

UNIT – V: PATENTS 9

Defining Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patent Law.

TOTAL: 45 PERIODS

OUTCOMES:

- Students will have understanding about the concept of Product design and development.
- Students will be able to understand the life cycle of a Product and apply Product planning techniques.
- Students will be able to apply Design thinking and Concept testing.
- Students will be able to make effective decisions regarding application of Product development techniques and tools.
- Students will be able to understand the concepts of Patents and Intellectual property rights.

REFERENCES:

1. Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, 4th Edition, 2009.
2. Kenneth B. Kahn, New Product Planning, Sage, 2nd Edition, 2011.
3. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2011.
4. Deborah E. Bouchoux, Intellectual Property: The Law of trademarks, Copyrights, Patents and Trade Secrets, 4th Edition, Cengage Learning, 2012.
5. Anil Mital, Anoop Desai, Anand Subramanian, Aashi Mital, Product Development, Elsevier, 2009.
6. Michael Grieves, Product Life Cycle Management, Tata Mc Graw Hill, 2006.
7. Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata Mc Graw Hill, 2007.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1							
CO2	2		1			1		
CO3	2	3						
CO4	2	2						1
CO5	1		1	1			1	1

1915331

PROJECT MANAGEMENT

L T P C

3 0 0 3

OBJECTIVES:

- To make them learn the concepts of managing Projects.
- To educate the students on Project planning, budgeting, costing and risk management.
- To familiarise the students about tools for Project scheduling & Resource allocation.
- To educate about the Project evaluation and its controlling process.
- To Understand the importance of Project organisation and make them learn Conflict management.

UNIT – I: INTRODUCTION TO PROJECT MANAGEMENT 9

Project Management – Definition – Goal – Lifecycles – Processes – Selection Methods – Project Portfolio Process – Project Formulation – Project Manager – Roles – Responsibilities and Selection – Project Teams.

UNIT – II: PLANNING AND BUDGETING 9

Planning Process – Work Break down Structure – Role of Multidisciplinary teams – Feasibility Studies, Project Break-even point – Budget the Project – Methods – Cost Estimating and Improvement – Budget uncertainty and risk management.

UNIT – III: SCHEDULING & RESOURCE ALLOCATION 9

PERT & CPM Networks – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling – Goldratt's Critical Chain - Project Management Information System (PMIS).

UNIT – IV: CONTROL AND COMPLETION 9

Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system – Project Evaluation, Auditing and Termination- Project Follow-up.

UNIT – V: PROJECT ORGANISATION & CONFLICT MANAGEMENT 9

Formal Organisation Structure – Organisation Design – Types of project organizations - Conflict – Origin & Consequences – Managing conflict – Team methods for resolving conflict – Project Outsourcing – International projects & oversight – Agile project Management – SCRUM

OUTCOMES:

- Students will have an understanding about the concepts of Project management.
- Students will be able to understand Project planning, and apply various budgeting, costing and Risk management techniques.
- Students will be able to choose the right tools for Project scheduling & Resource allocation.
- Students will be able to effectively evaluate projects and help the organization in the control process.
- Students will be able to understand the structure of Project organisation and learn to control the conflicts effectively.

REFERENCES:

1. Clifford Gray and Erik Larson, Project Management, Tata Mc Graw Hill, 6th Edition, 2014.
2. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Pearson Education, 5th Edition 2016
3. Gido and Clements, Successful Project Management, 6th Edition, Cengage, 2018.
4. Harvey Maylor, Project Management, 4th Edition, Pearson Education, 2010.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1				1			1
CO2	1	2						
CO3	2	3	1			1		
CO4	2		1			1		
CO5			2	1	2		1	1

1915332**SERVICES OPERATIONS MANAGEMENT****L T P C****3 0 0 3****OBJECTIVES:**

- To understand the role of service operations in Service sector to enhance the business environment.
- To develop an understanding about the concepts of Service Design and its elements.
- To familiarise students the concepts of measuring the Service Quality and also to make them understand the quality service by design.
- To create ability in executing the service facilities.
- To make them understand the concept of Demand and Capacity planning.

UNIT – I: INTRODUCTION**9**

Services – Characteristics of Services – Importance, role in economy, service sector growth - Service classification, Service Process Matrix Service Package, distinctive characteristics, open-systems view; Service Strategy – Strategic service vision, competitive environment, generic

strategies, winning customers – Role of information technology, stages in service firm competitiveness – Internet strategies – Environmental strategies.

UNIT – II: SERVICE DESIGN 9

New Service Development – Design Elements-Structural & Managerial – Service Blue-Printing – Components of Blue Print –Service Blue Print Design – process structure – generic approaches – Value to customer – Retail design strategies – store size – Network configuration – Managing Service Experience – Experience economy, key dimensions – Vehicle Routing and Scheduling.

UNIT – III: SERVICE QUALITY 9

Service Quality – Dimensions, Service Quality Gap Model, Measuring Service Quality – SERVQUAL - Walk-through Audit, Quality service by design – Service Recovery – Service Guarantees, Types – Service Encounter, types, Service Encounter triad, creating service orientation, service profit chain – Front-office Back – Office Interface – Service decoupling.

UNIT – IV: SERVICE FACILITY 9

Servicescape – Servicescape elements – Environmental dimensions, framework, behaviour - Facility design, nature, objectives, process analysis – Process flow diagram, process steps, simulation – Service facility layout – Service Facility Location – Factors, consideration, facility location techniques – Metropolitan metric, Euclidean, center of gravity, retail outlet location – Problems in Location Decision.

UNIT – V: MANAGING CAPACITY AND DEMAND 9

Managing Demand – strategies – Managing capacity – basic strategies, supply management tactics, operations planning and control – Yield management, applications – Inventory Management in Services – Retail Discounting Model, News vendor Model – Managing Waiting Lines –Types of Queues, psychology of waiting.

TOTAL: 45 PERIODS

OUTCOMES:

- Students will have understanding about the Service operations and its applicability in the business environment.
- Students will be able to apply various concepts of Service Design and its elements.
- Students will be able to measure the Service Quality of any service offering.
- Students will be able to identify appropriate and suitable service facilities and location.
- Students will be able to manage Demand and Capacity using appropriate tools.

REFERENCES:

1. James A. Fitzsimmons, Service Management Operations, Strategy, Information Technology, Tata Mc Graw Hill, 7th Edition 2013.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition, 2012.
3. Cengiz Haksever, Barry Render, Roberta S. Russell, Rebert G. Murdick, Service Management

and Operations, Pearson Education, 2nd Edition.

4. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2012.
5. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006.
6. J. Nevan Wright and Peter Race, The management of service operations, Cengage, 2nd Edition, 2004.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2					1	1	
CO2	3		1					
CO3	1			1				
CO4	1	3						
CO5	1	2	1					1

1915333

SUPPLY CHAIN MANAGEMENT

L T P C

3 0 0 3

OBJECTIVES:

- To help them understand the importance of major decisions in Supply chain management for gaining competitive advantage.
- To educate the students on concepts of Strategic sourcing.
- To familiarise the students to supply chain network and Distribution Strategies.
- To understand the concepts related to Inventory price & revenue management.
- To provide information about current trends in SCM.

UNIT – I: INTRODUCTION

9

Supply Chain – Fundamentals – Evolution, Role in Economy – Importance – Decision Phases – Supplier – Manufacturer – Customer chain – Enablers / Drivers of Supply Chain Performance. Supply chain strategy – Supply Chain Performance Measures.

UNIT – II: STRATEGIC SOURCING

9

Outsourcing – Make Vs buy – Identifying core processes – Market Vs Hierarchy – Make Vs buy continuum – Sourcing strategy – Supplier Selection and Contract Negotiation – Creating a world class supply base – Supplier Development – World Wide Sourcing.

UNIT – III: SUPPLY CHAIN NETWORK

9

Distribution Network Design – Role – Factors Influencing Options, Value Addition – Distribution Strategies – Models for Facility Location and Capacity allocation – Distribution Center Location Models. Supply Chain Network optimization models – Impact of uncertainty on Network Design - Network Design decisions using Decision trees.

UNIT – IV: PLANNING DEMAND, INVENTORY AND SUPPLY**9**

Managing supply chain cycle inventory – Uncertainty in the supply chain – Analyzing impact of supply chain redesign on the inventory – Risk Pooling – Managing inventory for short life cycle products, multiple item, multiple location inventory management – Pricing and Revenue Management.

UNIT – V: CURRENT TRENDS**9**

Supply Chain Integration – Building partnership and trust in SC Value of Information – Bullwhip Effect – Effective forecasting – Coordinating the supply chain – SC Restructuring – SC Mapping – SC process restructuring – Postpone the point of differentiation – IT in Supply Chain – Agile Supply Chain – Reverse Supply chain – Agriculture Supply Chain.

TOTAL: 45 PERIODS**OUTCOMES:**

- Students will be able to understand, build and manage a competitive Supply chain.
- Students will be able to analyse and find the best Supplier.
- Students will be able to apply concepts of Supply chain network and Distribution strategies.
- Students will be able to make effective decisions with regarding to Inventory price & Revenue management.
- Students will be able to comprehend about the current trends in SCM.

REFERENCES:

1. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2016.
2. Sunil Chopra and Peter Meindl, Supply Chain Management – Strategy Planning and Operation, PHI Learning / Pearson Education, 6th Edition, 2015.
3. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2007.
4. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata Mc Graw Hill, 3rd Edition ,2008.
5. Altekar Rahul V, Supply Chain Management-Concept and Cases, PHI, 2005.
6. Shapiro Jeremy F, Modeling the Supply Chain, Cengage, Second Reprint, 2006.
7. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, Principles of Supply Chain Management - A Balanced Approach, South-Western, Cengage, 2018.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2		1			1		1
CO2	2			1				
CO3	3		1					
CO4	1	3		2		1		
CO5	1			1			1	1

**FUNCTIONAL SPECIALISATION: BANKING FINANCIAL SERVICES AND INSURANCE
MANAGEMENT**

1915334

FINANCIAL INSTITUTIONS IN INDIA

L T P C

3 0 0 3

OBJECTIVES:

- To understand the basic framework and components of Indian financial system.
- To understand the various perspectives of Indian financial institutions.
- To gain knowledge on the roles and functions of NBFC'S.
- To learn the need for Micro finance and its institutional framework.
- To acquire knowledge on various financial services linked with Financial institutions.

UNIT – I: INTRODUCTION 9

Introduction – Financial System in India – Theoretical Framework – Components of Financial System, factors affecting the stability of the financial system – Development finance Vs Universal banking – Financial intermediaries and Financial Innovation – RBI-Central Banking.

UNIT – II: FINANCIAL INSTITUTIONS 9

The Financial Institutions: A brief historical perspective – Role of IDBI, ICICI, IFCI and SFCs, LIC & GIC – The banking Institutions, Commercial banks, Public and Private Sectors, structure and comparative performance – Problems of competition, interest rates, spread, and NPAs – Bank capital adequacy norms and capital market support.

UNIT – III: NON-BANKING FINANCIAL INSTITUTIONS 9

Nature and categories of NBFCs – Importance of NBFCs – Structure and growth of NBFCs in India – Regulatory Framework of NBFCs in India – Role of RBI – Progress and Problems of NBFCs – Leasing companies, Hire-purchase Finance Companies, Housing Finance Company, Investment Company, Loan Company, Mutual Benefit Financial Companies, Miscellaneous Non-Banking Company & Residuary Non-Banking Companies.

UNIT – IV: MICRO FINANCE IN INDIA 9

Micro Finance – Concept and Need-Micro Finance as a development tool – Evolution and character of Micro Finance in India – Micro Finance delivery methodologies – Legal and Regulatory Framework of Micro Finance in India – Micro Finance Institutions-Financial Products and Services – Issues of profitability, efficiency and productivity – Emerging Issues.

UNIT – V: FINANCIAL SERVICES 9

Financial services: Asset / fund based Financial services - Lease finance, consumer credit and hire purchase finance, factoring definition, functions, advantages, evaluation and forfeiting, bills discounting, housing finance, venture capital financing – Fee-based / Advisory services: Stock broking, credit rating.

TOTAL: 45 PERIODS

OUTCOMES:

- Students will be able to understand basic framework & components of Indian financial system.
- Students are made familiar with various perspectives of Indian financial institutions.
- Students will have an understanding on the role and functions of NBFC's.
- Students learn about the necessity of micro finance and its institutional framework.
- Students will gain knowledge on financial services linked with financial institutions.

REFERENCES:

1. M.Y. Khan, Financial Services, Tata Mc Graw-Hill, New Delhi, 2019.
2. Harsh V. Verma, Marketing of Services, Global Business Press, 2002.
3. Sames L. Heskett, Managing in the Service Economy, Harvard Business School Press, Boston, 2001.
4. M.Y. Khan, Indian Financial System, 4th Edition Tata Mc Graw-Hill, New Delhi, 2019.
5. Frank. J. Fabozzi & Franco Modigliani, Foundations of Financial Markets and Institutions, 3rd Edition, Pearson Education Asia, 2009.
6. Bhole. LM. Financial Institutions and Markets, Structure, Growth and Innovations, Tata Mc Graw-Hill Publishing Company Ltd. New Delhi, 2017.
7. Srivatsava. R. M, Management of Financial Institutions, Himalaya Publishing Company Ltd., Mumbai, 2010.
8. Vasant Desai, Financial Markets & Services, HPH, Mumbai, 2016.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			2				
CO2	1					1		
CO3	1		1					
CO4	1			2			1	
CO5		1		1		1	1	1

1915335

BANKING TECHNOLOGY MANAGEMENT**L T P C****3 0 0 3****OBJECTIVES:**

- To educate students on evolution of bank management and the role of technology in Banking.
- To understand the Delivery channels available for Digital Banking.
- To assess the need of Data centre operations in Banking.
- To introduce the concept of Inter Bank Payment Systems and Global Payment Processing.
- To create awareness on E – banking and Bank Frauds.

UNIT – I: BRANCH OPERATIONS AND CORE BANKING**9**

Introduction and Evolution of Bank Management – Technological Impact in Banking Operations –

Total Branch Computerization – Concept of Opportunities – Centralized Banking – Concept, Opportunities, Challenges & Implementation.

UNIT – II: DELIVERY CHANNELS 9

Overview of delivery channels – Automated Teller Machine (ATM) – Phone Banking – Call centers – Internet Banking – Mobile Banking – Payment Gateways – Card technologies – MICR electronic clearing.

UNIT – III: BACK OFFICE OPERATIONS 9

Bank back office management – Inter branch reconciliation – Treasury Management – Forex Operations – Risk Management – Data centre Management – Network Management – Knowledge Management (MIS/DSS/EIS) – Customer Relationship Management (CRM).

UNIT – IV: INTER BANK PAYMENT SYSTEMS 9

Interface with Payment system Network – Structured Financial Messaging system – Electronic Fund transfer – RTGSS – Negotiated Dealing Systems & Securities Settlement Systems – Electronic Money – E Cheques – Online Transactions – Concepts, Emerging Trends and Legal implications – Global Payment Processing.

UNIT – V: CONTEMPORARY ISSUES IN BANKING TECHNIQUES 9

Analysis of Rangarajan - Committee Reports – E Banking - Budgeting – Banking Software – Analysis of Recent Core Banking Software. Bank Frauds – Cyber Crime – Concepts and Techniques, Stalking and Cyber Squatting – Cyber Extortion and Cyber Cheating – Phishing and Hacking. Computer Fraud – Prevention, Detection, Mitigation and Encryption / Decryption

TOTAL: 45 PERIODS

OUTCOMES:

- Students will have understanding on Banking operations and technology.
- Students will have understanding on Delivery channels on modern Banking.
- Students will gain knowledge about basic Data centre operations in Banking.
- Students will be able to understand Interbank Payment Systems & Global Payment Processing.
- Students will have awareness on E-Banking and Bank Frauds.

REFERENCES:

1. Financial Services Information Systems-Jessica Keyes Auerbach publication; 2nd Edition 2000
2. Kaptan SS Indian Banking in Electronic Era, Sarup & Sons, New Delhi, 2003.
3. Vasudeva, E–Banking, Common Wealth Publishers, New Delhi, 2005.
4. Turban Rainer Potter, Information Technology, John Wiely & Sons Inc.
5. Banking Technology, Indian Institute of Bankers Publication.
6. Information Technology, Data Communication & Electronic Banking, IIBF, 2017

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3		1			1		
CO2	1			1				2
CO3	1	2				1		
CO4	1			3				
CO5			1	1			1	

1915336

INFORMATION SECURITY FOR BANKS

L T P C

3 0 0 3

OBJECTIVES:

- To understand the basic principles in information and data security in Banks.
- To gain knowledge on various levels of security in Data management practices
- To provide familiarity on server infrastructure for Data management
- To explore the measures metrics and standards for Data security operations.
- To understand security control measures in Data sensitive environment.

UNIT – I: INTRODUCTION

9

Information Security Overview – Importance of Information Security – Security Methodology – Risk Analysis – Threat – Types of Attacks – Compliance with Information security standards, Regulations and Laws – Secure Design Principles, The CIA Triad and Other models, Defense models – Security Policies, Standards, Procedures and Guidelines – Security Organizations, roles and responsibilities, managed security services – Authentication and Authorization.

UNIT – II: DATA SECURITY

9

Securing Unstructured Data – Encryption – Database Security – Security in Networks – Threats in Networks – Network Security controls – Operating System Security – Operating system security models – Security Technology – Access Controls – Firewalls – Virtual Private Networks – Intrusion detection and Prevention Systems.

UNIT – III: SECURING INFRASTRUCUTRE SERVICES

9

E-mail – Web Servers – DNS Servers – Proxy Servers – Application Security – Secure Application Design – Secure Development Lifecycle – Application Security Practices.

UNIT – IV: SECURITY OPERATIONS

9

Disaster Recovery, Business Continuity, Backups and High Availability – Incident Response and Forensic Analysis – Physical–Security Agencies–Certifying Authorities –National International.

UNIT – V: INFORMATION SECURITY CONTROLS

9

Physical and Environmental Security Control – Hardware and software security controls – Security Threats – Network, Internet, Application, Social Engineering – Computer Malware – InfoSec Audit – Framework, Policies and Charter – Regulatory Compliance – Overview, Identification of

OUTCOMES:

- Students are able to understand the basic principles and data security in Banks.
- Students should be able to understand information security aspects and its application in Banks.
- Students will learn about the server infrastructure for Data management.
- Students will understand about metrics and standards for Data security operations.
- Students will be able to get understanding on Security control measures in modern banking.

REFERENCES:

1. Mark Rhodes – Ousley, Information Security, The Complete Reference, Mc Graw Hill, 2nd Edition, 2013.
2. Charles P. Pfleeger, Shari Lawrence Pfleeger, Security in Computing, 4th Edition, 2006.
3. William Stallings, Cryptography and Network Security Principles and Practices, PHI 7th Edition, 2017.
4. Caelli, J., and Longley D. and Shain M., Information Security Handbook, Macmillan, 1991.
5. McClure S., Scambray J. and Kurtz G., Hacking exposed: Network security secrets and solutions, Mc Graw Hill, 2011.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1						1	1
CO2		1	1	2				
CO3	1				1	1		
CO4	2		1					
CO5	1			2	1	1		

1915337

RETAIL BANKING OPERATIONS

L T P C

3 0 0 3

OBJECTIVES:

- To understand the core concepts of Retail banking and its infrastructure.
- To gain familiarity on various Retail deposits schemes and Regulatory framework.
- To gain knowledge on Retail lending products and its procedural outcome.
- To identify the various delivery modes of Retail operations.
- To assess the importance on Customer Relationship Management process in banks.

UNIT – I: INTRODUCTION

9

History and definition of Retail banking – Retail banking in India – Objectives of retail banking, drivers of retail banking – Retail banking infrastructure – Distinction between Retail and Corporate / Wholesale Banking – Retail banking products overview – Customer requirements and

opportunities and challenges in retail banking.

UNIT – II: RETAIL DEPOSITS 9

Types of deposits accounts – Deposits Schemes – New deposits instruments – Non-Resident Deposits accounts – Opening of deposits accounts – RBI Guidelines – RBI Circulars – Operational Modalities – Deposit Policy – Fixation of charges – Management of deposits – Deposit Lockers – Customer Relationship – Cash transactions.

UNIT – III: RETAIL LENDING 9

Types of loans and advances – Customer Requirements-Products development process – Home Loans – Auto-Vehicle Loans – Personal Loans – Educational Loans – Eligibility, Purpose, Amounts, Margin, Security, Disbursement, Moratorium – Prepayment issues, Repayments – Collection – Approval process – RBI Guidelines-Loan process and the relevant accounting including EMI Computation.

UNIT – IV: DELIVERY CHANNELS 9

Operations – process and practices – Traditional Delivery channels – Cheque / Withdrawal slip – Demand draft – Bankers cheque – Modern delivery channels – ATMs, POS, Internet Banking, M-Banking – Selling Process in retail products – Direct Selling Agents – Credit, Debit Cards, Credit Vs. Debit Cards, Eligibility, Purpose, Amount, Margin – Remittances – Funds Transfer.

UNIT – V: CRM AND RETAIL BANKING 9

Bank Customer relationship – CRM Strategies – Rights and obligations of bankers – Customers right, liabilities, other issues related to Retail Banking – Trends in retailing – New products like Insurance, Online / Phone Banking, Property services, Investment advisory / Wealth management, Reverse Mortgage – Growth of e-banking, Cross selling opportunities.

TOTAL: 45 PERIODS

OUTCOMES:

- Students will be able to understand Retail banking operations.
- Students will be able to get understanding on Deposits and Regulatory framework.
- Students will gain knowledge on various lending products.
- Students will be able to understand the delivery channels in Retail operations
- Students will gain knowledge on Customer Relationship Management process in banks.

REFERENCES:

1. Retail Banking, Indian Institute of Banking and Finance, Macmillan India Ltd 2010.
2. Kanhaiya Singh and Vinay Dutta, Commercial Bank Management, Mc Graw Hill, 2013.
3. Rose, Peter, and Sylvia Hudgins, Bank management and financial services, Mc Graw Hill, 2017.
4. Hempel, George H., Donald G. Simonson, and Alan B. Coleman, Bank management: Text and Cases.
5. Fraser R. Donald, Benton E. Gup, and James W. Kolari, Commercial Banking, San Francisco West Publishing Company, 3rd Edition 2004.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			1				1
CO2				1		2		
CO3	1	3	1					
CO4	1				1			
CO5			1				2	1

1915338

PRINCIPLES AND PRACTICES OF INSURANCE

L T P C

3 0 0 3

OBJECTIVES:

- To understand the fundamentals of Indian Insurance market.
- To understand about Life Insurance products, policy and its conditions.
- To familiarize on the procedures of Insurance premium calculation and claim settlements.
- To familiarize on General Insurance products and its practices.
- To explore the knowledge on Life and General insurance under writing and settlement procedures.

UNIT – I: INTRODUCTION 9

Meaning of Life Insurance – The Evolution and Growth of Life Insurance – Basic Principles of Insurance – Life Insurance Organizations in India – Competition and Regulation of Life Insurance – Meaning of General Insurance – The Evolution and Growth of General Insurance – Types of General Insurance – Fundamentals of General Insurance – Organization and Management of General Insurance Companies – Regulatory Framework for General Insurance in India.

UNIT – II: LIFE INSURANCE 9

Types of Life Insurance Policies – Term Life Insurance – Whole Life insurance – Endowment Life Insurance – Unit Linked Policies with or without Profit Policies – Customer Evaluation – Policy Evaluation – Cost and Benefit – Group and Pension Insurance Policies – Special features of Group Insurance / Super Annuation Schemes – Group Gratuity Schemes – Super Annuation schemes.

UNIT – III: COMPUTATION OF PREMIUMS AND SETTLEMENT OF CLAIMS 9

Premium defined – Premium Calculation Including Rebates – Mode of Rebates – Large sum assured Rebates – Premium Loading – Rider Premiums – Computation of Benefits – Surrender value – Paid up value – Settlement of claims, Intimation procedure, documents and settlement procedures.

UNIT – IV: FIRE, MARINE AND MOTOR INSURANCE 9

Fire Insurance, Standard policies – Fire Insurance coverage – Consequential loss (fire) Insurance policies – Declaration policies, Marine Insurance, Marine Cargo policies – Hull policies – Institute cargo clauses – Institute hull clauses – Open policies – Accumulation of risk per location – Motor

Insurance, Types of policies – Third party Insurance – Comprehensive coverage – Conditions and Exclusions – Premium.

UNIT – V: UNDERWRITING AND SETTLEMENT OF CLAIMS 9

Underwriting – Life and General Insurance - Need for underwriting – Guiding principles of Underwriting – Factors affecting Insurability – Settlement of Claims, Claim procedure – TPAs – Claim forms – Investigation / Assessment – Essential Claim Documents – Settlement Limitation, Arbitration, Loss Minimization and Salvage.

TOTAL: 45 PERIODS

OUTCOMES:

- Students will be able to understand concepts of Life and General Insurance.
- Students will be able to get understanding on the various types of Insurances.
- Students gain knowledge about processes in Insurance claims and settlement.
- Students learn about various General Insurance products.
- Students will be able to explore knowledge on Life and General Insurance with under writing and settlement procedures.

REFERENCES:

1. Insurance Institute of India – IC 23 – Application of Life Assurance, IC 30 – Practice of Life Assurance, IC 33 – Life Assurance.
2. Insurance Institute of India – IC 32- Practice of General Insurance, IC 34 – General Insurance, IC 45- General Insurance Underwriting.
3. Module II, Principles and Practice of Life Insurance, The Institute of Chartered Accountants of India: New Delhi.
4. Kanika Mishra, Fundamentals of Life Insurance: Theories and Applications, Prentice Hall of India: New Delhi, 2016.
5. Kutty, S.K., Managing Life Insurance, Prentice Hall of India: New Delhi, 2008.
6. Module I, Principles and Practice of General Insurance, The Institute of Chartered Accountants of India, New Delhi.
7. K.C. Mishra and G.E. Thomas, General Insurance - Principles and Practice, Cengage Learning, New Delhi, 2009.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			1				
CO2	2			1		1		
CO3	2	3	1					
CO4	2			1		1		
CO5	2		1				2	1

OBJECTIVES:

- To familiarize on the concept of risk in Business environment.
- To provide knowledge on causes of Risk aversion.
- To understand the appropriate tools of Risk management.
- To knowledge on the principles and practices of Insurance risk.
- To understand the policy framework of Insurance business in India.

UNIT – I: INTRODUCTION 9

Introduction – Definition and meaning of Risk, Certainty and Uncertainty – Classification of risk – Risk management – Objectives and Strategies of Managing risk – Risk Avoidance, Reduction, Retention, Combination, Transfer, Sharing and Hedging – Risk identification and measurement – Pooling arrangements and diversification of risk – Cost of Risk.

UNIT – II: RISK AVERSION 9

Risk aversion and demand for insurance – By Individuals – By corporations – Insurability of risk – Contractual provisions – Legal doctrine – Loss control – Risk retention and reduction decisions – Risk management, contribution and benefits.

UNIT – III: ANALYTICAL TOOLS 9

Analytical tools used in Corporate risk management – Products liability – Environmental liability – Directors and Officers Liability – Issues in liability risk and management – Quantitative and qualitative risk assessment approaches – Enterprise Risk Management (ERM) – Objectives, Process and Implementation and its impact on Management practices.

UNIT – IV: INSURANCE RISK 9

Definition of Insurance – Insurable risk – Principles of insurance – Kinds of insurance – Costs and benefits of insurance – Pooling in insurance – Factors that limit the insurability of risk – Reinsurance – Overview – Reasons for reinsurance and its types.

UNIT – V: INSURANCE IN INDIA 9

Insurance business in India – Framework of Insurance business – Privatization of insurance business – Insurance Regulatory and Development Authority (IRDA) – Govt. Policy on insurance sector – Public and Private Insurance Companies – Voluntary and involuntary coverages – Economic Reforms in Insurance Industry.

TOTAL: 45 PERIODS**OUTCOMES:**

- Students will be able to understand concepts of risk in Insurance.
- Students will be able to get understanding on how to choose on appropriate tools in Assessment of risk.
- Students will gain knowledge on various tools of Risk management.

- Students will understand about the real practices in Insurance risk.
- Students will get enhanced on understanding about policy framework of Insurance in India.

REFERENCES:

1. George E. Rejda: Principles of Risk Management & Insurance, Pearson, New Delhi, 2017.
2. Harrington. Niehaus, Risk Management & Insurance, McGraw Hill, New York, 2004
3. P.K. Gupta, Insurance & Risk Management, Himalaya Publishing House, Mumbai, 2011.
4. Insurance Institute of India – IC 86 – Risk Management.
5. Palande. P. S., Shah. R. S., Lunawat. M. L., Insurance in India: Changing Policies and Emerging opportunities, New Delhi, 2003.
6. Vaughan J Emmett, Vaughan Therese (2007): Fundamentals of risk and Insurance, Wiley, India.
7. Sethi Jyostna, Bhatia Nishwan (2007). Elements of Banking and Insurance, first edition, PHI Learning Private Ltd, New Delhi.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1				1		1	1	
CO2	2		1					
CO3	2	3				3		
CO4	1			1				
CO5				2				1

1915340

INSURANCE LAW AND REGULATIONS

L T P C

3 0 0 3

OBJECTIVES:

- To provide basic knowledge on Insurance laws and regulations.
- To provide insights on Insurance acts in India
- To familiarize on roles of the Insurance agents and intermediaries.
- To educate students on the legal aspects of Insurance.
- To understand the regulatory framework of Indian insurance companies.

UNIT – I: INTRODUCTION

9

Definition and sources of Law – Judicial set up in India — Insurance as a contract – Legal principles, Principle of indemnity, Insurable interest, Subrogation and Utmost good faith – History of Insurance Legislation in India – Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.

UNIT – II: INSURANCE ACTS

9

Current Legal Environment – Insurance Act 1938 (as amended) & Insurance Regulatory & Development Act an Overview – Insurance Sector Reforms – The Insurance Regulatory Development Authority (IRDA) Act, 1999 – IRDA (Investment) Regulations 2000 – IRDA

Guidelines for Insurance Brokers – Securities and Exchange Board of India (SEBI) Act, 1992 – SEBI Guidelines.

UNIT – III: INSURANCE INTERMEDIARIES 9

Insurance Intermediaries – Regulations issued by IRDA for Insurance Agents & Brokers – Agency Contract – License to act as insurance agent – Authority of a life Insurance Agent rights and responsibilities agent's compensation and hereditary commission – Termination of agency – Nomination facility – Licensing of Insurance Brokers – Role & Responsibilities of Insurance Brokers.

UNIT – IV: LEGAL ASPECTS OF INSURANCE 9

Legal Aspects of Life Assurance – Mortgage of Life Policies – Different kinds of Proofs of Death – Various forms of Evidence of Testate – and Intestate Succession – Presumption of Death – Indemnity & Guarantee – Attachments and Prohibitory Orders – Provisions of Limitation Act as applicable to Insurance Contracts.

UNIT – V: REGULATORY ASPECTS OF INSURANCE 9

Exchange Control Regulations as applicable to General Insurance – IRDA Directions for protections of policy holders – Consumer Protection Act 1986 – Arbitration & conciliation Act 1996 – Vigilance set up – Insurance Ombudsman.

TOTAL: 45 PERIODS

OUTCOMES:

- Students will be able to understand the legal aspects of Insurance in India.
- Students will learn about Insurance acts in India.
- Students will learn about Insurance agents and intermediaries.
- Students will be familiar about documentation in Insurance.
- Students will be able to get understanding on legal framework of Indian Insurance companies.

REFERENCES:

1. Indian Institute of Insurance – IC 24 – Legal Aspects of Life Assurance.
2. K.C. Mishra and M. Bakshi, Legal and Regulatory Aspects of Insurance, Cengage learning, Delhi, 2009.
3. M. N Srinivasan, Principles of Insurance Law (Life - Fire - Marine - Motor and Accident), 2017
4. KSN Murthy & Dr KVS Sarma, Modern Law of Insurance, 2013.
5. Kenneth A. Abraham Insurance Law and Regulation: Cases and Materials, Foundation Press, 6th edition, 2015.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			3				
CO2			1	3				
CO3	1					1	1	1
CO4	2					1		
CO5			1	1				1

1915341

CREATIVITY AND INNOVATION LABORATORY

L T P C

0 0 6 3

OBJECTIVES:

- To understand the nuances involved in Creativity & Innovation.
- To understand the mechanism of Thinking and Visualisation.
- To make students understand about Creative thinking, methods and tools for Creative thinking.
- To educate students on creative tools and techniques for Problem-solving.
- To introduce the methodology of inventive problem solving.

UNIT – I: INTRODUCTION

18

Need for Creative and innovative thinking for quality – Essential theory about directed creativity, components of Creativity, Methodologies and approaches, individual and group creativity, organizational role in creativity – Innovation, types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation.

UNIT – II: MECHANISM OF THINKING AND VISUALISATION

18

Definitions and theory of mechanisms of mind heuristics and models, attitudes, approaches and actions that support creative thinking – Advanced study of visual elements and principles – Line, plane, shape, form, pattern, texture gradation, color symmetry – Spatial relationships and compositions in 2 and 3-dimensional space, procedure for genuine graphical computer animation – Animation aerodynamics – Virtual environments in scientific Visualization – Unifying principle of data management for scientific visualization – Visualization benchmarking.

UNIT – III: CREATIVITY

18

Methods and tools for Directed Creativity – Basic Principles – Tools that prepare the mind for creative thought – stimulation – Development and Actions – Processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and Motivation the Bridge between man creativity and the rewards of innovativeness – Applying Directed Creativity.

UNIT – IV: CREATIVITY IN PROBLEM SOLVING**18**

Generating and acquiring new ideas, product design, service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences.

UNIT – V: INNOVATION**18**

Achieving Creativity – Introduction to TRIZ methodology of Inventive Problem Solving, the essential factors – Innovator’s solution – Creating and sustaining successful growth – Disruptive Innovation model – Segmented Models – New market disruption - Commoditization and Decommoditization – Managing the Strategy Development Process – Role of Senior Executive in Leading New Growth – Passing the Baton.

TOTAL:90 PERIODS**OUTCOMES:**

- Students will be able to understand the basics of Creativity & Innovation.
- Students will show understanding on the mechanism of Thinking and Visualisation.
- Students will be able to apply tools for Creative thinking.
- Students will be able to solve problems using creative Tools and Techniques.
- Students will be able to solve problem using Inventive Methodology.

REFERENCES:

1. Floyd Hurr, Rousing Creativity: Think New Now, ISBN 978-1-56052-547-9, Crisp Publications Inc.
2. Geoffrey Petty, ‘How to be better at Creativity?’, 2nd Edition, Rossendale Books, 2017.
3. Clayton M. Christensen, Michael E. Raynor, The Innovator’s Solution, Harvard Business School Press Boston, USA, 2013.
4. Semyon D. Savransky, ‘Engineering of Creativity – TRIZ’, CRC Press New York USA, 2000.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3		1			1		
CO2	3		1				1	
CO3	3	1				1		
CO4	3	1	1		2			1
CO5	3		1				1	1

1915342**MINI PROJECT****L T P C****0 0 4 3****OBJECTIVES:**

- To provide an opportunity for students to define the problem systematically in selected field of study.
- To know theoretical background of the study and understand the company & industry profile.

- To enable students, draft the objectives and methodology of the study.
- To make students understand the data requirements and collect data relevant for their research.
- To make students analyse data, interpret results, prepare and present their project report with findings and suggestions.

Mini Project must be done by the student at the end of the 2nd Semester for a period of 4weeks. A report should be submitted with a minimum sample size of 50. The report should be around 40 pages containing the details of project undergone, with duration, along with the type of managerial skills developed during the project.

The report must include the following:

1. Introduction.
2. Problem Identification.
3. A statement of Objectives, Review of Literature and Research Methodology used.
4. Analysis and interpretation.
5. Findings and Suggestions.

OUTCOMES:

- Students will be able to define problems in their field of study in a systematic manner.
- Students will be able to have an understanding on the theoretical background of the study, the company and industry profile.
- Students will be able to draft objectives and methodology for their study.
- Students will have understanding on the data requirements and collect data relevant for their research.
- Students will be able to analyse data, interpret results, prepare and present their project report with findings and suggestions.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1		2		2
CO2	1			2				
CO3	1		1	1				
CO4		1		1		2	1	
CO5		3		1		2	1	1

SEMESTER – IV

1915401

PROJECT WORK

L T P C

0 0 34 17

OBJECTIVES:

- To provide an opportunity for students to define the problem systematically in selected field of study.
- To know the theoretical background of the study and understand the company and industry profile.
- To enable students, draft the objectives and methodology of the study.
- To make students understand the data requirements and collect data relevant for their research.
- To make students analyse data, interpret results, prepare and present their project report with findings and suggestions.

Project work must be done by the student during the 4th Semester. The report should be around 60-100 pages containing the details of project undergone, with duration. The project report has to be submitted as per prescribed guidelines. Each student is expected to earn 3 online course credits relevant to management through Coursera, Edx, Swayam, NPTEL in the categories of Engineering, Science and Humanities, Commerce and Management during the course of study. The students should submit copy of certificate(s) to the department and a copy is to attached with the project report at the time of submission.

TOAL: 510 PERIODS

OUTCOMES:

- Students will be able to define problems in their field of study in a systematic manner.
- Students will be able to have an understanding on the theoretical background of the study, the company and industry profile.
- Students will be able to draft objectives and methodology for their study.
- Students will have understanding on the data requirements and collect data relevant for their research.
- Students will be able to analyse data, interpret results, prepare and present their project report with findings and suggestions.

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1		2		2
CO2	1			2				
CO3	1		1	1				
CO4		1		1		2	1	
CO5		3		1		2	1	1