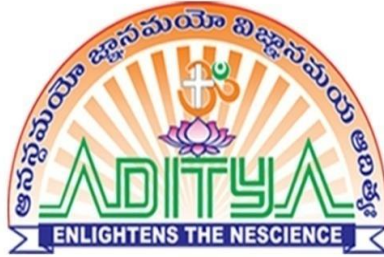


ACADEMIC REGULATIONS, PROGRAM STRUCTURE AND SYLLABUS

**MASTER OF BUSINESS
ADMINISTRATION**

For

M.B.A TWO YEARS DEGREE PROGRAM
(Applicable to the batches admitted from 2019-20)



ADITYA ENGINEERING COLLEGE

An Autonomous Institution

Approved by AICTE, Affiliated to JNTUK & Accredited by NBA, NAAC with 'A' Grade
Recognized by UGC under the sections 2(f) and 12(B) of UGC act 1956
Aditya Nagar, ADB Road, SURAMPALEM - 533 437

ABOUT ADITYA ENGINEERING COLLEGE

ADITYA ENGINEERING COLLEGE (AEC) was established in 2001 at Surampalem, Kakinada, Andhra Pradesh in 180 Acres of pollution free and lush green landscaped surroundings by the visionaries of Aditya Academy who have been in the field of education since last 3 ½ decades, extending their relentless and glorious services.

AEC believes in the holistic development of society at large and is striving hard by putting its efforts in multi-disciplinary activities. The College shoulders the responsibility of shaping the Intellect, Character and Physique of every student, because it believes that these are rudimentary aspects for students to develop a humanized and harmonious society and become meaningful architects of the nation as a whole.

Our vision is to impart quality education, in a congenial atmosphere, as comprehensive as possible, with the support of all the modern technologies and produce graduates and post graduates in engineering with the ability and passion to work wisely, creatively, and effectively for the welfare of the society. It is our endeavor to develop a system of Education which can harness students' capabilities, potentialities and the muscles of the mind thoroughly trained to enable it to manifest great feats of intellectualism.

AEC has International standards and aims to be a center of excellence to produce principal architects of the future. AEC is in the field of education for enriching the knowledge of budding youth with innovative caliber and to equip them with competitive skills fit for job, fit for life.

SALIENT FEATURES:

- Autonomous status by UGC, Accredited by NBA & NAAC with A Grade.
- Rated as "SILVER" by AICTE for best industry linked institution under CII.
- Recognized by UGC under sections 2(f) & 12(B).
- Recognized by JNTUK, Affiliating University as "Research Center".
- Rated Grade "A" by Govt. of AP.
- Students from 17 states across India & 15 foreign countries, 500+ International students.
- 36 Ph. Ds, 50+Research Scholars, 25Patents & 600+ National/International Research Publications.
- An ISO 9001-2015 certified institution.
- Recognized by Scientific and Industrial Research Organizations (SIROs) Govt. of India.

- Incubation Centre Campus & only campus in the state to receive financial Assistance from Govt. of India.
- Infosys Campus Connect Institution.
- NASCOM certification training program Campus.
- Collaboration with Co-cubes and AMCAT for Scientific Assessment.
- Nodal Center for Indian School of Business & AP Information Tech. Academy (APITA).
- Honoured with Best Placement Award by Chief Minister of AP.
- Only college in AP to receive Best Performance Award from Tech Mahindra for its outstanding achievement in campus placements.
- Special CRT Training from first year with 30 experienced faculty.
- Received 13 Pratibha Awards from Govt. of AP at District Level.
- Got 1st prize in AICTE CHHATRA VISWAKARMA student research awards at all India level in Water and Irrigation Category and received award from Hon'ble Vice-President of India.
- MOU with Educational Consultants India Ltd., (EdCIL) and MOUs with 5 foreign universities.
- MOU with CL Educate to increase the research activities in students.
- In campus hostels for Boys and Girls with good infrastructure facilities.
- Transportation facility with 80+ buses.
- Best Rankings & Ratings
 - Careers360-AAA.
 - Times Engineers-13th Rank in AP.
 - India Today-14th Rank in AP & 132nd Rank at All India Level.
 - THE WEEK-89th Rank in South Zone & 13th Rank in AP.
 - Digital Learning- AAAA.
 - The Academic Insights-35th Rank in top 50 Colleges in India.
 - Silicon India-17th rank in top 100 colleges in India and 4th Rank in South Zone.
 - The Sunday Indian-One of the best 20 Engineering Colleges in India.
 - 4Ps-13 rank in India out of top 25 Engineering Colleges.
 - WCRC Leaders-Asia Top 100 colleges.
 - Higher Education Review-India's 34 rank.
- Established Applied Robo Controlled Lab (ARC) Siemens Centre of Excellence Campus, in association with APSSDC, Indo European Skilling Centers for Mechatronics and Industrial Robotics.
- Established 7 excellent engineering labs by incurring Rs. 12 crores for improving skill-based training in the students funded by SIEMENS. The only campus to receive such huge amount from SIEMENS through APSSDC in the district.
- Recognized as CM Centre of Excellence Campus. APSSDC with the collaboration of Dassault Systems have established 4 prestigious labs under this program.
- Recognized as PMKVY-TI Centre by AICTE.
- Fellowship program with Stanford University, California, USA
- India's first Microsoft Ed-vantage Platinum Campus, Microsoft Innovation Centre campus.
- Recognized by Computer Society of India (CSI) as Best Accredited Student Branch
- NPTEL Best Local Chapter Award with AA Grade and stood 39th position in India and 7th position in AP

- MOUs with CISCO Networking Academy, SAP, ORACLE Academy, Dell EMC, Red Hat Academy, VMWare IT Academy, Hacker Rank, Comp Tia, SAK Robotix Lab, ARM University, GIT Hub, Ui Path and more under Aditya's Technical HUB (T-HUB)
- Campus with Student Start-ups & these Start-ups received appreciation from Chief Minister of AP.
- Received Gold medal from Governor of AP (through Red Cross) for conducting Blood Donation camps every year & highest No. of students donated blood in a single phase (2541 Students) in 2017-18
- Strong Network of ALUMNI
- 100% Wi-fi Campus, 100% Surveillance Campus under CC cameras and in campus Bank with 8 ATMs.

**ACADEMIC REGULATIONS (AR19) For
Master Of Business Administration (M.B.A.) (REGULAR)**

Applicable to the students of M.B.A.(Regular) admitted from the academic year 2019-20 onwards

1. AWARD OF M.B.A. DEGREE

A student will be declared eligible for the award of M.B.A. Degree if he fulfills the following academic regulations.

- 1.1 If he pursued a program of study in not less than two and not more than four academic years. After four academic years from the year of admission, he shall forfeit his seat in M.B.A. and his admission stands cancelled.
- 1.2 The student shall register for all 104 credits and secure all the 104 credits.

2. EVALUATION - DISTRIBUTION AND WEIGHTAGE OF MARKS

2.1 The performance of a student in each semester shall be evaluated course-wise with a maximum of 100 marks for Theory courses, Practical courses, Industrial Project based on Summer Internship and Comprehensive Viva-voce.

2.2 For the theory courses, the distribution shall be 40 marks for Sessional examinations and 60 marks for Semester End Examinations. The Sessional marks shall be awarded based on the average of the marks secured in two Sessional examinations. The first Sessional examination is conducted for first 2 ½ units and second Sessional examination for remaining 2 ½ units for each course in a semester. The weightage of Sessional marks for 40 consists of Descriptive examination for 20 marks and Course seminar/presentation for 20 marks. Each Descriptive examination shall be conducted for duration of 90 minutes with 3 questions (no choice). A student has to give course seminar/presentation (10 marks for preparation of report and 10 marks for presentation in the class room) in the respective courses. The final Sessional marks for 40 are the sum of the average of the two sessional examinations marks for 20 and course seminar/presentation for 20 marks.

The Semester End examination is conducted for 60 marks for a duration of 180 minutes which contains ten questions and one case study. Two questions are given from each unit and each question may have sub-questions. The student has to write one question from each unit. Each question carries 10 marks. The case study carries 10 marks and is compulsory.

2.3 For practical courses, there shall be continuous evaluation during the semester for 40 Sessional marks and 60 End examination marks. The Sessional 40 marks shall be

awarded as, continuous evaluation -15 marks, Record-10 marks and laboratory Exam -15 marks. The End examination shall be conducted by the concerned teacher and external examiner appointed by the Principal from a panel of three examiners submitted by Head Of the Department.

2.4 Students can complete their Open elective course in I Sem through MOOCs (Massive Open Online Courses) by registering and participating in 12 weeks courses in NPTEL / SWAYAM etc. with the approval of the Head of the Department. The Head of the Department shall appoint one mentor for each of the MOOCs offered. During the course, the mentor monitors the student's assignment submission at the end of every week. The student needs to submit all the assignments given and needs to take final exam at the proctor center. The student needs to earn a certificate by passing the examination. The student will be awarded the credits given in the curriculum only upon submission of the certificate.

2.5 For Industrial Project based on Summer Internship, the project work shall be carried out during the summer vacation after second semester and will be evaluated in the third semester for 100 marks. Out of 100 marks, 50 marks shall be for dissertation and 50 marks for the project Viva-Voce. Both are evaluated by the Board of Evaluators (BOE). BOE comprises of External Examiner appointed by the Principal from a panel of three examiners submitted by HOD, Head of the Department and Internal project guide. Each student shall give one internal seminar (pre talk) on the topic of his/her project as a prerequisite for submission of the final project report. He needs to submit plagiarism report (not exceeding 30% similarity) along with the guide certificate in the final project report.

2.6 For Comprehensive Viva-voce, 100 marks are allotted. Comprehensive Viva-Voce examination is conducted in all the subjects of four semesters of the course for 100 marks (internal evaluation only) at the end of fourth semester by a committee consisting of two senior faculty members of the department along with Head of the Department.

3. ATTENDANCE REQUIREMENTS

3.1 A student shall be eligible to write the Semester End Examinations if he acquires a minimum of 50% of attendance in each course and 75% of attendance in aggregate of all the courses.

- 3.2 Condonation of shortage of attendance in aggregate up to 10% (65% and above and below 75%) on medical grounds in a semester may be granted by the College Academic Committee.
- 3.3 Shortage of Attendance below 65% in aggregate shall not be condoned.
- 3.4 Students whose shortage of attendance is not condoned in any semester are not eligible to write their End examinations of that semester.
- 3.5 A medical certificate and a fee of Rs. 500/- shall be payable towards condonation for the shortage of attendance.
- 3.6 A student will be promoted to the next semester if he satisfies the attendance requirement of the present semester.
- 3.7 If any student fulfils the attendance requirement in the present semester, he shall not be eligible for re-admission into the same semester.
- 3.8 A student who has shortage of attendance in a semester may seek re-admission into that semester when offered within 4 weeks from the date of the commencement of classwork.

4. MINIMUM ACADEMIC REQUIREMENTS

The following academic requirements have to be fulfilled by the students in addition to the attendance requirements mentioned in item no.4.

- 4.1 A student is deemed to have passed a course and earns the credits allotted to that course by securing not less than 40% of marks in the End examination, and a minimum 50% of marks of the total marks (sum of Sessional marks and End examination marks).
- 4.2 A candidate shall be declared to have passed in Comprehensive Viva-voce and Industrial Project based on Summer Internship, if he secures a minimum of 50% of total marks.
- 4.3 All the credit courses shall be considered for the calculation of SGPA and CGPA.

5. RE-REGISTRATION FOR IMPROVEMENT OF SESSIONAL MARKS:

Following are the conditions to avail the benefit of improvement of Sessional marks.

- 5.1 A student shall be given one chance to re-register for each course provided the Sessional marks secured by a student are less than 50% and has failed in the End examination.
- 5.2 For re-registration, the student has to get approval from the Principal and has to pay the requisite fee which is of one third of the semester tuition fee before the start of the semester in which re-registration is required.

- 5.3 At any time, a student is permitted to re-register for a maximum of two courses in addition to the regular semester.
- 5.4 In the event of the student taking re-registration, his Sessional marks and End examination marks obtained in the previous attempt stand cancelled in that course(s). The attendance shall be calculated separately for the re-registered courses.
- 5.5 If the student gets required minimum attendance in any re-registered course(s), he shall be eligible for writing the End examination in that course(s). Otherwise, he shall not be permitted to write the End examination in that course(s). He shall re-register again in that course(s) when next offered.

6. PROGRAM PATTERN

- 6.1 The entire program of study is for two academic years and all the years are in semester pattern.
- 6.2 The medium of instruction for the entire program will be in English only.
- 6.3 A student is eligible to appear for the End examination in a course but absent from it or has failed in the End examination, may write the examination in that course when conducted next.
- 6.4 When a student is detained due to shortage of attendance, he may be re-admitted into the same semester in which he has been detained.

7. AWARD OF DEGREE AND CLASS

After a student has satisfied the requirements prescribed for the completion of the program and is eligible for the award of M.B.A. degree, he shall be placed in one of the following three classes:

Class Awarded	CGPA secured from 104 Credits
First Class with Distinction	≥ 7.75
First Class	≥ 6.75 to < 7.75
Second Class	≥ 5.75 to < 6.75

7.1 Cumulative Grade Point Average (CGPA)

The following procedure is to be adopted to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA).

For Credit Courses:

Range of Marks (%)	Letter Grade	Level	Grade Point
≥ 90	O	Outstanding	10
≥ 80 to < 90	A+	Excellent	9

≥ 70 to <80	A	Very Good	8
≥ 60 to <70	B+	Good	7
≥ 50 to <60	B	Fair	6
<50	F	Fail	0
	AB	Absent	0

For Audit Courses:

Range of Marks	Letter Grade	Result
≥ 50	S	Satisfactory
< 50	N	Not Satisfactory

COMPUTATION OF SGPA

The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

$$SGPA(S_i) = \frac{\sum(C_i \cdot G_i)}{\sum(C_i)}$$

Where C_i is the number of credits of the i^{th} course and

G_i is the grade point scored by the student in the i^{th} course

COMPUTATION OF CGPA

- i. The CGPA is also calculated in the same manner taking into consideration all the courses undergone by a student over all the semesters of the program, i.e.

$$CGPA = \frac{\sum(C_i \cdot S_i)}{\sum(C_i)}$$

Where S_i is the SGPA of the i^{th} semester and

C_i is the total number of credits in that semester

- ii. The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.
- iii. Grade Point Average can be converted into equivalent percentage using

$$\text{Percentage of Marks} = (\text{CGPA} - 0.75) \times 10$$

8. MINIMUM INSTRUCTION DAYS

The minimum instruction days for each semester shall be 90 working days.

9. WITHHOLDING OF RESULTS

If the student has any dues in the college or involved in disciplinary/malpractice/court cases, his result will be withheld.

10. TRANSITORY REGULATIONS

10.1 Discontinued or detained students are eligible for re-admission into same or equivalent courses as and when offered.

11. GENERAL

11.1 Wherever the words "he", "him", "his", occur in the regulations, they include "she", "her", "hers".

11.2 The academic regulations should be read as a whole for the purpose of any interpretation.

11.3 In case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Academic Council is final.

11.4 The college may change or amend the academic regulations or syllabi as and when the need arises, and the changes or amendments made shall be applicable to all the students with effect from the dates notified by the College.

MALPRACTICES RULES

Disciplinary Action for /Improper Conduct in Examinations

The Chief controller of examinations shall refer the cases of malpractices in Sessional and End Examination to an Enquiry Committee constituted by him / her. The Committee will submit a report on the malpractice allegedly committed by the student to the Chief Controller of Examinations. The Chief Controller of Examinations along with the members of the Committee is authorized to impose a suitable punishment, if the student is found guilty as per the following guidelines.

	Nature of Malpractices / Improper conduct	Punishment
	If the candidate	
1(a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the course of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the course of the examination).	Expulsion from the examination hall and cancellation of the performance in that course only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the examination hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that course only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the course of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the courses of that Semester.
3	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the courses of that Semester.

4	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that Semester. The candidate is also debarred for two consecutive semesters from class work and all End examinations. The continuation of the course by the candidate is course to the academic regulations in connection with forfeiture of seat.
5	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that Semester. The candidate is also debarred for two consecutive semesters from class work and all End examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
6	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that Semester. The candidate is also debarred and forfeits of seat.
7	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate, who has been impersonated, shall be cancelled in all the courses of the examination (including practical and project work) already appeared and shall not be allowed to appear for examinations of the remaining courses of that semester/year. The candidate is also debarred for two consecutive semesters from class work

		and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the impostor is an outsider, he will be handed over to the police and a case is registered against him.
8	Refuses to obey the orders of the Chief controller of examinations / Observer / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in-charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction or property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that course and all other courses the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the courses of that semester. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.
9	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that semester/year. The candidate is also debarred and forfeits the seat.
10	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner	Cancellation of the performance in that course.






	requesting him to award pass marks.	
11	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that course and all other courses the candidate has appeared including practical examinations and project work of that End examination.
12	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the Chief controller of examinations for further action to award suitable punishment.	

Ragging

Prohibition of ragging in educational institutions Act 26 of 1997

Salient Features

- ⇒ Ragging within or outside any educational institution is prohibited.
- ⇒ Ragging means doing an act which causes or is likely to cause Insult or Annoyance of Fear or Apprehension or Threat or Intimidation or outrage of modesty or Injury to a student

	Imprisonment Upto		Fine Upto
Teasing, Embarrassing and Humiliation	 6 Months	+	Rs. 1,000/-
Assaulting or Using Criminal force or Criminal	 1 Year	+	Rs. 2,000/-
Wrongfully restraining or confining or causing hurt	 2 Years	+	Rs. 5,000/-
Causing grievous hurt, kidnapping or Abducts or rape or committing unnatural offence	 5 Years	+	Rs. 10,000/-
Causing death or abetting suicide	 10 Years	+	Rs. 50,000/-

In Case of Emergency CALL TOLL FREE NO. : 1800 - 425 - 1288

LET US MAKE ADITYA A RAGGING FREE CAMPUS

Ragging

ABSOLUTELY NO TO RAGGING

- 1. Ragging is prohibited as per Act 26 of A.P. Legislative Assembly, 1997.**
 - 2. Ragging entails heavy fines and/or imprisonment.**
 - 3. Ragging invokes suspension and dismissal from the College.**
 - 4. Outsiders are prohibited from entering the College and Hostel without permission.**
 - 5. Girl students must be in their hostel rooms by 7.00 p.m.**
 - 6. All the students must carry their Identity Cards and show them when demanded**
 - 7. The Principal and the Wardens may visit the Hostels and inspect the rooms any time.**
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In Case of Emergency CALL TOLL FREE NO. : 1800 - 425 - 1288

LET US MAKE ADITYA A RAGGING FREE CAMPUS

VISION & MISSION OF THE COLLEGE

VISION

To induce higher planes of learning by imparting technical education with International standards, applied research, Creative ability and Value based instruction to emerge as a premier institute.

MISSION

Achieving academic excellence by providing globally acceptable technical education by forecasting technology through

- Innovative research & development
- Industry institute interaction
- Empowered manpower

VISION & MISSION OF THE DEPARTMENT

VISION

To become a centre of excellence in management education

MISSION

- M1: By Providing quality education through innovative and latest pedagogical tools in management education.
- M2: By promoting research and innovative solutions to various management problems and serve the needs of industry and society.
- M3: By collaborating with industries for effective teaching-learning process and to develop ethical future leaders capable of managing change and transformation in a globally competitive environment and to advance the theory and practice of management.

PROGRAM STRUCTURE

I SEMESTER

Course Code	Name of the Course	Lecture (L)	Tutorial (T)	Practice (P)	Credits (C)
194MB1T01	Management and Organizational Behavior	4	0	0	4
194MB1T02	Managerial Economics	4	0	0	4
194MB1T03	Accounting for Managers	4	0	0	4
194MB1T04	Quantitative Analysis for Business Decisions	4	0	0	4
194MB1T05	Legal and Business Environment	4	0	0	4
194MB1T06	Business Communication and Soft Skills	4	0	0	4
---	Open Elective-I	4	0	0	4
194MB1L01	Business Communication and Soft Skills Lab.	0	0	2	2
194MB1L02	Information Technology – Lab – I (Spreadsheet and Tally)	0	0	2	2
TOTAL		28	0	2	32

II SEMESTER

Course Code	Name of the Course	Lecture (L)	Tutorial (T)	Practice (P)	Credits (C)
194MB2T07	Financial Management	4	0	0	4
194MB2T08	Human Resource Management	4	0	0	4
194MB2T09	Marketing Management	4	0	0	4
194MB2T10	Operations Management	4	0	0	4
194MB2T11	Business Research Methods	4	0	0	4
---	Open Elective-II	4	0	0	4
194MB2L03	IT-Lab – 2 (R Programming)	0	0	2	2
TOTAL		24	0	2	26

III SEMESTER

Course Code	Name of the Course	Lecture (L)	Tutorial (T)	Practice (P)	Credits (C)
194MB3T12	Strategic Management	4	0	0	4
194MB3T13	Operations Research	4	0	0	4
---	Elective - I	4	0	0	3
---	Elective - II	4	0	0	3
---	Elective - III	4	0	0	3
---	Elective – IV	4	0	0	3
194MB3P01	Industrial Project based on Summer Internship	4	0	0	4
TOTAL		28	0	2	24

IV SEMESTER

Course Code	Name of the Course	Lecture (L)	Tutorial (T)	Practice (P)	Credits (C)
194MB4T14	Supply Chain Management and Analytics	4	0	0	4
194MB4T15	Innovation and Entrepreneurship	4	0	0	4
---	Elective – V	4	0	0	3
---	Elective - VI	4	0	0	3
---	Elective - VII	4	0	0	3
---	Elective - VIII	4	0	0	3
194MB4C01	Comprehensive Viva - Voce	2	0	0	2
TOTAL		26	0	2	22

Note: The Student has to choose the Electives from the four Specializations available (HR, Finance, Marketing, Systems).

Elective	Human Resource Management	FINANCE	MARKETING	SYSTEMS
Elective – I:	Leadership and Change Management (194HR3E01)	Investment Analysis and Portfolio Management (194FI3E01)	Consumer Behavior (194MA3E01)	Data Mining for Business Decisions (194SY3E01)
Elective – II	Performance Evaluation and Compensation Management (194HR3E02)	Managing Banks and Financial Institutions (194FI3E02)	Retail Management (194MA3E02)	Managing Software Projects (194SY3E02)
Elective – III	Human Capital Management (194HR3E03)	Financial Markets and Services (194FI3E03)	Strategic Marketing Management (194MA3E03)	Web Designing (194SY3E03)
Elective – IV	Manpower Planning, Recruitment, and Selection (194HR3E04)	Taxation (194FI3E04)	Digital and Social Media Marketing (194MA3E04)	Business Analytics (194SY3E04)
Elective – V	Labour Welfare and employment laws (194HR4E05)	Financial Derivatives (194FI4E05)	Services Marketing (194MA4E05)	Big Data Analytics (194SY4E05)
Elective – VI	International HRM (194HR4E06)	Global Financial Management (194FI4E06)	Promotional and Distribution Management (194MA4E06)	Enterprise Resource Planning (194SY4E06)
Elective – VII	Employee Relations and Engagement (194HR4E07)	Risk Management (194FI4E07)	Green Marketing (194MA4E07)	Cyber Laws & Security (194SY4E07)
Elective – VIII	Strategic HRM (194HR4E08)	Behavioral Finance (194FI4E08)	Global Marketing Management (194MA4E08)	Artificial Intelligence and Machine Learning (194SY4E08)

Open Electives:

OPEN ELECTIVE-I			OPEN ELECTIVE-II		
S. No	Course Code	Name of the Course	S. No	Course Code	Name of the Course
1	194MB1O01	Cross Cultural Management.	1	194MB2O04	Project Management.
2	194MB1O02	Rural Innovation Projects.	2	194MB2O05	Technology Management.
3	194MBMOOC1	MOOCs: SWAYAM/NPTEL related to Management Courses other than listed courses in the syllabus.	3	194MB2O06	Lean Management.
			4	194MB2O07	Data base Management System.

MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

I Semester

Course Code: 194MB1T01

L	T	P	C
4	0	0	4

Course Objectives:

- COB 1: To familiarize students with the basic concepts, principles and definitions of management.
- COB 2: To facilitate students in understanding specific theories related to perception, motivation, leadership, organizational structure and organizational designs.
- COB 3: To help the student in understanding the organizational conflict, organizational change, ethical organization
- COB 4: To give a basic perspective of Management and to provide the students with the conceptual framework and the theories underlying Organizational Behavior.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Interpret basic concepts and theories of management, social responsibilities of business, decision making.
- CO 2 : Outline plans and different organization structures, organizational design.
- CO 3 : Understand personality, perspective, creativity and organizational behavior.
- CO 4 : Know about Motivation, Leadership Styles, Group Dynamics, Motivational theories.
- CO 5 : Organizational conflict, Organizational Change, Ethical organization.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO1 (K3)	PO2 (K4)	PO3 (K5)	PO4 (K5)	PO5 (K3)	PO6 (K3)	PO7 (K2)	PO8 (K3)	PO9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K3)	3	-	-	-	-	-	-	-	-	3	3
CO2 (K4)	3	-	-	-	-	-	-	-	-	3	3
CO3 (K2)	2	-	-	-	-	-	-	-	-	3	2
CO4 (K3)	3	-	-	-	-	-	-	-	-	3	3
CO5 (K2)	2	-	-	-	-	-	-	-	-	3	2

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO 1(K3)	PSO 2(K4)	PSO 3(K4)
CO1 (K1)	1	-	-
CO2 (K2)	2	-	-
CO3 (K2)	2	-	-
CO4 (K3)	3	-	-
CO5 (K3)	3	-	-

UNIT – I

Definition, Nature, Functions and Importance of Management – Evolution of Management thought – Scientific management, administrative management, Hawthorne experiments – systems approach - Levels of Management - Managerial Skills - Planning – Steps in Planning Process – importance and Limitations – Types of Plans - Characteristics of a sound Plan - Management By Objectives (MBO) - Techniques and Processes of Decision Making - Social Responsibilities of Business

UNIT-II

Organizing – Principles of organizing – Organization Structure and Design – Types of power - Delegation of Authority and factors affecting delegation – Span of control – Decentralization – Line and staff structure conflicts - Coordination definition and principles - Emerging Trends in Corporate Structure – Formal and Informal Organization- Nature and importance of Controlling, process of Controlling, Requirements of effective control and controlling techniques.

UNIT – III

Organizational behavior: Nature and scope – Linkages with other social sciences – Individual roles and organizational goals – perspectives of human behavior - Perception–perceptual process – Learning - Learning Process- Theories - Personality and Individual Differences - Determinants of Personality - Values, Attitudes and Beliefs - Creativity and Creative thinking.

UNIT – IV

Motivation and Job Performance – Content and process Theories of Motivation - Leadership - Styles - Approaches – Challenges of leaders in globalized era – Groups – stages formation of groups – Group Dynamics - Collaborative Processes in Work Groups - Johari Window- Transactional Analysis.

UNIT – V:

Organizational conflict-causes and consequences-conflict and Negotiation Team Building, Conflict Resolution in Groups and problem-solving Techniques – Organizational change - change process - resistance to change - Creating an Ethical Organization.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Harold Koontz, Heinz Weihrich, A.R. Aryasri, Principles of Management, TMH, 2010.
2. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
3. Kumar, Rao, Chhaalill “Introduction to Management Science” Cengage Publications, New Delhi.
4. V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
5. K. Anbuvelan, Principles of Management, University Science Press, 2013.
6. K. Aswathappa “ Organisational Behaviour-Text, Cases and Games”, Himalaya Publishing House, New Delhi, 2008.
7. Steven L Mc Shane, Mary Ann Von Glinow, Radha R Sharma: “Organisational Behaviour”, TMH Education, New Delhi, 2008.

MANAGERIAL ECONOMICS

I Semester

Course Code: 194MB1T02

L	T	P	C
4	0	0	4

Course Objectives:

- COB 1: To make students aware of the various economic issues that they are expected to face as managers at the corporate level.
- COB 2: To seeks and equip the students with the analytical tools of Economics and apply the same to rational managerial decision-making.
- COB 3: To develop economic way of thinking in dealing with practical business problems and challenge.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Describe basic concepts in managerial economics.
- CO 2 : Generalise economic aspects of demand, supply, and forecasting.
- CO 3 : Relate production functions and cost factor in different business activities.
- CO 4 : Cite different market structures, various macroeconomic concepts and their impact on business activities.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO1 (K3)	PO2 (K4)	PO3 (K5)	PO4 (K5)	PO5 (K3)	PO6 (K3)	PO7 (K2)	PO8 (K3)	PO9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K2)	2	-	-	-	-	2	-	-	-	3	2
CO2 (K2)	2	-	-	-	-	2	-	-	-	3	2
CO3 (K2)	2	-	-	-	-	2	-	-	-	3	2
CO4 (K2)	2	-	-	-	-	2	-	-	-	3	2

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K1)	1	-	-
CO2 (K2)	2	-	-
CO3 (K2)	2	-	-
CO4 (K3)	3	-	-

UNIT-I:

Introduction to Managerial Economics: Nature and Scope- Fundamental Concepts: Incremental reasoning, Concept of Time Perspective, Discounting Principle, Opportunity Cost Principle, Equi -Marginal Concept, -Theory of Firm.

UNIT-II:

Demand Analysis and Forecasting: Concepts of Demand, Supply, Determinants of Demand and Supply, Elasticities of Demand and Supply- Methods of demand forecasting for established and new products.

UNIT-III:

Cost and Production Analysis: Cost: Concept and types, Cost-Output Relationships, Cost

Estimation, Reduction and Control- Economies and Diseconomies of Scale- Law of Variable Proportions- Returns to Scale- Isoquants-Cobb- Douglas and CES Production functions.

UNIT-IV:

Theory of Pricing: Price determination under Perfect Competition, Monopoly, Oligopoly and Monopolistic Competitions- Methods of Pricing- Game Theory basics- Dominant Strategy- Nash Equilibrium and Prisoner's Dilemma.

UNIT-V:

Macro Economics and Business: Concept, Nature and Measurement of National Income- Inflation and Deflation: Inflation - Meaning and Kinds, Types, Causes and measurement of inflation Measures to Control Inflation, Deflation- - Philips curve- Stagflation-Theory of Employment- Business cycles: Policies to counter Business Cycles.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. D.M. Mithani, Managerial Economics, Himalaya Publishing House.
2. H. Craig Peterson, W. Cris Lewis, Managerial Economics, Pearson, 2005.
3. Gupta G.S., Managerial Economics, TMH, 1988.
4. P.L. Mehta, Managerial Economics, PHI, 2001.
5. K .K Dawett, Modern Economic Theory, Sultan Chand & Sons.
6. D.N. Dwivedi, Managerial Economics, 7th Ed, Vikas Publishing.
7. Rangarajan and Dholkia, Macroeconomics, TMH.

ACCOUNTING FOR MANAGERS

I Semester

Course Code: 194MB1T03

L T P C
4 0 0 4

Course Objectives:

- COB 1: To acquaint the students with concepts, principles and postulates of accounting and utilization of financial and accounting information for planning and decision making.
- COB 2: To familiarize the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements.
- COB 3: To familiarize with tools and techniques which help in management planning and control systems.

Course Outcomes:

At the end of this course, Student will be able to:

- CO 1 : The students will be able to understand the accounting practices.
- CO 2 : Choose the appropriate techniques in accounting to solve the problems.
- CO 3 : Students will be able to prepare and analyze financial statements independently.
- CO 4 : Student will be able to make informed decisions.

Mapping Of Course Outcomes with Program Outcomes:

CO/PO	PO1 (K3)	PO2 (K4)	PO3 (K5)	PO4 (K5)	PO5 (K3)	PO6 (K3)	PO7 (K2)	PO8 (K3)	PO9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K3)	-	2	-	1	-	3	-	-	-	3	-
CO2 (K3)	-	2	-	1	-	3	-	-	-	3	-
CO3 (K4)	-	3	-	2	-	3	-	-	-	3	-
CO4 (K3)	-	2	-	1	-	3	-	-	-	3	-

Mapping of Course Outcomes with Program Specific Outcomes:

CO / PO	PSO1 (K3)	PSO2 (K4)	PSO3 (K4)
CO1 (K3)	3	-	-
CO2 (K3)	3	-	-
CO3 (K4)	2	-	-
CO4 (K3)	3	-	-

UNIT -1

Financial Accounting- concept, Importance and scope, accounting principles, accounting cycle, journal ledger, trial balance, Preparation of final accounts with adjustments.

UNIT-II

Analysis and interpretation of financial statements – meaning, importance and techniques, ratio analysis, Fund flow analysis, cash flow analysis.

UNIT-III

Cost accounting–meaning, importance, methods, techniques; classification of costs and cost sheet; Inventory valuation methods- LIFO, FIFO, HIFO and weighted average method, an elementary knowledge of activity based costing.

UNIT-IV

Management accounting – concept, need, importance and scope; budgetary control-meaning, need, objectives, essentials of budgeting, different types of budgets and their preparation.

UNIT-V

Standard costing and variance analysis (materials, labour)-Marginal costing and its application in managerial decision making, Break Even Analysis.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. MAHESWARI AND MAHESWARI" Financial Accounting", Vikas Publishing House, New Delhi, 2013.
2. Pandey, I.M. Management Accounting, Vikas Publishing House, New Delhi.
3. Horngen, Sundem & Stratton, Introduction to Management Accounting, Pearson Education, New Delhi.
4. Hansen & Mowen, Cost Management, Thomson Learning.
5. Mittal, S.N. Management Accounting and Financial management, Shree Mahavir Book Depot, New Delhi.
6. Jain S.P. and Narang K.L. Advanced Cost Accounting, Kalyani Publishers Ludhiana.
7. Khan M.Y. and Jain, P.K. Management Accounting, TMH, N. Delhi.

QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

I Semester

Course Code: 194MB1T04

L	T	P	C
4	0	0	4

Course Objectives:

- COB 1: To develop a deeper understanding of/ quantitative technique and its uses for improving the quality of manageable decisions.
- COB 2: To edify the practical applications of mathematical and statistical models.
- COB 3: Students would be able to acquire an understanding of descriptive statistical tools like measures of central tendency & measures of variations and apply these tools to real life situations.

Course Outcomes:

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

- CO 1 : Classify the basic concepts and mechanics of quantitative techniques.
- CO 2 : Study the various measures and applicability of probability related to the statistics.
- CO 3 : Justify the several decisions in decision theory.
- CO 4 : Use and understand the different sampling distribution techniques.
- CO 5 : Test the hypothesis for choosing best conclusion and inference.

Mapping Of Course Outcomes with Program Outcomes:

CO/PO	PO1 (K3)	PO2 (K4)	PO3 (K5)	PO4 (K5)	PO5 (K3)	PO6 (K3)	PO7 (K2)	PO8 (K2)	PO9 (K2)	PO10 (K2)	PO11 (K3)
CO1 (K4)	3	3	-	2	-	3	-	-	3	-	-
CO2 (K3)	3	2	-	1	-	3	-	-	3	-	-
CO3 (K3)	3	2	-	1	-	3	-	-	3	-	-
CO4 (K3)	3	2	-	1	-	3	-	-	3	-	-
CO5 (K3)	3	2	-	1	-	3	-	-	3	-	-

Mapping of outcomes with program specific Outcomes:

CO/PO	PSO1(K3)	PSO2(K4)	PSO3(K4)
CO1 (K4)	3	3	-
CO2 (K3)	3	2	-
CO3 (K3)	3	2	-
CO4 (K3)	3	2	-
CO5 (K3)	3	2	-

UNIT 1:

Basic Mathematical & Statistical Techniques: Linear, Quadratic, Logarithmic and Exponential Functions -Permutations and Combinations-Matrices-Elementary operations of matrices

UNIT II:

Measure of Central Tendency – Measure of Dispersions-Simple correlation & Regression Analysis – Concept of Probability- Probability Rules-Joint and Marginal probability-Bayes's Theorem-Probability Distributions - Binominal, Poisson, Normal & Exponential Probability Distributions.

UNIT III:

Introduction of Decision Theory: Steps involved in decision making, different environments in which decisions are made, Criteria for decision making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a decision criterion, Decision trees, Graphic displays of the decision-making process, Decision making with an active opponent.

UNIT IV:

Sampling and Sampling Distributions-Estimation-Point and Interval Estimates of Averages and proportions of small and large samples – Concepts of Testing Hypothesis – One sample Test for Testing Mean and Proportion of large and small samples

UNIT V:

Test Two Samples – Tests of Difference between Mean and Proportions of small and large samples-Chi-square Test of Independence and Goodness of fitness -analysis of variance.

Relevant cases have to be in each unit and in examination case is compulsory for every unit.

References:

1. N.D. Vohra “Quantitative Techniques in Management”, Tata-McGraw Hill Private Limited, New Delhi, 2011.
2. Gupta S.P “Statistical Methods”, S. Chand and Sons, New Delhi.
3. Anand Sharma “Quantitative Techniques for Business decision Making Himalaya Publishers, New Delhi, 2012.
4. D.P. Apte “Operation Research and Quantitative Techniques”, Excel Publications, New Delhi, 2013.
5. Hamdy, A. Taha “Operation Research. An Introduction”, Prentice-Hall of India, New Delhi, 2003.
6. Anderson “Quantitative Methods for Business”, Cengage Learning, New Delhi, 2013.
7. Sacheti, Dc & VK Kapoor, “Business Mathematics” S Chand and Sons, New Delhi.

LEGAL AND BUSINESS ENVIRONMENT

I Semester

Course Code: 194MB1T05

L	T	P	C
4	0	0	4

Course Objectives:

- COB 1: To give orientation about Business Environment, Business functioning in Internal and External Environment.
- COB 2: To introduce the student to Economic, Monetary, Fiscal and Industrial Policies and Economic Planning.
- COB 3: To give an overview on basic Legal Environment.
- COB 4: To familiarize with prevailing Legal Environment in India.
- COB 5: To inculcate an understanding of the Sales Environment.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Demonstrate understanding about variables in Business Environment.
- CO 2 : Generalize Indian Economy Policies and Planning.
- CO 3 : Identify basic legal environment to carry out a Business.
- CO 4 : Demonstrate Knowledge on choosing a Business model.
- CO 5 : Interpret Indian Sales Environment.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K3)	-	2	-	-	-	3	-	-	-	-	-
CO2 (K2)	-	1	-	-	-	2	-	-	-	-	-
CO3 (K2)	-	1	-	-	-	2	-	-	-	-	-
CO4 (K2)	-	1	-	-	-	2	-	-	-	-	-
CO5 (K3)	-	2	-	-	-	3	-	-	-	-	-

Mapping of Course Outcomes with Program Specific Outcomes:

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K3)	-	-	2
CO2 (K2)	-	-	1
CO3 (K2)	-	-	1
CO4 (K2)	-	-	1
CO5 (K3)	-	-	2

UNIT-I:

Introduction: Concept of Business Environment-Definition-Characteristics-Environmental factors, Importance at national and international level – problems and challenges – Environmental Scanning: Importance, Process of scanning- NITI Aayog: It's Role in Economic Development of India- Technological Environment: Features, Its impact on Business, Restraints on Technological Growth.

UNIT-II:

Economic and Political Environment: Concept-Definition of Economic Environment-Economic Systems Relative merits and demerits of each systems-Economic Policies-Monetary-Fiscal- Industrial policies since independence and their significance – regulatory and promotional framework. Structure of Indian Economy Nature and significance. Economic Planning- Objectives, Merits, Limitations- Concept and Meaning of Political Environment.

UNIT-III:

Legal Environment: - Business Law: Meaning, scope and need for Business Law- Source of Business Law Indian Contract Act 1872: Its Essentials, Breach of Contract and remedies. Intellectual Property Rights. Negotiable Instruments Act 1881.

UNIT-IV:

Company Act 2013: Memorandum and alteration of Articles of Association-Partnership Act 1932: Duties of Partners- Dissolution of Partnership-Information Technology Act 2000: Digital Signature-Cyber Frauds.

UNIT-V:

Miscellaneous Acts: Sales of Goods Act 1930-Sale- agreement to Sale – Implied Conditions and Warranties Consumer Protection Act 1986- Competition Act- Environment (Protection) Act 1986- Foreign Exchange Management Act (FEMA).

References:

1. Francis Cherunillam, Business Environment, Himalaya Publishers.
2. K. Aswathappa, Essentials of Business Environment, Himalaya Publishers.
3. P.K. Dhar, Indian Economy Growing Dimensions, Kalyani Publishers 4.
4. N.D. Kapoor , Mercantile Law, Sultan Chand Publishers.
5. Chaula and Garg, Mercantile Law, Kalyani Publishers

BUSINESS COMMUNICATION AND SOFT SKILLS

I Semester

Course Code: 194MB1T06

L	T	P	C
4	0	0	4

Course Objectives:

- COB 1: To develop good oral and written communication skills in students for their future jobs.
- COB 2: To enable effective usage of grammar, sentence structures and parts of speech so as to make them strong in communication.
- COB 3: To acquaint the students with fundamentals of communication, help them honing oral, written and non-verbal communication skills and to transform them as effective communicators.
- COB 4: To Inculcate the correct usage of vocabulary.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Identify the basic concepts and mechanics of Oral and Written Communication.
- CO 2 : Identify different types of organizational communication.
- CO 3 : Generalize how to Manage Interpersonal Communication.
- CO 4 : Develop business writing skills.
- CO 5 : Articulate Communication and make presentations independently.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1 (K3)	PO2 (K4)	PO3 (K5)	PO4 (K5)	PO5 (K3)	PO6 (K3)	PO7 (K2)	PO8 (K3)	PO9K (K2)	PO10 (K2)	PO11 (K3)
CO1 (K2)	-	-	-	-	-	-	3	-	3	-	-
CO2 (K4)	-	-	-	-	-	-	3	-	3	-	-
CO3 (K2)	-	-	1	1	-	-	3	-	3	-	-
CO4 (K3)	-	-	1	1	-	-	3	-	3	-	-
CO5 (K3)	-	-	1	1	-	-	3	-	3	-	-

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO 1(K4)	PSO 2(K3)	PSO 3(K4)
CO1 (K3)	2	-	-
CO2 (K4)	2	-	-
CO3 (K3)	3	-	-
CO4 (K3)	3	-	-
CO5 (K3)	3	-	-

UNIT – I:

Purpose and process of communication: Objectives of Communication-Process of Communication- Types of communication; noise, listening skills, Types of listening, essentials of good listening and tips.

UNIT – II:

Managing Organizational Communication: Formal and Informal Communication-

Interpersonal and Intrapersonal communication- Role of Emotion in Interpersonal Communication- Barriers to Interpersonal Communication- Exchange Theory-Gateways for Effective Interpersonal Communication.

UNIT – III:

Non-verbal communication and Body Language: Kinesics, Proxemics, Paralanguage, Haptics, handshakes, appropriate body language and mannerisms for interviews: business etiquettes- across different cultures.

UNIT – IV:

Written communication: mechanics of writing, report writing- business correspondence- business letter format- Meetings and managing meetings- Resume Writing-Formats and Skills.

UNIT- V

Presentation skills: prerequisites of effective presentation, format of presentation; Assertiveness –strategies of assertive behavior; Communication skills for group discussion and interviews, Interview Techniques.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Mallika Nawal: “Business Communication”, Cengage Learning, New Delhi, 2012.
2. Edwin A. Gerloff, Jerry C. Wofford, Robert Cummins Organisational Communication: The key stone to managerial effectiveness.
3. Meenakshi Rama: “*Business Communication*”, Oxford University Press, New Delhi.
4. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai.
5. Paul Turner: “*Organisational Communication*”, JAICO Publishing House, New Delhi.
6. Sathya Swaroop Debasish, Bhagaban Das” “*Business Communication*”, PHI Private Limited, New Delhi, 2009.
7. R.K. Madhukar: “Business Communication”, Vikas Publishing House, New Delhi, 2012.
8. Kelly M Quintanilla, Shawn T. Wahl: “Business and Professional Communication”, SAGE, New Delhi, 2012.
9. Sangita Mehta, Neety Kaushish: “Business Communication”, University Science Press, New Delhi, 2010.
10. Anjali Ghanekar: “Business Communication Skills”, Everest Publishing House, New Delhi, 2011.

CROSS CULTURAL MANAGEMENT

I Semester

Course Code: 194MB1001

L	T	P	C
4	0	0	4

Course Objectives:

- COB 1: The course seeks to develop a diagnostic and conceptual understanding of the culture and related behavioral variables in the management of global organization.
- COB 2: To enhance the ability of class members to interact effectively with people from cultures other than their own, specifically in the context of International Business.

Course Outcomes:

At the end of the Course, Student will be able to understand:

- CO 1 : Features of corporate culture and its influence on Business Decision Making.
- CO 2 : Global business scenario, Communication strategies and High-performance winning teams.
- CO 3 : Cross culture-negotiation and Decision making, International and Global Business Operations and strategy formulation.
- CO 4 : The nature of Global Human Resource Management and discuss staffing and training of global employees.
- CO 5 : Diagnosing organization culture, implementation and measuring ongoing improvement.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO1 (K3)	PO2 (K4)	PO3 (K5)	PO4 (K5)	PO5 (K3)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9K (K3)	PO10 (K3)	PO11 (K4)
CO1 (K2)	-	-	2	-	-	-	-	-	-	-	-
CO2 (K3)	-	-	-	3	-	-	-	-	-	-	-
CO3 (K4)	-	-	-	-	3	-	-	-	-	-	-
CO4 (K2)	-	-	-	-	-	-	-	-	-	-	2
CO5 (K2)	-	-	-	-	-	-	-	-	-	-	2

Mapping of Course Outcomes with Program Specific Outcomes

CO/ PSOs	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K3)
CO1 (K2)	3	-	-
CO2 (K3)	3	-	-
CO3 (K4)	2	-	-
CO4 (K2)	3	-	-
CO5 (K2)	3	-	-

UNIT – I

Introduction – Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stakeholders [managers, employees, shareholders, suppliers, customers and others] – An Analytical framework.

UNIT – II

Culture and Global Management – Global Business Scenario and Role of Culture. Framework for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High-Performance Winning Teams and Cultures; Culture Implications for Team Building.

UNIT – III

Cross Culture – Negotiation & Decision Making – Process of Negotiation and Needed Skills & Knowledge Base – Overview with two illustrations from multicultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations-Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

UNIT – IV

Global Human Resources Management – Staffing and Training for Global Operations – Expatriate – Developing a Global Management Cadre. Motivating and Leading; Developing the values and behaviours necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.

UNIT – V

Corporate Culture – The Nature of Organizational Cultures Diagnosing the As is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Cashby Franklin, Revitalize your corporate culture: PHI, Delhi.
2. Deresky Helen, International Management: Managing Across Borders and Cultures, PHI, Delhi.
3. Esenn Drlarry, Rchildress John, The Secret of a Winning Culture.

RURAL INNOVATION PROJECTS

I Semester

Course Code: 194MB1002

L	T	P	C
4	0	0	4

Course Objectives:

- COB 1: To familiarize students with the basic concepts of understand various natural resources and their importance in rural development.
- COB 2: To facilitate students in understanding specific theories related to Importance of different resources in Rural Development.
- COB 3: To help the student in understanding Human Resources Dimensions of Rural Development.
- COB 4: To give a basic perspective of Review of Rural Development Programs in the area.

Course Outcomes:

At the end of the Course, Student will be able to understand:

- CO 1 : Define and Classify rural resources.
- CO 2 : Outline the methods and importance Soil Conservation.
- CO 3 : Understand various dimensions of Rural Financial Sector.
- CO 4 : Outline the Rural Development Policies during different plan periods.
- CO 5 : Demonstrate understanding about variables in Rural Development Programs.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO1 (K3)	PO2 (K4)	PO3 (K5)	PO4 (K5)	PO5 (K3)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9K (K3)	PO10 (K3)	PO11 (K4)
CO1 (K4)	-	-	-	2	-	-	-	-	-	-	2
CO2 (K3)	-	-	-	2	-	-	-	-	-	-	-
CO3 (K3)	-	-	-	-	-	-	-	-	-	2	-
CO4 (K3)	-	-	-	-	-	3	-	-	-	-	-
CO5 (K3)	-	-	-	-	-	-	-	-	3	3	-

Mapping of Course Outcomes with Program Specific Outcomes

CO/ PSOs	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K3)
CO1 (K4)	2	-	-
CO2 (K3)	3	-	-
CO3 (K3)	3	-	-
CO4 (K3)	3	-	-
CO5 (K3)	3	-	-

UNIT-I:

Definition and meaning of Resources, Types of Rural Resources, Natural and Man-made, Characteristics of Resources, Importance of different resources in Rural Development. Rural Governance and Administration in India- Pre & Post independence- Elements of Indian constitution Constitutional amendment to Panchayati Raj system- Development (Department) Administration in Rural India.

UNIT-II:

Land Resources development experience: Classification of land based on utility, Soils – Structure and importance, Properties of Soil- Physical and Chemical, Soil Conservation-methods and importance. Status of Rural Development in the SAARC countries.

UNIT-III:

Human Resources Dimensions of Rural Development-Quantitative aspects of rural human resource (Gender & Age wide classification, Density, Issue in rural human resources- Scarcity, lack of skill, attitude, and social status). Food security and public distribution system-Rural Financial Sector –Sources of Rural Credit: Institutional and Non Institutional - Service Delivery System in Rural areas, Rural Infrastructural Sector and Millennium Development Goals Housing in Rural Areas.

UNIT-IV:

Approaches of Rural Development in India- institutional, technological, area and target group, participatory, individualistic. Rural Development Policies during different plan periods. Strategies of Rural Development – growth oriented strategy, Welfare strategy, Responsive strategy, Holistic strategy, right-based strategy. PURA Model.

UNIT-V:

Review of Rural Development Programmes in the area of agricultural sector – crop, non-crop, livestock, fishery, forestry. Review of Rural Development Programmes in area of Social Sectors – Health, Sanitation and Education. Project Planning and Management.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Rural Development: Principles, Policies and Management, Katar Singh, Sage Publications India Pvt. Ltd., 2009.
2. Soil & Water Conservation & Watershed Management Hardcover – 2012, Singh PK Mahnot.

BUSINESS COMMUNICATION AND SOFT SKILLS-LAB

I Semester

Course Code: 194MB1L01

L	T	P	C
4	0	0	4

Course Objectives:

COB 1: To make students aware of communication skills required to work in an organization.

COB 2: To make students aware of writing and presenting skills required to work for an organization.

Course Outcomes:

At the end of the Course, Student will be able to understand:

CO 1 : Improves conversation skills and analysis of conversations.

CO 2 : Identifies Leadership traits and team management.

CO 3 : Identifies improvements need in non-verbal communication.

CO 4 : Develops writing skills.

CO 5 : Develops presentation skills.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K3)	-	-	-	-	3	-	-	-	-	-	-
CO2 (K3)	-	-	-	-	-	-	-	-	-	3	-
CO3 (K3)	-	-	-	-	-	-	3	-	-	-	-
CO4 (K3)	-	-	-	-	-	-	3	-	-	-	-
CO5 (K3)	-	-	-	-	-	-	3	-	-	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K4)	PSO 2 (K3)	PSO 3 (K4)
CO1 (K3)	2	-	-
CO2 (K3)	2	-	-
CO3 (K3)	3	-	-
CO4 (K3)	3	-	-
CO5 (K3)	3	-	-

UNIT-1

Listening and speaking skills- Conversational skills (formal and informal) – group discussion. Listening to lectures, discussions, talk shows, news programmes, dialogues from TV/radio/Ted talk/Podcast – watching videos on interesting events on YouTube.

UNIT – II

Organizational Communication: Choosing the organization – goal setting - Time management — leadership traits – Team work – communicating across teams- designing career and life planning.

UNIT – III

Non verbal communication and Body Language: Understanding Body Language Aspects and presenting oneself to an interviewer, Proper handshakes.

UNIT – IV

Written communication: Writing job applications – cover letter – resume – emails – letters – memos – reports – blogs – writing for publications.

UNIT- V

Presentation skills: Designing presentations and enhancing presentation skills.

References:

1. Mallika Nawal: “Business Communication”, Cengage Learning, New Delhi, 2012.
2. Edwin A. Gerloff, Jerry C. Wofford, Robert Cummins Organisational Communication: The key stone to managerial effectiveness.
3. Meenakshi Rama: “Business Communication”, Oxford University Press, New Delhi.
4. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishna, Business Communication, Himalaya Publishing House, Mumbai.
5. Paul Turner: “Organisational Communication”, JAICO Publishing House, New Delhi.
6. Sathya Swaroop Debasish, Bhagaban Das” “Business Communication”, PHI Private Limited, New Delhi, 2009.
7. R.K. Madhukar: “Business Communication”, Vikas Publishing House, New Delhi, 2012.
8. Kelly M Quintanilla, Shawn T. Wahl: “Business and Professional Communication”, SAGE, New Delhi, 2012.
9. Sangita Mehta, Neety Kaushish: “Business Communication”, University Science Press, New Delhi, 2010.
10. Anjali Ghanekar: “Business Communication Skills”, Everest Publishing House, New Delhi, 2011.

INFORMATION TECHNOLOGY – LAB-1

I Semester

Course Code: 194MB1L02

L	T	P	C
0	0	2	2

Course Objectives:

- COB 1: To acquaint students with the application of computers in understanding latest trends in information technology.
- COB 2: To provide an orientation about the increasing role of management information system in managerial decision making with the help of computers.
- COB 3: To make students understand how information is processed, stored and utilized.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Understand the students' basics of the Computers Knowledge with Financial Software Knowledge, And Advanced excel formulas used for business.
- CO 2 : Practical expose on Ranges and functions.
- CO 3 : Practical exposure on Basics of Accounting with tally.
- CO 4 : Creation of Master Headings and Inventory with the tally.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO1 (K3)	PO2 (K4)	PO3 (K5)	PO4 (K5)	PO5 (K3)	PO6 (K3)	PO7 (K2)	PO8 (K3)	PO9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K2)	2	-	-	-	-	-	3	-	3	-	2
CO2 (K3)	3	-	2	2	-	-	3	-	3	-	3
CO3 (K3)	3	-	2	2	-	-	3	-	3	-	3
CO4 (K3)	3	-	2	2	-	-	3	-	3	-	3

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	-	2	-
CO2 (K3)	-	2	-
CO3 (K3)	-	2	-
CO4 (K3)	-	2	-

UNIT- I

Introducing spreadsheet: Choosing the correct tool; Creating and Saving; Spreadsheet workspace; Managing the workspace; Entering and editing data; Data entry; Selecting cells; Saving time when entering data. Presenting a spreadsheet; Number and date/time format tools; Percentages; Dates and Times; Currency; Text; Performing calculations; Basic arithmetic; Using functions; Replicating formulae; Absolute cell addressing; References between worksheets.

UNIT - II

Ranges and functions: Creating named ranges; Using named ranges; Finding and inserting functions; Excel – Functions: what if, Conditional count, sum and average, Multiple criteria with count, sum and if. Time and date calculations.

UNIT- III

Basic of Accounting: Type of Accounts, Rules of Accounting, Principles of concepts and conventions, double entry system, book keeping Mode of Accounting, Financial Statements, Transaction, Recording Transactions. Getting the functional with Tally, Creation and setting up of company in Tally.

UNIT- IV

Accounting Masters in Tally- Features- Configurations- Setting up Account Heads.

UNIT- V

Inventory in Tally- Stock – groups – Stock Categories - Godowns / Location Units of Measure - Stock Items - Creating Inventory Masters for National Traders.

Reference Books:

1. Shelly, Cashman: “Microsoft copies 2007”, Cengage Learning, New Delhi, 2012.

FINANCIAL MANAGEMENT

II Semester

Course Code: 194MB2T07

L	T	P	C
4	0	0	4

Course Objectives:

- COB 1: To understand the basic concepts of corporate financial management and decision making.
- COB 2: To understand the concepts of financial decision-making process in process.
- COB 3: To utilize and understand the various tools and techniques of financial management tools and its decision making.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Understand the basic concept of finance namely sources of finance, application of finance and return on finance.
- CO 2: The research students will be in a position to understand the study of capital structure and its use.
- CO 3: The research students will be well acquainted to know and usage of working capital management.
- CO 4: The research students will be well acquainted with use of funds as well as cash flow management of business in practice.

Mapping of Course Outcomes with Program Outcomes

CO/ PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K2)	2	-	-	-	-	2	-	-	-	3	-
CO2 (K3)	3	-	-	1	-	3	-	-	-	3	-
CO3 (K2)	2	-	-	-	-	2	-	-	-	3	-
CO4 (K3)	3	-	-	1	-	3	-	-	-	3	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	-	-
CO2 (K3)	3	-	-
CO3 (K2)	2	-	-
CO4 (K3)	2	-	-

UNIT- I

Financial Management: Concept - Nature and Scope - Evolution of financial Management - The new role in the contemporary scenario – Goals and objectives of financial Management - Firm's mission and objectives - Profit maximization Vs. Wealth maximization – Maximization Vs Satisfying - Major decisions of financial manager.

UNIT-II

Financing Decision: Sources of finance - Concept and financial effects of leverage – EBIT – EPS analysis. Cost of Capital: Weighted Average Cost of Capital– Theories of Capital Structure.

UNIT -III

Investment Decision: Concept and Techniques of Time Value of Money – Nature and Significance of Investment Decision – Estimation of Cash flows – Capital Budgeting Process – Techniques of Investment Appraisal – Discounting and Non-Discounting Methods.

UNIT-IV

Dividend Decision: Meaning and Significance – Major forms of dividends – Theories of Dividends –Determinants of Dividend – Dividends Policy and Dividend valuation – Bonus Shares –Stock Splits – Dividend policies of Indian Corporate.

UNIT-V

Liquidity Decision: Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement – Cash Management Models – Accounts Receivables –Credit Policies – Inventory Management.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. I.M. Pandey: “Financial Management”, Vikas Publishers, New Delhi, 2013.
2. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi.
3. Prasanna Chandra: “Financial Management Theory and Practice”, Tata Mc Graw Hill 2011.
4. P. Vijaya Kumar, M. Madana Mohan, G. Syamala Rao: “Financial Management”, Himalaya Publishing House, New Delhi, 2013.
5. Brigham, E.F: “Financial Management Theory and Practice”, Cengage Learning, New Delhi, 2013.
6. RM Srivastava, Financial Management, Himalaya Publishing house, 4th edition.

HUMAN RESOURCE MANAGEMENT

II Semester

Course Code: 194MB2T08

L	T	P	C
4	0	0	4

Course Objectives:

- COB 1: To acquaint students with a broad perspective on themes and issues of Human Resource Management.
- COB 2: To familiarize the student with relevance and application of HRM Practices in the Indian perspective.
- COB 3: To familiarize students and to build up and refine decision making skills.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Cite evolution and emerging trends of HRM.
- CO 2 : Critically analyze HRD concepts.
- CO 3 : List different appraisal and wage payment systems.
- CO 4 : Evaluate incentive payment system and welfare measures given to employees.
- CO 5 : Interpret industrial relations in organization.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO1 (K3)	PO2 (K4)	PO3 (K5)	PO4 (K5)	PO5 (K3)	PO6 (K3)	PO7 (K2)	PO8 (K3)	PO9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K2)	2	-	-	-	-	-	-	-	-	3	-
CO2 (K4)	3	-	-	2	-	-	-	-	-	3	-
CO3 (K4)	3	-	-	2	-	-	-	-	-	3	-
CO4 (K4)	3	-	-	2	-	-	-	-	-	3	-
CO5 (k3)	3	-	-	2	-	-	-	-	-	3	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K3)
CO1 (K2)	2	-	1
CO2 (K4)	3	-	3
CO3 (K4)	3	-	3
CO4 (K4)	3	-	3
CO5 (K3)	3	-	2

UNIT -I

HRM: Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- HR policies, Strategies to increase firm performance - Role and position of HR department –aligning HR strategy with organizational strategy - HRM –changing , global perspective challenges, environment – cross-cultural problems – emerging trends in HRM.

UNIT -II

Investment perspectives of HRM: HR Planning – Demand and Supply forecasting - Recruitment and Selection- Sources of recruitment - Tests and Interview Techniques - Training and Development – Methods and techniques– Job design, evaluation and Analysis - Management development - HRD concepts.

UNIT -III

Performance Appraisal: Importance – Methods – Traditional and Modern methods – Latest trends in performance appraisal - Career Development and Counselling- Compensation - Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments in detail - Incentives rewards compensation mechanisms.

UNIT -IV

Wage and Salary Administration: Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures.

UNIT -V

Managing Industrial Relations: Trade Unions - Employee Participation Schemes-Collective Bargaining– Grievances and disputes resolution mechanisms – Safety at work – nature and importance – work hazards – safety mechanisms - Managing work place stress.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. K Aswathappa: “Human Resource and Personnel Management”, Tata McGraw Hill, New Delhi, 2013.
2. N. Sambasiva Rao and Dr. Nirmal Kumar: “Human Resource Management and Industrial Relations”, Himalaya Publishing House, Mumbai.
3. Mathis, Jackson, Tripathy: “Human Resource Management: A south-Asian Perspective”, Cengage Learning, New Delhi, 2013.
4. Subba Rao P: “Personnel and Human Resource Management-Text and Cases”, Himalaya Publications, Mumbai, 2013.
5. Madhurima Lall, Sakina Qasim Zasidi: “Human Resource Management”, Excel Books, New Delhi, 2010.

MARKETING MANAGEMENT

II Semester

Course Code: 194MB2T09

L T P C
4 0 0 4

Course Objectives:

- COB 1: To acquaint students with the concepts of marketing.
 COB 2: To familiarize the student and equip them with the concepts of Planning, designing and implementing marketing strategies to achieve the long-term objectives.
 COB 3: To familiarize them with basic changes in marketing and e-marketing.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Interpret basic concepts of marketing.
 CO 2 : Classify markets into segments, Targeting and positioning of markets.
 CO 3 : Understand product life cycle, product mix and Apply different pricing strategies.
 CO 4 : Analyze communication process and understand the IMC.
 CO 5 : Apply Distribution, Marketing Organization and Control activities in marketing.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K3)	3	-	1	-	-	3	-	-	-	-	-
CO2 (K4)	3	-	2	-	-	3	-	-	-	-	-
CO3 (K3)	3	-	2	-	-	3	-	-	-	-	-
CO4 (K4)	3	-	2	-	-	3	-	-	-	-	-
CO5 (K3)	3	-	2	-	-	3	-	-	-	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K3)	3	-	-
CO2 (K4)	3	-	-
CO3 (K3)	3	-	-
CO4 (K4)	3	-	-
CO5 (K3)	3	-	-

UNIT -I

Introduction to Marketing: Needs - Wants – Demands - Products - Exchange - Transactions - Concept of Market and Marketing and Marketing Mix - Production Concept- Product Concept - Sales and Marketing Concept - Societal Marketing Concept - Green Marketing concept - Indian Marketing Environment.

UNIT -II

Market Segmentation, Targeting and Positioning: Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis – Evaluation and Selection of Target Markets – Positioning significance - Developing and Communicating a Positioning Strategy.

UNIT -III

Product and Pricing Aspects: Product – Product Mix - Product Life cycle -Obsolescence- Pricing- Objectives of Pricing - Methods of Pricing - Selecting the Final price - Adopting price - Initiating the price cuts - Imitating price increases-Responding to Competitor's price changes.

UNIT -IV

Marketing Communication: Communication Process – Communication Mix – Integrated Marketing Communication - Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force – Determining the Sales Force Size - Sales force Compensation.

UNIT -V

Distribution, Marketing Organization and Control: Channels of Distribution-Intensive, Selective and Exclusive Distribution- Organizing the Marketing Department - Marketing Implementation - Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control - Strategic Control.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Phillip Kotler: “Marketing Management “, Pearson Publishers, New Delhi, 2013.
2. Rajan Saxena: “Marketing Management”, Tata McGraw Hill, New Delhi, 2012.
3. V S Ramaswamy & S Namakumari, Marketing Management Global Perspective Indian Context 4th Edition, Mac Millan Publishers 2009.
4. Tapan K Panda: “Marketing Management”, Excel Books, New Delhi, 2012.
5. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “Marketing”, Oxford University Press, Chennai, 2013.
6. Lamb, Hair, Sharma: “MKTG” Cengage Learning, New Delhi, 2013.
7. R. Srinivasan: “Case Studies in Marketing”, PHI Learning, New Delhi, 2012.

OPERATIONS MANAGEMENT

II Semester

Course Code: 194MB2T10

L	T	P	C
4	0	0	4

Course Objectives:

- COB 1: To help student learning the basic terminology and methodology of production.
- COB 2: To familiarize the student with tools and techniques of production management.
- COB 3: To familiarize them with basic changes in production techniques like Statistical Quality Control and Total Quality Management.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Understand the Relationship of Operations management with other functional areas and different types of Production Systems.
- CO 2 : Do Product Design, Value Analysis, Work Measurement, and Job Design.
- CO 3 : Do Forecasting and Capacity & Production Planning, and Formulate Production Strategies.
- CO 4 : Understand and Apply the techniques of Statistical Quality Control and Total Quality Management.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K3)	-	2	-	-	-	3	-	-	-	-	3
CO2 (K4)	-	3	-	-	-	3	-	-	-	-	3
CO3 (K3)	-	2	-	-	-	3	-	-	-	-	3
CO4 (K2)	-	1	-	-	-	2	-	-	-	-	2
CO5 (K4)	-	3	-	-	-	3	-	-	-	-	3

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1(K3)	PSO 2(K4)	PSO 3(K4)
CO1 (K3)	3	2	-
CO2 (K4)	3	3	-
CO3 (K3)	3	2	-
CO4 (K2)	2	1	-
CO5 (K4)	3	3	-

UNIT-I:

Introduction to Operation Management: Nature & Scope of Operation/ Production Management, Relationship with other functional areas, Recent trend in Operation Management, Manufacturing & Theory of Constraint, Types of Production System, Just in Time (JIT) & lean system.

UNIT -II:

Product Design & Process Selection: Stages in Product Design process, Value Analysis, Facility location & Layout: Types, Characteristics, Advantages and Disadvantages, Work measurement, Job design.

UNIT- III:

Forecasting & Capacity Planning: Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning, Production strategies, Capacity Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management.

UNIT- IV:

Productivity: Factors, Affecting Productivity – Job Design – Process Flow Charts – Methods Study – Work Measurement – Engineering and Behavioural Approaches.

UNIT -V:

Quality Management: Quality- Definition, Dimension, Cost of Quality, Quality Circles- Continuous improvement (Kaizen), ISO (9000&14000 Series), Statistical Quality Control: Variable & Attribute, Process Control, Control Charts -Acceptance Sampling Operating Characteristic Curve (AQL , LTPD, Alpha & Beta risk), Total Quality Management (TQM).

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Krajewski & Ritzman (2004). Operation Management -Strategy and Analysis. Prentice Hall of India.
2. Panner Selvem, Production and Operation Management, Prentice Hall of India.
3. Chunnawals, Production & Operation Management Himalaya, Mumbai.
4. Charry, S.N (2005). Production and Operation Management- Concepts, Methods Strategy. John Willy & Sons Asia Pvt Limited.
5. K Aswathappa & Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai.

BUSINESS RESEARCH METHODS

II Semester

L T P C

Course Code: 194MB2T11

4 0 0 4

Course Objectives:

- COB 1: To acquaint students with concepts and theoretical and practical base for a research project.
- COB 2: To familiarize the student with significant tools and techniques of quantitative techniques, which are useful in the decision making.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Formulate the process of research and importance of research.
- CO 2: Classify data and use different sampling techniques/measurement scales.
- CO 3: Design, Preparation and Presentation of Research Report.
- CO 4: Testing of hypothesis with suitable tools.
- CO 5: Use multivariate techniques and analyse dependence and independence of samples.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K3)	-	2	2	1	-	-	-	-	-	-	-
CO2 (K4)	-	3	2	2	-	-	-	-	-	-	-
CO3 (K3)	-	2	1	1	-	-	-	-	-	-	-
CO4 (K3)	-	2	2	2	-	-	-	-	-	-	-
CO5 (K3)	-	2	1	2	-	-	-	-	-	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1(K3)	PSO 2(K4)	PSO 3(K4)
CO1 (K3)	3	-	2
CO2 (K4)	3	-	3
CO3 (K3)	3	-	2
CO4 (K3)	3	-	2
CO5 (K3)	3	-	2

UNIT -I

Introduction: Nature and Importance of Research, The role of Business Research, Aims of social research, Types of Research- Pure research vs. Applied research, Qualitative research vs. Quantitative research, Exploratory research, Descriptive research and Experimental research, ethical issues in business research- Defining Research Problem, Steps in Research process.

UNIT -II

Data Base: Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures.

Random vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing Questionnaire–Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

UNIT -III

Survey Research and data analysis: Selection of an appropriate survey research design, the nature of field work and Field work management. Media used to communicate with Respondents, Personal Interviews, Telephone interviews, Self-administered Questionnaires-Editing – Coding – Classification of Data – Tables and Graphic Presentation –Preparation and Presentation of Research Report.

UNIT -IV

Statistical Inference: Formulation of Hypothesis –Tests of Hypothesis - Introduction to Null hypothesis vs alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test.

UNIT -V

Multivariate Analysis: Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bi-Variate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. C.R. Kothari: Research Methodology, methods and Techniques New Age International Publisher.
2. Navdeep and Guptha: “**Statistical Techniques & Research Methodology**”, Kalyani Publishers.
3. Willam G. Zikmund, Adhkari: “**Business Research Methods**”, Cengage Learning, New Delhi, 2013.
4. A.N. Sadhu, Amarjit singh, Research methodology in social sciences, 7th Edition Himalaya Publications.
5. A Bhujangarao, Research methodology, Excel Books, 2008.
6. Cooper R. Donald and Schindler S. Pamela: “Business Research Methods”, 9/e, Tata MC Graw Hill, New Delhi.

PROJECT MANAGEMENT

II Semester

Course Code: 194MB2004

L	T	P	C
4	0	0	4

Course Objectives:

- COB 1: To empower the student for obtaining the basic knowledge on concept of project, project management, project life-cycle, project appraisal.
- COB 2: To acquaint the students about various issues of project management.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Understand and apply the Environment, Problem, Screening and Selection of the Project for the Business.
- CO 2: Analyse the market feasibility and apply the suitable techniques to predict the market demand.
- CO 3: Apply the technical and legal feasibility for the project.
- CO 4: Analysis the financial feasibility for project.
- CO 5: Design the project implementation and review the project.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K3)	2	3	-	2	-	-	-	-	-	-	-
CO2 (K4)	2	2	-	2	-	-	-	-	-	-	-
CO3 (K3)	3	3	-	2	-	-	-	-	-	-	-
CO4 (K4)	3	2	-	2	-	-	-	-	-	-	-
CO5 (K4)	3	2	-	2	-	-	-	-	-	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1(K3)	PSO 2(K4)	PSO 3(K4)
CO1 (K3)	2	2	-
CO2 (K4)	2	3	-
CO3 (K3)	3	2	-
CO4 (K4)	2	2	-
CO5 (K4)	2	2	-

UNIT -I:

Basics of Project Management –Concept– Project environment – Types of Projects – Project life cycle –Project proposals – Monitoring project progress – Project appraisal and Project selection – Causes of delay in Project commissioning– Remedies to avoid overruns. Identification of Investment opportunities – Sources of new project ideas, preliminary screening of projects – Components for project feasibility studies.

UNIT- II:

Market feasibility -Market survey – Categories of Market survey – steps involved in conducting market survey– Demand forecasting techniques, sales projections.

UNIT- III:

Technical and Legal feasibility: Production technology, materials and inputs, plant capacity, site selection, plant layout, Managerial Feasibility Project organization and responsibilities. Legalities – Basic legal provisions. Development of Programme Evaluation & Review Technique (PERT) –Construction of PERT (Project duration and valuation, slack and critical activities, critical path interpretation) – Critical Path Method (CPM)

UNIT- IV:

Financial feasibility – Capital Expenditure – Criteria and Investment strategies – Capital Investment Appraisal Techniques (Non DCF and DCF) – Risk analysis – Cost and financial feasibility – Cost of project and means of financing — Estimation of cash flows – Estimation of Capital costs and operating costs; Revenue estimation –Income – Determinants – Forecasting income –Operational feasibility - Breakeven point – Economics of working.

UNIT -V:

Project Implementation and Review: Forms of project organization – project planning – project control –human aspects of project management – prerequisites for successful project implementation – project review –performance evaluation – abandonment analysis.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Prasanna Chandra, “Projects, Planning, Analysis, Selection, Financing, Implementation and Review”, Tata McGraw Hill Company Pvt. Ltd., New Delhi 1998.
2. Gido: Effective Project Management, 2e, Thomson, 2007.
3. Singh M.K, “Project Evaluation and Management”.
4. Vasanth Desai, Project Management, 4th edition, Himalaya Publications 2018.
5. Clifford F. Gray, Erik W. Larson, “Project Management, the Managerial Emphasis”, McGraw Hill, 2000.

TECHNOLOGY MANAGEMENT

II Semester

Course Code: 194MB2005

L	T	P	C
4	0	0	4

Course Objectives:

- COB 1: To make student aware of technology and its practice in the business.
- COB 2: To make students aware of technological knowledge in various aspects of the organization.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Defines evolution of technology and strategic innovations
- CO 2: Ability to assess forecast and monitors technology.
- CO 3: Intreprets the diffusions made in technology.
- CO 4: Identifies the aspects of social, financial and environment on technology.
- CO 5: Illustrates the need of human aspects in technology.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K1)	-	-	-	1	3	-	-	-	-	-	-
CO2 (K4)	-	-	-	2	-	-	-	-	-	-	-
CO3 (K4)	-	-	-	2	-	-	-	-	-	-	-
CO4 (K2)	-	-	3	-	-	-	-	-	-	-	-
CO5 (K3)	-	-	-	-	-	-	3	-	-	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K3)
CO1 (K1)	3	-	-
CO2 (K4)	2	-	-
CO3 (K4)	2	-	-
CO4 (K2)	3	-	-
CO5 (K3)	3	-	-

UNIT-I:

Evolution of Technology-Effects of New Technology- Technology Innovation- Invention- Innovation- Diffusion- Revolutionary and Evolutionary Innovation- Product and Process Innovation- Strategic Implications of Technology- Technology - Strategy Alliance- - Convergent and Divergent Cycle- The Balanced Approach.

UNIT-II:

Technology Assessment- Technology Choice- Technological Leadership and Followership- Technology Acquisition- Technological Forecasting- Exploratory, Intuitive, Extrapolation, Growth Curves, Technology Monitoring- Normative: Relevance Tree, Morphological Analysis, Mission Flow Diagram.

UNIT-III:

Diffusion of Technology- Rate of Diffusion; Innovation Time and Innovation Cost- Speed of Diffusion- Technology Indicators- Various Indicators- Organizational Implications of

Technology- Relationship between Technical Structure and Organizational Infrastructure- Flexible Manufacturing Management System (FMMS).

UNIT-IV:

Financial Aspects in Technology Management- Improving Traditional Cost -Management System- Barriers to the Evaluation of New Technology- Social Issues in Technology Management- Technological Change and Industrial Relations- Technology Assessment and Environmental Impact Analysis.

UNIT-V:

Human Aspects in Technology Management- Integration of People and Technology- Organizational and Psychological Factors- Organizational Outcome- Technology Transfer- Technology Management Scenario in India.

Suggested Readings:

1. Sharif Nawaz: Management of Technology Transfer & Development, APCFT, Bangalore, 1983.
2. Rohtagi P K, Rohtagi K and Bowonder B: Technological Forecasting, Tata McGraw Hill, New Delhi.
3. Betz Fredrick: Managing Technology, Prentice Hall, New Jersey.
4. Gaynor: Handbook of Technology Management, McGraw Hill.
5. Tarek Khalil: Management of Technology, McGraw Hill International, 2000.

LEAN MANAGEMENT

II Semester

Course Code: 194MB2006

L	T	P	C
4	0	0	4

Course Objectives:

- COB 1: To understand issues and challenges in implementing and development in lean manufacturing techniques from TPS and its contribution for improving organizational performance.
- COB 2: To acquaint the students about various issues on quality improvement in the process of Production.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Understand and apply the various types of new production systems.
- CO 2 : Analyze and apply the suitable techniques to improve the quality in process of production.
- CO 3 : Analyze and apply the standards in Lean system.
- CO 4 : Apply the standardization of total productive maintenance.
- CO 5 : Analyze and apply the Hoshin planning system.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K4)	PO 7 (K3)	PO 8 (K3)	PO 9 (K3)	PO 10 (K3)	PO11 (K4)
CO1 (K3)	3	-	2	-	-	-	-	-	-	-	-
CO2 (K4)	-	-	-	2	3	-	-	-	-	-	-
CO3 (K3)	-	-	3	-	-	-	-	-	-	-	2
CO4 (K3)	-	-	2	-	-	-	-	-	-	-	2
CO5 (K3)	-	-	-	2	-	-	-	-	3	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1(K3)	PSO 2(K4)	PSO 3(K4)
CO1 (K3)	3	-	-
CO2 (K4)	2	-	-
CO3 (K3)	3	-	-
CO4 (K3)	3	-	-
CO5 (K3)	3	-	-

UNIT- I:

Introduction: Mass production system, Craft Production, Origin of Lean production system, Why Lean production, Lean revolution in Toyota, Systems and systems thinking, Basic image of lean production, Customer focus, Waste Management.

UNIT- II:

Just In Time: Why JIT, Basic Principles of JIT, JIT system, Kanban, Six Kanban rules, Expanded role of conveyance, Production leveling, Three types of Pull systems, Value stream mapping. JIDOKA, Development of Jidoka concept, Why Jidoka, Poka, Yoke systems, Inspection systems and zone control – Types and use of Poka-Yoke systems, Implementation of Jidoka.

UNIT -III:

Kaizen: Six – Sigma philosophy and Methodologies, QFD, FMEA Robust Design concepts; SPC, QC circles standardized work in lean system, Standards in the lean system, 5S system.

UNIT- IV:

Total Productive Maintenance: Why Standardized work, Elements of standardized work, Charts to define standardized work, Kaizen and Standardized work Common layouts.

UNIT- V:

Hoshin Planning & Lean Culture: Involvement, Activities supporting involvement, Quality circle activity, Kaizen training, Key factors of PKT success, Hoshin Planning System, Four Phases of Hoshin Planning, Why Lean culture – How lean culture feels.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Jeffrey Liker, The Toyota Way: Fourteen Management Principles from the World's Greatest Manufacturer, McGraw Hill, 2004.
2. Debashish Sarkar, Lessons in Lean Management,
3. Dale H., Bester field, Carol, Bester field, etal, Total Quality Management (TQM) 5e by Pearson 2018.

DATA BASE MANAGEMENT SYSTEM

II Semester

Course Code: 194MB2007

L	T	P	C
4	0	0	4

Course Objectives:

- COB 1: To emphasis on DBMS and how to organize, maintain and retrieve efficiently, and effectively - information from a DBMS.
- COB 2: To make students able to understand and apply the DBMS tools and techniques effectively.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Understand and apply the data models of DBMS.
- CO 2: Analyze and apply the ER and Relational models.
- CO 3: Understand and Apply the Data Definition and Querying,
- CO 4: Understand and Apply the Transactions and Concurrency.
- CO 5: Understand and Apply the Advanced Topics in Databases.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K4)	PO 7 (K3)	PO 8 (K3)	PO 9 (K3)	PO 10 (K3)	PO11 (K4)
CO1 (K3)	3	-	2	-	-	-	-	-	-	-	-
CO2 (K4)	2	-	-	3	3	-	-	-	-	-	-
CO3 (K3)	3	-	3	-	-	-	-	-	-	-	2
CO4 (K3)	3	-	2	-	-	-	-	-	-	-	2
CO5 (K3)	3	-	-	2	-	-	-	-	3	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1(K3)	PSO 2(K4)	PSO 3(K4)
CO1 (K3)	3	-	-
CO2 (K4)	2	-	-
CO3 (K3)	3	-	-
CO4 (K3)	3	-	-
CO5 (K3)	3	-	-

UNIT- I:

Introduction to Database Systems: Data - Database Applications - Evolution of Database - Need for Database Management – Data models - Database Architecture - Key Issues and Challenges in Database Systems.

UNIT -II:

ER and Relational Models: ER Models – ER to Relational Mapping –Object Relational Mapping – Relational Model Constraints - Keys - Dependencies - Relational Algebra - Normalization - First, Second, Third & Fourth Normal Forms - BCNF – Join Dependencies.

UNIT- III:

Data Definition and Querying: Basic DDL - Introduction to SQL - Data Constraints - Advanced SQL – Views - Triggers - Database Security – Embedded & Dynamic SQL.

UNIT -IV:

Transactions and Concurrency: Introduction to Transactions - Transaction Systems - ACID Properties – System & Media Recovery - Need for Concurrency - Locking Protocols – SQL for Concurrency – Log Based Recovery - Two Phase Commit Protocol - Recovery with SQL-Deadlocks & Managing Deadlocks.

UNIT -V:

Advanced Topics in Databases: Indexing & Hashing Techniques - Query Processing & Optimization – Sorting & Joins – Database Tuning - Introduction to Special Topics - Spatial & Temporal Databases – Data Mining and Warehousing.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Abraham Silberschatz, Henry F. Korth, S. Sudharshan, —Database System Concepts, Sixth Edition, Tata McGraw Hill, 2010.
2. Ramez Elmasri, Shamkant B. Navathe, —Fundamentals of Database Systems, Sixth Edition, Pearson/Addison - Wesley, 2010.
3. C.J. Date, A. Kannan and S. Swamynathan, —An Introduction to Database Systems, Pearson Education, Eighth Edition, 2006.
4. Raghu Ramakrishnan, --Database Management Systems 1, Fourth Edition, McGraw Hill, 2015.

IT LAB 2 (R PROGRAMMING)

II Semester

Course Code: 194MB2L03

L	T	P	C
0	0	2	2

Course Objectives:

- COB 1: To make student understand how to use R Programming in Statistics & their own Research
- COB 2: To make students able to expand their knowledge of R on their own.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Use R for statistical programming, computation, graphics, and modelling,
- CO 2 : Write functions and use R in an efficient way,
- CO 3 : Fit some basic types of statistical models.
- CO 4 : Use R in their own search,
- CO 5 : Be able to expand their knowledge of R on their own.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K3)	3	3	2	-	-	-	-	-	-	-	-
CO2 (K4)	3		3	-	-	-	-	-	-	-	-
CO3 (K3)	3	2	2	-	-	-	-	-	-	-	-
CO4 (K3)	3		2	-	-	-	-	-	-	-	-
CO5 (K3)	3	2	2	-	-	-	-	-	-	-	-

S-Strongly Correlated, M-Moderately Correlated, Blank – No Correlation

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1(K3)	PSO 2(K4)	PSO 3(K4)
CO1 (K3)	3	3	2
CO2 (K4)	3	-	3
CO3 (K3)	3	2	2
CO4 (K3)	3	-	2
CO5 (K3)	3	2	2

UNIT-I:

Introduction, How to run R, R Sessions and Functions, Basic Math, Variables, Data Types, Vectors, Conclusion, Advanced Data Structures, Data Frames, Lists, Matrices, Arrays, Classes.

UNIT-II:

R Programming Structures, Control Statements, Loops, - Looping Over Non vector Sets,- If-Else, Arithmetic and Boolean Operators and values, Default Values for Argument, Return Values, Deciding Whether to explicitly call return- Returning Complex Objects, Functions are Objective, No Pointers in R, Recursion, A Quicksort Implementation-Extended Extended Example: A Binary Search Tree.

UNIT-III:

Doing Math and Simulation in R, Math Function, Extended Example Calculating Probability-Cumulative Sums and Products-Minima and Maxima- Calculus, Functions Fir Statistical

Distribution, Sorting, Linear Algebra Operation on Vectors and Matrices, Extended Example: Vector cross Product- Extended Example: Finding Stationary Distribution of Markov Chains, Set Operation, Input /output, Accessing the Keyboard and Monitor, Reading and writer Files,

UNIT-IV:

Graphics, Creating Graphs, The Workhorse of R Base Graphics, the plot () Function – Customizing Graphs, Saving Graphs to Files.

UNIT-V:

Probability Distributions, Normal Distribution- Binomial Distribution- Poisson Distributions Other Distribution, Basic Statistics, Correlation and Covariance, T-Tests,-ANOVA.

Note: From all the theory content above three examples from each unit has to be taken as lab exercises. Out of all the 15 programs, the lab exam has to be conducted.

References Books:

1. The Art of R Programming, Norman Matloff, Cengage Learning.
2. R for Everyone, Lander, Pearson.
3. R Cookbook, Paul Teetor, Oreilly.
4. R Programming By Dr. T. Murali Mohan, S. Chand Publications.
5. Garrett Golemund, Hands on Programming with R, Oreilly.

STRATEGIC MANAGEMENT

III Semester

Course Code: 194MB3T12

L T P C

4 0 0 4

Course Objectives:

- COB 1: To familiarize with the Corporate, Business and Functional Strategies.
- COB 2: To facilitate in understanding methods and tools which are used in the strategy formulation and implementation processes.
- COB 3: To help in understanding and identify the business situations in which they can be applied most effectively.
- COB 4: Understand the limitations of the various approaches.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Determine the meaning of Vision and Mission statements of organizations.
- CO 2 : Outline environmental scanning process, strategic leadership and strategic analysis and choice.
- CO 3 : Correlate strategy formulation with developments in markets.
- CO 4 : Determine the factors necessary for strategy implementation.
- CO 5 : Focus on qualitative and quantitative measures used in strategic control.

Mapping of Course Outcomes with Program Outcomes

CO/ PO	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K3)	3	-	3	-	-	-	-	-	-	3	1
CO 2 (K4)	2	-	3	-	-	-	-	-	-	2	2
CO 3 (K4)	2	-	3	-	-	-	-	-	-	2	2
CO 4 (K3)	3	-	3	-	-	-	-	-	-	3	1
CO 5 (K4)	2	-	3	-	-	-	-	-	-	2	2

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K3)	3	-	-
CO2 (K4)	2	-	-
CO3 (K4)	2	-	-
CO4 (K3)	3	-	-
CO5 (K4)	2	-	-

UNIT-I:

Introduction: Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy – Drafting a strategy - Industry and Competitive Analysis

UNIT-II:

Environmental Scanning and leadership: Methods. SWOT Analysis –Strategies and competitive advantages in diversified companies and its evaluation. Strategic Analysis and Choice: Tools and techniques- Strategic Leadership: Leadership and Style – Key Strategic Leadership Actions - Developing Human Capital and Social Capital – Balanced Scorecard.

UNIT-III:

Strategy Formulation: Strategy Framework For Analyzing Competition, Porter's Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies – Tailoring strategy to fit specific industry – restructuring and diversification strategies – different methods Turnaround strategy and diversification strategies.

UNIT-IV:

Strategy Implementation: Strategy and Structure, Leadership, culture connection - Strategies for competing in Globalizing markets and internet economy – Organizational Values and Their Impact on Strategy – Resource Allocation – Planning systems for implementation.

UNIT-V:

Strategy Evaluation and control: Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Strategic surveillance -strategic audit

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. John A Pearce II, Amita Mital: “Strategic Management”, TMH, New Delhi, 2012.
2. Sanjay Vijaya Kumar P., Hitt A: Strategic Management, Cengage learning, New Delhi, 2010.
3. Mohapatra: “Cases Studies in Strategic Management”, Pearson, New Delhi, 2012 4. Adrian.
4. Haberberg & Alison: Strategic Management, Oxford University Press, New Delhi, 2010.
5. P.Subba Rao: “Business Policy and Strategic Management” Text and Cases, Himalaya Publishing House, New Delhi, 2011
6. Appa Rao, Parvatheshwar Rao, Shiva Rama Krishna: “Strategic Management and Business Policy”, Excel Books, New Delhi, 2012

OPERATIONS RESEARCH

III Semester

Course Code: 194MB3T13

L	T	P	C
4	0	0	4

Course Objectives:

- COB 1: To impart the practical knowledge & Concepts of Operational Research.
- COB 2: To develop a deeper understanding the operational techniques /models for improving the quality of managerial decisions.
- COB 3: To apply these techniques constructively to make effective business decisions.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Impart knowledge on concepts and tools of Operations Research and Apply the Linear Programming problems for business decisions.
- CO 2 : Apply the organizational problems into Research models and develop the suitable model for optimum allocation of resources to the restored results.
- CO 3 : Understand and apply different mathematical models for Optimisation of business decision.
- CO 4 : Understand the mathematical model and apply the suitable strategies optimum solution.
- CO 5 : Develop network diagrams and determine optimal duration required to complete projects.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K3)	2	3	-	2	-	3	-	-	3	-	-
CO2 (K4)	3	3	-	2	-	3	-	-	3	-	-
CO3 (K3)	3	3	-	2	-	3	-	-	3	-	-
CO4 (K3)	3	2	-	3	-	3	-	-	3	-	-
CO5 (K4)	3	3	-	3	-	3	-	-	3	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K3)	2	2	-
CO2 (K4)	4	3	-
CO3 (K3)	3	3	-
CO4 (K3)	3	3	-
CO5 (K4)	3	3	-

UNIT-I:

Importance-The History of OR-Definition-Features-Scope of Operations Research –Linear Programming: Introduction-Advantages of using LP-Application areas of LP- Formation of mathematical modelling, Graphical method, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau, Artificial variable techniques: Big M method.

UNIT-II:

Transportation, Assignment Models: Definition and application of the transportation model, methods for finding initial solution-tests for optimality-variations in transportation problem, the Assignment Model, Travelling Salesman Problem.

UNIT-III:

Dynamic Programming – Applications of D.P. (Capital Budgeting, Production Planning, Solving Linear Programming Problem) – Integer Programming – Branch and Bound Method.

UNIT-IV:

Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods. Simulation – Simulation Inventory and Waiting Lines.

UNIT-V:

P.E.R.T. & C.P.M. and Replacement Model: Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration. Replacement models comprising single replacement and group replacement.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Winston, Operations Research, Cengage, ND
2. Hamdy, A.Taha: “Operations Research: An Introduction”, Prentice-Hall of India, New Delhi 2003.
3. Richard Bronson & Govindasami Naadimuthu, SCHAUM’S OUTLINE OF THEORY & PROBLEMS OF Operations Research, 2nd Ed., Tata Mc Graw-Hill Edition,
4. J. K. Sharma, “Operations Research: Theory and Applications”, Macmillan.
5. Hillier, Frederick S. & Lieberman, “Introduction to Operations Research Concepts and Cases”, 2010, 8th Ed. TMH.
6. Anand Sharma, Operations Research, Himalaya Publishing House,
7. D P Apte: “Operation Research and Quantitative Techniques”, Excel Publication, New Delhi, 2013
8. V.K. Kapoor, Operation Research Techniques for Management, Sultan Chand & Sons,
9. Kalavarthy, S. Operations Research, Vikas Publishers House Pvt Ltd.,

LEADERSHIP AND CHANGE MANAGEMENT (HR Elective-I)

III Semester

Course Code: 194HR3E01

L	T	P	C
4	0	0	3

Course Objectives:

- COB 1: To discuss various models of Leadership Traits and theories.
- COB 2: To help in understanding the importance of organizational leadership.
- COB 3: To create awareness of Change Management and its Importance.
- COB 4: To understand the importance learning and creative thinking in modern organizations.
- COB 5: To give clear picture and of Organizational Development Interventions.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Describe the concept of Leadership theories and styles.
- CO 2 : Explain about effectiveness of organizational leadership.
- CO 3 : Understanding and describe the importance of Change Management.
- CO 4 : Explain about learning skills and need of creative thinking in modern organizations.
- CO 5 : Analyzing the need of Organizational development interventions.

Mapping of Course Outcomes with Program Outcomes

	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO1 (K2)	2	-	-	-	-	-	-	2	-	2	-
CO2 (K2)	2	-	-	-	-	-	-	2	-	2	-
CO3 (K4)	3	2	-	-	2	-	-	3	-	3	2
CO4 (K4)	3	2	-	-	2	-	-	3	-	3	2
CO5 (K2)	2	-	-	-	-	-	-	2	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO/PSO	PSO 1(K3)	PSO2 (K4)	PSO3(K4)
CO1 (K2)	2	-	-
CO2 (K2)	2	-	-
CO3 (K4)	3	-	-
CO4 (K4)	3	-	-
CO5 (K2)	2	-	-

UNIT-I:

Organizational Leadership: Definition, Components and evaluation of leadership, factors of leadership, Situational Leadership Behaviour: Meaning, Fiedler Contingency Model, Path Goal and Normative Models - Emerging Leadership Behaviour: Transformational, Transactional and Visionary Leadership - Leadership for the new Millennium Organizations - Leadership in Indian Organizations. Leadership Effectiveness: Meaning, Reddins' 3-D Model, Hersey and Blanchard Situational Model, Driving Leadership Effectiveness, Leadership for Organizational Building.

UNIT-II:

Leadership Motivation, Culture: Motivation Theories for Leadership- Emerging Challenges in Motivating Employees. Motivation, Satisfaction, Performance. Organizational Culture: Meaning, Definitions, Significance, Dimensions, Managing organizational Culture,

Changing organizational Cultural. Leadership Development: Leadership development: Significance – Continuous Learning: Principles of learning to develop effective leadership – Vision and Goals for organization: significance of goals for leaders – Charting vision and goals of Indian leaders and abroad.

UNIT-III:

Strategic Leadership: Leader Self-management: significance - Developing self-esteem and balancing emotions – Interpersonal Leadership Skills: Praise – Criticize – Communicate – Leadership Assertiveness: Circle of influence and circle of concern – Leadership with Edification: Tools of edification – Leadership and creativity: Developing creative thinking – Leadership and Team Building: Principles of team building, individual versus Group versus Teams – Leadership and Integrity: Developing character and values.

UNIT-IV:

Basics of Change Management: Meaning, nature and Types of Change – change programmes – change levers – change as transformation – change as turnaround – value based change.

UNIT-V:

Mapping change: The role of diagramming in system investigation – A review of basic flow diagramming techniques –systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach -Systems approach to change: systems autonomy and behavior – the intervention strategy model – total project management model (TPMM). Organization Development (OD): Meaning, Nature and scope of OD - Dynamics of planned change – Person-focused and role-focused OD interventions – Planning OD Strategy – OD interventions in Indian Organizations – Challenges to OD Practitioners Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Peter G. Northouse, Leadership, 2010, Sage. Publication.
2. Richard L. Daft —Leadership| Cengage Learning 2005.
3. Uday Kumar Haldar —Leadership and Team Building| Oxford Higher Education 2010.
4. Richard L Hughes, Robert C Ginnett, Gordon J Curphy —Leadrrship| Tata Mc Graw Hill Education Private Limited 2012.
5. Peter Lornge, Thought leadership Meets Business, 1st edition, 2009, Cambridge.

PERFORMANCE EVALUATION AND COMPENSATION MANAGEMENT (HR Elective-II)

III Semester

Course Code: 194HR3E02

L T P C
4 0 0 3

Course Objectives:

- COB 1: To create awareness of the basic concepts of performance management that they are expected to face as managers at the corporate level.
- COB 2: To equip with the tools and techniques of performance management for improving their skills in decision making.
- COB 3: To make the students aware of the various compensation systems.
- COB 4: To equip them with the tools and techniques used for analyzing compensation structures.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Describe basic concepts in performance management and illustrate the tools and techniques of performance management.
- CO 2 : Articulate various approaches related to the decision making abilities involved in the performance management approach.
- CO 3 : Describe the meaning and concept of compensation management, Compare and contrast the practical applications of control systems for labor costs.
- CO 4 : Research pay structures and tax planning in Indian context.

Mapping of Course Outcomes with Program Outcomes

CO/ PO	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO1 (K2)	1	-	-	1	-	-	-	-	-	1	-
CO2 (K2)	1	-	-	1	-	-	-	-	-	1	-
CO3 (K4)	3	-	-	2	1	-	-	-	-	3	2
CO4 (K4)	3	-	-	2	1	-	-	-	-	3	2

Mapping of Course Outcomes with Program Specific Outcomes

CO/PSO	PSO 1(K3)	PSO2 (K4)	PSO3(K4)
CO1 (K2)	2	-	1
CO2 (K2)	2	-	1
CO3 (K4)	3	-	2
CO4 (K4)	3	-	2

UNIT-I:

Introduction: –Definition –concerns-scope-Historical developments in performance management-Over view of performance management-Process for managing performance-Importance –Linkage of PM to other HR processes-Performance Audit.

UNIT-II:

Performance Management Planning: Introduction-Need-Importance-Approaches-The Planning Process—Planning Individual Performance- Strategic Planning –Linkages to strategic planning-Barriers to performance planning-Competency Mapping-steps-Methods.

UNIT-III:

Management System: objectives – Functions- Phases of Performance Management System- Competency, Reward and Electronic Performance Management Systems-Performance Monitoring and Counselling: Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- engendering trust-Role efficiency- Coaching- Counselling and Monitoring- Concepts and Skills .

UNIT-IV:

Compensation: concept and definition – objectives and dimensions of compensation program – factors influencing compensation –Role of compensation and Reward in Modern organizations Compensation as a Retention strategy- aligning compensation strategy with business strategy - Managing Compensation: Designing a compensation system – internal and external equity– pay determinants - frame work of compensation policy - influence of pay on employee attitude and behaviour - the new trends in compensation management at national and international level.

UNIT-V:

Compensation Structure: Compensation Structure -History and past practices, elements of, management compensation –Types of compensation system-Performance based and Pay based structures-Designing pay structures-comparison in evaluation of different types of pay structures-Significance of factors affecting-Tax Planning –Concept of Tax planning-Role of tax planning in compensation benefits-Tax efficient compensation package-Fixation of tax liability salary restructuring.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Prem Chadha: —Performance Management, Macmillan India, New Delhi, 2008.
2. Michael Armstrong & Angela Baron, —Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2010.
3. T.V.Rao, —Appraising and Developing Managerial Performance, Excel Books, 2003.
4. David Wade and Ronad Recardo, —Corporate Performance Management, Butter Heinemann, New Delhi, 2002.
5. Dewakar Goel: —Performance Appraisal and Compensation Management, PHI Learning, New Delhi, 2009.
6. A.M. Sarma —Performance Management Systems, Himalaya Publishing House, New Delhi, 2010.

HUMAN CAPITAL MANAGEMENT (HR Elective-III)

III Semester

Course Code: 194HR3E03

L	T	P	C
4	0	0	3

Course Objectives:

- COB 1: To make aware of the various issues related to Human Capital Management.
- COB 2: To help in understanding the accounting aspects of Human Resources.
- COB 3: To help in analyzing the Quality of Work life in present scenario.
- COB 4: To describe the various issues relating to employee's discipline, safety & security at work locations.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Describe the meaning, concepts and importance of Human Capital issues.
- CO 2 : Explain about issues accounting aspects related to HR through various models.
- CO 3 : Analyzing the importance of Human resources treat like assets in modern management.
- CO 4 : Compare and describe the quality of work life.
- CO 5 : Research Organizational Development Interventions.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO1 (K2)	2	-	-	-	-	-	-	2	-	2	-
CO2 (K2)	2	-	-	-	-	-	-	2	-	2	-
CO3 (K4)	3	2	-	-	2	-	-	3	-	3	2
CO4 (K4)	3	2	-	-	2	-	-	3	-	3	2
CO5 (K2)	2	-	-	-	-	-	-	2	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO/PSO	PSO 1(K3)	PSO2 (K4)	PSO3(K4)
CO1 (K2)	2	-	-
CO2 (K2)	2	-	-
CO3 (K4)	3	-	-
CO4 (K4)	3	-	-
CO5 (K2)	2	-	-

UNIT-I:

Economic theories of Human Capital: Nature and Role of Human Capital; The Human Capital Model; Predictions of Human Capital Approach; Socio-economic relevance of labour problems in changing scenario; Evolution of organized labour; Industrialization and Development of Labour Economy; Growth of Labour Market in India in the globalised setting.

UNIT-II:

Accounting Aspects of Human Capital – Cost Based Models: Meaning, Basic Premises, Need and Significance of HRA, Advantages and Limitation of HRA; Monetary and Non-Monetary Models; Cost Based Models- Acquisition Cost Method, Replacement Cost Model, Opportunity Cost Method, standard cost method, Current Purchasing Power Method

(C.P.P.M.); Comparison of Cost incurred on Human capital and the contributions made by them in the light of productivity and other aspects.

UNIT-III:

Accounting Aspects of Human Capital – Value Based Models: Value Based Models - Hermanson's Un purchased Goodwill Method, Hermanson's Adjusted Discount Future Wages Model, Lev and Schwartz Present Value of Future Earnings Model, Flamholtz's Stochastic Rewards Valuation Model, Jaggi and Lau's Human Resource Valuation Model, Robinson's Human Asset Multiplier Method, Watson's Return on Effort Employed Method, Brummet, Flamholtz and Pyle's Economic Value Method of Group Valuation, Morse's Net Benefit Method; Recent developments in the field of Human Asset/Capital Accounting.

UNIT-IV:

Quality of Work Life: Workers' Participation in Management - Worker's Participation in India, shop floor, Plant Level, Board Level- Quality Circles. Workers' education objectives - Rewarding. Employees Engagement and Empowerment-nature-types-drivers-benefits-measurement of Engagement-Empowerment.

UNIT-V:

Industrial Accidents and safety: meaning and definition of accident-types of industrial accidents-cost and consequences-causes and prevention of accidents- Industrial safety – statutory machineries for industrial safety-safety audit. Social Security: Introduction and types –Social Security in India, Health and Occupational safety programs- work place discipline –work place counselling-meaning –definition –types-advantages-characteristics of an effective counsellor.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit. References

1. I.L.O., Social & Labour aspects of Economic Development, Geneva
2. Report of the National Commission on Labour
3. Patterson & Schol., Economic Problems of Modern Life. Mc-Graw Hill Book Company.
4. Walter Hageabuch, Social Economics, Cambridge University Press.
5. S. Howard Patterson, Social Aspects of Industry.
6. Millis and Montgonery, Labours Progress and some Basic Labour Problems. Mc -Graw Hill Book Company.
7. Flamholtz, Eric, Human Resource Accounting, Dickenson Publishing Co., Califf.
8. Hermanson, Roger H. Accounting for Human Assets, Occasionals Paper No.14, Graduate School of Business Administration, Michigan State University.

MANPOWER PLANNING, RECRUITMENT AND SELECTION (HR Elective-IV)

III Semester

Course Code: 194HR3E04

L	T	P	C
4	0	0	3

Course Objectives:

- COB 1: To familiarize the significance of HR planning at micro and macro level.
- COB 2: To understand the application of various methods of forecasting HR Demand and Supply.
- COB 3: To understand the contemporary issues in Job Analysis.
- COB 4: To help in understanding the difference between Recruitment and Selection.
- COB 5: To help in assessment of Training needs.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Understand process of Human Resource Planning for organization and familiar with various tools and techniques of Human Resource Planning.
- CO 2 : Illustrate various strategies for Downsizing.
- CO 3 : Explaining various methods of Job Analysis.
- CO 4 : Analyze difference between recruitment and selection process.
- CO 5 : Designing and planning for Training programmes of an organization.

Mapping of Course Outcomes with Program Outcomes

CO/ PO	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO1 (K2)	2	-	-	-	-	-	-	2	-	2	-
CO2 (K2)	2	-	-	-	-	-	-	2	-	2	-
CO3 (K4)	3	2	-	-	2	-	-	3	-	3	2
CO4 (K4)	3	2	-	-	2	-	-	3	-	3	2
CO5 (K2)	2	-	-	-	-	-	-	2	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO/PSO	PSO 1(K3)	PSO2 (K4)	PSO3(K4)
CO1 (K2)	2	-	-
CO2 (K2)	2	-	-
CO3 (K4)	3	-	-
CO4 (K4)	3	-	-
CO5 (K2)	2	-	-

UNIT-I:

Basics of Human Resource Planning: Macro Level Scenario of Human Resource Planning- Factors affecting HRP -Concepts and Process of Human Resource Planning – Methods and Techniques of Demand Forecasting – Methods and Techniques of Supply Forecasting – Micro Level Planning.

UNIT-II:

Manpower Planning, Human Resource Planning and Business Environment; Defining and Drawing Manpower Systems- Stocks and Flows; Human Resource Distribution Mapping and Identifying Surplus; Downsizing Strategies- Legal and voluntary framework.

UNIT-III:

Analysis, design and evaluation of job: nature of job analysis, process, methods of collecting job data, potential problems with job analysis-job design-contemporary issues-job evaluation –process-methods.

UNIT-IV:

Recruiting and selecting the right talent: recruitment and selection needs-recruitment process-alternative to recruitment-selection process-evaluation-barriers to effective selection-making the selection effective.

UNIT-V:

Training and Development: Overview of training and development systems, organizing training department, training and development policies, linking training and development to company's strategy, Requisites of Effective Training, Training Needs Assessment (TNA) Designing Training and Development Programs Evaluation of Training and Development.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.
2. Trvelove, Steve, Handbook of Training and Development, Blackwell Business.
3. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley.
4. Craig, Robert L., Training and Development Handbook, McGraw Hill.
5. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley.
6. Mathis, Jackson, Tripathy:—Human Resource Management: A south-Asian Perspectivell, Cengage Learning, New Delhi, 2013.
7. Subba Rao P: —Personnel and Human Resource Management-Text and Casesll, Himalaya Publications, Mumbai, 2013.

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT (Finance Elective-I)

III Semester

Course Code: 194FI3E01

L	T	P	C
4	0	0	3

Course Objectives:

- COB 1: To make students aware of the various concepts of Investment Analysis and Portfolio Management.
- COB 2: To understand various Investment alternatives and Investment process and stock exchange operations.
- COB 3: To understand the Equity, preference and Bond valuation models.
- COB 4: To help the student in analyzing the investment decisions by using Fundamental Analysis and Technical Analysis.
- COB 5: To understand the Portfolio Analysis and Selection by using various models.
- COB 6: To understand the Portfolio Evaluation and Mutual Funds.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Identify various concepts of Investment Analysis and Portfolio Management. Stock Exchange operations.
- CO 2 : Determine the bond valuation its risks and returns.
- CO 3 : Analyze the importance of investment decisions by using Fundamental and Technical Analysis.
- CO 4 : Explain the elements of portfolio models.
- CO 5 : Analyze the portfolios and Mutual Funds.

Mapping of Course Outcomes with Program Outcomes

CO/ PO	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO1 (K3)	3	-	-	-	-	2	-	-	-	3	1
CO2 (K3)	3	-	-	-	-	2	-	-	-	3	1
CO3 (K3)	2	-	-	-	2	2	-	-	-	3	1
CO4 (K4)	3	-	-	-	2	3	-	-	-	3	2
CO5 (K4)	2	-	-	-	-	3	-	-	-	3	2

Mapping of Course Outcomes with Program Specific Outcomes

CO/PSO	PSO 1(K3)	PSO2 (K4)	PSO3(K4)
CO1 (K3)	3	-	-
CO2 (K3)	2	-	-
CO3 (K3)	2	-	-
CO4 (K4)	3	-	-
CO5 (K4)	2	-	-

UNIT-I:

Concept of Investment, Investment Vs Speculation, and Security Investment Vs Non-security Forms of Investment-Investment Environment in India. Investment Process - Sources of Investment Information, Security Markets – Primary and Secondary – Types of securities in Indian Capital Market, Market Indices. Calculation of SENSEX and NIFTY.

UNIT-II:

Return and Risk – Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk. Measurement of Total Risk - Intrinsic Value Approach to Valuation of Bonds - Preference Shares and Equity Shares.

UNIT-III:

Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Concept and Tools and Techniques Analysis – Technical Analysis Vs Fundamental Analysis - Efficient Market Hypothesis; Concept and Forms of Market Efficiency.

UNIT-IV:

Elements of Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory.

UNIT-V:

Performance Evaluation of Portfolios; Sharpe Model – Jensen's Model for PF Evaluation, Evaluation of Mutual Fund.

Suggested Readings:

1. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
2. Ambika Prasad Dash, Security Analysis and Portfolio Management, IK Int Pub House, New Delhi
3. Hirt and Block, Fundamentals of Investment Management, Tata Mc Graw Hill, New Delhi
4. Reily Frank K, Investment Analysis and Portfolio Management, Cengage, New Delhi
5. Bodie, Kane, Marcus and Mohanty, Investments, Tata Mc Graw Hill, New Delhi
6. Peter Lynch, One Up on Wall Street, Simon & Schuster Paperbacks, New York
7. Sharpe W, Alexander, GJ., & Baily JV., Investments, TMH, New Delhi
8. Avadhani, VA, SAPM, Himalaya Publishers.
9. Bhalla, VK Investment Management, S.Chand., New Delhi
10. Preeti Singh, Investment Management, Himalaya Publishers.
11. Timothy Vick, How to Pick Stocks like Warren Buffett, TMH, New Delhi

MANAGING BANKS AND FINANCIAL INSTITUTIONS (Finance Elective-II)

III Semester

Course Code: 194FI3E02

L	T	P	C
4	0	0	3

Course Objectives:

- COB 1: To impart and to have a clear idea about the financial system works in India and the role of RBI in India.
- COB 2: To educate on Structure and Functions of RBI including Indian Banking and its Policies, Guidelines and Regulations.
- COB 3: To instill to the students Risk Management and Financial Institutions as well as Financial Instruments.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Comprehend the Financial System in India and how it's working.
- CO 2 : Know the RBI, FDI and NBFS's.
- CO 3 : How to face Risk and how to minimize the risk.
- CO 4 : Understand the Financial Institutions role to enhance our Economy.
- CO 5 : Compare the Financial Instruments and Financial Institutions.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K3)	2	2	-	2	-	2	-	-	2	-	-
CO2 (K3)	3	3	-	3	-	3	-	-	3	-	-
CO3 (K3)	3	3	-	3	-	3	-	-	3	-	-
CO4 (K3)	3	3	-	3	-	3	-	-	3	-	-
CO5 (K3)	3	3	-	3	-	3	-	-	3	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K3)	3	3	-
CO2 (K3)	3	3	-
CO3 (K3)	3	3	-
CO4 (K3)	3	3	-
CO5 (K3)	3	3	-

UNIT-I:

Financial System in India: Introduction - Evolution of Banking - Phases of development - RBI and the Financial System - Committees on Banking Sector Reforms - Prudential Banking -- RBI Guidelines and directions.

UNIT-II:

Organization, Structure and Functions of RBI and Commercial Banks: Introduction - Origination, Structure and Functions of RBI and Commercial Banks - Role of RBI and Commercial Banks - Lending and Operation policies - Banks as Intermediaries - NBFCs - Growth of NBFCs - FDI in Banking Sector - Banking Regulations - Law and Practice.

UNIT-III:

Risk Management in Banks: Introduction - Asset/Liability Management Practices - Credit

Risk Management - Credit Risk Models - Country Risk Management - Insurance Regulations and Development Authority (IRDA).

UNIT-IV:

Financial Institutions and Development Banking: Introduction - Origin, Growth and Lending Policies of Terms lending Institutions - Working of IDBI - IFCI - STCs - SIDBI - LIC - GIC - UTI - Role of Financial Institutions in Capital Market.

UNIT-V:

New Financial Instruments and Institutions: Private Banks - Old generation and New generation private banks - Foreign Banks - NSE - Depositories - DFHI - New Equity and Debt Instruments - SEBI and RBI guidelines.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Koch W Timothy and Scott S Macdonald, "Bank Management" Thomson (South-Western), Bangalore 2005 (Text Book).
2. Khan M Y., "Indian Financial System", Tata Mc Graw Hill, New Delhi, 2004.
3. Srivastava, RM., "Management of Indian Financial Institutions", Himalaya Publishing House, Mumbai, 2005.
4. Avadhani V A., "Investments and Securities Markets in India", Himalaya Publishing House, Mumbai, 2004.
5. Srinivasan NP and Saravanavel, P., "Development Banking in India and Abroad", Kalyani Publications, Ludhiyana, 2001ThompsonIndia Private Limited.

FINANCIAL MARKETS AND SERVICES (Finance Elective-III)

III Semester

Course Code: 194FI3E03

L T P C
4 0 0 3

Course Objectives:

- COB 1: To inculcate understanding on Indian financial system.
- COB 2: To help in understanding the importance of banks and their financial contributions.
- COB 3: To help in analyzing venture capital, mutual funds, credit rating and Micro finance in India.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Describe the meaning and concepts of financial markets.
- CO 2 : Explain the importance of financial services and banks.
- CO 3 : Distinguish venture capital and types of leases and factoring in Indian context.
- CO 4 : Understand credit rating and Mutual funds.
- CO 5 : Understand the concept of Microfinance.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO1 (K2)	2	-	3	-	-	1	-	-	-	2	-
CO2 (K2)	2	-	3	-	-	1	-	-	-	2	-
CO3 (K4)	3	-	3	-	2	3	-	-	-	3	2
CO4 (K4)	3	-	3	-	2	3	-	-	-	3	2
CO5 (K2)	2	-	3	-	-	1	-	-	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO/PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1(K2)	2	-	1
CO 2(K2)	2	-	1
CO 3(K4)	3	-	3
CO 4(K4)	3	-	3
CO 5(K2)	2	-	1

UNIT-I:

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

UNIT-II:

Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India. Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing.

UNIT-III:

Venture Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context.

UNIT-IV:

Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds. Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

UNIT-V:

Microfinance: Over view of Microfinance, Indian Rural financial system, introduction to Microfinance, Microfinance concepts, products, (savings, credit, insurance, pension, equity, leasing, hire-purchase service, Microfinance in kind, Micro-remittances, Micro Securitization. Microfinance models: Generic models viz. SHG, Grameen, and Co-operative, variants SHG NABARD model, SIDBI model, SGSY model, Grameen Bangladesh model, credit unions. Poverty and Need of Microfinance. Gender issues in Microfinance.

Suggested Readings:

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
3. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
4. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH,
5. Edminister R.D., Financial Institution, Markets and Management.
6. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
7. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai
8. Meir Khan – Financial Institutions and Markets, Oxford Press.

TAXATION (Finance Elective-IV)

III Semester

Course Code: 194FI3E04

L T P C
4 0 0 3

Course Objectives:

- COB 1: To create awareness on various concepts of Direct and Indirect Taxes.
- COB 2: To help in understanding the importance of Tax planning in India.
- COB 3: To help in analyzing the role of Tax in economic development.
- COB 4: To help in understanding accounting for income tax.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Describe the meaning and concepts of Direct and Indirect Taxes.
- CO 2 : Explain about computation of taxable income.
- CO 3 : Compare Tax Planning in Indian context with other countries.
- CO 4 : Describe Tax planning for Amalgamation, Merger and Demerger of companies.
- CO 5 : Research on Tax Audit and Tax reporting.

Mapping of Course Outcomes with Program Outcomes

CO/ PO	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	3	-	-	-	-	-	-	2	-
CO 2 (K2)	2	-	3	-	-	-	-	-	-	2	-
CO 3 (K4)	3	-	3	-	2	-	-	-	-	3	2
CO 4 (K4)	3	-	3	-	2	-	-	-	-	3	2
CO 5 (K2)	2	-	3	-	-	-	-	-	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	-	1
CO2 (K2)	2	-	1
CO3 (K4)	3	-	3
CO4 (K4)	3	-	3
CO5 (K2)	2	-	1

UNIT-I:

General Principles of Tax – Direct and Indirect Taxes – State Power to Levy Tax – Tax System – Provisions of Income Tax Act 1961 – Finance Act – Basic Concepts.

UNIT-II:

Income Tax – Deductions, Computation, Payment and Accounting- deductions from Gross Total Income, Rebates and Reliefs and Computation of Taxable Income and Tax Payable, Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments.

UNIT-III:

Tax Planning for Firms, HUFs and AOPs- partnership firm under Income Tax Law, tax deductions available to firms, Provisions relating to interest and remuneration paid to partner, Computation of partnership firms' book profit, Set-off and carry-forward of losses

of Firms and taxation of HUFs and Associations of Persons (AOPs).

UNIT-IV:

Corporate Taxation- Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses, Tax Planning for Amalgamation, Merger and Demerger of Companies, Tax Provisions for Venture Capital Funds.

UNIT-V:

Tax Audit and Accounting for Income Tax - Tax Audit, Qualities and Qualifications Required in Tax Auditors, Forms, Reports and Returns and Tax Reporting and Disclosure in Financial Statements.

Suggested Readings:

1. Dr. V.K. Singhania & Dr. Kapil Singhania, Direct Taxes Law and Practice, Taxman Publications Pvt. Ltd., New Delhi.
2. Bhagavati Prasad, Direct Taxes Law and Practice, Wishwa Prakashan, New Delhi.
3. Dinkar Pagare, Income Tax and Practice, Sultan Chand and Sons, New Delhi.

CONSUMER BEHAVIOR (Marketing Elective-I)

III Semester

Course Code: 194MA3E01

L	T	P	C
4	0	0	3

Course Objectives:

- COB 1: To develop an understanding on consumer behavior, characteristics, purchase- decision making process, customer relations and its application to marketing strategy.
- COB 2: To develop an understanding of peoples' consumption-related behaviors and to develop and evaluate marketing strategies intended to influence those behaviors.
- COB 3: To enlighten the students with the concepts and Practical applications of consumer behavior and consumerism.
- COB 4: To equip them with the tools and techniques of economic analysis for improving their decision-making skills.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Understand the concept of Consumer Behavior.
- CO 2 : Understand the concept of perception, motivation, and personality in organizational context.
- CO 3 : Articulate consumerism and consumer protection Act 1986.
- CO 4 : Appraise the importance of communication with consumer behavior.

Mapping of Course Outcomes with Program Outcomes

	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO1 (K2)	2	-	-	-	-	-	2	-	-	2	1
CO2 (K2)	2	-	-	-	-	-	2	-	-	2	2
CO3 (K3)	3	-	-	-	-	-	3	-	-	3	2
CO4 (K4)	3	-	-	-	-	-	3	-	-	3	1

Mapping of Course Outcomes with Program Specific Outcomes

CO/PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1(K2)	3	1	-
CO 2(K2)	2	1	-
CO 3(K3)	2	2	-
CO 4(K4)	3	3	-

UNIT-I:

Introduction to Consumer Behaviour: Consumer Behaviour – Definition, Consumer and Customers, Buyers and Users, Organisations as Buyers, Development of Marketing Concept, Consumer Behaviour and its Applications in Marketing, Consumer Behaviour and Marketing Communications: Introduction, Marketing Communication Flow, Communications Process, Interpersonal Communication, Persuasive Communications,

UNIT-II:

Marketing Segmentation and Positioning: Introduction, Requirements for Effective Segmentation, Bases for Segmentation, Product Positioning: An Introduction, Positioning

Strategy, Positioning Approaches, Positioning Errors Consumer Motivation: Introduction, Needs and Goals, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow's hierarchy of needs

UNIT-III:

Situational Influence on Consumer's Decision and the Decision Models: Introduction, Nature of Situational Influence, Situational Variables, Types of Consumer Decisions, Nicosia Model of Consumer Decision-making (Conflict Model), Howard-Sheth Model (also called Machine Model), Engel, Blackwell, Miniard Model (also called Open System).

UNIT-IV:

Consumer Personality: Introduction, Self-concept, personality Theories, Brand Personality, emotions Consumer Perception: Introduction, Sensation (Exposure to Stimuli), Perceptual Selection, Perceptual Organisation, Factors that Distort Individual Perception, Price Perceptions, Perceived Product and Service Quality, Consumer Risk Perceptions.

UNIT-V:

Consumer Decision-making Process – Problem Recognition, Information Search and Evaluation of Alternatives: Introduction, Problem Recognition, Information Search, Evaluation of Alternatives. Outlet Selection, Purchase and Post Purchase Behaviour, Introduction, Outlet Selection and Purchase, Post Purchase Behaviour

Suggested Readings:

1. Ramneek Kapoor, Nnamdi O Madichie: —Consumer Behaviour Text and Cases, TMH, New Delhi, 2012.
2. Ramanuj Majumdar: —Consumer Behavior insight from Indian Market, PHI Learning, New Delhi, 2011.
3. M.S. Raju: —Consumer Behavior Concepts, applications and Cases, Vikas Publishing House, New Delhi, 2013.

RETAIL MANAGEMENT (Marketing Elective-II)

III Semester

Course Code: 194MA3E02

L T P C
4 0 0 3

Course Objectives:

- COB 1: To acquaint the students with the concepts, principles and postulates of retail Management.
- COB 2: To familiarize the student with the different scenario of retail formats existing in the market world.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Able to understand the basic concept of retailing in India.
- CO 2 : Familiar the various retail strategies and retail locations in India.
- CO 3 : Know the concept of Store Layout and Design & Pricing Strategies to attract the customers.
- CO 4 : Understand various Customer Relationship Management strategies at retail stores in India.
- CO 5 : Understand Retailing in International Context.

Mapping of Course Outcomes with Program Outcomes

	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO1 (K2)	2	-	-	-	-	-	-	-	2	2	-
CO2 (K2)	2	-	-	-	-	-	-	-	2	2	-
CO3 (K2)	2	-	-	-	-	-	-	-	2	2	-
CO4 (K2)	2	-	-	-	-	-	-	-	2	2	-
CO5 (K4)	3	-	-	-	-	-	-	-	3	3	1

Mapping of Course Outcomes with Program Specific Outcomes

CO/PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1(K2)	3	-	1
CO 2(K2)	2	-	1
CO 3(K2)	2	-	1
CO 4(K2)	3	-	1
CO 5(K4)	2	-	3

UNIT-I:

Introduction to Retailing: Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Retailing Marketing Environment: Elements in a Retail Marketing Environment, Environmental Issues, Indian vs. Global Scenario.

UNIT-II:

The Retail Marketing Segmentation: Introduction, Importance of Market, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions , Limitations of Market Segmentation Store Location and Layout: Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies.

UNIT-III:

Store Location and Layout: Introduction, Target Market and Retail Format, Gauging Growth Opportunities, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Differentiation Strategies, Positioning Decisions, Retail Pricing- Introduction, Establishing Pricing Policies, Factors Influencing Pricing, Pricing Strategies, Psychological pricing, Mark-up and Mark-down Pricing.

UNIT-IV:

Customer Relationship Management in Retailing-Introduction, Benefits of Relationship Marketing, Management of Relationship, Principles of CRM, Customer Relationship Management Strategies, Components of CRM, Customer Service in Retailing, CRM and Loyalty Program Understanding Integrated Marketing Communication, - Integrated marketing process, Tools of IMC, Upcoming tools of IMC, Factors influencing the Increased use of sales promotion.

UNIT-V:

International Retailing- Introduction, Stages in Retail Global Evolution, Reasons for Going Global, Benefits of Going Global, Other Opportunities and Benefits of Going Global, Market Entry Methods.

Suggested Readings:

1. Sheikh and Kaneez Fatima, —Retail Management, Himalaya Publishing House, Mumbai, 2012.
2. A.J. Lamba: The Art of Retailing, Tata McGraw Hill Education Pvt. Ltd. N. Delhi. 2011
3. Sivakumar, A, —Retail Marketing, Excel Books, New Delhi, 2007.
4. Swapna Pradhan, —Retail management, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2012.

STRATEGIC MARKETING MANAGEMENT (Marketing Elective-III)

III Semester

Course Code: 194MA3E03

L	T	P	C
4	0	0	3

Course Objectives:

- COB 1: To understand the various components of Business environment and to device strategies to face global competition.
- COB 2: To equip with the tools and techniques for analyzing marketing strategies of different companies.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Understand and apply the concepts of strategic marketing management to the business.
- CO 2 : Explain the Corporate restructuring strategy for marketing of models.
- CO 3 : Understand and apply the strategies for implementation of marketing.
- CO 4 : Compare and contrast strategic marketing evaluation.
- CO 5 : Apply the recent trends of strategic marketing and linkage to business in the Indian context.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO1 (K3)	PO2 (K4)	PO3 (K5)	PO4 (K5)	PO5 (K3)	PO6 (K3)	PO7 (K2)	PO8 (K3)	PO9 (K2)	PO10 (K2)	PO11 (K3)
CO1 (K3)	3	3	-	3	-	3	-	-	3	-	-
CO2 (K4)	3	3	-	3	-	3	-	-	3	-	-
CO3 (K3)	3	3	-	3	-	3	-	-	3	-	-
CO4 (K4)	3	3	-	3	-	3	-	-	3	-	-
CO5 (K4)	3	3	-	3	-	3	-	-	3	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO/PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1(K3)	3	3	-
CO 2(K4)	3	3	-
CO 3(K3)	3	3	-
CO 4(K4)	3	3	-
CO 5(K4)	3	3	-

UNIT-I:

Introduction to Strategic Marketing Management: Strategic marketing process. Concept of strategic marketing. Levels of Strategies-Corporate, Business and Operational level. Strategy Formulation – Vision, Mission, Objectives and Goals of business and their relationship with Strategic Marketing Management. Considerations for formulation of marketing strategies for all components of Product, Price, Promotion and Distribution.

UNIT-II:

Corporate restructuring and strategy evaluation: Introduction to corporate restructuring, need for corporate restructuring and its forms. Evaluation of strategic alternatives, types of strategic alternatives like portfolio analysis and its techniques. Model as basic foundation of Strategic Marketing - McKinsey's 7s framework for analyzing and improving organizational effectiveness.

UNIT-III:

Marketing Strategy Implementation – Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, & Services. Constraints in marketing strategy implementation.

UNIT-IV:

Marketing Strategy Evaluation: Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year's Marketing strategy formulation. Economic losses due to disasters-Issues and Strategies for preventing disasters and preparedness measures.

UNIT-V:

Recent trends in strategic marketing management - Eco-friendly strategies. Growing need of public private partnership. Corporate Social Responsibility (CSR), strategies of linking CSR with profit and sustainability.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Suggested Readings:

1. Thompson/Strickland, Strategic Management : Concepts and Cases, McGrawHill Companies; 11th edition.
2. India Private Limited.
3. David Hunger and Thomas L. Wheelen "Strategic Management" Addison Wesley; 6 Sub edition.
4. William F. Glueck, Business Policy and Strategic Management, McGraw-Hill.
5. Azhar Kazmi, Strategic Management and Business Policy, Third Edition.

DIGITAL AND SOCIAL MEDIA MARKETING (Marketing Elective-IV)

III Semester

Course Code: 194MA3E04

L T P C
4 0 0 3

Course Objectives:

COB 1: To Develop social marketing tactics that integrate with other online and off line marketing channels and programs.

COB 2: To Identify how to effectively utilize common social marketing techniques, such as crowdsourcing and viral marketing.

Course Outcomes:

At the end of the Course, Student will be able to:

CO 1 : Describe the meaning and concept of Digital Marketing.

CO 2 : Explain the Channels of Digital Marketing.

CO 3 : Distinguish the concepts of Digital Marketing Plan.

CO 4 : Understanding the importance of Search Engine Marketing.

CO 5 : Describe the concept of. Social Media Marketing.

Mapping of Course Outcomes with Program Outcomes

	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	3	-	-	1	-	-	-	2	-
CO 2 (K2)	2	-	3	-	-	1	-	-	-	2	-
CO 3 (K4)	3	-	3	-	-	3	-	-	-	3	2
CO 4 (K4)	3	-	3	-	-	3	-	-	-	3	2
CO 5 (K2)	2	-	3	-	-	1	-	-	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	-	1
CO2 (K2)	2	-	1
CO3 (K4)	3	-	3
CO4 (K4)	3	-	3
CO5 (K2)	2	-	1

UNIT-I:

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

UNIT-II:

Channels of Digital Marketing: Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels. Marketing in the Digital Era Segmentation – Importance of Audience Segmentation, How different segments use Digital Media –Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

UNIT-III:

Digital Marketing Plan: Need of a Digital Marketing Plan, Elements of a Digital Marketing

Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.

UNIT-IV:

Search Engine Marketing and Online Advertising Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.

UNIT-V:

Social Media Marketing: Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

Reference Books:

1. Michael R Solomon, & Tracy Tuten (2015), Social Media Marketing, Indian Edition, 1st edition, Pearson Education, ISBN: 978-93-325-3656-2.
2. Aleksej Heinze, Digital and Social Media Marketing: A Results-driven Approach, Routledge, Taylor & Francis Group, 2017.

DATA MINING FOR BUSINESS DECISIONS (Systems Elective-I)

III Semester

Course Code: 194SY3E01

L	T	P	C
4	0	0	3

Course Objectives:

- COB 1: The Course Is Designed To Gain Student Will Be Able To Apply Data Mining Techniques For Quicker And Better Decisions.
- COB 2: Students will learn how to analyze the data, identify the problems, and choose the relevant models and algorithms to apply.
- COB 3: The Course Is Designed To Gain Students will be enabled to understand and implement classical models and algorithms in data mining.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Understand why there is a need for data mining and in what ways it is different from traditional statistical techniques.
- CO 2 : Understand the details of different algorithms made available by popular commercial data mining software.
- CO 3 : Solve real data mining problems by using the right tools to find interesting patterns.
- CO 4 : Understand the details of different data mining Techniques.
- CO 5 : Understand the details of web mining.

Mapping of Course Outcomes with Program Outcomes

CO/ PO	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO1 (K2)	2	-	-	-	-	-	-	2	-	2	-
CO2 (K2)	2	-	-	-	-	-	-	2	-	2	-
CO3 (K4)	3	2	-	-	2	-	-	3	-	3	2
CO4 (K4)	3	2	-	-	2	-	-	3	-	3	2
CO5 (K2)	2	-	-	-	-	-	-	2	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO/PSO	PSO 1(K3)	PSO2 (K4)	PSO3(K4)
CO1 (K2)	2	-	-
CO2 (K2)	2	-	-
CO3 (K4)	3	-	-
CO4 (K4)	3	-	-
CO5 (K2)	2	-	-

UNIT-I:

Introduction to Data Mining: Introduction-- Scope of Data Mining-- What is Data Mining-- How does Data Mining Works-- Predictive Modeling-- Data Mining and Data Warehousing-- Architecture for Data Mining: Profitable Applications-- Data Mining Tools:

UNIT-II:

Business Intelligence: Introduction, Business Intelligence-- Business Intelligence tools-- Business Intelligence Infrastructure-- Business Intelligence Applications-- BI versus Data Warehouse--BI versus Data Mining-- Future of BI. Data Pre-processing: Introduction-- Data Pre-processing Overview-- Data Cleaning-- Data Integration and Transformation-- Data Reduction-- Discretization and Concept Hierarchy Generation.

UNIT-III:

Data Mining Techniques An Overview: Introduction-- Data Mining-- Data Mining Versus Database Management System-- Data Mining Techniques- Association rules— Classification—Regression—Clustering-- Neural networks. Clustering—Introduction— Clustering-- Cluster Analysis-- Clustering Methods- K means-- Hierarchical clustering-- Agglomerative clustering-- Divisive clustering-- clustering and segmentation software-- evaluating clusters.

UNIT-IV:

Web Mining—Introduction—Terminologies-- Categories of Web Mining – Web Content Mining-- Web Structure Mining-- Web Usage Mining-- Applications of Web Mining and Agent based and Data base approaches-- Web mining Software.

UNIT-V:

Applications of Data mining: Introduction-- Business Applications Using Data Mining Risk management and targeted marketing-- Customer profiles and feature construction-- Medical applications (diabetic screening)-- Scientific Applications using Data Mining-- Other Applications.

Reference Books:

1. Introduction to data mining by Tan, Steinbach & Kumar.
2. Data Mining: Concepts and Techniques, Third Edition by Han, Kamber & Pei.
3. Data Mining and Analysis Fundamental Concepts and Algorithms by Zaki & Meira.
4. Data Mining: The Textbook by Aggarwal.
5. Data Mining for Business Intelligence by Galit Shmueli, Nitin R.Patel, Peter C.Bruce

MANAGING SOFTWARE PROJECTS (Systems Elective-II)

III Semester

Course Code: 194SY3E02

L T P C
4 0 0 3

Course Objectives:

- COB 1: To Outline the Need for Software Project Management.
- COB 2: To Highlight Different Techniques For Software Cost Estimation And Activity Planning.
- COB 3: To Practice Project Management Principles While Developing A Software.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Deliver successful software projects that support organizations strategic goals.
- CO 2 : Plan and manage projects at each stage of the software development life cycle (SDLC).
- CO 3 : Learn about the activity planning and risk management principles.
- CO 4 : Manage software projects and control software deliverables.
- CO 5 : Develop skills to manage the various phases involved in project management and people management.

Mapping of Course Outcomes with Program Outcomes

	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO1 (K2)	2	-	-	-	-	-	-	2	-	2	-
CO2 (K2)	2	-	-	-	-	-	-	2	-	2	-
CO3 (K4)	3	2	-	-	2	-	-	3	-	3	2
CO4 (K4)	3	2	-	-	2	-	-	3	-	3	2
CO5 (K2)	2	-	-	-	-	-	-	2	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO/PSO	PSO 1(K3)	PSO2 (K4)	PSO3(K4)
CO1 (K2)	2	-	-
CO2 (K2)	2	-	-
CO3 (K4)	3	-	-
CO4 (K4)	3	-	-
CO5 (K2)	2	-	-

UNIT-I:

Project Evaluation And Project Planning - Importance Of Software Project Management – Activities Methodologies – Categorization Of Software Projects – Setting Objectives – Management Principles – Management Control – Project Portfolio Management – Cost-Benefit Evaluation Technology – Risk Evaluation – Strategic Program Management – Stepwise Project Planning.

UNIT-II:

Project Life Cycle - Software Process And Process Models – Choice Of Process Models – Mental Delivery – Rapid Application Development – Agile Methods – Extreme Programming – Scrum – Managing Interactive Processes.

UNIT-III:

Effort Estimation - Basics Of Software Estimation – Effort And Cost Estimation Techniques – Cosmic Full Function Points – Cocomo II A Parametric Productivity Model – Staffing Pattern.

UNIT-IV:

Activity Planning - Objectives Of Activity Planning – Project Schedules – Activities – Sequencing And Scheduling – Network Planning Models – Forward Pass & Backward Pass Techniques – Critical Path (Crm) Method.

UNIT-V:

Risk Management - Risk Identification – Assessment – Monitoring – Pert Technique – Monte Carlo Simulation – Resource Allocation – Creation Of Critical Patterns – Cost Schedules.

Reference Books:

1. Robert K. Wysocki “Effective Software Project Management” – Wiley Publication,2011.
2. Walker Royce: “Software Project Management”- Addison-Wesley, 1998.
3. Gopaldaswamy Ramesh, “Managing Global Software Projects” – McGraw Hill Education (India), Fourteenth Reprint 2013.

WEB DESIGNING (Systems Elective-III)

III Semester

Course Code: 194SY3E03

L	T	P	C
4	0	0	3

Course Objectives:

- COB 1: To make the students aware of fundamental concepts in web designing.
- COB 2: To equip with the tools and techniques used in web designing.
- COB 3: To help in understanding problems faced by Indian organizations in web Designing.
- COB 4: To create awareness in latest techniques used for web designing.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Describe fundamental concepts of web designing.
- CO 2 : Explain HTTP and other models.
- CO 3 : Distinguish between HTML and HTTP.
- CO 4 : Compare cascading style sheets and its practical applications.
- CO 5 : Research on Java scripts and HTML forms.

Mapping of Course Outcomes with Program Outcomes

CO/ PO	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO1 (K2)	2	-	3	-	-	1	-	-	2	-	-
CO2 (K2)	2	-	3	-	-	1	-	-	2	-	-
CO3 (K4)	3	-	3	-	2	3	-	-	3	-	2
CO4 (K4)	2	-	3	-	2	3	-	-	3	-	2
CO5 (K2)	2	-	3	-	-	1	-	-	2	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO/ PSO	PSO 1(K3)	PSO2 (K4)	PSO3(K4)
CO1 (K2)	2	-	1
CO2 (K2)	2	-	1
CO3 (K4)	3	-	3
CO4 (K4)	3	-	3
CO5 (K2)	2	-	1

UNIT-I:

Web Fundamentals: Introduction To The Web, History of the Web, Protocols Governing the Web, Creating Websites for Individuals and the Corporate World, Web Applications, Writing Web Projects, Identification of Objects, Target User, Web Team, Planning and Process Development, Web Architecture, Major Issues in the Web Solutions Development, Web Servers(Apache Web Server), Web Browsers, Internet Standards, TCP/IP Protocol Suite, IP Addresses, MIME, Cyber Laws.

UNIT-II:

Hyper Text Transfer Protocol (HTTP): Introduction - Web Server and Clients, Resources, URL and its Anatomy – Examples, Message Format, Persistent and Non-Persistent Connections, Web Caching, Proxy. Java Network Programming- Java and the Net, Java Networking Classes, and Interfaces, Looking up Internet Address, Client/Server Programs, Socket Programming, E -mail Client. (lab sessions to be conducted)

UNIT-III:

Hyper Text Markup Language (HTML): Introduction, Structure, Text, Lists, Links, Images,

Tables, Forms, Frames, Images, and Meta Tags. (lab sessions to be conducted).

UNIT-IV:

Cascading Style Sheets (CSS): Introduction, Advantages, Color, Text, Boxes, Lists, Tables and Forms, Layout, Images, HTML5 Layout. (Lab Sessions to be conducted).

UNIT-V:

JavaScript Introduction: Variables, Literals, Operators, Control Structure, Conditional Statements, Arrays, Functions, Objects, JavaScript and HTML DOM, Advanced JavaScript, and HTML Forms (Lab sessions to be conducted).

(Lab Sessions to be conducted wherever it is required)

Reference Books:

1. Uttam K Roy: “Web Technologies” — Oxford University Press, 2010
2. Jon Duckett: “HTML & CSS: Design and Build Websites” – John Wiley & Sons, 2014.

BUSINESS ANALYTICS (Systems Elective-IV)

III Semester

Course Code: 194SY3E04

L	T	P	C
4	0	0	3

Course Objectives:

- COB 1: The Course Is Designed To Gain an Understanding Of How Managers Use Business Analytics To Formulate And Solve Business Problems.
- COB 2: To Support Managerial Decision Making.
- COB 3: The Course Familiarizes The Students With The Processes Needed To Develop, Report, And Analyze Business Data.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : How Managers Use Business Analytics to Solve Business problems.
- CO 2 : Understand how Business Analytics support Managerial Decision Making.
- CO 3 : Understand the process needed to Develop, Report and Analyze Business Data.
- CO 4 : Understand analytics on spreadsheet.
- CO 5 : Understand the basics of Big Data, Master Data and Data Mining.

Mapping of Course Outcomes with Program Outcomes

CO/ PO	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO1 (K2)	2	-	-	-	-	-	-	2	-	2	-
CO2 (K2)	2	-	-	-	-	-	-	2	-	2	-
CO3 (K4)	3	2	-	-	2	-	-	3	-	3	2
CO4 (K4)	3	2	-	-	2	-	-	3	-	3	2
CO5 (K2)	2	-	-	-	-	-	-	2	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO/ PSO	PSO 1(K3)	PSO2 (K4)	PSO3(K4)
CO1 (K2)	2	-	-
CO2 (K2)	2	-	-
CO3 (K4)	3	-	-
CO4 (K4)	3	-	-
CO5 (K2)	2	-	-

UNIT-I:

Introduction to Business Analytics: Evolution of Business analytics, scope, Data for Business Analytics, Models in Business Analytics, problem solving with business analytics- Types of data, Integrating Analytics with business, Business Analytics for Competitive Advantage, Descriptive, Predictive, and Prescriptive Analytics, Dashboards Business Analytics Process Cycle.

UNIT-II:

Analytics on Spreadsheets: Basic Excel, Excel Formulas, Excel Functions, Data Queries. Descriptive Analytics: Descriptive Statistical measures - Populations and samples, Statistical notations, Measures of Location, Measures of Dispersion, and Measures of Association. Statistical Inference: Hypothesis testing, one-Sample Test, Two-Sample Test, Two tailed Hypothesis for mean, ANOVA. Predictive Analytics: Simple Linear regression, Multiple

Linear regression, Residual Analysis, Building regression models, Regression with categorical Independent variables – CASE STUDIES.

UNIT-III:

Machine Learning, Supervised Learning and Unsupervised Learning, Clustering & Segmentation, Affinity/ Association Analysis, Data Reduction, Visual Analytics and Data Visualization Prescriptive Analytics: Building Linear Optimization models, Implementing Linear Optimization models on spreadsheets, Solving Linear Optimization models- CASE STUDIES.

UNIT-IV:

Marketing Analytics, Models and metrics- Market Insight – Market data sources, sizing, PESTLE trend analysis, and porter five forces analysis - Market basket Analysis, Text Analytics, Spreadsheet Modelling - Sales Analytics: E Commerce sales mode, sales metrics, profitability metrics and support metrics.

UNIT-V:

Introduction to Big Data, Master Data Management. Data Mining on what kind of data, What kinds of patterns can be mined, Which technologies are used, Which kinds of applications are targeted, Major issues in Data Mining. Getting to know your Data: Data Objects and Attribute Types, Basic Statistical Descriptions of Data, Data Visualization, Measuring data Similarity and Dissimilarity.

Reference Books:

1. Analytics at Work by Thomas H. Davenport, Jeanne G.Harris and Robert Morison, Harvard Business Press, 2010.
2. Getting Started with Business Analytics: Insightful Decision – Making by David Hardoon, Galit Shmueli, Chapman & Hall/CRC, 2013.
3. Business Intelligence: A Managerial Approach by Efraim Turban, Ramesh Sharda, Dursun Delen and Daid King, Pearson Publication, 2012.
4. Business Intelligence Making Decision through Data Analytics, Jerzy Surma, Business Expert Press, 2011.
5. Successful Business Intelligence: Secrets to Making BI a Killer App by Cindi Howson, Tata McGraw Hill Edition 2012. 6. R for Everyone: Advanced Analytics and Graphics, Jared Lander, Addison Wesley.

SUPPLY CHAIN MANAGEMENT AND ANALYTICS

IV Semester

L T P C

Course Code: 194MB4T14

4 0 0 4

Course Objectives:

- COB 1: To make the students aware of the various concepts of supply chain management.
- COB 2: To help the student in understanding the importance of supply chain management decisions in today's business situations.
- COB 3: To help the student in analyzing the role supply chain management in making cost effective and value adding business decisions.
- COB 4: To help them in applying concepts of supply chain management for improving their decision-making skills.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Describe the meaning and concepts of supply chain management.
- CO 2 : Explain the importance of supply chain performance.
- CO 3 : Understand various concepts linking with supply chain relationships.
- CO 4 : Analyzing role of information technology in supply chain management.
- CO 5 : Research on inventory management in supply chain management.

Mapping of Course Outcomes with Program Outcomes

CO/ PO	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	-	-	-	1	2	-	-	2	-
CO 2 (K2)	2	-	-	-	-	1	2	-	-	2	-
CO 3 (K4)	3	-	-	-	-	3	3	-	-	3	2
CO 4 (K4)	3	-	-	-	-	3	3	-	-	3	2
CO 5 (K2)	2	-	-	-	-	1	2	-	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K2)	2	-	1
CO 2 (K2)	2	-	1
CO 3 (K4)	3	-	3
CO 4 (K4)	3	-	3
CO 5 (K2)	2	-	1

UNIT-I:

Basics of Supply Chain Management: Introduction to Supply Chain Management – Evolution- Different views of Supply Chain – Supply Chain Strategy – Supply Chain Drivers – Developing Supply Chain Strategy- Strategic fit in Supply Chain. Analytics in Supply Chain Management.

UNIT-II:

Supply Chain Analysis - Types of Supply Chains - Advanced Planning - Structure of Advanced - Planning Systems-Strategic Network Planning - Demand Planning - Master Planning - Demand Fulfillment and ATP - Production Planning and Scheduling Purchasing and Material Requirements Planning Distribution and Transport – Planning - Coordination and Integration - Collaborative Planning.

UNIT-III:

Set covering and Set Partitioning Problems, Travelling Salesman Algorithms, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms-Deficit function Approach and Linking Algorithms.

UNIT-IV:

Fuzzy Logic and Techniques-Application in SCM - Recent issues in SCM: Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing –basic concepts, value addition in SCM – concept of demand chain management.

UNIT-V:

Inventory Management in Supply Chain- Network Design in Supply Chain- Alternative Channels of Distribution- Location Decisions in Supply Chain-Implementing Advanced Planning Systems - The Definition of a Supply - Chain Project -The Implementation Process- SCM in a Pharmaceutical – Company Food and Beverages - Computer Assembly Semiconductor – Manufacturing.

Suggested Readings:

1. Mohanty R.P, S.G Deshmuki –Supply Chain Management| Biztantra, New Delhi
2. Sunil Chopra, Peter Meindl, Supply Chain Management ,Pearson Education, India.

INNOVATION AND ENTREPRENEURSHIP DEVELOPMENT

IV Semester

Course Code: 194MB4T15

L	T	P	C
4	0	0	4

Course Objectives:

- COB 1: To make aware of the various concepts of entrepreneurship.
- COB 2: To help in understanding concept of creativity in entrepreneurship and entrepreneurial plan.
- COB 3: To help in understanding and analyzing operation problems in entrepreneurship.
- COB 4: To help in understanding family and non-family entrepreneurs, Institutional support for entrepreneurship.
- COB 5: To help in understanding importance and the role of innovation in entrepreneurship.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Describe the meaning and concepts of entrepreneurship development.
- CO 2 : Explain the importance of training in Entrepreneurship development.
- CO 3 : Explain the problems involved in the process of entrepreneurship between planning and evaluation of projects.
- CO 4 : Compare and contrast family and non-family entrepreneurs.
- CO 5 : Research on innovation in entrepreneurship.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K5)	PO 3 (K1)	PO 4 (K4)	PO 5 (K5)	PO 6 (K4)	PO 7 (K3)	PO 8 (K3)	PO 9 (K3)	PO 10 (K3)	PO11 (K5)
CO1 (K2)	2	-	-	-	-	1	2	-	-	2	-
CO2 (K2)	2	-	-	-	-	1	2	-	-	2	-
CO3 (K4)	3	-	-	-	-	3	3	-	-	3	2
CO4 (K4)	3	-	-	-	-	3	3	-	-	3	2
CO5 (K2)	2	-	-	-	-	1	2	-	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	-	1
CO2 (K2)	2	-	1
CO3 (K4)	3	-	3
CO4 (K4)	3	-	3
CO5 (K2)	2	-	1

UNIT-I:

Entrepreneurship: Definition of Entrepreneur, Entrepreneurial motivation and barriers; Internal and external factors; Types of entrepreneurs; Theories of entrepreneurship; Classification of entrepreneurship. Creativity and Innovation: Creative Problems Solving, Creative Thinking, Lateral Thinking, Views of De Bono, Khandwala and others, Creative Performance in terms of motivation and skills.

UNIT-II:

Creativity and Entrepreneurial Plan: Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis: Economic, Marketing,

Financial and Technical; Project Planning, Evaluation, Monitoring and Control, segmentation, Targeting and positioning of Product, Role of SIDBI in Project Management.

UNIT-III:

Operation problems: Incubation and Take-off, Problems encountered Structural, Financial and Managerial Problems, Types of Uncertainty. Institutional support for new ventures: Supporting organizations; Incentives and facilities; Financial Institutions and Small-scale Industries, Govt. Policies for SSIs.

UNIT-IV:

Family and non-family entrepreneurs: Role of Professionals, Professionalism vs. family entrepreneurs, Role of Woman entrepreneur, Sick industries, Reasons for Sickness, Remedies for Sickness, Role of BIFR in revival, Bank Syndications.

UNIT-V:

Introduction to Innovation management, Managing Innovation within Firms, Business strategy & organization Knowledge, New Product Strategy & Managing New Product Development, Role of Technology in Management of innovation, Managing for Intellectual Property Right.

References:

1. Couger, C-Creativity and Innovation (IPP, 1999).
2. Nina Jacob, -Creativity in Organisations (Wheeler, 1998).
3. Jonne & Ceserani-Innovation & Creativity(Crest) 2001.
4. BridgeSetal-Understanding Enterprise: Entrepreneurship and Small Business (Palgrave,2003).
5. Holt-Entrepreneurship: New Venture Creation (Prentice-Hall) 1998.
6. Singh P & Bhandekar A-Winning the Corporate Olympiad: The Renaissan ce paradigm (Vikas).
7. Dollinger M J-Entrepreneurship (Prentice-Hall, 1999).
8. Tushman, M.L. & Lawrence, P.R. (1997)-Managing Strategic Innovation & Change Oxford.
9. Jones T. (2003)-Innovating at the Edge: How Organizations Evolve and Embed Innovation Capability. Butter work Heinemann, U. K.
10. Amidon, D. M. (1997)-Innovation Strategy for the Knowledge Economy: The Kanawakening. Butter work-Heinemann, New Delhi, India.

LABOR WELFARE & EMPLOYMENT LAWS (HR Elective-V)

IV Semester

Course Code: 194HR4E05

L T P C
4 0 0 3

Course Objectives:

- COB 1: To help in understanding different legislations in labour welfare.
- COB 2: To establish practical understanding about the applications of legislations.
- COB 3: To help in analyzing the impact of legislations on Human resource management.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : To describe the meaning and concept of welfare.
- CO 2 : To explain labour welfare programmes.
- CO 3 : To Evaluation of labour legislation.
- CO 4 : To understand the concept of Industrial relations and related laws.
- CO 5 : To understand the concept of trade unions and other wages legislations.

Mapping of Course Outcomes with Program Outcomes

CO/ PO	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO1 (K2)	2	-	3	-	-	-	-	-	2	2	-
CO2 (K2)	2	-	3	-	-	-	-	-	2	2	-
CO3 (K4)	3	-	3	-	2	-	-	-	3	3	2
CO4 (K4)	3	-	3	-	2	-	-	-	3	3	2
CO5 (K2)	2	-	3	-	-	-	-	-	2	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO/PSO	PSO 1(K3)	PSO2 (K4)	PSO3(K4)
CO1 (K2)	2	-	-
CO2 (K2)	2	-	-
CO3 (K4)	3	-	-
CO4 (K4)	3	-	-
CO5 (K2)	3	-	-

UNIT-I:

Labour Welfare: Concept, scope and philosophy, principles and approaches of labour welfare, Indian constitution on labour, Agencies of labour welfare and their role. Impact of ILO on labour welfare in India.

UNIT-II:

Labour welfare programmes: Statutory and non-statutory, extra mural and intra mural, Central Board of Workers' Education; Workers' Cooperatives- Welfare Centres -Welfare Officers' Role, Status and Function, Signs of poor welfare.

UNIT-III:

Labour Legislation: Objectives-Principles-Classification-Evaluation of Labour legislation in India- Factories Act 1948, Definitions - Objectives of Act - Factory Inspectorate: – Measures to be taken by Factories for Health, Safety and Welfare of Workers - Working Hours - Wage and Compensation - Provisions Relating to Hazardous Processes - Annual Leave with Wages - Special Provisions - Obligations by Employer and Employee - Offences and Penalties.,

Contract Labour (Regulation and Abolition) Act 1970 and A.P. Shops and Establishments Act.

UNIT-IV:

Industrial Relations Legislation: Industrial Disputes Act 1947 Concept, objectives, Types of Strikes and their Legality – Authorities under the Act and their Duties – Voluntary Reference of Disputes to Arbitration – Types of Strikes and Lock-outs Wages for Strike and Lock-out Period– Change in Conditions of Service. Industrial Employment (standing orders) Act 1946 Certification of Draft Standing Orders – Appeals – Date of Operation of Standing Orders – Posting of Standing Orders – Payment of Subsistence Allowance.

UNIT-V:

Trade Unions Act 1926. Definitions - Scope and Significance – Characteristics - Types of Trade Unions - Reasons for Joining Trade Unions - Advantages and Disadvantages of Trade unions Legislations of Trade Unions- Rights and Privileges. Wage and Social Security Legislation: Payment of wages Act 1936 - Minimum wages Act 1948 - Payment of Bonus Act 1966 -. Payment of Gratuity Act 1972 - Workmen's Compensation Act 1923 - Employees State Insurance Act 1948 - Maternity Benefit Act 1961 and Employees Provident Fund and Miscellaneous Provisions Act 1952.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Govt. of India (Ministry of Labour, 1969). Report of the Commission on Labour Welfare, New Delhi: Author.
2. Govt. of India (Ministry of Labour, 1983). Report on Royal Commission on Labour in India, New Delhi: Author.
3. Malik, P.L: —Industrial Law, Eastern Book Company. Laknow, 1977
4. Moorthy, M.V: —Principles of Labour Welfare, Oxford University Press, New Delhi.
5. Pant, S.C: —Indian Labour Problems, Chaitanya Pub. House. Allahabad.

INTERNATIONAL HUMAN RESOURCE MANAGEMENT (HR Elective-VI)

IV Semester

Course Code: 194HR4E06

L	T	P	C
4	0	0	3

Course Objectives:

- COB 1: To make them understand the Global HR Perspective in New Economy .
- COB 2: To help in understanding the HR concepts in international assignments.
- COB 3: To help in understanding the importance of cross culture in IHRM.
- COB 4: To help in understanding international approaches to compensation and HRD.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Describe the Challenges of Globalization, differentiate between domestic and international HRM.
- CO 2 : Understand various concepts like staffing, training and development, appraisal in global perspective.
- CO 3 : Learn factors affecting cross cultural management with theories and challenges faced by Indian MNC's.
- CO 4 : Compare and contrast global compensation management practices and domestic practices.
- CO 5 : Learn Global Strategic Advantages through HRD.

Mapping of Course Outcomes with Program Outcomes

	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO1 (K2)	2	-	2	-	-	-	-	-	2	2	-
CO2 (K2)	2	-	2	-	-	-	-	-	2	2	-
CO3 (K4)	2	-	3	-	2	-	-	-	3	2	2
CO4 (K4)	3	-	2	-	2	-	-	-	3	2	2
CO5 (K2)	3	-	3	-	-	-	-	-	2	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO/PSO	PSO 1(K3)	PSO2 (K4)	PSO3(K4)
CO1 (K2)	2	-	-
CO2 (K2)	2	-	-
CO3 (K4)	3	-	-
CO4 (K4)	3	-	-
CO5 (K2)	2	-	-

UNIT-I:

Introduction: A Global HR Perspective in New Economy-Challenges of Globalization - Implications of Managing People and Leveraging Human Resource - Strategic Role of International HRM – Distinction between Domestic and International HRM – HR Challenges at International Level.

UNIT-II:

Managing International Assignments: Significance -Global HR Planning – Staffing policy – Training and development – performance appraisal –International Labour relations – Industrial democracy - Positioning Expatriate – Repatriate – factors of consideration - Strategies - Legal content of Global HRM- International assignments for Women - Problems.

UNIT-III:

Cross Culture Management: Importance – Concepts and issues – Understanding Diversity – Managing Diversity Cross- Cultural Theories – Hofstede's Model – Kluchkohn – Strodthbeck Model – Andre- Laurent' Theory – Cultural Issues. considerations - Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams. Talent crunch – Indian MNCs and Challenges.

UNIT IV

Compensation Management: Objectives -Importance – Concepts- Trends - Issues – Methods – Factors of Consideration – Models – incentive methods – Approaches of Compensation in Global Assignments - global compensation implications on Indian systems - Performance Management.

UNIT V

Global Strategic Advantages through HRD: Measures for creating global HRD Climate – Strategic Frame Work of HRD and Challenges - Globalization and Quality of Working Life and Productivity – Challenges in Creation of New Jobs through Globalization- New Corporate Culture.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Subba Rao P: —International Human Resource Management, Himalaya Publishing House, Hyderabad, 2011.
2. Nilanjan Sen Gupta: —International Human Resource Management Text and cases, Excel Books, New Delhi.
3. Tony Edwards :—International Human Resource Management, Pearson Education, New Delhi, 2012.
4. Aswathappa K, Sadhana Dash: —International Human Resource Management, TMH, New Delhi, 5. Monir H Tayeb: —International Human Resource Management, Oxford Universities Press, Hyderabad, 2012.

EMPLOYEE RELATIONS AND ENGAGEMENT (HR Elective-VII)

IV Semester

Course Code: 194HR4E07

L T P C
4 0 0 3

Course Objectives:

- COB 1: To make aware of the various concepts of Industrial Relations.
- COB 2: To help in understanding the importance of congenial Industrial relations.
- COB 3: To help in analyzing the role of industrial relations in organizational development.
- COB 4: To help in understanding concept of employee engagement.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Describe the meaning and concepts of industrial relations.
- CO 2 : Explain about contribution of Trade unions in managing industrial relations.
- CO 3 : Critically analyze and Redressal employee grievances.
- CO 4 : Understanding the consequences of industrial disputes.
- CO 5 : Designate the role of managers in engaging the employees.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	3	-	-	1	-	-	-	2	-
CO 2 (K2)	2	-	3	-	-	1	-	-	-	2	-
CO 3 (K4)	3	-	3	-	2	3	-	-	-	3	2
CO 4 (K4)	3	-	3	-	2	3	-	-	-	3	2
CO5 (K2)	2	-	3	-	-	1	-	-	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	1	-
CO2 (K2)	2	1	-
CO3 (K4)	3	3	-
CO4 (K4)	3	3	-
CO5(K2)	2	1	-

UNIT I:

Industrial Relations Management: Concept-meaning and scope of IR-system frame work-Theoretical perspective- Evaluation –Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Globalization and IR- Recent Trends in Industrial Relations.

UNIT II:

Trade Unions: Introduction-Definition and objectives-growth of Trade Unions in India - Union recognition-Union Problems-Employees Association- Collective Bargaining – Characteristics-Importance-Principles-The process of CB-Participation in the bargaining process-Essential conditions for the success of collective bargaining –Negotiating techniques and skills.

UNIT III:

Employee Grievances: Causes of Grievances – Grievances Redressal Machinery – Discipline in Industry _ Measures for dealing with Indiscipline–Standing Orders- Code Discipline.

UNIT IV:

Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India.

UNIT V :

Employee Engagement : Concept-Definition-Elements- Factors- Levels - Drivers of Employee Engagement-Measurement-Strategies- The role of managers in engaging the employees.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. C.S Venkataratnam: —Industrial Relations, Oxford University Press, New Delhi, 2011.
2. Sinha: —Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi, 2013.
3. Mamoria: —Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2010.
4. B.D. Singh: —Industrial Relations, Excel Books, New Delhi, 2010.
5. Arun Monappa: —Industrial Relations, TMH, New Delhi, 2012.
6. Prof. N. Sambasiva Rao and Dr. Nirmal Kumar: —Human Resource Management and Industrial Relations, Himalaya Publishing House, Mumbai.
7. Ratna Sen: —Industrial Relations, Mac Millon Publishers, New Delhi, 2011.

STRATEGIC HUMAN RESOURCE MANAGEMENT (HR Elective-VIII)

IV Semester

Course Code: 194HR4E08

L T P C

4 0 0 3

Course Objectives:

COB 1: To inculcate strategic orientation in the students.

COB 2: To create awareness on strategic orientation of human resources.

Course Outcomes:

At the end of the Course, Student will be able to:

CO 1 : Describe the meaning and concept of Strategic human resource management.

CO 2 : Explain the concepts of strategic human resource planning.

CO 3 : Distinguish the concepts of strategy implementation.

CO 4 : Compare and contrast Human resource development strategies at various levels.

CO 5 : Research different human resource evaluation systems.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO1 (K2)	2	-	3	-	-	1	-	-	-	2	-
CO2 (K2)	2	-	3	-	-	1	-	-	-	2	-
CO3 (K4)	3	-	3	-	-	3	-	-	-	3	2
CO4 (K4)	3	-	3	-	-	3	-	-	-	3	2
CO5 (K2)	2	-	3	-	-	1	-	-	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO/PSO	PSO 1(K3)	PSO2 (K4)	PSO3(K4)
CO1 (K2)	2	-	1
CO2 (K2)	2	-	1
CO3 (K4)	3	-	3
CO4 (K4)	3	-	3
CO5 (K2)	2	-	1

UNIT I:

Human Resource Strategy: Introduction to Strategic Human Resource Management - Evaluation objectives and Importance of Human Resources Strategy- Strategic fit – A conceptual framework - Human Resources contribution to strategy - Strategy driven role behaviors and practices – Theoretical Perspectives on SHRM approaches - Linking business strategies to HR strategies.

UNIT II:

Strategic Human Resource Planning: Objectives, benefits, levels of strategic planning- Activities related to strategic HR Planning-Basic overview of various strategic planning models-Strategic HR Planning model-Components of the strategic plan.

UNIT III:

Strategy Implementation: Strategy implementation as a social issue-The role of Human Resource- Work force utilization and employment practices-Resourcing and Retention strategies-Reward and Performance management strategies

UNIT IV:

Strategic Human Resource Development: Concept of Strategic Planning for HRD-Levels in Strategic HRD planning-Training and Development Strategies-HRD effectiveness.

UNIT V:

Human Resource Evaluation: Overview of evaluation - Approaches to evaluation, Evaluation Strategic contributions of Traditional Areas - Evaluating Strategic Contribution of Emerging Areas-HR as a Profit centre and HR outsourcing strategy.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Charles R. Greer: "Strategic Human Resource Management" - A General Manager Approach - Pearson Education, Asia.
2. Fombrum Charles & Tichy: "Strategic Human Resource Management" – John Wiley Sons, 1984.
3. Dr. Anjali Ghanekar "Strategic Human Resource Management" Everest Publishing House, Pune 2009.
4. Tanuja Agarwala "Strategic Human Resource Management" Oxford University Press, New Delhi 2014.

FINANCIAL DERIVATIVES (Finance Elective-V)

IV Semester

Course Code: 194FI4E05

L T P C
4 0 0 3

Course Objectives:

- COB 1: To make aware of various concepts financial Derivatives.
- COB 2: To help in understanding the importance of financial Derivatives.
- COB 3: To help in analyzing the Derivative contracts.
- COB 4: To help in understanding the factors effecting Derivatives pricing.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Describe the meaning and concepts of Derivatives.
- CO 2 : Distinguish between Forward and futures.
- CO 3 : Describe trading strategies involved in Options
- CO 4 : Analysis various Options pricing models.
- CO 5 : Explain economic functions of Swap transactions.

Mapping of Course Outcomes with Program Outcomes

	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO1 (K2)	2	-	-	1	-	1	-	-	-	2	-
CO2 (K2)	2	-	-	1	-	1	-	-	-	2	-
CO3 (K4)	3	-	-	3	2	3	-	-	-	3	2
CO4 (K4)	3	-	-	3	2	3	-	-	-	3	2
CO5 (K2)	2	-	-	1	-	1	-	-	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO/PSO	PSO 1(K3)	PSO2 (K4)	PSO3(K4)
CO1 (K2)	2	1	-
CO2 (K2)	2	1	-
CO3 (K4)	3	3	-
CO4 (K4)	3	3	-
CO5 (K2)	2	1	-

UNIT I:

Introduction to Financial Derivatives – Meaning and Need – Growth of Financial Derivatives in India – Derivative Markets – Participants- Functions – Types of Derivatives – Forwards – Futures – Options-Swaps – The Regulatory Framework of Derivatives Trading in India.

UNIT II:

Features of Futures –Differences Between Forwards and Futures – Financial Futures – Trading – Currency Futures – Interest Rate Futures – Pricing of Future Contracts- Value at Risk (VaR)-Hedging Strategies – Hedging with Stock Index Futures – Types of Members and Margining System in India – Futures Trading on BSE & NSE.

UNIT III:

Options Market – Meaning & Need – Options Vs Futures -Types of Options Contracts – Call Options – Put Options- Trading Strategies Involving Options – Basic Option Positions – Margins – Options on Stock Indices – Option Markets in India on NSE and BSE.

UNIT IV:

Option Pricing – Intrinsic Value and Time Value- Pricing at Expiration – Factors Affecting Options pricing- Put-Call Parity Pricing Relationship- Pricing Models - Introduction to Binominal Option Pricing Model – Black Scholes Option Pricing Model.

UNIT V:

Swaps – Meaning – Overview – The Structure of Swaps – Interest Rate Swaps – Currency Swaps – Commodity Swaps – Swap Variant – Swap Dealer Role –Equity Swaps – Economic Functions of Swap Transactions - FRAs and Swaps.

Suggested Readings:

1. Hull C. John, -Options, Futures and Other Derivatives, Pearson Educations Publishers,
2. David Thomas. W & Dubofsky Miller. Jr., Derivatives valuation and Risk Management, Oxford University, Indian Edition.
3. N.D. Vohra & B.R. Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.
4. Red Head: Financial Derivatives: An Introduction to Futures, Forward, Options, Prentice Hall of India.
5. David A. Dubofsky, Thomas W. Miller, Jr.: Derivatives: Valuation and Risk Management, Oxford University Press.
6. Sunil K. Parameswaran, -Futures Markets: Theory and Practice, Tata-McGraw-Hill Publishing Company Ltd.
7. D.C. Patwari, Financial Futures and Options, Jaico Publishing House.
8. T.V. Somanathan, Derivatives, Tata McGraw-Hill Publishing Company Ltd.
9. NSE Manual of Indian Futures & Options & www. Sebi.com
10. S.C. Gupta, Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India.

GLOBAL FINANCIAL MANAGEMENT (Finance Elective-VI)

IV Semester

Course Code: 194FI4E06

L T P C
4 0 0 3

Course Objectives:

- COB 1: To enlighten the students with the Concepts and Practical applications of Global Financial Management.
- COB 2: To help the students in understanding the concepts of interest rates and exports.
- COB 3: To help the students in analyzing the global business practices and operations.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Describe the meaning and concepts of global financial management.
- CO 2 : Explain about Management of Exchange and Interest Rates Exposure.
- CO 3 : Distinguish Management of Global Business Operations and Practices with that of domestic operations.
- CO 4 : Compare international investment decisions.
- CO 5 : Research on global indebtedness.

Mapping of Course Outcomes with Program Outcomes

CO/ PO	PO 1 (K3)	PO 2 (K5)	PO 3 (K1)	PO 4 (K4)	PO 5 (K5)	PO 6 (K4)	PO 7 (K3)	PO 8 (K3)	PO 9 (K3)	PO 10 (K3)	PO 11 (K5)
CO 1 (K2)	2	-	-	3	-	1	-	-	-	3	-
CO 2 (K4)	2	-	-	3	-	1	-	-	-	3	-
CO 3 (K4)	3	-	-	3	2	3	-	-	-	2	3
CO 4 (K2)	3	-	-	3	2	3	-	-	-	2	3
CO 5 (K2)	2	-	-	3	-	1	-	-	-	3	-

Mapping of Course Outcomes with Program Specific Outcomes

CO/PSO	PSO 1 (K2)	PSO 2 (K4)	PSO 3 (K5)
CO 1(K2)	3	-	-
CO 2(K4)	3	-	-
CO 3(K4)	2	-	-
CO 4(K2)	2	-	-
CO 5(K2)	3	-	-

UNIT I:

International Monetary and Financial System: Evolution; Breton Woods Conference and Other Exchange Rate Regimes; European Monetary System, South East Asia Crisis and Current Trends.

UNIT II:

Foreign Exchange Risk: Transaction Exposure; Accounting Exposure and Operating Exposure – Management of Exposures – Internal Techniques, Management of Risk in Foreign Exchange Markets: Forex Derivatives – Swaps, futures and Options and Forward Contracts.

UNIT III:

Features of Different International Markets: Euro Loans, CPs, Floating Rate Instruments, Loan Syndication, Euro Deposits, International Bonds, Euro Bonds and Process of Issue of

GDRs and ADRs.

UNIT IV:

Foreign Investment Decisions: Corporate Strategy and Foreign Direct Investment; Multinational Capital Budgeting; International Acquisition and Valuation, Adjusting for Risk in Foreign Investment.

UNIT V:

International Accounting and Reporting; Foreign Currency Transactions, Multinational Transfer Pricing and Performance Measurement; Consolidated Financial Reporting.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Suggested Readings:

1. Buckley Adrin, Multinational Finance, 3rd Edition, Engle Wood Cliffs, Prentice Hall of India.
2. S.P. Srinivasan, B. Janakiram, International Financial Management, Wiley India, New Delhi.
3. Clark, International Financial Management, Cengage, ND
4. V. Sharan, International Financial Management, 3rd Edition, Prentice Hall of India.
5. A.K. Seth, International Financial Management, Galgothia Publishing Company.
6. P.G. Apte, International Financial Management, Tata McGrw Hill, 3rd Edition.
7. Bhalla, V.K., International Financial Management, 2nd Edition, New Delhi, Anmol, 2001.
8. V.A. Avadhani, International Financial Management, Himalaya Publishing House.
9. Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol, 1997.

RISK MANAGEMENT (Finance Elective-VII)

IV Semester

Course Code: 194FI4E07

L	T	P	C
4	0	0	3

Course Objectives:

- COB 1: To make aware of the various concepts of financial risk management
- COB 2: To help in understanding the importance of financial risk management
- COB 3: To help in analyzing the role risk management in Business.
- COB 4: To help in understanding problems faced in financial risk management.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Describe the meaning and concepts of financial risk management.
- CO 2 : Explain the issues in measurement and management of risk.
- CO 3 : Understand various tools and techniques of financial risk management.
- CO 4 : Describe the meaning and types of SWAPS.
- CO 5 : Analyze various types of options.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	-	1	-	1	-	-	-	2	-
CO 2 (K2)	2	-	-	1	-	1	-	-	-	2	-
CO 3 (K4)	3	-	-	3	2	3	-	-	-	3	2
CO 4 (K4)	3	-	-	3	2	3	-	-	-	3	2
CO 5 (K2)	2	-	-	1	-	1	-	-	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	1	-
CO2 (K2)	2	1	-
CO3 (K4)	3	3	-
CO4 (K4)	3	3	-
CO5 (K2)	2	1	-

UNIT I:

Introduction The concept of Risk, Nature, Need and scope of risk. Source, measurement, identification and evaluation of Risk. Types of risk–Product market risk and capital market risk. Possible Risk events, Risk Indicators, Risk Management Process–pre- requisites and fundamentals. Misconceptions of Risk. An integrated approach to Corporate Risk Management. Risk management approaches and methods. A comprehensive view of Risk in Financial Institutions. Risk reporting process–internal and external.

UNIT II:

Measurement and Management of Risk: Value at risk (VaR): The concept, computation, stresses testing, back testing. Cash flow at risk (CaR): VaR and CaR to make investment decisions. Managing risk when risk is measured by VaR or CaR Non-Insurance methods of Risk Management-Risk Avoidance, Loss Control, Risk Retention and Risk Transfer. Asset-Liability Management (ALM): evolution & concept, RBI guidelines. Capital Adequacy. Management of interest rate risk, liquidity risk, credit risk and exchange rate risk.

UNIT III:

Techniques and Tools of Risk Management: Forward contracts and Futures contracts The concept of Derivatives and types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns. Individuals, speculators, hedgers, arbitrageurs and other participants in Derivatives Market. Forward contracts: Definition, features and pay-off profile of Forward contract. Valuation of forward contracts. Forward Contracts to manage Commodity price risk, Interest rate risk and exchange rate risk. Limitations of Forward contract. Futures contracts: Definition. Clearing house, margin requirements, marking to the market. Basis and convergence of future price to spot price. Valuation of Futures contract. Differences between forward contracts and futures contracts. Risk management with Futures contracts—the hedge ratio and the portfolio approach to a risk–minimizing hedge.

UNIT IV:

Techniques and Tools of Risk Management: SWAPS Definition, types of swaps. Interest rate swaps, Currency swaps. Interest rate Swaps: Mechanics of Interest rate swaps. Using Interest rate Swaps to lower borrowing costs, hedge against risk of rising and falling interest rates. Valuation of interest rate Swaps. Pricing of Interest rate swaps at origination and valuing of Interest rate swaps after origination. Currency Swaps: Types of Currency Swaps. Valuation of currency swaps. Using Currency Swaps to lower borrowing costs in foreign country, to hedge against risk of a decline in Revenue, to hedge against risk of an increase in Cost, to hedge against risk of a decline in the value of an asset, to hedge against risk of a rise in the value of a liability. Pricing of currency swap at origination and valuing of currency swap after origination.

UNIT V:

Techniques and Tools of Risk Management: Options Definition of an option. Types of options: call option, put option, American option and European option. Options in the money, at the money and out of the money. Option premium, intrinsic value and time value of options. Pricing of call and put options at expiration and before expiration. Options on stock indices and currencies. The Binominal option pricing model (BOPM): assumptions - single and two period models. The Black & Scholes option pricing model (BSOPM): assumptions.

Suggested Readings:

1. Dun and Bradstreet, –Financial Risk Managementl, 2007, TMH, Delhi.
2. Paul Hopkins, Kogan Page, –Fundamentals of Risk Managementl, 2010, Institute of Risk Management.
3. Ravi Kumar, –Asset Liability Managementl, Vision Books Pvt. Ltd.

BEHAVIOURAL FINANCE (Finance Elective-VIII)

IV Semester

Course Code: 194FI4E08

L	T	P	C
4	0	0	3

Course Objectives:

- COB 1: To help students appreciate the limitations of ‘rational’ models of investment decision making;
- COB 2: To introduce students to an alternate framework for understanding price discovery in the markets;
- COB 3: To help students identify persistent or systematic behavioral factors that influence investment.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Describe the meaning and Concepts and Practical applications of Behavioral Finance.
- CO 2 : Explain about Decision making in historical prospective.
- CO 3 : Fundamental information and iurialtechnical analysis – the case for psychological influence.
- CO 4 : Systematic approach to using behavioral factors in corporate decision making.
- CO 5 : Experimental measurement of risk-related - Measuring Risk.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K2)	PO 2 (K5)	PO 3 (K1)	PO 4 (K4)	PO 5 (K5)	PO 6 (K4)	PO 7 (K3)	PO 8 (K3)	PO 9 (K3)	PO 10 (K3)	PO 11 (K5)
CO 1(K2)	3	-	-	3	-	1	-	-	-	3	-
CO 2(K4)	2	-	-	3	-	1	-	-	-	2	-
CO 3(K4)	2	-	-	3	2	3	-	-	-	2	3
CO 4(K2)	3	-	-	3	2	3	-	-	-	2	3
CO 5(K2)	2	-	-	3	-	1	-	-	-	3	-

Mapping of Course Outcomes with Program Specific Outcomes

CO/PSO	PSO 1 (K2)	PSO 2 (K4)	PSO 3 (K5)
CO 1(K2)	2	-	-
CO 2(K4)	3	-	-
CO 3(K4)	3	-	-
CO 4(K2)	2	-	-
CO 5(K2)	3	-	-

UNIT I:

Introduction to Behavioural finance – Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty :Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Weber law - Subjective probability – Representativeness – Anchoring - Asymmetric perception of gains and losses framing and other behavioural effects - Exponential discounting - Human economic behaviour - Discount factors for short and long horizons - Experimental measurement of the discount factor - Hyperbolic discounting.

UNIT II:

Utility/ Preference Functions: Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept – Decision making in historical prospective - Allais and Elsbeg's Paradoxes - Rationality from an economics and evolutionary prospective – Herbert Simon and bounded rationality- Investor rationality and market efficiency - Empirical data that questions market efficiency.

UNIT III:

Behavioural Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioural factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental information and technical analysis – the case for psychological influence.

UNIT IV:

Behavioral Corporate Finance: Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing - Mergers and Acquisitions. Systematic approach to using behavioral factors in corporate decision making. External Factors and Investor Behaviour: Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation Active portfolio management – the source of the systematic underperformance.

UNIT V:

Emotions and Decision – Making: Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk taking. Personality traits and risk attitudes in different domains.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Suggested Readings:

1. Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.
2. The Psychology of Investing by John R.
3. Understanding Behavioral Finance by Ackert Nofsinger, Pearson Prentice Hall, (4th Edition)
4. What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill.
5. Handbook of Behavioral Finance – Brian R. Bruce.
6. Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch.
7. Plous, Scott, 1993, The Psychology of Judgment and Decision Making, Ch 10-15.
8. Shleifer, Andrei, 2000, Are Financial Markets Efficient?, Chapter 1 in Inefficient.
9. Markets, Oxford University Press. Ackert, L., and R. Deaves, 2010, Behavioral Finance: Psychology, Decision-Making and.
10. Markets, South-Western Cengage Learning, Mason, Ohio. Nofsinger, J. R., 2001, Investment Madness, Prentice Hall.
11. Mitchell, O. S., and S. P. Utkus, eds., 2004. Pension Design and Structure: New Lessons.

12. from Behavioral Finance (Oxford University Press, New York, New York). Shleifer, Andrei (2000): Inefficient Markets: An Introduction to Behavioral.
13. Finance, Oxford University Press, Oxford. Montier, James (2002): Behavioral Finance, John Wiley & Sons, New York.
14. Plous, S. (1993). The psychology of judgment and decision-making NY: McGrawHill.

SERVICES MARKETING (Marketing Elective-V)

IV Semester

Course Code: 194MA4E05

L	T	P	C
4	0	0	3

Course Objectives:

- COB 1: To understand the theory and concepts pertaining to Services marketing.
- COB 2: To understand effective service marketing strategies that emphasizes the value exchange between suppliers and their customers.
- COB 3: To help in analysing the effects of Services Marketing.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Develop familiarity with the concepts of Services.
- CO 2 : Enhance their abilities to apply service strategies.
- CO 3 : Distinguish between factors affecting Management of Services Marketing.
- CO 4 : Compare Service Delivery Process.
- CO 5 : Research on Service Marketing Practices.

Mapping of Course Outcomes with Program Outcomes

	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO1(K2)	2	-	-	-	-	-	-	-	-	2	-
CO2(K2)	2	-	-	-	-	-	-	-	-	2	-
CO3(K3)	3	-	-	-	2	-	-	-	-	3	2
CO4(K4)	3	-	-	-	2	-	-	-	-	3	2
CO5(K2)	2	-	-	-	-	-	-	-	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO/ PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	-	-
CO2 (K2)	2	-	-
CO3 (K3)	3	-	-
CO4 (K4)	3	-	-
CO5 (K2)	2	-	-

UNIT I:

Introduction to Services Marketing: Understanding Services, Differences in Goods versus Services, Emerging Service Environment, Classification of Services. Service Market Segmentation, Targeting & Positioning: Process of market segmentation, customer loyalty Segmentation, Targeting and Positioning service value addition to the service product, planning and branding service products, new service development.

UNIT II:

Pricing strategies for services: Service pricing, establishing monetary pricing objectives foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice. Service promotion: The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix.

UNIT III:

Implementing Services Marketing: Improving Service Quality and Productivity,

SERVQUAL, Service Failures and Recovery Strategies. Customer Relationship Marketing: Relationship Marketing, the nature of service consumption understanding customer needs and expectations, Strategic responses to the intangibility of service performances.

UNIT IV:

Managing Service Delivery Process: Managing Physical Evidence of Services, Designing and Managing Service Processes, Managing People for Service Advantage.

UNIT V:

Marketing of Services in Sectors: Financial Services, Health Service, Hospitality Services including travel, hotels and tourism, Professional Service, Public Utility Services, Educational Services.

Recommended Books:

Text Books:

1. Valarie A. Zeithaml & Mary Jo Bitner - Services Marketing: Integrating Customer Focus Across The Firm, Third Edition, 2004; Tata McGraw-Hill Publishing Company Ltd, 2008.
2. Christopher H. Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing: People, Technology, Strategy (A South Asian Perspective) Fifth Edition 2011; Pearson Education.

Suggested Readings:

1. Cengiz Haksever, Barry Render, Roberta S. Russel, and Robert G. Murdic: Service Management and Operations (Second Edition); Pearson Education (Singapore) Pte., Ltd., 2003.
2. Kenneth E. Clow & David L. Kurtz: Services Marketing, Biztantra Publication, 2003.
3. Nimit Chowdhary & Monika Chowdhary, Textbook of Marketing of Services The
4. Indian Experience, Macmillan India Ltd., 2005.

PROMOTIONAL AND DISTRIBUTION MANAGEMENT (Marketing Elective-VI)

IV Semester

Course Code: 194MA4E06

L T P C

4 0 0 3

Course Objectives:

- COB 1: To help in understanding importance and process of marketing communication.
- COB 2: To help in understanding the process of developing integrated marketing communication.
- COB 3: To help in understanding the role of personal selling in integrated marketing communication programme.
- COB 4: To help in understanding the importance of sales promotion activities and the support of media to it.
- COB 5: To help in understanding management of distribution networks.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Describe the meaning, importance of marketing communication and its process.
- CO 2 : Explain the process of integrated marketing communication.
- CO 3 : Explain the role of personal selling in integrated marketing communication process.
- CO 4 : Demonstrate the process of sales promotion and the support from media to it.
- CO 5 : Explain the management of distribution networks.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO1 (K2)	2	-	-	-	-	-	2	2	-	2	-
CO2 (K2)	2	-	-	-	-	-	2	2	-	2	-
CO3 (K4)	3	-	-	-	2	-	3	3	-	3	2
CO4 (K4)	3	-	-	-	2	-	3	3	-	3	2
CO5 (K2)	2	-	-	-	-	-	2	2	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO/PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1(K2)	2	-	1
CO 2(K2)	2	-	1
CO 3(K4)	3	-	3
CO 4(K4)	3	-	3
CO 5(K2)	2	-	1

UNIT I:

Marketing Communications: The nature of marketing communications. The integration of marketing communication. Integrated marketing communication planning process. Model of marketing communications decision process. Establishing objectives and budgeting for the promotional programme.

UNIT II:

Developing Integrated Marketing Communications: Creative strategy development. Process of execution of creative strategy: Appeals, execution styles and creative tactics. Media planning & Strategy: Developing Media Plans & Strategies and Implementation with IMC perspective.

UNIT III:

Personal Selling: Role of personal selling in IMC programme. Integration of personal selling with other promotional tools. Personal selling process and approaches. Evaluating, motivating and controlling sales force effort.

UNIT IV:

Sales Promotion and Support media: Sales Promotion - objectives, consumer and trade oriented sales promotion. Developing and operating sales promotion for consumers & trade: Sales promotion tools: off - shelf offers, price promotions, premium promotions, prize promotions. Coordinating Sales promotions and advertisement. Support media – Elements of Support media and their role. Direct marketing, the internet & Interactive Marketing, publicity and public relations. Monitoring, evaluating & controlling promotion programme.

UNIT V:

Distribution Management: Role and functions of channels of distribution. Distribution Systems. Distribution cost, control and customer service. Channel design, and selection of channels, selecting suitable channel partners. Motivation and control of channel members. Distribution of Services, market logistics & supply chain management.

Suggested Readings:

1. Shimp —Advertising and Promotion, 2007, Cengage Learning.
2. George E Belch, Micheal A Belch & Keyoor Purani —Advertising and Promotion, 2010, Tata McGraw Hills, 7th Ed.
3. Shah & D'souza —Advertising & Promotion, 2010, Tata McGraw Hills.

GREEN MARKETING (Marketing Elective-VII)

IV Semester

Course Code: 194MA4E07

L	T	P	C
4	0	0	3

Course Objectives:

- COB 1: To make the students understand the concept of Green Marketing and Green Products.
- COB 2: To understand and apply the green initiatives and conscious of products.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Understand and apply the concepts of green marketing.
- CO 2 : Understand and apply the concepts of green products.
- CO 3 : Understand and apply the purchase decision of consumer on green products.
- CO 4 : Understand and apply the environmental aware on green products.
- CO 5 : Understand and apply the green marketing initiative.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO1 (K3)	PO2 (K4)	PO3 (K5)	PO4 (K5)	PO5 (K3)	PO6 (K3)	PO7 (K2)	PO8 (K3)	PO9 (K2)	PO10 (K2)	PO11 (K3)
CO1 (K3)	3	3	-	3	-	3	-	-	3	-	-
CO2 (K3)	3	3	-	3	-	3	-	-	3	-	-
CO3 (K3)	3	3	-	3	-	3	-	-	3	-	-
CO4 (K3)	3	3	-	3	-	3	-	-	3	-	-
CO5 (K3)	3	3	-	3	-	3	-	-	3	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO/PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1(K3)	3	3	-
CO 2(K3)	3	3	-
CO 3(K3)	3	3	-
CO 4(K3)	3	3	-
CO 5(K3)	3	3	-

UNIT I:

Green Marketing and Green Product : Introduction to green marketing-strategic green planning environment and consumption- Green Product- Green Behavior- Five shades of green consumers Segmenting consumers- Green consumer's motives-Buying strategies - Green Business Opportunities- Designing green products-eco-design to eco- innovation-Fundamentals of green marketing-Establishing Credibility-Green distribution and Packaging Contemporary Government policies and subsidies that aids green product development.

UNIT II:

Green Marketing Concepts: Green Spinning – Green Selling – Green Harvesting – Enviropreneur Marketing - Compliance Marketing – Green Washing – Climate Performance Leadership Index

UNIT III:

Purchase Decision: Meaning of Purchase decision – Factors affecting Purchase decision - Steps in the decision making process - Five stages of consumer buying decision process - Models of buyer decision-making.

UNIT IV:

Environmental consciousness: Introduction of Environment - Importance of environmentalism - Environmental movement - Benefits of green environment to the society - E-waste exchange - Extended Producer Responsibility Plan - Guidelines for Collection and Storage of E-Waste - Guidelines for Transportation of E-Waste - Guidelines for Environmentally Sound Recycling of E-Waste.

UNIT V:

Green Marketing Initiatives: Green Firms – HCL’s Green Management Policy – IBM’s Green Solutions – IndusInd Bank’s Solar Powered ATMs – ITCs Paper kraft – Maruti’s Green Supply Chain – ONCGs Mokshada Green Crematorium – Reva’s Electric Car – Samsung’s Eco-friendly handsets- Wipro Infotech’s Eco-friendly computer peripherals.

Reference Books:

1. Green Marketing and Environmental Responsibility in Modern Corporations, Esakki and Thangasamy, IGI Global, 2017.
2. Green Marketing Management, Robert Dahlstrom, Cengage Learning, 2010.
3. Green Marketing: Challenges and Opportunities for the New Marketing Age, Jacquelyn A. Ottman, NTC Business Books, 1993.
4. The New Rules of Green Marketing, Jacquelyn A. Ottman, Berrett-Koehler Publishers, 2011.

GLOBAL MARKETING MANAGEMENT (Marketing Elective-VIII)

IV Semester

Course Code: 194MA4E08

L	T	P	C
4	0	0	3

Course Objectives:

- COB 1: To enhance the concepts among the students about free trade at global level and attempt to bring all the countries together for the purpose of trading.
- COB 2: To increase the conception of globalization by integrating the economies of different countries, enabling them to understanding the world peace by building trade relations among different nations.
- COB 3: To help in analyzing the effects of Global Marketing Management.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Understand and apply the concepts of Global Marketing.
- CO 2 : Explain the importance of International marketing strategy.
- CO 3 : Distinguish Global Product & Price management from that of domestic management.
- CO 4 : Compare Global Marketing Channels and Promotion for global markets with domestic markets.
- CO 5 : Research on Export procedures and documents.

Mapping of Course Outcomes with Program Outcomes

	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K3)	3	3	-	3	-	3	-	-	3	-	-
CO 2 (K4)	3	3	-	3	-	3	-	-	3	-	-
CO 3 (K3)	3	3	-	3	-	3	-	-	3	-	-
CO 4 (K3)	3	3	-	3	-	3	-	-	3	-	-
CO 5 (K4)	3	3	-	3	-	3	-	-	3	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K3)	3	3	-
CO 2 (K4)	3	3	-
CO 3 (K3)	3	3	-
CO 4 (K3)	3	3	-
CO5 (K4)	3	3	-

UNIT I:

Global Marketing: Scope and Significance of Global Marketing, The importance of global / international marketing, Differences between international and domestic marketing International environment, International Social & culture Environment, the political legal environment and regulatory environment of international marketing. Technological Environment.

UNIT II:

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

UNIT III:

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

UNIT IV:

International Marketing Channels: channels –Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing an international Distribution Strategy Selecting Foreign Country Market intermediary. The management of physical distribution of goods, Advertising and Branding, Grey Market goods.

UNIT V:

Export Marketing: Introduction to Export Marketing, Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Warren J Keegan: Global Marketing Management, 5th Edition, Prentice Hall of India Private Limited.
2. Philip R. Cateora, John L. Graham: International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.
3. John Fayer wearther: International Marketing
4. Varshney and Bhattacharya: International Marketing management.
5. R. Srinivasan: International Marketing, Prentice-Hall of India Pvt. Ltd., 2010.
6. Kotabe, Peloso: International Marketing, Wiley India, New Delhi, 2020.
7. Francis Cherunilam: International marketing, 11th Edition, Himalaya Publication House, 2010.
8. U.C Mathur: International Marketing Management, Sage Publications, New Delhi 2008.

BIG DATA ANALYTICS (Systems Elective-V)

IV Semester

Course Code: 194SY4E05

L	T	P	C
4	0	0	3

Course Objectives:

- COB 1: The Course Is Designed To Gain an Understanding of Big data Platform and Apache Hadoop.
- COB 2: The Course Is Designed to Gain Understanding of HDFS concepts, Interfacing the HDFS and Map Reduce Jobs.
- COB 3: The Course Familiarizes the Students with Analytics on Structured and unstructured data.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Understand the Big Data Platform and its Use cases.
- CO 2 : Understand an overview of Apache Hadoop and Hadoop Eco System.
- CO 3 : Familiar with HDFS Concepts and Interfacing with HDFS and Map Reduce Jobs.
- CO 4 : Apply analytics on Structured, Unstructured Data.
- CO 5 : Understand how to Exposure to Data Analytics with R.

Mapping of Course Outcomes with Program Outcomes

CO/ PO	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO1 (K2)	2	-	-	-	-	-	-	2	-	2	-
CO2 (K2)	2	-	-	-	-	-	-	2	-	2	-
CO3 (K4)	3	2	-	-	2	-	-	3	-	3	2
CO4 (K4)	3	2	-	-	2	-	-	3	-	3	2
CO5 (K2)	2	-	-	-	-	-	-	2	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO/PSO	PSO 1(K3)	PSO2 (K4)	PSO3(K4)
CO1 (K2)	2	-	-
CO2 (K2)	2	-	-
CO3 (K4)	3	-	-
CO4 (K4)	3	-	-
CO5 (K2)	2	-	-

UNIT I:

Introduction to Big Data: Big Data-definition, Characteristics of Big Data (Volume, Variety, Velocity, Veracity, Validity), Importance of Big Data , Patterns for Big Data Development, Data in the Warehouse and Data in Hadoop [Zikopoulos] - Introduction to Hadoop: Hadoop- definition, Understanding distributed systems and Hadoop, Comparing SQL databases and Hadoop, Understanding Map Reduce, Counting words with Hadoop— running your first program, History of Hadoop, Starting Hadoop - The building blocks of Hadoop, Name Node, Data Node, Secondary Name Node, Job Tracker and Task Tracker.

UNIT II:

HDFS: Components of Hadoop -Working with files in HDFS, Anatomy of a Map Reduce program, Reading and writing the Hadoop Distributed File system -The Design of HDFS,

HDFS Concepts, The Command-Line Interface, Hadoop File system, The Java Interface, Data Flow, Parallel Copying with distcp, Hadoop Archives. Hadoop I/O: Compression—Serialization-- Avro and File-Based Data structures.

UNIT III:

Map Reduce Programming: Writing basic Map Reduce programs - Getting the patent data set, constructing the basic template of a Map Reduce program, Counting things, Adapting for Hadoop's API changes, Streaming in Hadoop. Map Reduce Advanced Programming: Advanced Map Reduce - Chaining Map Reduce jobs, joining data from different sources.

UNIT IV:

Hadoop Eco System --User Defined Functions-- Data Processing operators. Hive : Hive Shell-- Hive Services-- Hive Meta store-- Comparison with Traditional Databases—Hive QL- - Tables, Querying Data and User Defined Functions. H base : H Basics—Concepts—Clients—Example—H base Versus RDBMS. Big SQL : Introduction.

UNIT V:

Graph Representation in Map Reduce: Modeling data and solving problems with graphs, Shortest Path Algorithm, Friends-of-Friends Algorithm, PageRank Algorithm, Bloom Filters. Data Analytics with R Machine Learning: Introduction, Supervised Learning, Unsupervised Learning, Collaborative Filtering. Big Data Analytics with Big R.

Reference Books:

1. Tom White — Hadoop: The Definitive Guide|| Third Edit on, O'reily Media, 2012.
2. Seema Acharya, Subhasini Chellappan, "Big Data Analytics" Wiley 2015.
3. Michael Berthold, David J. Hand, "Intelligent Data Analysis||, Springer, 2007.
4. Jay Liebowitz, —Big Data and Business Analytics|| Auerbach Publications, CRC press (2013).
5. Tom Plunkett, Mark Hornick, —Using R to Unlock the Value of Big Data: Big Data Analytics with Oracle R Enterprise and Oracle R Connector for Hadoop||, McGraw-Hill/Osborne Media (2013), Oracle press.
6. Anand Rajaraman and Jeffrey David Ulman, —Mining of Massive Datasets||, Cambridge University Press, 2012.
7. Bill Franks, —Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics||, John Wiley & sons, 2012.
8. Glen J. Myat, —Making Sense of Data||, John Wiley & Sons, 2007.
9. Pete Warden, —Big Data Glossary||, O'Reily, 2011.
10. Michael Mineli, Michele Chambers, Ambiga Dhiraj, "Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses", Wiley Publications, 2013.
11. Arvind Sathi, —Big Data Analytics: Disruptive Technologies for Changing the Game||, MC Press, 2012.
12. Paul Zikopoulos , Dirk DeRoos, Krishnan Parasuraman, Thomas Deutsch, James Giles, David Corigan, "Harness the Power of Big Data The IBM Big Data Platform", Tata McGraw Hill Publications, 2012.

ENTERPRISE RESOURCE PLANNING (Systems Elective-VI)

IV Semester

Course Code: 194SY4E06

L	T	P	C
4	0	0	3

Course Objectives:

- COB 1: To help in understanding basic concepts in ERP.
- COB 2: To help in understanding the importance of ERP.
- COB 3: To help in analyzing the effects of ERP on Business.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Describe the meaning of ERP.
- CO 2 : Explain the importance of ERP Implementation.
- CO 3 : Distinguish Pre ERP implementation and post ERP implementation.
- CO 4 : Compare ERP System Options and Selection Methods.
- CO 5 : Research on ERP present and future.

Mapping of Course Outcomes with Program Outcomes

CO/ PO	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO1 (K2)	2	-	-	1	-	1	-	2	2	2	-
CO2 (K2)	2	-	-	1	-	1	-	2	2	2	-
CO3 (K4)	3	-	-	3	2	3	-	3	3	3	2
CO4 (K4)	3	-	-	3	2	3	-	3	3	3	2
CO5 (K2)	2	-	-	1	-	1	-	2	2	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO/PSO	PSO 1(K3)	PSO2 (K4)	PSO3(K4)
CO1 (K2)	2	1	-
CO2 (K2)	2	1	-
CO3 (K4)	3	3	-
CO4 (K4)	3	3	-
CO5 (K2)	2	1	-

UNIT I:

Introduction to ERP: Overview of ERP – Introduction and Evaluation – advanced ERP-SCM and CRM systems and related technologies - ERP life cycle ERP implementation Life cycle-SDLC and ERP life cycle.

UNIT II:

ERP Implementation: Reasons for ERP failure. pre-implementation Tasks– Implementation methodologies – Process definition – Dealing with employee resistance Training and Education – Project management and monitoring Success and failure factors of an ERP implementation.

UNIT III:

Post ERP implementation: Change Management – post implementation review, support, maintenance and security of ERP. Different business modules of an ERP package. ERP market place and market place dynamics.

UNIT IV:

ERP System Options and Selection Methods: Optimal Means of Developing an ERP, Measurement of Project Impact, IT Selection and Project Approval, ERP proposal Evaluation, Project Evaluation Techniques, Testing.

UNIT V:

ERP present and future: Turbo charge the ERP system- EAI - ERP. Internet and WWW-Future Directions and trends in ERP - Future Directions in ERP: New Markets, New Technologies, Faster Implementation Methodologies, New Business Segments, Trends in Security.

Reference Books:

1. Singla: "Enterprise Resource Planning", Cengage Learning, New Delhi, 2013.
2. Alexleon: "Enterprise Resource Planning", TMH, New Delhi, 2011.
3. Mahadeo Jaiswal, Ganesh Vanapalli: "Enterprise Resource Planning", MacMillon, New Delhi, 2013.
4. N. Venkateswaran: "Enterprise Resource Planning", SCITECH Publication, New Delhi, 2009.
5. S. Kesharwani, SBodduluri, M Ashok Kumar: "Enterprise Resource Planning", Paramount Publishing House, New Delhi, 2012.

CYBER LAWS AND SECURITY (Systems Elective-VII)

IV Semester

Course Code: 194SY4E07

L T P C

4 0 0 3

Course Objectives:

- COB 1: To help in understanding basic concepts in cyber security.
- COB 2: To help in understanding the importance of Secure System Planning and Administration.
- COB 3: To help in analyzing the effects of Secure System Planning and administration.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Describe the meaning and concepts of cyber security.
- CO 2 : Explain the importance of Secure System Planning and administration.
- CO 3 : Distinguish Information security policies and procedures in organizations.
- CO 4 : Compare and contrast the practical applications of Information security systems.
- CO 5 : Research on Organizational and Human Security.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO1 (K2)	2	-	3	-	-	1	-	-	2	-	-
CO2 (K2)	2	-	3	-	-	1	-	-	2	-	-
CO3 (K4)	3	-	3	-	2	3	-	-	3	-	2
CO4 (K4)	2	-	3	-	2	3	-	-	3	-	2
CO5 (K2)	2	-	3	-	-	1	-	-	2	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO/PSO	PSO 1(K3)	PSO2 (K4)	PSO3(K4)
CO1 (K2)	2	-	1
CO2 (K2)	2	-	1
CO3 (K4)	3	-	3
CO4 (K4)	3	-	3
CO5 (K2)	2	-	1

UNIT I:

Introduction to Computer Security: Definition, Threats to security, Government requirements, Information Protection and Access Controls, Computer security efforts, Standards, Computer Security mandates and legislation, Privacy considerations, International security activity.

UNIT II:

Secure System Planning and administration: Introduction to the orange book, Security policy requirements, accountability, assurance and documentation requirements, Network Security, The Red book and Government network evaluations.

UNIT III:

Information security policies and procedures: Corporate policies- Tier 1, Tier2 and Tier3 policies - process management-planning and preparation- developing policies-asset classification policy-developing standards.

UNIT IV:

Information Security: Fundamentals-Employee responsibilities- information classification Information handling-Tools of information security-Information processing-secure program administration

UNIT V:

Organizational and Human Security: Adoption of Information Security Management Standards, Human Factors in Security- Role of information security professionals.

Reference Books:

1. Debby Russell and Sr. G.T Gangemi, "Computer Security Basics (Paperback)", 2nd Edition, O' Reilly Media,2006.
2. Thomas R. Peltier, "Information Security policies and procedures: A Practitioner's Reference", 2nd Edition Prentice Hall,2004.
3. Kenneth J. Knapp, "Cyber Security and Global Information Assurance: Threat Analysis and Response Solutions", IGI Global, 2009.
4. Thomas R Peltier, Justin Peltier and John blackley, "Information Security Fundamentals' 2nd Edition, Prentice Hall,1996.
5. Jonathan Rosenoer, "Cyberlaw: the Law of the Internet", Springer-verlag, 1997.

ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING (Systems Elective-VIII)

IV Semester

Course Code: 194SY4E08

L	T	P	C
4	0	0	3

Course Objectives:

- COB 1: The Course Is Designed to Gain an Understanding of basic concepts, theories and state-of-the-art techniques of artificial intelligence.
- COB 2: The Course Is Designed to Gain an Understanding of basic concepts and applications of machine learning.
- COB 3: The Course Familiarizes the Students with A.I algorithms in the different fields of science, medicine, finance etc.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1 : Understand concept of knowledge representation and predicate logic and transform the Real Life information in different representation.
- CO 2 : Understand state space and its searching strategies.
- CO 3 : Understand machine learning concepts and range of problems that can be handled By machine learning.
- CO 4 : Familiar with machine learning concepts in real life problems.
- CO 5 : Familiar with Basic Concepts of Association Rule Mining.

Mapping of Course Outcomes with Program Outcomes

	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO1 (K2)	3	-	3	-	-	1	-	-	2	-	-
CO2 (K2)	2	-	2	-	-	1	-	-	1	-	-
CO3 (K4)	3	-	3	-	2	3	-	-	3	-	2
CO4 (K4)	2	-	3	-	2	3	-	-	3	-	2
CO5 (K2)	2	-	3	-	-	2	-	-	2	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO/PSO	PSO 1(K3)	PSO2 (K4)	PSO3(K4)
CO1 (K2)	2	-	1
CO2 (K2)	3	-	2
CO3 (K4)	3	-	3
CO4 (K4)	3	-	3
CO5 (K2)	2	-	1

UNIT I:

What is Artificial Intelligence (AI)---Definitions, The Foundations of AI, The History of AI, Agents and Environments, The Concept of Rationality, The Nature of Environments, The Structure of Agents, Problem Solving Agents, Example Problems, Searching for Solutions, Uninformed Search Strategies: Breadth First, Depth First, Depth Limited; Informed Search Strategies: Greedy Best First, A*Algorithms.

UNIT II:

Convolution Neural Networks -- Image classification -- Text classification -- Image classification and hyper-parameter tuning -- Emerging NN architectures -- Recurrent Neural Networks -- Building recurrent Neural Networks-- Long Short-Term Memory -- Time Series

Forecasting. - Deep Learning -- Auto-encoders and unsupervised learning -- Stacked auto-encoders and semi-supervised learning-- Regularization - Dropout and Batch normalization.

UNIT III:

Foundations for Machine Learning(ML)-- ML Techniques overview -- Validation Techniques (Cross-Validations)-- Feature Reduction/Dimensionality reduction -- Principal components analysis (Eigen values, Eigen vectors, Orthogonality). - Clustering -- Distance measures -- Different clustering methods (Distance, Density, Hierarchical) -- Iterative distance-based clustering-- Dealing with continuous,--categorical values in K-Means-- Constructing a hierarchical cluster-- K-Medoids-- k-Mode and density-based clustering -- Measures of quality of clustering

UNIT IV:

Classification Naïve Bayes Classifier -- Model Assumptions--Probability estimation -- Required data processing -- M-estimates-- Feature selection--Mutual information --Classifier K-Nearest Neighbors -- Computational geometry-- Voronoi Diagrams-- Delaunay Triangulations -- K-Nearest Neighbor algorithm-- Wilson editing and triangulations -- Aspects to consider while designing K-Nearest Neighbor Support Vector Machines --Linear learning machines and Kernel space--Making Kernels and working in feature space-- SVM for classification and regression problems. Decision Trees -- ID4--C4.5-- CART --- Ensembles methods -- Bagging & boosting and its impact on bias and variance -- C5.0 boosting -- Random forest -- Gradient Boosting Machines and XG Boost.

UNIT V:

Association Rule mining-- The applications of Association Rule Mining: Market Basket-- Recommendation Engines, etc.-- A mathematical model for association analysis-- Large item sets-- Association Rules -- Apriori-- Constructs large item sets with mini sup by iterations-- Interestingness of discovered association rules-- Application examples-- Association analysis vs. classification -- FP-trees. - Machine Learning Applications across Industries--- Healthcare—Retail--Financial Services—Manufacturing—Hospitality--Cloud Based ML Offerings--Top 10 AI Startups---Flashcards (Tips, Tricks, Definitions).

Reference Books:

1. Artificial Intelligence: A Modern Approach. Stuart Russell, Peter Norvig, Pearson Education 2nd Edition.
2. Expert Systems: Principles and Programming. Joseph C Giarratano, Gary D Riley Thomson Publication, 4th Edition.
3. Elaine Rich and Kevin Knight: Artificial Intelligence, Tata McGraw Hill.
4. Dan W. Patterson, Introduction to Artificial Intelligence and Expert Systems, Prentice Hall of India.
5. David W Rolston: Principles of Artificial Intelligence and Expert System Development, McGraw Hill.