



**LAKIREDDY BALI REDDY COLLEGE OF ENGINEERING**  
**(AUTONOMOUS)**

Accredited by NAAC with 'A' Grade, ISO 9001:2015 Certified Institution

Approved by AICTE, New Delhi and Affiliated to JNTUK, Kakinada

L.B.Reddy Nagar, Mylavaram-521230, Krishna Dist, Andhra Pradesh, India

# R-17

## Course Structure and Syllabus

**I SEMESTER**

S. No	Course code	Course Title	Contact hours/week				Credits	Scheme of Valuation		
			L	T	P	Total		CIE	SEE	Total
1	17MB01	Principles of Management	3	-	-	3	3	40	60	100
2	17MB02	Managerial Economics	3	-	-	3	3	40	60	100
3	17MB03	Accounting for Managers	4	-	-	4	4	40	60	100
4	17MB04	Statistics for Management	4	-	-	4	4	40	60	100
5	17MB05	Business Environment and Laws	3	-	-	3	3	40	60	100
6	17MB06	Business communication	3	-	-	3	3	40	60	100
7	17MB60	Information Technology Lab	-	-	2	2	1	40	60	100
8	17MB61	Business communication Lab-I	-	-	2	2	1	40	60	100
<b>TOTAL</b>			<b>20</b>	<b>0</b>	<b>4</b>	<b>24</b>	<b>22</b>	<b>320</b>	<b>480</b>	<b>800</b>

**II SEMESTER**

S. No	Course code	Course Title	Contact hours/week				Credits	Scheme of Valuation		
			L	T	P	Total		CIE	SEE	Total
1	17MB07	Organizational Behavior	3	-	-	3	3	40	60	100
2	17MB08	Marketing Management	3	-	-	3	3	40	60	100
3	17MB09	Financial Management	4	-	-	4	4	40	60	100
4	17MB10	Human Resource Management	3	-	-	3	3	40	60	100
5	17MB11	Business Research Methods	3	-	-	3	3	40	60	100
6	17MB12	Operations Management	3	-	-	3	3	40	60	100
7	17MB51	Industrial Data Analysis and Presentation	-	-	4	4	2	100	-	100
8	17MB62	Business Communication Lab-II	-	-	2	2	1	40	60	100
<b>TOTAL</b>			<b>19</b>	<b>0</b>	<b>6</b>	<b>25</b>	<b>22</b>	<b>380</b>	<b>420</b>	<b>800</b>

### III SEMESTER

S. No	Course code	Course Title	Contact hours/week				Credits	Scheme of Valuation		
			L	T	P	Total		CIE	SEE	Total
1	17MB13	Strategic Management	4	-	-	4	4	40	60	100
2	17MB14	Operations Research	3	-	-	3	3	40	60	100
<b>FINANCE</b>										
3	17MB15	Security Analysis and Portfolio Management	3	-	-	3	3	40	60	100
4	17MB16	Financial Institutions and Services	3	-	-	3	3	40	60	100
5	17MB17	Strategic Financial Management	3	-	-	3	3	40	60	100
<b>HRM</b>										
6	17MB18	Performance Management	3	-	-	3	3	40	60	100
7	17MB19	Management of Industrial Relations	3	-	-	3	3	40	60	100
8	17MB20	Leadership and team building	3	-	-	3	3	40	60	100
<b>MARKETING</b>										
9	17MB21	Service Marketing Retail Management	3	-	-	3	3	40	60	100
10	17MB22	Advertising and Brand Management	3	-	-	3	3	40	60	100
11	17MB23	Social Media & Digital Marketing	3	-	-	3	3	40	60	100
<b>SYSTEMS</b>										
12	17MB24	Database Management System	3	-	-	3	3	40	60	100
13	17MB25	E-Commerce	3	-	-	3	3	40	60	100
14	17MB26	Management Information System	3	-	-	3	3	40	60	100
<b>OPERATIONS MANAGEMENT</b>										
15	17MB27	Materials Management	3	-	-	3	3	40	60	100
16	17MB28	Service operations management	3	-	-	3	3	40	60	100
17	17MB29	Project Management	3	-	-	3	3	40	60	100
18	17MB63	Data Analysis Lab	-	-	2	2	1	40	60	100
19	17MB52	Project Work (Phase – I)	-	-	3	3	2	100	-	100
<b>TOTAL</b>			<b>19</b>	<b>0</b>	<b>05</b>	<b>24</b>	<b>22</b>	<b>380</b>	<b>420</b>	<b>800</b>

**Note: Specialization papers will be offered in five areas viz., Finance, HRM, Marketing, Systems and Operations Management, out of which students shall choose any two specializations. In each specialization, the student is required to opt any two courses.**

#### IV SEMESTER

S. No	Course code	Course Title	Contact hours/week				Credits	Scheme of Valuation		
			L	T	P	Total		CIE	SEE	Total
1	17MB30	Entrepreneurship	3	-	-	3	3	40	60	100
2	17MB31	Business Ethics and Corporate Governance	3	-	-	3	3	40	60	100
<b>FINANCE</b>										
3	17MB32	International Financial Management	3	-	-	3	3	40	60	100
4	17MB33	Financial Derivatives	3	-	-	3	3	40	60	100
5	17MB34	Banking and Insurance Management	3	-	-	3	3	40	60	100
<b>HRM</b>										
6	17MB35	Strategic Human Resource Management	3	-	-	3	3	40	60	100
7	17MB36	Management of Change	3	-	-	3	3	40	60	100
8	17MB37	Talent Management	3	-	-	3	3	40	60	100
<b>MARKETING</b>										
9	17MB38	Consumer Behaviour	3	-	-	3	3	40	60	100
10	17MB39	Customer Relationship Management	3	-	-	3	3	40	60	100
11	17MB40	International Marketing	3	-	-	3	3	40	60	100
<b>SYSTEMS</b>										
12	17MB41	Data Warehousing and Data Mining	3	-	-	3	3	40	60	100
13	17MB42	Decision Support Systems & Intelligence System	3	-	-	3	3	40	60	100
14	17MB43	Enterprise Resource Planning	3	-	-	3	3	40	60	100
<b>OPERATIONS MANAGEMENT</b>										
15	17MB44	Product design	3	-	-	3	3	40	60	100
16	17MB45	Process Management	3	-	-	3	3	40	60	100
17	17MB46	Six Sigma	3	-	-	3	3	40	60	100
18	<b>17MB53</b>	<b>Project Work (Phase - II)</b>	-	-	6	6	4	40	60	100
<b>TOTAL</b>			<b>18</b>	<b>-</b>	<b>06</b>	<b>24</b>	<b>22</b>	<b>280</b>	<b>420</b>	<b>700</b>

**Note: Specialization papers will be offered in five areas viz., Finance, HRM, Marketing, Systems and Operations Management, out of which students shall choose any two specializations. In each specialization, the student is required to opt any two courses.**

L	T	P	Cr.
3	-	-	3

**Course Educational Objectives:**

- The main objective of this course is to introduce the important management concepts and theories available in the management literature to the students.
- The course aims at providing students better insights into the basic principles, functions and processes of management.
- To impart the basic function and roles of the management (such as planning, organizing, staffing, directing and controlling) and its applications in business operations

**Course Outcomes:** At the end of the course, the student will be able to

CO1 :The student will be able to analytically appraise the journey of management from ester years to the modern days that experienced several adjustments in the course of its expedition.

CO2: The student will understand how essential various functions of management are for every business manager.

CO3: The student will develop knowledge about various managerial processes and become competent when involved in them to achieve success.

CO4: The student will gain acquaintance with the essence of superior-subordinate relationship which is an important aspect in accomplishing organizational objectives as a team.

CO5: The student will realize the importance of controlling and giving feedback for ensuring effective and efficient performance of the personnel. At the end of the course, the student should be able to apply these principles to the practical situations concerning the management of people and organizations in real business life.

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	2	-
CO2	1	1	3	1	-
CO3	2	3	2	1	-
CO4	3	2	2	1	-
CO5	2	2	3	1	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial  
(High)

## **UNIT - I**

**Management:** Definition – Nature – Importance – Goals – Levels – Skills – Roles – Functions; Contributions of F.W. Taylor, Henry Fayol and Elton Mayo; Modern approaches – Recent Developments; Managing people for competitive advantage – Challenges

## **UNIT - II**

**Planning:** Nature – Importance – Types – Levels – Process; MBO: Process – Advantages – Disadvantages; Decision making: Significance – Types – Decision making process – Modern Approaches – Evaluating Decisions

## **UNIT - III**

**Organizing:** Nature – Formal and Informal organizations – Organization levels and Span of management – Structure and Process; Departmentation – Modern Structures: Characteristics; Line and Staff – Authority – Centralization – Decentralization; **Staffing:** Definition – Human Resource Planning: Principles – Process – Recruitment – Selection – Performance Appraisal

## **UNIT - IV**

**Directing:** Meaning – Assumptions of Human Behavior: Theory X - Theory Y; Leadership: Definition – Dimensions – Leader Vs Manager – Leadership behavior and Styles – Recent Approaches – Managerial Grid; Communication: Process – Methods

## **UNIT - V**

**Controlling:** Nature – Importance – Process – Feedback system – Requirements for effective Control – Control techniques

**Relevant Case study discussions in all units**

## **TEXT BOOKS**

1. Koontz, Weihrich and Aryasri: “*Principles of Management*”, TMH, New Delhi, 2008.
2. Meeenakshi Gupta: “*Principles of Management*”, PHI Private Limited, New Delhi, 2009.

## **REFERENCE**

1. Prasad L M: *Principles and Practices of Management*, Sultan Chand & Sons, New Delhi.
2. John F. Wilson: *The Making of Modern Management*, Oxford University Press.
3. Daft: “*The New Era of Management*”, Cengage Learning, New Delhi, 2009.
4. Stoner, Free man and Gilbert: “*Management*”, Pearson Education, New Delhi, 2002.

L	T	P	Cr.
3	-	-	3

**Course Educational Objectives:**

- The objective of this course is to inculcate the basic knowledge to students related to concepts of economics and make them effective business decision makers;
- To make the students to understand fundamentals of Economics such as demand, elasticity of demand, demand forecasting, production laws, and cost and output relationship, also to explain role of Break Even Analysis in various business decisions.
- To give an overview on types of markets and also explain how price and output is determined under different market structures
- To demonstrate different perceptions on profit theories and also explain business firms and their merits, demerits.

**Course outcomes:** At the end of the course, the student will be able to

CO1: Capable of analyzing fundamentals of managerial economics such as demand, production, price, supply and investment concepts which helps them in doing effective business administration.

CO2: Analyze decisions relating to demand, production and cost.

CO3: Take business decisions using breakeven analysis.

CO4: Analyze conditions prevail in each market and also evaluate in which type of market the organization achieves abnormal profits.

CO5: Able to analyze the cost benefits of all alternative solutions of business problems and choose the optimal and economical solutions, so that managers can handle the available resources to meet expected goals.

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	3	1	-	3	2
CO2	1	3	-	-	1
CO3	1	1	2	3	2
CO4	3	1	1	-	3
CO5	1	1	2	2	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT - I**

**Introduction to Managerial Economics:** Economics-Definitions-Micro, Macro, Welfare Economics-Managerial Economics- Definition, Nature and Scope, Relationship with other Disciplines- The role of Managerial Economist in business.

## **UNIT - II**

**Fundamental Economic concepts:** Opportunity cost, Discounting principle, Time perspective, Incremental concept, Marginal Utility and Equi-marginal Utility, Risk and Uncertainty.

**Objectives of the Firm:** Business firm-Objectives –Economical objectives-Social objectives

**Structure of the Firm:** Characteristics and types, Merits and Demerits of various business firms in Private and Public sector.

## **UNIT - III**

**Demand Analysis:** Demand-Demand Function – Determinants- Types -Law of Demand and its Exceptions; Elasticity of demand: Types of Elasticity of Demand, Measurement of Elasticity of Demand, Factors affecting Elasticity of Demand, significance of Elasticity of Demand.

**Demand forecasting:** Demand forecasting-Types-Methods -Survey Method- Statistical Method

## **UNIT - IV**

**Production Analysis:** Production function, Cobb-Douglas Production Function, Iso-Quants, Iso-Costs and Least Combination, MRTS, Laws of Production and Economies of scale.

**Cost Analysis:** Cost- significance-Cost concepts, short run and long run cost-output relationship; Cost control and its Techniques.

**Break-Even Analysis:** BEP –significance-BEP chart-Limitations

## **UNIT - V**

**Market Structure and Pricing:** Classification of Markets, Competitions and its features; Price-Output determination in Perfect competition, Monopoly, Monopolistic competition markets; Pricing methods and Strategies. Theories of profit.

**Relevant case study discussions in all units**

## **TEXT BOOKS**

1. G S Gupta, “*Managerial Economics*”, Tata McGraw Hill.
2. P. L.Mehta “*Managerial Economics– Analysis, Problems & Cases*”-Sulthan Chand & Sons

## **REFERENCE**

1. Dean. Joel: “*Managerial Economics*”, PHI.
2. R.L.Varshney and K.L.Maheshwari, “*Managerial Economics*”, 17th Edition, SultanChand& Sons
3. Henry and Haynes, “*Managerial Economics*”: Analysis and Cases, Business Publications
4. Keat, 2007, “*Managerial Economics*”, 4th Edition, Thomson
5. H.Craig Petersen, W.C. Lewis, S K Jain, 2006, “*Managerial Economics*”, Pearson



L	T	P	Cr.
4	-	-	4

**Course Educational Objectives:**

- To provide information about fundamental concepts of financial accounting and make them to learn the Generally accepted Accounting Principle and Accounting Standards issued by ICAI.
- To make the students able to do book-keeping work and prepare the financial statement of organization.
- To create an understanding about funds flow and cash flow statements and make them prepare these statements.
- To enable them to do the financial analysis by using the tool Ratio Analysis and drawing meaningful conclusions about company's financial position.

**Course outcomes:** At the end of the course, the student will be able to

CO1: Students are able to understand the branches, principles and standards of accounting and also analyze the role of accounting in modern organization.

CO2: Students are able to understand various stages of accounting process.

CO3: Students are able to understand valuation process of fixed and current assets.

CO4: Students can do the funds flow and cash flow analysis by preparing Funds Flow Statement and Cash Flow Statements

CO5: Students can analyze the financial soundness of organizations by doing analysis on financial statement analysis

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	3	1	-	2	3
CO2	2	3	-	2	1
CO3	2	2	1	2	1
CO4	-	3	-	1	-
CO5	2	2	1	2	1

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT - I**

**Introduction to Accounting** –Nature and Scope -Financial Accounting, Cost Accounting, Management Accounting – Role of Accounting in Modern Organization, Importance, Objectives and Principles, Accounting Concepts & conventions and the Generally Accepted Accounting Principles (GAAP), Accounting Standards issued by Institute of Chartered Accountants of India. Concept of Shares and Debentures & Amalgamation

## **UNIT - II**

**Financial Accounting System** – Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments (Sole trading concern).

## **UNIT - III**

**Valuation of Fixed assets:** Tangible vs. Intangible assets, Depreciation of fixed assets and methods of depreciation (Straight line method, Written down value method, Annuity method). Valuation of Inventory (FIFO, LIFO, Simple average, weighted average methods).

## **UNIT - IV**

**Funds flow and Cash flow statements:** Meaning- Advantages and Limitations – Statement of Changes in Working Capital -Analysis and interpretation of financial statement from investor and company point of view – Du Pont Chart.

## **UNIT - V**

**Financial Statement Analysis**–Ratio Analysis: Classifications–Liquidity, Activity, Profitability, Solvency and Structural ratios – Calculation and interpretation of ratios -Predictive Power of ratios – Advantages and Limitations of ratio analysis.

**Relevant case study discussions in all units**

## **TEXT BOOKS**

1. Maheshwari S N, Mahehwari S K: “*Financial Accounting* “, Vikas Publishing HousePrivate Limited, New Delhi, 2009,
2. I. M. Pandey : Management Accounting Vikas Publishing House, ND.

## **REFERENCE**

1. Asish K. Bhattacharyya: “*Essentials of Financial Accounting*”, PHI Private Limited, NewDelhi, 2009.
2. Khan.M.Y.,Jain.P.K., 2007, Management Accounting – Text, Problems and Cases, 4<sup>th</sup>Edition, Tata McGraw Hill, New Delhi – 8
3. N.M.Singhvi, Management Accounting, Text and Cases, Prentice Hall.
4. J.C. Varshney: Financial and Management Accounting, Wisdom Publication.
5. Gupta, 2006, Financial Accounting for Management – An Analytical Perspective, Pearson.

L	T	P	Cr.
4	-	-	4

**Course Educational Objectives:** In this course, the students will learn to

- The course aims to encourage thinking statistically.
- The course designed to equip managers with the skills to make effective use of data in the workplace,
- To develop expertise in a standard set of statistical and graphical techniques that will be useful in analyzing data
- Learn to apply these techniques in a number of areas of management.
- It is intended that you will leave the course with an ability to use the statistical software.
- With a good understanding of how to describe and model business relationships using simple and multiple linear regression analysis.

**Course outcomes:** At the end of the course, the student will be able to

- CO1: Appreciate that the collection and statistical analysis of data improves business decisions and reduces the risk of implementing solutions that waste resources and effort.
- CO2: Select and deploy the correct statistical method for a given data analysis requirement. In particular, develop expertise in describing data, process management, hypothesis testing and model building.
- CO3: Recognize, develop and distinguish between models for cross-sectional analysis at a single point in time and models for time series analysis at multiple points in time.
- CO4: Achieve a practical level of competence in building statistical models that suit business applications.
- CO5: Build sufficient skills to provide leadership in statistical methods for the staff in your area of responsibility.

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	2	1	-	-	-
CO2	-	2	-	1	-
CO3	-	-	1	-	-
CO4	1	-	-	-	1
CO5	-	-	-	2	2

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

### **UNIT I : Introduction**

Statistics – Definition, Types. Types of variables – Organising data - Descriptive Measures. Basic definitions and rules for probability, conditional probability independence of events, Bayes’ Theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal Distributions.

### **UNIT II: Sampling Distribution and Estimation**

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

### **UNIT III: Testing of Hypothesis - Parametric tests**

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

### **UNIT IV: Non-Parametric Tests**

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

### **UNIT V Correlation, Regression and Time Series Analysis**

Correlation analysis, estimation of regression line. Time series analysis: Variations in time series, Trend analysis, cyclical variations, seasonal variations and irregular variations, forecasting errors.

### **TEXT BOOKS**

1. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7th Edition, 2011.
2. Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, 6th edition, Tata McGraw –Hill Publishing Company Ltd., New Delhi, 2012.

### **REFERENCE**

1. Srivatsava TN and ShailajaRego, Statistics for Management, Tata McGraw Hill, 2008.
2. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
3. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11<sup>th</sup> edition, Thomson (South – Western) Asia, Singapore, 2012.
4. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.

L	T	P	Cr.
3	-	-	3

**Course Educational Objectives:**

1. To develop an understanding of how various environmental factors influence the business.
2. To acquaint students with the functioning of various international trade organizations, scales of business and emerging trends in business.
3. To familiarize students with the various important provisions of Indian Contract Act and Sale of Goods Act.
4. To familiarize students with the various important provisions of the Company Law and the Indian Partnership Act.
5. To familiarize students with the various important provisions of Consumer Protection Act, 1986.

**Course Outcomes:** At the end of the course, the student will be able to

CO1: The student will be thoughtful of the environmental forces influencing the business.

CO2: The student will be able to understand the influence exerted by international organizations on trade in the light of emerging business trends

CO3: The student will be able to conduct business based on his knowledge about Indian Contract Act and Sale of Goods Act.

CO4: The student will understand the important provisions of the Indian Companies Act, as well as the Indian Partnership Act and organize the business accordingly.

CO5: The student will be able to use his/her knowledge of various provisions of Consumer Protection Act for the smooth functioning of the business.

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	-	2	-	3	-
CO2	2	-	-	2	-
CO3	3	2	-	1	1
CO4	3	2	1	1	-
CO5	3	2	1	-	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## UNIT-I

**Business Environment:** Introduction and Features – Concepts of Vision & Mission Statements – Types of Environment: i) Internal to the Enterprise: Value System, Management Structure and Nature, Human Resource, Company Image and Brand Value, Research & Development; ii) External to the Enterprise: a) Micro: Suppliers, Customers, Market Intermediaries; b) Macro: Demography, Natural, Legal & Political, Technological, Economy, Competition, Sociocultural; Union Budget.

## UNIT - II

**International Organizations:** WTO, IMF, World Bank; **Scales of Business:** Micro, Small and Medium Enterprises – Large Scale Enterprises and Public Enterprises – MNCs; **Emerging Trends in Business:** Concepts, Advantages and Limitations of: Network Marketing – Franchising – Business Process Outsourcing (BPO) – E-Commerce – M-Commerce

## UNIT - III

**Introduction to Law:** Meaning of Law and its Significance; **Indian Contract Act, 1872:** Contract - Meaning; Essentials of a Valid Contract; Nature and Performance of Contract; Termination and Discharge of Contract; **Sale of Goods Act, 1930:** Essentials of a Contract of Sale, Hire-Purchase; Conditions and Warranties; Transfer of Title by Non-Owners; Doctrine of Caveat Emptor; Performance of the Contract of Sale; Rights of Unpaid Seller

## UNIT-IV

**Indian Partnership Act, 1932:** Partnership Deed; Rights and Liabilities of Partners; Authority of Partners and its Scope; Registration of Firms; Dissolution of Firms and of the Partnership **Indian Companies Act, 2013:** Promotion and Incorporation of a Company; Concept of Board of Directors, Shareholders and Company Meetings; Company Secretary; E-Governance.

## UNIT-V

**Consumer Protection Act, 1986:** Introduction, Objects of the Act, Meaning of Consumer, Meaning of Service, Unfair Trade Practice, Consumer Protection Councils: Central, State and District level consumer disputes redressal forums - Objects and their Functions; Rights of the Consumers, Reliefs available to Consumers

## TEXT BOOK

1. K. Aswathappa – Essentials of Business Environment, Himalaya Publishing House, 2008.
2. S.N. Maheswari & S.K. Maheswari – A Manual of Business Laws, Himalaya Publishing House, 2013.

## REFERENCES

1. Business Environment; Francis Cherunilam- Himalaya Publications
2. Institute of Company Secretaries (ICSI) Study Material – Foundation Programme on Business Environment and Entrepreneurship, New Delhi, 2014.
3. N.D. Kapoor – Mercantile Law; Sultan Chand & Co., New Delhi.
4. Justin Paul, Business environment, Tata McGraw Hill, New Delhi, 2006.
5. Ian Wirthington & The Business Environment; Pearson Education Ltd., England.  
Chris Britton
6. Poonam Gandhi Business Studies; Dhanpat Rai & Company Private Limited, Delhi.
7. D. Chandra Bose Business Laws; PHI Learning Pvt. Ltd.

L	T	P	Cr.
3	-	-	3

**Pre requisite:** Basic knowledge of grammar, vocabulary and ability to speak, write and understand simple sentences in English.

**Course Educational Objectives:** In this course, the students will learn to

- Realize the role of communication in business and its objectives
- The concept of listening, dynamics of listening, effective communication and its barriers.
- The concept of interpersonal relations, team work, empathy, conflict resolution etc.
- Write business letters, reports and other types of written documentation thoroughly through samples from the industry.
- Gather ideas and information, to organize ideas relevantly and coherently and participate in group discussions, Face interviews.
- Make oral presentations and to take part in social and professional communication.

**Course Outcomes :** At the end of the course, the student will be able to

CO1: Make good communication in business exhibiting effective interpersonal skills, negotiation skills and body language

CO2: Profess in all the four language skills such as listening, speaking, reading and writing.

CO3: Make oral and written presentations effectively.

CO4: Skillfully participate in debates, group discussions and interviews.

CO5: Participate with confidence in interview effectively.

### **CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	-	2	1	1	-
CO2	1	-	1	1	2
CO3	-	-	1	-	2
CO4	2	-	1	2	-
CO5	2	-	1	2	-

*1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)*

### **UNIT – I**

Role of Communication in Business –Introduction- Objectives & Process of communication – Media & channels - Types-Written.vs.Oral communication - Visual, Audio- visual Communication - Silence.

### **UNIT – II**

Dynamics of Listening Skills – Process, types & traits , Verbal Vs Non-verbal communication – Body language-postures-Gestures-kinesics etc., Cross Cultural Communication – problems and challenges-Barriers to effective communication

### **UNIT – III**

Interpersonal vs. Intrapersonal communication, managing motivation to influence Interpersonal Communication- Role of Emotion in Inter Personal Communication –Empathy- conflict resolution-Team work-Networking skills- Communication Styles

### **UNIT – IV**

Business Writing Skills- Significance & Features of Business Correspondence-Types of letters - Pleasant & unpleasant writing- Telephone Communication – effective use of Technology in Business Communication. Report Writing – objectives & Significance; Types of Reports - Structure of Reports - Formal Reports -Informal Report – Proposals, Industry Samples

### **UNIT – V**

Presentation skills – Strategies & techniques of presentation – types of presentation – video Conferencing–Seminars-Technical paper presentations - Group Discussions-Brainstorming Sessions; interview – formal and informal – interview techniques - etiquettes. Relevant case study discussions in all units

### **TEXTBOOKS**

1. Herta A Murphy &Herber W Hildebrandt, “.Effective Business Communication”, Tata McGraw Hill, New Delhi, 2008.
2. Krizan, “Essentials of Business Communication”, Cengage Learning, New Delhi,2008

### **REFERENCE**

1. Paul Turner, “Organizational Communication”, JAICO Publishing House, New Delhi,2007
2. Ramesh & Ramesh, “Ace of Soft skills”, Pearson Education, New Delhi, 2009.
3. Meenakshi Raman, “Business Communication”, Oxford University Press, New Delhi,2008
4. Leo Jones & Richard Alexander, “New International Business English”, Cambridge University Press, New Delhi, 2009.



L	T	P	Cr.
-	-	2	1

**Course Educational Objective:**

- To equip students with the basic information technologies available for improving managerial performance.
- Identify and operate basic components of the computer and Microsoft Word.
- Identify major components of the PowerPoint window and create a presentation.
- Identify major components of the Excel window.
- Create, add, modify, and delete records from a database.

**Course Outcomes:** At the end of the course, the student will be able to

CO1: Development of technical and managerial skills in information technology.

CO2: Start Microsoft Office applications and work with the Microsoft Office interface.

CO3: Create documents in Microsoft Word.

CO4: Create workbooks in Microsoft Excel.

CO5: Create presentations in Microsoft PowerPoint.

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	3	1	-	-	1
CO2	3	1	-	-	1
CO3	2	-	-	-	1
CO4	3	2	-	-	-
CO5	2	1	-	2	-

*1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)*

## **UNIT-I**

**MSWord:** creation of letters, tables, pictures, mail merging.

## **UNIT-II**

**Introductory concepts of MS-EXCEL spreadsheet:** Creating, Naming Saving, Editing and Printing of Worksheets. Data Entry - Manual and Automatic. Formatting cells and Cell referencing. Creating and using formulas and Functions Use of Copy, Move and Paste Options. Decision making using MS EXCELL.V-Lookup-Look up.

## **UNIT-III**

**Data and Graphical Options:** Filling a Series, Sorting data, querying of data. Working with graphs and charts.

## **UNIT-IV**

**MS Power point:** preparation of slides and slide show.

## **UNIT-V**

**Introduction to MS-ACCESS:** Creating a database and tables by different methods-Entering and Editing data- Sorting, Filtering and displaying data. Creating & querying using forms. Creating & printing reports and labels.

### **Relevant case study discussions in all units**

### **TEXT BOOKS**

1. Fundamentals of Computers by E. Balagurusamy **Publisher:** McGraw Hill Education
2. Learning Microsoft® Office 2013 Deluxe Edition Pearson.

### **REFERENCE**

1. P.K.Vishwanathan, 2003, Business Statistics, An applied orientation” Pearson.
2. Levine M. David, Stephan David, Krebbiel C Timothy and Berenson L Merk, 2006,“Statistics for Managers using Microsoft Excel, 4th Edition, Pearson / Prentice Hall of India.

L	T	P	Cr.
-	-	2	1

**Course Educational Objectives:**

In this course, the students learn to

- Speak spontaneously on the given topic.
- Negotiate successfully using appropriate language.
- Gather information and organize ideas relevantly and coherently.
- Make oral presentations, power point presentations and participate in group discussions.

**Course Outcomes:** At the end of the course, the student will be able to

CO1: Negotiate skillfully in day-to-day activities.

CO2: Organize data logically and meaningfully on the slides /posters.

CO3: Skillfully manage through group discussions.

CO4: Make power point presentations and oral presentations.

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	-	-	1	2	-
CO2	-	2	-	-	2
CO3	-	1	-	1	1
CO4	-	1	1	-	2

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

**Syllabus: Presentation Skills Lab (PSL) has two parts:**

- **Computer Assisted Language Learning (CALL) Lab** for 60 students with 60 systems, LAN facility and English language software for self- study by learners.
- **Interactive Communication Skills (ICS) Lab.** with movable chairs and audio-visual aids with a P.A System, a T. V., a digital stereo –audio & video system and camcorder etc.

**Exercise - I****CALL Lab:**

Understand: Features of JAM

**ICS Lab:**

Practice: Ice-Breaking Activity and JAM Session – Introducing Oneself – Extempore – Vocabulary – Synonyms- Antonyms – One-word substitutes.

**Exercise - II****CALL Lab:**

Understand: Features of Good Conversation – Strategies for Effective Communication – Reading – News Paper –.

**ICS Lab:**

**Presentation:** Group Discussion – Issues related to Industry & Business – Discussion on News article.

### **Exercise - III**

#### **CALL Lab:**

Understand: Data collection – Organizing data - Making Poster – Making slides.

#### **ICS Lab:**

Practice: Poster Presentation – Power Point Presentations – Issues related to Industry & Business.

### **Exercise - IV**

#### **CALL Lab:**

Understand: Types of Résumé – Letter Writing.

#### **ICS Lab:**

Practice: Writing Résumé & Letters – Activities on Event Management – Topic Expansions.

### **Minimum Requirement:**

#### **System Requirement (Hardware component):**

Computer network with LAN with minimum 60 multimedia systems with the following specifications:

- I. Intel (R) Core (TM) i3-41`50 (CPU) Processor
  - a. Speed – 3.50 GHZ
  - b. RAM – 4 GB Minimum
  - c. Hard Disk – 400 GB
- II. Headphones of High quality

### **SUGGESTED SOFTWARE:**

1. Globarena's software
2. Young India's Clarity software

### **LAB MANUAL:**

1. Board of Editors, "ELCS Lab Manual – A Workbook of CCALL and ICS Lab Activities", Orient Black Swan Pvt. Ltd., Hyderabad, 2016.

### **REFERENCES:**

1. Stephen Bailey, "Academic Writing- A Practical guide for students", RontledgeFalmer, London & New York, 2004.
2. A Ramakrishna Rao, Dr G Natanam & Prof SA Sankaranarayanan, "English Language Communication : A Reader cum Lab Manual, Anuradha Publications, Chennai
3. DELTA's key to the Next Generation TOEFL Test: Advanced Skill Practice, New Age International (P) Ltd., Publishers, New Delhi.
4. Books on TOEFL/GRE/GMAT/CAT by Barron's/cup
5. IELTS series with CDs by Cambridge University Press.

L	T	P	Cr.
3	-	-	3

**Course Educational Objectives:**

- To understand the organizational behavior in its broadest multi – disciplinary context of Individual, group and organization.
- To familiarize yourself, people and organizations with theoretical, and practical aspects of the organizational behavior.
- To appreciate the role of leadership in organizational based activities related to Behavioural perspectives.
- Discuss the relevance of the interplay between pioneer, authority, and influence, effective communication, structure and development of organization, and quality of work life.

**Course Outcomes:** At the end of the course, the student will be able to

- CO1: To know how himself and people behave under a variety of conditions. Achieving these goals allows managers to communicate about human behaviour at work place.
- CO2: To understand the managerial strategies in achieving the goals of organizations.
- CO3: To protect the cause and effect relationship of people in a work place.
- CO4: To Understand the managerial strategies in achieving the organizational goals of an organization
- CO5: To improve the results – performance outcome through human behavior and organizational behavior can aid them in their pursuit of the goals.

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	2	1	3	2	2
CO2	2	2	3	1	1
CO3	2	2	1	3	1
CO4	2	2	3	1	2
CO5	2	2	1	2	1

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## UNIT – I

**Introduction of organizational behavior:** Definitions, nature and scope of organizational behavior and its significance. Contributions of other disciplines. Approaches to organizational behaviour. Role of Organizational behaviour in management science

## UNIT – II

### **Individual - personality proportions:**

**Learning:** Definition, Concept of Learning, Learning role in organizations. Learning theories- Ivan Pavlov, B.F.Skinner and EL. Thorndike. **Perceptual management and personality:** Meaning and significance of perception and influencing factors. The Gestalt perceptual organization and social perception. Meaning of personality. Personality trait and Determinants. Socialization and its process.

**Attitudes and Motivation:** Concepts of attitudes, Sources, types and Functions. Attitudes and consistency- cognitive dissonance theory-Definition of needs, drives and Motives and incentives. Motivation theories-Maslow's theory and ERG Theory.

## UNIT – III

### **Groups: Decision Making Process**

**Groups:** Nature of Groups. Dynamics of Group formation, Types of groups. Implications of group dynamics on organizational Behavior and management. Informal groups and its significance and decision making process.

## UNIT – IV

**Leadership:** Definition of leadership. Traits of effective leaders, leadership skills, leadership styles and determinants. **Management communication,** The modern perspective importance of communication. Type of communication process, barriers to effective communication.

## UNIT – V

**Stress Management:** Definition of stress, Types of Stress, occupational stress. The causative factors of organizational stress. Strategies to cope with stress, **Meaning of conflict,** classification of conflict, process.

**Organizational structure and development:** Understanding of Organization structure Departmentation, modern organizational designs- Organizational development and its Techniques.

**Relevant case study discussions in all units**

## TEXT BOOKS

1. Robbins.P. Stephen (2006), Organizational Behaviour, Pearson education, New Delhi.
2. Luthans Fred (1998), Organizational Behaviour, Tata Mc Graw Hill International Edition, New Delhi.

## REFERENCE

1. PareekUdai (2007), Understanding Organizational Behaviour, Oxford University Press, New Delhi.
2. Aswathappa. K. (2005), Organizational Behaviour, Text and Cases games, Himalaya Publishing Company, New Delhi.
3. Jerald Greenberg and Robert.A. Baron, (2009), Organizational Behaviour, PHI learning Private Ltd., New Delhi.
4. Jit.S. Chandhan (2006), Organizational Behaviour, Vikas Publishing House, New Delhi.

L	T	P	Cr.
3	-	-	3

**Course Educational Objectives:**

1. To develop greater insight on concepts, issues and strategies in the marketing and its management.
2. To give an exposure to the students on marketing environment.
3. To make them to understand the marketing dynamics and challenging strategies.
4. To foster the students to analyze various marketing case studies.

**Course Outcomes:** At the end of the course, the student will be able to

CO1: Evaluate the relevance of marketing concepts impact on environmental change while designing marketing plans, strategies and practices.

CO2: Develops marketing strategies based on segmentation, target marketing and positioning by examining consumer behaviour.

CO3: Ability to communicate the unique marketing mixes and selling propositions for specific product offering and pricing objectives.

CO4: Develops and apply the knowledge to create integrated marketing communication strategies and distribution strategies

CO5: Ability to analyze marketing controlling techniques and can understand strategies related to rural and global service marketing areas.

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	-	-	-
CO2	-	2	-	-	-
CO3	-	-	-	3	-
CO4	2	-	-	-	-
CO5	-	-	-	-	2

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT – I**

**Introduction to Marketing:** Definition, Importance, scope, Process of marketing- Elements of marketing, Functions of marketing -Core marketing concepts- Indian Marketing Environment - Market Research: Definition, commissioning MR, MR process, MR on-line– MIS.

## **UNIT – II**

**Market Segmentation:** Segmentation Definition, Importance, levels of market segmentation, Basis for segmenting consumer markets, Basis for segmenting business markets, Requirement for effective segmentation – Market targeting, Positioning– Marketing strategies – Marketing mix- Understanding consumer behavior.

## **UNIT – III**

**Product Management and Pricing Strategy:** Product Definition, Types of products, Product levels, Product mix and Product line, New Product Development, Product Life Cycle. Branding and Brand related decisions.Pricing Objectives, Importance and Processes of Pricing, Factors influencing the Pricing, Pricing Methods and Strategies, Responding to Competitor’s price changes.

## **UNIT – IV**

### **Distribution Management and Promotion:**

Role and Importance of Marketing channels, channel intermediaries and functions, channel management decisions, channels for consumer products, and industry products, channel conflicts – Promotional mix –Role of advertising, Personal selling, Publicity, Public relations and Sales promotion, factors affecting promotional mix .

## **UNIT –V**

**Marketing control:** Types of Marketing control, Relationship marketing – Digital marketing – Rural marketing-Services marketing – Market sustainability and Ethics – Global marketing.

### **Relevant case study discussions in all units**

## **TEXT BOOKS**

1. Phillip Kotler, Kevin Lane Keller, Abraham Koshy &MithileswarJha - “*Marketing Management*”, Pearson 14<sup>th</sup> edition New Delhi -2013
2. VS Ramaswamy, S.Namakumari:, “*Marketing Management*”, 3/e, Macmillan, New Delhi, 4<sup>th</sup> edition 2013.

## **REFERENCE**

Armstrong, Gary and Philip kotler – *Principles of marketing* – Prentice Hall 13<sup>th</sup> edition-2012

1. *RajanSaxena* (2010), “*Marketing Management*” McGraw Hill Publisher.
2. VijayaprakashAnand – *Marketing management in Indian perspective* – Biztantra&Vailey publishers
3. RSN Pillai and Bhagavathi – *Modern marketing, principles and practices* – S chand publications, 2013
4. K.Karunakaran – *Marketing management* – Himalaya publishers – 2013
6. Tapan K Panda: “*Marketing Management Text and Cases*”, Excel Books, New Delhi.
7. Boone and Kurtz: “*Principles of Marketing* “, Cengage Learning, New Delhi.



**Course Educational Objectives:-**

- To make the management students familiar with fundamental concepts of Financial Management
- To provide adequate and appropriate theoretical knowledge to initiate financial Decisions that leads success of business.
- To discuss the short term and long term financial needs generating sources of investment of capital in an organization
- To discuss the role of the Working capital management for the successful operations of business.
- To explore various methodologies to be followed in dividend management in view of maximization of equity shareholders wealth as well as firm value.

**Course Outcomes:** At the end of the course, the student will be able to

CO1: Students are able to learn basic fundamentals of Financial Management and make themselves as efficient and effective managers in dealing financial decisions.

CO2: Student is able to understand the process of investment of capital, generation of funds and other financial operations of a business.

CO3: Student is able to digest various tools & techniques applied in the effective working capital management of a business.

CO4: Able to understand cost & benefits of each financial decision in short run & long run.

CO5: Student can understand various approaches and methodologies to be followed in dividends management for the wealth maximization of a shareholders.

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	3	-	-	-	3
CO2	2	1	-	-	-
CO3	1	1	-	-	
CO4	-	2	-	-	-
CO5	1	2	-	-	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT - I**

**Introduction to financial management:** Nature –Scope of FM -Evolution-Objectives – functions & Branches of FM– interface of financial management with other functional areas. Environment of corporate finance.

## **UNIT - II**

**Time value of money:** Introduction, types of cash flows- future value of a single cash flow, multiple cash flows & annuity – present value of a single cash flow, multiple cash flows & annuity, perpetuity & growing perpetuity.

**Capital expenditure decisions:** The process of capital budgeting – basic principles in estimating cost & benefits of investments – appraisal criterion – Discounted & non-discounted methods (PBP-ARR-NPV-IRR-Benefit cost ratio).

**Cost of Capital:** Concept and measurement of cost of capital. Debt vs Equity cost of debt, preference shares, equity shares & retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.

## **UNIT - III**

**Capital structure theories:** Net income approach (NI) -Net operating income approach (NOI)-traditional approach-Miller Modigliani (MM), criticism of MM approach. Business & financial risk – a total risk perspective – a market perspective – determinants of capital structure decisions – approach to estimate the target capital structure – variation in capital structure, EBIT/EPS Analysis & ROI/ROE Analysis.

**Leverage:** Measuring & analyzing the implications of leverage – Operating leverage, Financial leverage & Total leverage.

**Sources of long term finance:** Equity capital – Debenture capital, Term loans & Deferred credit, Venture capital, IPO, Public issue by listing companies, Rights issues, Preferential allotment, Private placement and Institutional finance.

## **UNIT - IV**

**Working Capital:** Components of working capital, Gross Vs Net working capital, Determinants of working capital needs, the operating cycle approach, planning of working capital, financing of working capital through bank finance & trade credit.

## **UNIT - V**

**Dividend policy:** Dividends –Types of dividends –Dividend policy–Factors effecting dividend policies-Different approaches of dividend policies-Traditional approach- Walter model – Gordon model –Modigliani Miller model – Rational expectations model.

**Relevant case study discussions in all units**

## **TEXT BOOKS**

1. Khan & Jain P.K, Financial management: Text & Problems, Tata McGrawhill, New Delhi.
2. I M Pandey, Financial management, 9th edition, Vikas Publishing House Pvt Ltd, New Delhi-2005

## **REFERENCE**

1. Eugene F Brigham Financial management: Theory & Practices, 9th edition, the Dryden Press-1999.
2. Van Horne, Financial Management & Policy, 12th edition, Prentice Hall New Delhi.
3. Damodaran, Aswath.john, Corporate finance: Theory & Practices, 2nd edition, wiley& sons,
4. Prasanna Chandra, Financial management: Theory & Practices, 7th edition, Tata McGrahill, New Delhi-2004

L	T	P	Cr.
3	-	-	3

**Course Educational Objectives:**

- To enable students understand the significant role played by HRM departments and familiarize them with the process of manpower planning
- To explain students about the scientific recruitment and selection processes and their merits and demerits
- To ensure students knowledge about different techniques of managing employee careers
- To make students recognize the importance of evaluating job performances and offering competitive pay packages to employees
- To familiarize students with the usual disciplinary and grievance handling procedures

**Course Outcomes:** At the end of the course, the student will be able to

- CO1: Deal with HRM/HRP effectively in the real business life to ensure efficient human resources
- CO2: Conduct job analysis and scientific recruitment and selection processes for higher productivity
- CO3: Contribute towards organizational growth by designing and implementing appropriate training and development programmes
- CO4: Develop relevant and objective performance appraisal and compensation systems to meet individual and organizational strategic needs
- CO5: Effectively handle disciplinary and grievance mechanisms to ensure stability and smooth functioning of the organization

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	-	-	2	-	3
CO2	1	3	-	-	-
CO3	-	-	2	3	-
CO4	-	1	-	-	3
CO5	-	-	2	1	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## UNIT - I

**Introduction to HRM:** Definition – Functions – Personnel policies and principles; **Human Resource Planning:** Definition – Objectives – Process – Assessing Current Human Resources – Importance of HRP – Current Trends in HRM/HRP

## UNIT - II

**Job Analysis and Design:** Job Analysis – Process – Uses – Methods; Job Description – Job Specification; Job Design – Factors affecting job design – Different Approaches; Hackman & Oldham's Job Characteristics Model; **Recruitment and Selection:** Recruitment – Process – Sources, advantages and disadvantages – e-Recruitment; Selection – Process – Barriers to effective selection.

## UNIT - III

**Managing Careers:** Career Planning – Its Elements; Promotions – Transfers – Separations; Career Development – Initiatives – Employee commitment; **Training and Development:** Nature – Inputs – As a source of competitive advantage; Training process – Training Methods – Evaluation; Employee development – Methods

## UNIT - IV

**Performance Appraisal:** Definition – Objectives – Process – Methods – Purposes; Job Evaluation – Methods; **Compensation Management:** Components of remuneration – Importance of an ideal compensation system – factors influencing employee remuneration; Concepts of Wages – Incentives – Types of incentive plans – Guidelines for Effective Incentive Plans; Employee Benefits – Need – Types.

## UNIT - V

**Employee Discipline: Definition** – Causes of indiscipline – Kinds of punishments/penalties; Misconduct – Forms of misconduct – Procedure for Disciplinary Action– Principles of Maintaining Discipline; **Grievance Handling:** Causes of Grievance – Grievance procedure – Advantages; **Labour Laws:** Importance – sources – objectives; Ethical issues in HRM – HR Audit – Challenges of HRM

**Relevant case study discussions in all units**

## TEXT BOOKS

- K. Aswathappa: “*Human Resource and Personnel Management*”, Tata McGraw Hill, New Delhi, 2007.
- Gary Dessler: “*Human Resources Management*”, PHI, New Delhi, 2007.

## REFERENCE

- BiswajeetPattanayak: “*Human Resource Management*”, PHI, New Delhi, 2001.
- P. Subba Rao: “*Personnel and Human Resource Management – Text and Cases*”, Himalaya Publishing House, Mumbai, 2010.
- P G Aquinas: “*Human Resources Management*”, Vikas Publishing House, New Delhi, 2010.
- B.B. Mahapatro: “*Human Resource Management*”, New Age International Publishers, New Delhi, 2010.

L	T	P	Cr.
3	-	-	3

**Course Educational Objectives:**

- This course provides students with the opportunity to learn a number of research techniques, methods and tools.
- The main aim of the course is to equip the student with the knowledge of doing research projects both at academic and higher levels.
- The student will be given instructions in an orderly manner on how a research is systematically designed, what are the various instruments used in doing a social survey, how the data gathered are processed and analyzed and finally about the presentation of results to the concerned in a written form.

**Course Outcomes:** At the end of the course, the student will be able to

CO1: The students will demonstrate a thorough understanding of how research is conducted in business management domain.

CO2: The student will be familiarized with the data collection methods and procedures and make their research studies more scientific.

CO3: The students will understand the concept of scaling and measurement in management research particularly relating to qualitative data.

CO4: As per the need, the student will be able to work a number of statistical techniques for analyzing the data gathered by them.

CO3: The students will be able to use a logical and descriptive writing approach in their presentation of research findings.

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	3	1	-	1	-
CO2	2	1	-	1	-
CO3	2	3	-	-	-
CO4	2	3	-	-	-
CO5	-	1	-	1	2

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT – I**

**Research:** Meaning, objectives and Significance; Role of business research and applications Research process; Ethics in business research; Types of Research: Pure vs. Applied research, Qualitative vs. Quantitative research, Exploratory research, Descriptive research and Experimental research, Case Study Method of research, Ethics and business research, Technology used in business research, the research process.

## **UNIT - II**

**Research Design:** Meaning and Goals of Research Design, Characteristics, Phases; Primary and Secondary data: Data Collection Methods; Questionnaire Design; Sampling design and sampling procedures. Sampling techniques, determination of sample size; Pilot study.

## **UNIT - III**

**Measurement and Scaling:** Concepts; Attitude measurement; psychological and social instruments used in management science, Levels of measurement and types of scales; Criteria for good measurement, reliability and validity.

## **UNIT - IV**

**Data Analysis:** Processing of Raw Data: Editing, Coding, Classification and Tabulation; Graphical and Diagrammatic representation of data; Statistical Tests: Parametric tests, correlation test, t-test, z-test and chi-square test and non-parametric tests; Manhitny - U- test and Wilcoxon test their significance. Hypothesis: characteristics, formulation, Hypothesis testing procedure.

## **UNIT - V**

**Report Writing:** Report writing and significance, Different steps in report writing, Layout of the research report, Precautions. Preparation of project abstract. The steps in project work writing in management science.

### **Relevant case study discussions in all units**

#### **TEXT BOOKS**

1. Cooper R.Donald and Schindler S. Pamela: “*Business Research Methods*”, 9/e, Tata McGraw Hill, New Delhi,2006.
2. Kothari: CR,Garg, Gaurou “*Research Methodology*, New Age International Publishers, New Delhi, 2014.

#### **REFERENCES**

1. KrishnaSwamy .OR and obulReddy . D. Research Methodology and Statistical tools 1<sup>st</sup> editions Himalaya Publishing House, New Delhi. 2012.
2. Narayana Reddy P, Acharyulu GVRK, “*Research Methodolgy and Statistical Tools*”, 2<sup>nd</sup> Ed., Excel Books, New Delhi, 2016
3. Panneerselvam R: “*Research Methodology*”, PHI Learning Private Limited, New Delhi, 2009.

L	T	P	Cr.
3	-	-	3

**Course Educational Objectives:**

- To make the student to learn the basic concepts of operations management which are useful for facilitating decisions at work place.
- To enable the student to know the product design patterns and design technologies such as CAD and CAM.
- To enlighten the students with the concepts like plant location and layout, scheduling the production and work study.
- To create awareness about quality management.

**Course Outcomes :**At the end of the course, the student will be able to

CO1: The students are able to Understand the concepts in operations and production activities.

CO2: Students can identify the factors influencing plant location and layout.

CO3: Students can identify the production process and execute the customer order timely.

CO4: They can manage the materials, man power effectively by using appropriate inventory and time study techniques

CO5: They can improve the productivity by using effective quality control standards techniques.

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	1	3	-	1	2
CO2	3	2	-	1	1
CO3	1	3	-	1	-
CO4	2	3	2	1	2
CO5	3	2	1	1	1

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## UNIT – I

**Introduction** to Production and Operation Management- Historical Evolution, Differences between Manufacturing and Operations, types of production systems. OM scenario today. Challenges of OM, CAD/CAM, Value Analysis, World class manufacturing.

## UNIT – II

**Facilities Management:** Plant location, Factors influencing plant location, Plant Layout, Classification of Layouts, Flexible Manufacturing. Product design and analysis, process selection decisions.

**Aggregate Planning:** Introduction, Process of AP-Master Production Schedule, capacity planning. (Problems on plant location)

## UNIT – III

**Scheduling:** Scheduling in Job, Shop Type Production, Assignment and Sequencing, Scheduling in Mass, Continuous and Project Type Production, Line balancing, Gantt charts

**Productivity:** Basic Concepts, Productivity Cycle, Productivity Engineering and Management, types of Productivity. (Problems on Sequencing).

## UNIT – IV

**Material Management** –Objectives, components, purchase management, stores management, inventory management Types of inventory, Methods of inventory control, (ABC, VED, FSN, SDE).

**Work Study:** Method Study, Steps in Method Study; Work measurement, (problems on work measurement, and inventory stock levels)

## UNIT – V

**Management of Quality:** Concept of Quality, objectives, inspection, SQC, Control charts for variables and attributes, acceptance sampling, Quality assurance, six sigma, Quality circles, Deming 14 principles, quality standards. (Problems on SQC).

**Relevant case study discussions in all units**

## TEXT BOOKS

1. William J Stevenson: “*Operations Management*”, Tata McGraw Hill, New Delhi, 2009
2. K. Aswathappa & K Sridhara Bhat, Production and Operations Management HPH, Mumbai, 2014.

## REFERENCES

1. James R. Evans and David A. Collier: “*Operations Management*”, Cengage Learning India Private Limited, New Delhi, 2009
2. Nair NG: “*Production and Operations Management*”, Tata McGraw Hill, New Delhi, 2009.
3. Joseph. S. Martinich, POM, John Wiley & Sons Canada 2003
4. P. Rama Murthy, POM, New Age International Publishers, 2012.
5. S A Chunawalla, D R Patel: “*Production and Operations Management*”, HPH, Mumbai, 2016.



MBA (II Sem.)

**17MB51 – Industry Data Analysis and Presentation (IDAP)**

L	T	P	Cr.
-	-	2	2

**Course Educational Objectives (CEOs):** In this course, the students will learn

1.	To understand the origin, growth and development of selected industry.
2.	To analyze the recent trends of the industry.
3.	To study the contribution of the industry for the economic growth of the nation
4.	To study and analyze the profile of the few selected companies of the industry.
5.	To do SWOT analysis and submit a brief report based on the trends.

**Course Outcomes (COs):** At the end of the course, students will be able to

CO1	Understand the origin and progress of the industry assigned.
CO2	Analyze recent developments of the industry
CO3	Define the role the industry for the national economic building.
CO4	Demonstrate the profiles of selected companies
CO5	Evaluate the performance of the companies using SWOT analysis tool and submit the report for evaluation.

**CO-PO Articulation Matrix:**

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	-	2	-
CO2	1	-	-	3	1
CO3	1	-	1	3	1
CO4	1	-	-	2	1
CO5	2	3	1	2	2

**1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High) Pre requisite:**

<b>Chapter-1</b>	Introduction, Objectives and methodology of the study
<b>Chapter-2</b>	Recent developments and contribution of the industry
<b>Chapter-3</b>	Profile of selected companies
<b>Chapter-4</b>	SWOT Analysis
<b>Chapter-5</b>	Findings and conclusion

L	T	P	Cr.
-	-	2	1

**Course Educational Objectives:**

In this course, the students learn to

- Make critical analysis of the text read or heard with thorough understanding.
- Give speeches in public successfully using appropriate language and style.
- Interpret data and present ideas relevantly and coherently in group discussions/Reviews.
- Get exposed to Interview Skills.

**Course Outcomes:** At the end of the course, the student will be able to

After the completion of this course, the students have the ability to

CO1: Analyze the text thoroughly.

CO2: Present data logically and meaningfully in Public Speeches.

CO3: Skillfully manage through group discussions/Reviews.

CO4: Answer the questions in Interviews with confidence.

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	1	-	1	-	1
CO2	-	2	-	1	-
CO3	2	-	2	-	1
CO4	2	3	1	2	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

**Syllabus: Presentation Skills Lab (PSL) has two parts:**

- **Computer Assisted Language Learning (CALL) Lab** for 60 students with 60 systems, LAN facility and English language software for self- study by learners.
- **Interactive Communication Skills (ICS) Lab.** with movable chairs and audio-visual aids with a P.A System, a T. V., a digital stereo –audio & video system and camcorder etc.

**Exercise - I****CALL Lab:**

**Understand:** Reading comprehension – Listening Comprehension – scanning, skimming, reading between lines and critical reading.

**ICS Lab:**

**Practice:** Reading comprehension - Listening Comprehension – scanning, skimming, reading between lines and critical reading – Analysis of the Advertisements.

**Exercise - II****CALL Lab:**

**Understand:** The features of Public Speech – watch T.V programmes

**ICS Lab:**

**Practice:** Public Speeches – T.V. Programme Analysis – Drafting Memo – Vocabulary – Phrasal Verbs – Idioms.

### **Exercise - III**

#### **CALL Lab:**

**Understand:** Making slides – Gathering information – Rubrics of presentation

#### **ICS Lab:**

**Practice:** Book Review – Blog designing – writing paper for publication/presentation – Presentations on Field Observation.

### **Exercise - IV**

#### **CALL Lab:**

**Understand:** Interview Skills

#### **ICS Lab:**

**Practice:** Mock Interviews

#### **Minimum Requirement:**

#### **System Requirement (Hardware component):**

Computer network with LAN with minimum 60 multimedia systems with the following specifications:

- III. Intel (R) Core (TM) i3-41`50 (CPU) Processor
  - a. Speed – 3.50 GHZ
  - b. RAM – 4 GB Minimum
  - c. Hard Disk – 400 GB
- IV. Headphones of High quality

#### **Suggested Software:**

- 1) Globarena's software
- 2) Young India's Clarity software

#### **Lab Manual:**

Board of Editors, "ELCS Lab Manual – A Workbook of CCALL and ICS Lab Activities", Orient Black Swan Pvt. Ltd., Hyderabad, 2016.

#### **Books Recommended:**

- 1. Stephen Bailey, "Academic Writing- A Practical guide for students", RontledgeFalmer, London & New York, 2004.
- 2. A Ramakrishna Rao, Dr G Natanam & Prof SA Sankaranarayanan, "English Language Communication : A Reader cum Lab Manual, Anuradha Publications, Chennai
- 3. DELTA's key to the Next Generation TOEFL Test: Advanced Skill Practice, New Age International (P) Ltd., Publishers, New Delhi.
- 4. Books on TOEFL/GRE/GMAT/CAT by Barron's/cup
- 5. IELTS series with CDs by Cambridge University Press.

L	T	P	Cr.
4	-	-	4

**Course Educational Objectives (CEOs):**

- 1 To familiarize the students with the principle of strategic management.
- 2 To understand strategic management as the art and science of formulating, implementing and evaluating the variety of work activities strategically in order to achieve the productive based goals.
- 3 To know the significance of strategic management in decisions of the organization
- 4 To achieve the organizational and management excellence.

**Course Outcomes (COs): At the end of the course students would be able to**

- CO1:** To familiarize with the technique of strategic analysis and facilitate to develop strategic thinking through case analysis.
- CO2:** To provide the information and tools to maximize the competitiveness and enable economic growth for customers, employees, workers, managers, and organizations relating strategy formulation.
- CO3:** To provide information relating to strategy implementation in different perspectives of decision making for organizational effectiveness
- CO4:** To adopt technical and managerial knowledge while dealing any other different situations with required evaluation and control.
- CO5:** To adopt various strategic applications in promoting business environment of Various business issues.

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	3	2	1	2	2
<b>CO2</b>	1	2	3	2	1
<b>CO3</b>	1		2	3	1
<b>CO4</b>	1	2	2	1	1
<b>CO5</b>	1	1	2	1	3

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT - I**

**Introduction:** Basic Concepts in Strategic Management, Strategic Management as a process Developing a strategic vision, Mission, Objectives, Policies and benefits of Strategic management, Environmental scanning: Identifying external and internal factors- Industry analysis – Porter’s approach to industry analysis – Industry value chain analysis.

## **UNIT - II**

**Strategy formulation:** Process - significance- practices Business strategy situational analysis- SWOT- EFAS – IFAS matrices – Porter’s competitive strategies –BCG matrix- space matrix- directional strategies.

## **UNIT - III**

**Strategy implementation:** Process and importance Develop programmes, budgets, procedures – Stages of corporate development in terms of problem, Objective reward system etc- International issues in strategic management implementation

## **UNIT - IV**

**Strategy evaluation and control:** process of strategy evaluation and significance measuring performance appropriate measures of strategy control and types of control- Balanced score card approach- problems in measuring performance – guide lines for control

## **UNIT - V**

**Strategic issues:** Entrepreneurial ventures and small businesses Importance of Entrepreneurs strategic issues in Corporate Governance factors affecting new venture. A framework for crisis management: Crisis management- definition, nature, scope and its significance. Types of crisis, causative factor and stages. Crisis management and their role in organizations. Relevant case study discussions in all units

## **TEXT BOOK**

1. Concepts in Strategic management and Business Policy – Thomas L Wheelen & J David Hunger- 13<sup>th</sup> edition – Pearson publications, New Delhi. 2013.
2. Arthur A. Topson Jr. A.J. Strickland III & John E. Gamble Crafting and Executing Strategy: The Quest for Competitive Advantage- Concepts and Cases.

## **REFERENCES**

1. VSP Rao & V. Hari Krishna Strategic Management: Text and Cases. N. Delhi: Excel Books.
2. Amita Mital: Cases in Strategic Management, Tata McGraw Hill, New Delhi, 2008
3. Vijaya Kumar P. Hitt A: Strategic Management, Cengage learning, New Delhi, 2010.
4. Thompson & Strickland: Strategic Management, Concepts and cases. Tata McGraw-Hill, 12/e, New Delhi, 2007.
5. Steven Fink (2000), — Crisis management: planning for the investable. Amazon publications, New Delhi.
6. Lewis Gerald (2006), — Organizational Crisis Management: the Human Factor. Amazon publications, New Delhi.

L	T	P	Cr.
3	-	-	3

**Course Educational Objectives (CEOs):**The course aims to shape the attitudes of learners regarding the field of quantitative analysis specifically, the course aims to:

- 1 Understand the major capabilities and limitations of deterministic operations research modeling as applied to problems in industry.
- 2 Emphasize the mathematical procedures of linear programming techniques.
- 3 Understanding the transportation and assignment concepts and limitations as applied to problems in industry.
- 4 Understand how optimal strategies are formulated in conflict and competitive environment by using game theory and queuing theory.
- 5 Understand the importance of using PERT & CPM techniques for project management phases and various activities that need to be done.

**Course Outcomes (COs):**At the end of the course students would be able to

- CO1:** Understand the characteristics of different types of decision making environments and the appropriate decision making approaches and tools to be used in each type.
- CO2:** Apply appropriate LPP techniques to express the defined problems mathematically.
- CO3:** Build and solve transportation models and assignment models.
- CO4:** Apply appropriate optimal strategies for conflict and competitive environment by using game theory and queuing theory.
- CO5:** Design new simple models, like: CPM, to improve decision making and develop critical thinking and objective analysis of decision problems.

### CO-PO Articulation Matrix:

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	3	3	1	1	1
<b>CO2</b>	-	2	3	-	-
<b>CO3</b>	2	3	-	1	-
<b>CO4</b>	2	2	1	1	2
<b>CO5</b>	3	-	-	2	1

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## UNIT-I

**Operations Research:** Introduction to OR, Introduction, Definitions, history, features. Operations Research- a quantitative approach to decision making, applications of OR in different managerial areas, models and modeling in OR.

**Decision Theory & Decision Trees:** introduction, steps of decision making process, types of decision making environments: DMUU, DMUC, DMUR, decision tree analysis.

## UNIT-II

**Linear Programming:** Meaning, Assumptions and characteristics of LPP, business applications of Linear programming technique, Formulation of LPP, Solution by the Graphical method, Simplex method, and Duality in LPP.

## UNIT-III

**Transportation:** introduction, Mathematical model of transportation problem, the transportation algorithm, and methods for finding initial feasible solution: NWCC, least cost, Vogels approximation method, and test for optimality: modified distribution method (MODI).

**Assignment:** Introduction, mathematical models of assignment problem, solution methods of assignment problem: Hungarian method, variations of the assignment problem.

**Theory Of Games:** introduction, two people zero sum games (Maximal and Minimal) games with saddle point, mixed strategies, the rules for dominance.

## UNIT-IV

**Queuing Theory:** the structure of Queuing system, basic concepts in queuing theory and queuing models: Poisson exponential single server model infinite population, Poisson exponential single server model finite population, poisson exponential multi server modeler lang's method. Simulation

## UNIT-V

### **Project Management: PERT and CPM**

Introduction, difference between PERT and CPM, drawing networks, critical path analysis: forward pass method, backward pass method, float of an activity, probability of completing the project within given time.

**Replacement and Maintenance Models:** introduction, types of failures, replacement of items whose efficiency deteriorates with time, single replacement and group replacement.

Relevant Case Study Discussions in Each Unit

## TEXT BOOKS:

1. J K SHARMA, Operations research theory and applications, Macmillan publications, fifth edition.
2. Harvey M Wagner, principles of operations research, PHI

## REFERENCE:

1. HamadyaTaha, „Operations Research –An introduction“, TMH
2. Anand Sharma, Quantitative techniques for decision making, Himalaya publishing house
3. Billey E. Gillett, Operations research, TMH
4. Rathindra P sen, Operation Research algorithms and applications, PHI
5. U K Srivastava, G V Shenoy, S C Sharma, Quantitative Techniques for management decisions, New age international.



L	T	P	Cr.
3	-	-	3

**Course Educational Objectives (CEO's):**

- 1 To improve decision making skills in management of investment through better understanding of modern theories on portfolio management and functioning of capital markets.
- 2 To get better return on portfolio with lesser risk and enlighten the students with the concepts and practical applications of security analysis and portfolio management.
- 3 To make aware about the functioning of securities market alongside the theories and concepts involved in portfolio management.
- 4 To acquaint the students about assets management, the risks and there turns involved.
- 5 Understand the structure and pricing of mutual funds and assets its performance.

**Course outcomes (CO's):** At the end of the course students would be able to

- CO1:** Students able to analyze the major investment instruments.
- CO2:** Explain the roles and working of the securities markets locality and abroad.
- CO3:** Evaluate and design appropriate portfolio management strategies to meet Investor's objectives and needs.
- CO4:** Apply portfolio and capital market theories in investment analysis and decisions In a practical setting.
- CO5:** To enable students to learn practically on mutual funds and its performance Measurement.

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	3	-	1	1	2
CO2	3	-	-	2	-
CO3	3	2	-	-	1
CO4	3	-	1	2	2
CO5	2	1	1	-	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT - I**

**Introduction to Investments:** The investment environment: Concept Objectives, Factors, Alternatives, Process, Investment Vs Speculation, classification and functions of financial markets and financial instruments. Securities Market: Primary, Secondary, Indices, Listing Process. Exchanges, Depositories, Clearing House. Portfolio Theory: Concept of Risk, measuring risk and returns, Portfolio risk – measurement and analysis, mean – variance approach.

## **UNIT -II**

**Equilibrium in Capital Market:** The Capital Asset Pricing Model, Arbitrage Pricing theory, Market Efficiency: Operational efficiency & Informational efficiency, The Random Walk Theory: (Weak form, Semi Strong form and Strong form), Market Inefficiencies– Bond analysis: Characteristics, Active bond management and Passive bond management. The concept: Economic value added (EVA), Application.

## **UNIT - III**

**Security Analysis:** Fundamental analysis: Economy, Industry and Company Analysis (EIC). Technical Analysis: Dow theory, Elliot Wave theory, Moving Averages, Breadth of the market, ROC, RSI, Price Charts, Résistance and Supports, Random Walk Theory.

## **UNIT - IV**

**Portfolio Analysis & Selection:** Diversification, the Sharpe Index Model, Portfolio Beta Generating the Efficient Frontier. Markowitz Risk return Optimization, Sharpe optimization model Portfolio Revision: Portfolio Rebalancing, Portfolio Upgrading, Investment Timing, Formula Plans: Constant Dollar Value Plan, Constant Ratio Plan, Variable Ratio Plan,

## **UNIT - V**

**Mutual Funds:** Objectives of Mutual Funds, Organization and Management of Mutual Funds, Types of Mutual Funds, Pros and Cons of Mutual Funds. Performance evaluation of mutual funds, performance measurement: Sharp’s Model. Teyrnor,,s Model, Jensen’s Model. Relevant Case Study Discussions in Each Unit

## **TEXT BOOKS**

- 1 Security Analysis and Portfolio Management. 6th edition Fischer, Donald E/Jordan, Ronald J. Prentice Hall, India-2012
- 2 Security Analysis and Portfolio Management . Punithavatya Pandian Vikas Publications-2009

## **REFERENCES**

- 1 Investors and choices-2011. Prentice Hall India
- 2 Stock Exchange and Investments Raghunathan, V. Tata McGraw-Hill 2009
- 3 Essentials of Investments, 3rd ed Bodie, Zvi et al. Irwin/McGraw-Hill
- 4 Investment Analysis and Portfolio Management by Prasanna Chandra, McGraw-Hill-2017

L	T	P	Cr.
3	-	-	3

**Course Educational Objectives (CEO's):**

- 1 To provide an insight about Indian Financial System
- 2 To understand importance and role of RBI (Banking sector)
- 3 To increase awareness on Non-Banking Financial Institutions in India
- 4 To highlight various services offered by Financial Institutions
- 5 To understand the functions and activities of merchant bankers and follow the SEBI guidelines

**Course outcomes (CO's):** At the end of the course students would be able to

**CO1:** Students able to learn the overview of Indian Financial System.

**CO2:** Help students to awareness on banking sector in India and RBI role in banking sector

**CO3:** Students will get knowledge about NBFC in India.

**CO4:** AcquireabroadknowledgeinrespectofbankingproductsandfinancialservicesandPolices.

**CO5:** Students learns about various functions of merchant banking

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	2	2
CO2	1	2	3	2	1
CO3	1	-	2	3	1
CO4	1	2	2	1	1
CO5	1	1	2	1	3

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT - I**

**Introduction to Indian Financial System** - Financial Markets and Types - Financial Institutions in India-The financial system and its technology; the factors affecting the stability of the financial system; Development financial system in India and Financial Innovation.

## **UNIT - II**

**The banking Institutions:** RBI-Central Banking- Commercial banks - the public and the private sectors-structure and comparative performance. The problems of competition-interest rates, spreads, and NPAs. Bank capital - adequacy norms and capital market support.

## **UNIT - III**

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

## **UNIT - IV**

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

## **UNIT - V**

**Merchant Banking Services:** Role and Functions of Merchant Banking Issue. Market and Other Services Corporate Advisory Services Market Making Process, SEBI guidelines on Merchant Banking. Functions of MBs – underwriter, banker, broker, registrar, debenture trustee and portfolio manager. MBs, activities and SEBI guidelines related to issue management.

Relevant Case Study Discussions in Each Unit

## **TEXT BOOK**

- 1 M.Y.Khan, Financial Services, Tata McGraw-Hill, New Delhi, 2004.
- 2 Clifford Gomez-PH1-July -2017, 2015 Financial markets, Institutions and Financial Services,

## **REFERENCES**

- 1 Sames L. Hackett, managing in the Service Economy, Harvard Business School Press, Boston, 2001.
- 2 Pathak : Indian Financial Systems Pearson Education-2014
- 3 M.Y.Khan, Indian Financial System, 4/e Tata McGraw-Hill, New Delhi, 2013

L	T	P	Cr.
3	-	-	3

**Course Educational Objectives (CEO's):**

- 1 To acquaint the students with concepts of financial management from strategic perspective.
- 2 To make students understand various investment decisions under risk and uncertainty
- 3 To create awareness on financial restructuring
- 4 To enhance knowledge in leasing
- 5 To explore knowledge on innovative financing strategies

**Course outcomes (CO's):** At the end of the course students would be able to

**CO1:** Able to understand strategic perspective of financial management

**CO2:** Help the students to understand risk and uncertainty in investments

**CO3:** Able to understand the process of financial restructuring

**CO4:** Acquire broad sense of leasing

**CO5:** Acquire knowledge about innovative financing strategies

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	-	1	2	-	-
CO2	1	-	2	-	-
CO3	-	3	-	1	-
CO4	2	-	1	-	-
CO5	-	3	-	2	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT-I**

**Financial Policy and Strategic Planning** –Strategic Planning Process – Objectives and Goals– Major Kinds of Strategies and Policies– Corporate Planning–Process of Financial Planning – Types of Financial Plan Financial Models – Tools or Techniques of Financial Modeling– Uses and Limitations of Financial Modeling– Applications of Financial Models– Types of Financial Models-Process of Financial Model Development.

## **UNIT –II**

**Investments Decisions under Risk and Uncertainty** – Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method – Corporate Strategy and High Technology Investments.

## **UNIT - III**

**Expansion and Financial Restructuring** – Corporate Restructuring – Mergers and Amalgamations– reasons for Merger, Benefits and Cost of Merger– Takeovers– Business Alliances – Managing an Acquisition – Divestitures – Ownership Restructuring – Privatization – Dynamics of Restructuring – Buy Back of Shares – Leveraged Buy-outs (LBOs) – Divestiture – Demergers.

**UNIT – IV: Leasing** – Importance, Types, Tax Considerations, and Accounting Considerations – Evaluation of Lease from the point of view of Lesser and Lessee – Lease versus Buy Decision – Venture Capital – Concept and Developments in India – Process and Methods of Financing – Fiscal Incentives.

**UNIT – V Financing Strategy** - Innovative Sources of Finance – Asset Backed Securities - Hybrid Securities namely Convertible and Non- Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares – Option Financing, Warrants, Convertibles and Exchangeable Commercial Paper.

Relevant Case Study Discussions in Each Unit

## **TEXT BOOK**

- 1 Rajni Sofat & Preeti Hiro, Strategic Financial Management, PHI, Delhi, 2011
- 2 Weaver & Weston, Strategic Corporate Finance, Cengage Learning, Delhi, 2001.

## **REFERENCES**

- 1 Prasanna Chandra, Financial Management, Tata McGraw Hill, Delhi, 2007
- 2 Robert Alan Hill, Strategic Financial Management Exercises 2013
- 3 Strategic Financial Management by CARajeshMakkar 2017

L	T	P	Cr.
3	-	-	3

**Course Educational Objectives (CEO's):**

- 1 The principal objective of this course is to introduce the concept of Performance Management relating to the continuous assessment of individuals performances on the job.
- 2 The course enables students to recognize the characteristics, elements and processes of a Performance Management System.
- 3 The course aims at acquainting the students with the types of performance managements systems in vogue in corporate world.
- 4 The students are exposed towards the strategies for effective performance management implementation, especially in the perspectives of teamwork and recognition and reward system.

**Course outcomes (CO's):** At the end of the course students would be able to

- CO1:** The student will recognize the factors affecting employees job performance and the essentials of performance management
- CO2:** The student will be aware of the nature and complexity of performance management system and will be able to design one that is suitable to a business enterprise
- CO3:** The student will able to devise performance plans in respect of employees and develop a system of counseling for improving their performance
- CO4:** The student will be familiarized with different methods of performance appraisals and involve employees towards managing their performances
- CO5:** The student will be able to build teams for the organization and link their performances with reward systems and thereby ensure achievement of organizational goals successfully

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	2	1	2	2	2
CO2	2	2	2	1	1
CO3	2	2	1	2	1
CO4	2	2	2	1	2
CO5	2	2	2	2	2

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT - I**

**Performance Management:** Definition – Prerequisites – Objectives – Principles – Determinants of job performance – Elements of effective performance management – Challenges to Performance Management - Talent management.

## **UNIT - II**

**Performance Management System:** Introduction – Elements – Objectives – Functions – Characteristics – Competency based PMS – Electronic Performance Management.

## **UNIT - III**

**Performance Counseling:** Concept, Principles – Performance Counseling for Higher Job Performance – Performance Counseling Skills – Performance Management Process; Performance Planning: Meaning & Definition – Objectives & Importance- Theories of Goal Setting – Process – Barriers.

## **UNIT - IV**

**Performance Managing:** Meaning, Objectives & Importance – Process; Methods of Performance Appraisal; Performance Monitoring: Meaning, & Importance, Process – Mentoring.

## **UNIT - V**

**Performance Management Implementation:** Bottlenecks – Strategies for Effective Implementation – Change through Performance Management – High Performance Teams: Concept & Characteristics – Building & Leading high performance teams – Performance Management Linked Reward Systems: Introduction - Objectives & Components.

Relevant Case Study Discussions in Each Unit

## **TEXT BOOK**

- 1 A.S. Kohli & T. Deb, Performance Management, 2nd Impression, Oxford University Press, New Delhi, 2009.

## **REFERENCES**

1. A.M. Sharma: Performance Management Systems, Himalaya Publishing House, 2010.
2. Michael Armstrong & Angela Baron: Performance Management (A Strategic and Integrated Approach to Achieve Success), Jaico Publishing House, 1<sup>st</sup> Impression, Mumbai, 2006.
3. Srinivas R. Kandula: Performance Management – (Strategies, Interventions, Drivers), Prentice-Hall of India, New Delhi, 2007.
4. Prem Chadha: Performance Management, Macmillan India, New Delhi, 2008



L	T	P	Cr.
3	-	-	3

**Course Educational Objectives (CEO's):**

- 1 To design fundamentals in industrial related background in India as well as economic, social & political environment for the better understanding of the students
- 2 To describe various components in union Act, objectives of trade union & quality of work life to aware of students
- 3 To Prepare students learn workers perspective in management in India
- 4 To explain wage and salary administration and related Acts in Indian context
- 5 To highlight social security importance in India and related Acts in providing social security for the better learning of students
- 6 To design the various dimensions of employee grievances and difference mechanisms for redressal of grievance in Indian context for the better understanding of the students

**Course outcomes (CO's):** At the end of the course students would be able to

- CO1:** The student will understand the need of harmonious industrial relations maintained for the success of any organization
- CO2:** The student will recognize the vital role played by trade unions in India and their importance of workers participation in management
- CO3:** The student will gain knowledge of various Acts relating to wages and other benefits and ensure their efficient administration
- CO4:** The student will gain knowledge of various social security Acts and ensure the well being and safety of the personnel
- CO5:** The student will understand the causes and consequences of employee grievances and industrial disputes and understand how they should be resolved

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	2	2
CO2	1	2	3	2	1
CO3	1	-	2	3	1
CO4	1	2	2	1	1
CO5	1	1	2	1	3

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT -- I**

**Management of Industrial Relations:** concept, scope, objectives and its significance - Factors influencing industrial relations - Approaches to industrial relations – Strategies for effective management of industrial relations in India

## **UNIT -- II**

**Trade Unions** – Introduction - Definition and objectives - Growth of Trade Unions in India, Trade Unions Act, 1926 – Employers Association - Union recognition - Union Problems.

**Quality of Work Life:** Workers Participation in Management - Worker's Participation in India, shop floor, Plant Level, Board Level- Workers “Welfare in Indian scenario - **Collective bargaining:** Concept & Characteristics – Promoting industrial peace.

## **UNIT -- III**

**Wage and Salary administration:** Nature & Significance of wage, salary administration, essentials - Minimum wage - Fair wage, Real wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India – Minimum wages act, 1948 - Payment of wages Act, 1936 - Payment of Bonus Act, 1965.

## **UNIT -- IV**

**Social Security:** Introduction and types – Social Security in India, Health and Occupational safety programs- Salient features of Workmen Compensation Act, 1923 - Employees State Insurance Act, 1948 - Employees Provident Fund Act, 1952 - Gratuity Act, 1972 – **Workers’ education:** Concept – objectives.

## **UNIT -- V**

**Employee Grievances:** – Causes and effects – Grievance handling procedure; Conciliation, Arbitration and Adjudication – Standing Orders – Discipline: Concept, forms of indiscipline. **Industrial Disputes:** Meaning, nature and scope – Causes and Consequences - Prevention and Settlement of industrial disputes in India.

Relevant Case Study Discussions in Each Unit

## **TEXT BOOKS**

1. Mamoria: Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2010
2. Sinha: Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi, 2009

## **REFERENCES**

1. B.D. Singh: Industrial Relations, Excel Books, New Delhi, 2009
2. C.S. Venkataratnam: Industrial Relations, Oxford University Press, New Delhi, 2009.
3. Arun Monappa: Industrial Relations, TMH, New Delhi, 2009
4. Ratna Sen: Industrial Relations, McMillan Publishers, New Delhi, 2010.

L	T	P	Cr.
3	-	-	3

**Course Educational Objectives (CEO's):**

- 1 To enable students understand the qualities of a leader and the requirements of building and leading teams.
- 2 To provide a basic understanding about leadership, attributes of leaders and different leadership styles.
- 3 To identify contemporary leadership styles and their significance
- 4 To create awareness about teams, types of teams and teambuilding techniques and their prominence
- 5 To provide inputs to manage the teams and measures the team effectiveness.

**Course outcomes (CO's):** At the end of the course students would be able to

**CO1:** Students are able to develop the skills required for leader and able to know and handled the different situation and people

**CO2:** Students are able to make a choice of strategies of leader style which they can adopt in work environment

**CO3:** To Facilitate building and managing teams effectively so the goals of organization can be achieved by team effectiveness

**CO4:** To Resolve the conflicts among team members and improve the team Performance.

**CO5:** To assume the situation easily for making effective decision for enhancing organization effectiveness

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	3	-	1	-	2
<b>CO2</b>	3	-	1	-	1
<b>CO3</b>	1	-	-	-	3
<b>CO4</b>	2	-	2	1	3
<b>CO5</b>	1	-	-	-	3

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT-I**

### **Leadership**

Understanding Leaders and Leadership – Need for Leadership – Leader and Manager – Prerequisites of Organizational Leaders: Self-management dimensions – Leading People – Task management; Myths and Realities of Leadership – Current Issues in Leadership-Inner Structure of Effective Leaders.

## **UNIT-II**

### **Attributes of Leaders**

Concepts of Power and Authority –Types of Power – Sources of Power – Leadership Skills & their development – Leadership Traits – Intelligence and Leadership – Influencing Tactics – Influencing Processes - Self efficacy.

## **UNIT-III**

### **Contemporary Leadership Styles**

Transformational Leadership – Charismatic Leadership – Value Based Leadership – Spiritual Leadership - Servant Leadership – Level 5 Leadership Understanding and Influencing Follower Motivation - Understanding and Influencing Follower Satisfaction – Leadership versus Job Performance.

## **UNIT-IV**

### **Essentials of Building and Managing Teams**

Understanding Teams–Differentiating Groups and Teams–Types of Teams-Crosscultural teams-Shaping Team Behavior–Maintaining Mature Teams–Managing Dysfunctional Teams - Leading Virtual Teams - Basic Skills of Team Leaders Advanced Skills of Team Leaders–Building a High Performance Teams.–Conflict: Conflict resolution mechanism.

## **UNIT-V**

### **Team Effectiveness**

Determinants of Team Performance –Types of Team vis-à-vis Leaders,, skills and Behaviors-Facilitating Team Building - Interpersonal Competence and Team Building - Team Effectiveness– Measuring Team Effectiveness – Decision Making in Teams.

Relevant Case Study Discussions in Each Unit

## **TEXT BOOKS**

1 Uday Kumar Haldar, Leadership and Team Building, Oxford University Press, New Delhi, 2010.

## **REFERENCES**

1. B. Rathan Reddy, Team Development & Leadership, 8<sup>th</sup> Impression, Jaico Publishing House, Mumbai, 2010.
2. Uma Jain, Udai Pareek, Madhukar Shukla: Developing Leadership for the Global Era, McMillan.
3. Peter G. Northouse, Leadership-Theory and Practice, 3<sup>rd</sup> Edition, Response Books, 2006.
4. Organization Behavior, Luthans, 8<sup>th</sup>, Tata McGraw Hill.F

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**Course Educational Objectives (CEO's):**

1. To provide deeper insight to students on marketing management of Companies offering services as
2. To develop understanding to students how critical to market a service product
3. To create awareness to students on various types of Services and prevailing importance of Services to people
4. To make students understand the significance of Retailing Industry in a developing country like India
5. To enable the students develop employable skills in retailing industry

**Course outcomes (CO's):** At the end of the course students would be able to

**CO1:** Identify the factors responsible for growth of service sector

**CO2:** Manage a reputed position in any of service organizations

**CO3:** Apply knowledge in various functions of service organizations

**CO4:** Develop the capabilities for retailing

**CO5:** Identify appropriate retail marketing strategies

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	3	-	1	1	2
<b>CO2</b>	3	-	-	2	-
<b>CO3</b>	3	2	-	-	1
<b>CO4</b>	3	-	1	2	2
<b>CO5</b>	2	1	1	-	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT – I**

### **Foundation of Services marketing**

Introduction – Features of Services- Significance of Services - Role of services – Types of services - Factors responsible for growth of service sectors- Difference between goods and services – Ethics in services marketing – Services marketing environment in India – Service quality

## **UNIT – II**

### **Management of Services marketing**

Introduction – Marketing mix – Product decision – Pricing strategies and techniques – Integrated service communication mix – Distribution methods– people - Process concepts – Physical evidence

## **UNIT – III**

### **Services marketing practices**

Marketing Mix in various services industries: financial services, Insurance services, Hospitality services, Tourism services, Education services, Software services, Communication and entertainment services, Transportation & logistic services

## **UNIT – IV**

### **Retailing management**

Introduction – Functions of retailing - Types of retailers – organized Vs unorganized retailing Multi- channel retailing issues –capabilities needed for multichannel retailing –Retail channels for interacting with customers – Successful retailing

## **UNIT – V**

### **Retail market strategies**

Definition – Building sustainable competitive advantage – Growth strategies – market penetration – Retail format development - Retail location – Strategic Retail planning process Relevant Case Study Discussions in Each Unit

## **TEXT BOOKS**

1. RajendraNargundkar – Services marketing – Tata Mc Graw Hill –NewDelhi2009
2. Andrew J Newman, peter Cullen – Retail marketing , Cengagelearning-Latestedition

## **REFERENCES**

1. S.M.Jha – Services marketing – Himalaya publishing house –Latestedition
2. Gilbert : Retail marketing management , PearsonEducation-Latestedition
3. Ram mohanrao-Marketing ofservices-Pearson
4. Adrian payne, The essence of services marketing, Prentice-Hall of India ( P)Ltd-Latest edition
5. Levy &witz, Retailing management , TMH, new delhi –Latestedition
6. Michael levy, Barton A weitz , Ajay pandit- Retailing management –TMH,newdelhi.
7. Vinnie Jiwahari&Kirti Dutta – Services –Oxfordpress

L	T	P	Cr.
3	-	-	3

**Course Educational Objectives (CEO's):**

1. To understand the concepts and principles of Advertising management and how to promote a Brand and its Strategies.
2. To provide necessary inputs to make them aware of significance of advertisements for promoting various products and services.
3. To give an idea to the students that how advertising creates a Brand image, Belief and Reputation to the products and services.
4. To make the students aware of prominence of brand related issues and how it could be advantageous to the customer groups and marketers.
5. To make an advertising plan and present effectively to target customers

**Course outcomes (CO's): At the end of the course, Students will be able to****CO1:** Apply their knowledge in creating an advertising strategy**CO2:** Make an advertisement which appealing the target customers**CO3:** Select a specific medium to create an ethical advertisement**CO4:** Possesses the competencies to enhance the branding to a product or service**CO5:** Understand the significance of Brand positioning**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	3	2	1	2	2
<b>CO2</b>	1	2	3	2	1
<b>CO3</b>	1	-	2	3	1
<b>CO4</b>	1	2	2	1	1
<b>CO5</b>	1	1	2	1	3

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT - I**

### **Role of Integrated Marketing Communication**

IMC Components – Value of IMC Plans - Definition and Scope of Advertising Management; Types of Advertising, Objectives of advertising DAGMAR approach - Advertising Strategy - Advertising Budgets.

## **UNIT – II**

**Advertising Appeals:** Definition - Features of Advertising Appeals; Types of Advertising Appeals; Elements of Ad. Copy; Preparation of Print Ads, Radio Ads, T.V. Ads, Advertising Agencies – Measuring advertising effectiveness

## **UNIT-III**

### **Media Planning, Scheduling and Strategy**

Types of Media - Media Selection – Designing a media planning – Media scheduling - Developing media strategy - Advertising and promotion ethics –Social, Ethical criticisms of Advertising.

## **UNIT – IV**

**Brand-concept:** Nature and Importance of Brand; Brand vs. Generics, Brand Name and Brand Management; Brand Identity: Conceiving, Planning and Executing, Brand Loyalty, Brand Equity: Concepts and Measures of Brand Equity-Cost, Price and Consumer Based Methods; Brand Personality: Definition of Brand Personality, Measures of Personality, Brand Image Vs Brand Personality.

## **UNIT – V**

**V Brand Positioning:** Concepts and Definitions, Repositioning, Celebrity Endorsement, Brand Extension; Differential Advantage: Strategies for Competitive Advantage, Brand Pyramid; Branding in different sectors; Role of Information in Brand Management;

Relevant Case Study Discussions in Each Unit

## **TEXT BOOKS**

1. S.A.Chunawala – Foundation of advertising –Himalayapublishers
2. Clow, Baack– Integrated advertising marketing and promotion communication –Pearson-3<sup>rd</sup> edition

## **REFERENCES**

1. Ruchi Gupta, S.Chand publications- Advertising Principles andPractices
2. Aaker, David (2002), Managing Brand Equity, Prentice HallofIndia.
3. Rajeev Batra, John G. Myers and David A. Aaker (1996). AdvertisingManagement, 5th Edition, PearsonEducation.
4. Belch, G. E. & Belch, M. A. (2001). Advertising and Promotion,TataMcGrawHill.
5. Kumar, Ramesh (2004). Managing Indian Brands, Vikas Publishing House, Delhi.
6. Keller K. L. (2003), Strategic Brand Management, 2ndEdition,PearsonEducation.
7. George E Belch & Michael A Belch, Keyurpurani -Advertising and promotion – latest edition–TMH,NewDelh



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**Course Educational Objectives (CEO's):**

- 1 To help students understand digital marketing methods from a variety of perspectives.
- 2 To understand the significance of digital marketing in the current scenario.
- 3 To make students understand the ease of doing business through digital and social media marketing.

**Course outcomes (CO's): At the end of the course, Students will be able to**

- CO1:** Experience the difference between traditional marketing and digital marketing
- CO2:** Effective understanding of consumer behavior in digital formats
- CO3:** Provide innovative ideas to students to catch up the customers through online marketing activities
- CO4:** Attainment of more personalization and customization of products compared to traditional marketing
- CO5:** Creation of awareness on marketing activities of a business organization through social media in a cost effective manner

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	1	2	-	-	-
<b>CO2</b>	1	-	-	-	2
<b>CO3</b>	1	3	-	-	-
<b>CO4</b>	1	2	-	-	-
<b>CO5</b>	2	-	-	-	2

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT - I**

Role of Social Media in Present Scenario

Social Community (**Face book**, LinkedIn, Twitter etc.)- Social Publishing (Blog, Tumblr, Instagram, Pinterest, Wikipedia, Stumble Upon etc.)- Social Entertainment (YouTube, MySpace, Flickr etc.)- Social Commerce (Trip Advisor, 4Squares,Banjoetc.)-Social Media Measurement & Metrics-Data Mining and Social Media-Role of Social Media in Marketing Research-Big Data and Social Media-Crowd Sourcing-Careers in Social Media Marketing Legal and Ethical aspects related to Digital Marketing.

## **UNIT - II**

Introduction to Digital Marketing

Role of digital marketing in business - Reaching Audience Through Digital Channels-Traditional vs. Digital Marketing-Online Marketing Environment-Dotcom Evolution - Internet Relationships - Business in Modern Economy - Integrating E-Business to an Existing Business Model - Online Marketing Mix – So Lo Mo(Social-Local-Mobile)

## **UNIT - III**

Purchase Behavior of Consumers in Digital Marketing Format

Online Customer Expectations - Online B2C Buying Process - Online B2B Buying Behavior –Social Media Marketing Segments-Forms of Search Engines–Working of Search Engines- Revenue Models in Search Engine Positioning

## **UNIT - IV**

Product Attributes and Web Marketing Implications

Augmented Product Concept - Customizing the Offering - Dimensions of Branding Online-Internet Pricing Influences-Price and Customer Value- Online Pricing Strategies and Tactics - Turning Experience Goods into Search Goods. Marketing through Search Engine Optimization

## **UNIT - V**

Personalization through Mass Customization

Choice Assistance-Personalized Messaging-Selling through Online Intermediaries DirecttoCustomerInteraction-OnlineChannelDesignforB2CandB2B Marketing- Integrating Online Communication into IMC Process - Online Advertising – Email Marketing - Viral Marketing - Affiliate Marketing - Participatory Communication Networks - Social Media Communities – Consumer Engagement

Relevant Case Study Discussions in Each Unit

## **TEXT BOOK**

1. Strauss Judy, E-Marketing, Prentice Hall,India
2. Smith PR Chaffey Dave, E-Marketing Excellence: The Heart ofE-Business, Butter worthHeinemann,USA

## **REFERENCES**

- 1 Easley D.KleinbergJ. —Networks, Crowds, and Markets–Reasoning about highly Connected World, Cambridge University Press. (<http://www.cs.cornell.edu/home/kleinber/networks-book/>)
- 2 Matthew.Russell,—Mining the Social Web: Analyzing Data from Facebook, Twitter, LinkedIn and other social mediasites, O'ReillyMedia
- 3 Gavin Bell(Author),—Building Social Web Applications:EstablishingCommunity at the HeartofYourSite, O'Reilly
- 4 Kotler, Lee, N., Social Marketing: Influencing Behaviors for Goodage Publications, 2011

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**Course Educational Objectives (CEO's):**

1. Learnt to be able to create databases and pose SQL queries of relational databases.
2. Learnt to develop an appreciation for several DBMS's
3. Familiar with a broad range of data management issues including data integrity and security.

**Course outcomes (CO's): At the end of the course, Students will be able to**

**CO1:** Design and implement a database schema for a given problem-domain.

**CO2:** Populate and query a database using SQL commands.

**CO3:** Normalize a database.

**CO4:** Understand relational and object oriented database technology for building applications for the current trend.

**CO5:** Understand the transaction management protocols.

**CO-PO Articulation Matrix:**

Course Outcomes (COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	3	2	-	1	1
<b>CO2</b>	2	2	1	1	1
<b>CO3</b>	1	-	-	2	1
<b>CO4</b>	3	1	-	2	1
<b>CO5</b>	1	1	-	2	1

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

**UNIT - I**

Introduction – Data Models – Database languages – Transaction – Storage management – Database administrator – Users – overall system structure – Entity – Relationship Model – Basic concepts – Mapping constraints – keys – E-R Diagram – Weak Entity Sets – reduction of E-R Diagram to tables.

**UNIT- II**

Relational Model – structure – relational algebra – extended operations – Modifications on database – views – SQL – basic structure – set operations – aggregate functions – Nested Sub queries – derived relations, views.

**UNIT- III**

Integrity constraints – Domain constraints – referential integrity – assertions triggers – functional dependencies – relational database design – decomposition – normalization using functional, multi valued, Join dependencies – Domain – Key Normal form – alternative approaches.

#### **UNIT- IV**

Object oriented data Model – Languages – Object Relational databases: Nested Relations – Complex types and object Orientation – Querying with complex types – creation of complex values and objects– comparison.

#### **UNIT-V**

Database System Architectures : Centralized Systems, Client server systems, Distributed systems, Parallel databases – introduction – inter query – intra query, intra-operation – interoperation parallelism –distributed databases – distributed data storage – network transparency – Query processing – Transaction model – Commit protocols – coordinator selection– concurrency control – deadlock handling – multi database systems.

Relevant Case Study Discussions in Each Unit

#### **TEXT BOOK**

1. Henry F. Korth and Abraham Silberschatz, S. Sudarshan, Database System Concepts, 3<sup>rd</sup>edition, McGraw-Hill, 1997.

#### **REFERENCES**

- 1 BipinC.Desai,An Introduction to DatabaseSystems,WestPublications,6<sup>th</sup>edition, 1995.
- 2 C.J.Date, An introduction to data base systems, Addison Wesleypublications, 6<sup>th</sup>edition1995.
- 3 Gary W.Hansen and James V.Hansen, "Database Management andDesign  
“PrenticeHall,1996.
- 4 JeffreyA.Hoffer, MaryB.Prescott, Fred R.Mcfadden,"Modern Database Management",  
Prentice Hall, 6<sup>th</sup>edition, 2002,7<sup>th</sup>edition.
- 5 RonaldJ.Norman,'ObjectOrientedSystems Analysis andDesign',Prentice Hall1996.

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**Course Educational Objectives (CEO's):**

On successful completion of the course the students should have:

1. Learnt to analyze the business model of a firm, and determine the role that the Internet (and related technologies ) can play to support or even enable this model
2. Understand the key issues involved in managing electronic commerce initiatives
3. Utilize the Internet to collect information and to conduct research.

**Course outcomes (CO's): At the end of the course, Students will be able to**

**CO1:** Gain an understanding of the theories and concepts underlying e-commerce.

**CO2:** Apply e-commerce theory and concepts to what e-marketers are doing in "the real world"

**CO3:** Review e-Commerce infrastructures including architecture models, security & payment systems.

**CO4:** Improve familiarity with current challenges and issues in e-commerce.

**CO5:** Identify business models surrounding e-Commerce including marketing strategies.

**CO-PO Articulation Matrix:**

Course Outcomes (COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	2	3	-	-	2
<b>CO2</b>	3	1	-	-	-
<b>CO3</b>	1	-	2	3	-
<b>CO4</b>	-	-	-	3	2
<b>CO5</b>	1	-	3	-	1

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

**UNIT - I**

Telecommunication Networks : Introduction - LAN - WAN- Internet - What is Electronic Commerce - Brief history of Electronic Commerce - Advantages and Limitations of Electronic Commerce - Types of Electronic commerce - Integrating Electronic Commerce- Key questions for Management

**UNIT - II**

The Internet and the World Wide Web: The Internet Today - History of the Web - Unique benefits of the Internet-Internet Architecture-World Wide Web-Concepts and Technology- Creating Web pages - Launching a Business on the Internet.

### **UNIT - III**

Electronic Payment Systems: Overview of the Electronic payment Technology - Requirements for Internet Based payments - Electronic payment Medias - Electronic commerce and banking.

### **UNIT - IV**

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

### **UNIT - V**

Web based Business: Business-to-Business Electronic Commerce-Intranets and Extranets - Intranets and Supply Chain Management - Legal and Ethical issues - Case studies.

Relevant Case Study Discussions in Each Unit

### **TEXT BOOK**

1. Elias.M.Awad, "ElectronicCommerce", Prentice-HallofIndiaPvtLtd, 2002.
2. Ravi Kalakota, Andrew B. Whinston, "Electronic Commerce-A Manager'sguide", Addison-Wesley, 2000.

### **REFERENCES**

1. Efraim Turban, Jae Lee, David King, H. Michael Chung, —Electronic Commerce – A Managerial Perspective", Addison-Wesley, 2001.
2. EliasMAward, —ElectronicCommercefrom VisiontoFulfillment, 3rdEdition, PHI, 2006
3. JudyStrauss, AdeEl- Ansary, RaymondFrost, —E-Marketing, 3RDEdition, PearsonEducation, 2003
4. Ravi Kalakota, Andrew B. Whinston, "Frontiers of Electronic Commerce, Addition Wesley, 2000.

**Course Educational Objectives (CEO's):**

1. The students understand the basic system concepts and Management of Information System and utility of the systems for the managerial decisions.
2. The students are able to know data base Approach to improve business and decision-making process.
3. The students understand the system development life cycle and method.
4. To analyze various method of communications in decision making process.
5. To analyze system vulnerabilities and controlling techniques and establishing security frame.

**Course outcomes (CO's): At the end of the course, Students will be able to**

**CO1:** Integrate into business situations and relevant to Management information systems

**CO2:** Analyze and synthesize business information needs to facilitate evaluation of strategic alternatives.

**CO3:** Apply Management Information Systems knowledge and skills learned to facilitate the acquisition, development, and management of information systems.

**CO4:** Effectively communicate strategic alternatives to facilitate decision-making.

**CO5:** Apply professional ethical codes of conduct as appropriate to industry and organizational environments.

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	2	3	-	1	-
CO2	3	-	-	-	-
CO3	1	3	-	-	-
CO4	-	-	3	2	-
CO5	1	-	-	2	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

**UNIT - I****Introduction**

The Role of Information System in Business Today, Perspectives on Information Systems, Contemporary Approaches to Information Systems, Organization and Information Systems, Information Systems Impact on Organization and Business firms, Competitive Advantage and Management Issues.

**UNIT - II****Data base and Information Management**

Data in a Traditional file Environment, The Database Approach to Data Management; Databases improve business performance and decision making, Manage data Resources. Business process and IS, Types of IS, System Enterprise Spanning, Functions of Information System.

### **Unit-- III**

MIS Development Process

System development – System Life cycle method Structured Development method, and prototype method–Software development. Implementation, Evaluation and maintenance of MIS – Pitfalls in MIS development. System modeling for MIS. System engineering methodology for MIS problem solving.

### **UNIT - IV**

#### **Information Systems**

Computers in Management – MIS Office automation – Decision Support System – Expert system- Knowledge Work Systems, Artificial Intelligence, Group Decision Support Systems (GDSS). **Control:** System Vulnerability and Abuse, Business value of Security and Control, Establishing a Frame work for Security and Control, Technologies and Tools for Protecting Information Resources.

### **Unit - V**

#### **System Audit**

Software engineering qualities –design, production, service, software specification, software metrics, software quality assurance. System methodology objective-Time and logic – Human Dimension, Verification and Validation. Ethical And Social Issues In Information System Understanding Ethical and Social Issues Related to System, Ethics in an Information Society, The moral dimensions of Information Systems.

Relevant case study discussions in all units

### **TEXT BOOKS**

1. Management Information Systems, CLaudon and Jane P. Laudon, et al, 9/e, PHI and Pearson
2. Management Information Systems, Dharminder and Sangeetha, 1/e, Excel books, 2006

### **REFERENCES**

1. Management Information Systems, Gordon B. Davis & Margrethe H. Olson, Tata McGraw-Hill, 2006.
2. Management Information Systems Text & Cases, WS Jawadekar, Tata McGraw-Hill, 2009
3. Introduction to Information Systems, Rainer, Turban, Potter, WILEY-India, 2006.
4. Management Information Systems, James A. Obrein, Tata McGraw-Hill, 10/e, 2006.
5. Management Information Systems, Dharminder and Sangeetha, 1/e, Excel books, 2006



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**Course Educational Objectives (CEO's):**

- 1 Apply procurement and materials management concepts as well as add value to their organizations procurement and materials management systems;
- 2 Utilize the principles of contract management in managing contracts for supply of goods and services;
- 3 Explain the various phases of negotiation;
- 4 Explain the logistics function and its role in supply chain management;
- 5 Demonstrate an appreciation of the rudiments of accounting for stocks; and  
Build and maintain commercially healthy relationships with suppliers and customers.

**Course outcomes (CO's): At the end of the course, Students will be able to**

- CO1:** Students are able to understand the significance of Material planning and different Approaches of Scheduling.
- CO2:** Students learn state planning and scheduling the Process of Materials.
- CO3:** Students learn functions with effecting Inventory Management control using various Techniques.
- CO4:** Students Capable of analyzing the Scientific and Systematic Process of Purchasing.
- CO5:** Students are Familiar with effective warehousing functions.

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	3	-	1	-	-
<b>CO2</b>	3	-	-	2	-
<b>CO3</b>	-	-	1	-	2
<b>CO4</b>	1	-	3	-	-
<b>CO5</b>	-	1	-	2	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT- I**

### **Introduction**

Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches master scheduling-manufacturing planning and control system-manufacturing resource planning enterprise resource planning-making the production plan

## **UNIT- II**

### **Materials Planning**

Materials requirements planning-bill of materials-resource requirement planning- manufacturing resource planning-capacity management-scheduling orders-production activitycontrol-codification.

## **UNIT – III**

### **Inventory Management**

Policy Decisions-objectives-control -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand with and without shortages -Quantity discount models. Probabilistic inventory models.

## **UNIT -IV**

### **Purchasing Management**

Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment international purchasing

## **UNIT -V**

### **Warehouse Management**

Warehousing functions – types - Stores management-stores systems and procedures- incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis- material handling-transportation and traffic management -operational efficiency productivity- cost effectiveness-performance measurement

Relevant Case Study Discussions in Each Unit

## **TEXT BOOKS**

- 1 J.R.Tony Arnold, Stephen N. Chapman, Lloyd M.Clive, Materials Management,Pearson,2012.
- 2 P. Gopala krishnan, Purchasing and Materials Management, TataMcGrawHill,2012

## **REFERENCES**

- 1 A.K.Chitale and R.C.Gupta, Materials Management, Text andCases,PHI Learning,2ndEdition,2006
- 2 A.K.Datla, Materials Management, Procedure, Text and Cases,PHILearning,2nd Edition,2006
- 3 Ajay K Garg, Production and Operations Management, Tata McGrawHill,2012
- 4 Ronald H. Ballou and Samir K.Srivastava, Business Logistics and SupplyChainManagement, Pearson education, FifthEdition

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**Course Educational Objectives (CEO's):**

- 1 To increase students "understanding of the nature and importance of the service sector
- 2 To aid students in effective decision making in the management of a service organization.
- 3 Students should be aware of the environmental impacts of service organization's Actions.
- 4 To increase student's analytical Abilities in solving problems that service manager's face.
- 5 To expose students to primary and secondary research tools utilized by service managers to effectively run their organizations.

**Course outcomes (CO's):At the end of the course, Students will be able to**

- CO1:** Understand the role of service operations and its relationship with other organizational functions.
- CO2:** Develop an understanding of service operations productivity, its measurement and relationship with other operational functions.
- CO3:** Able to measure the service quality and understand the quality service by design.
- CO4:** Ability in executing the service facilities and making the design.
- CO5:** Understand the Capacity planning for improving the Global Standards

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	-	2	-	-	1
<b>CO2</b>	1	-	-	-	-
<b>CO3</b>	-	-	-	1	-
<b>CO4</b>	-	-	-	2	-
<b>CO5</b>	1	-	-	-	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

**UNIT - I****Introduction**

Services – Importance, role in economy, service sector – growth; Nature of services –Service classification , Service Package, distinctive characteristics , open-systems view; Service Strategy –Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies – Environmental strategies.

**UNIT - II****Service Design**

New Service Development – Design elements – Service Blue-printing - process structure – generic approaches –Value to customer; Retail design strategies – store size – Network

configuration; Managing Service Experience –experience economy, key dimensions; Vehicle Routing and Scheduling

### **UNIT - III**

#### **Service Quality**

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

### **UNIT - IV**

#### **Service Facility**

Service scopes – behavior - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location , location set covering problem

### **UNIT - V**

#### **Managing Capacity and Demand**

Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines – Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising , globalization.

Relevant Case Study Discussions in Each Unit

### **TEXT BOOKS**

- 1 James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 5th Edition 2006.
- 2 Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition 2008

### **REFERENCES**

- 1 Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
- 2 Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2<sup>nd</sup> Edition, 2005.
- 3 Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2000

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**Course Educational Objectives (CEO's):**

1. To lay an important foundation to students in managing projects.
2. To focus on organization culture and creating a culture for Project Management.
3. To understand the importance of Project planning and controlling process.
4. To create an awareness on reporting objectives and execution Process.
5. Lay stress on building and leading a project team.

**Course outcomes (CO's):At the end of the course, Students will be able to**

**CO1:** Understand the concept of project management.

**CO2:** Awareness on Organization strategy and structure and culture.

**CO3:** Knowledge on defining the project and its controlling process.

**CO4:** Ability in executing and evaluating the project.

**CO5:** Understand the importance of a team and achieving cross-functional co- operation.

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	-	-	1	-	-
<b>CO2</b>	-	2	-	-	-
<b>CO3</b>	1	-	-	-	-
<b>CO4</b>	-	1	-	2	-
<b>CO5</b>	-	-	-	-	2

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT-I**

### **Introduction**

Projectmanagement-WhatisProjectManagement-whyProjectManagement-Project Lifecycle-Project Management Research in brief, Project Management today.

## **UNIT - II**

### **Organization strategy and structure and culture**

Forms of organization structure, stake holder management, organization culture, creating a culture for Project Management.

## **UNIT - III**

### **Project Planning**

Defining the project, Approaches to project screening and selection, Work breakdown structure, financial Module, Getting Approval and compiling a project charter, setting up a monitoring and controlling process.

## **UNIT-IV**

Project Execution Initiating the Project, Controlling and Reporting project objectives, conducting project Evaluation, Managing Risk-Four Stage Process, risk management an integrated approach, cost Management, Creating a project Budget.

## **UNIT-V**

Leading Project Teams Building a project Team, Characteristics of an Effective project Team, achieving cross- functional co-operation, virtual project teams, Conflicts management, Negotiations

Relevant Case Study Discussions in Each Unit

## **TEXT BOOKS**

1. Gray, Larson: ProjectManagement-TataMcGrawHill-2008.
2. Jeffery K.Pinto:ProjectManagement-PearsonEducation-2009

## **REFERENCES**

1. Enzo Frigenti:ProjectManagement-Kogan,2008
2. Larry Richman: Project Management-PHI,2008
3. Scott Berkun: ProjectManagement,SPD,2008
4. Thomas M.Cappels: Financially FocusedProjectManagement,SPD,2008.

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**Course Educational Objectives (CEO's):**

Upon successful completion of this course, you will be able to understand and complete the following tasks:

1. To open/close SPSS and how to Input Data into SPSS.
2. To Create Chart, Table, and Graph using Ms Excel.
3. To understand the basic functions of Tally.
4. To Handle the data on your own purpose and examine the basic statistics such as mean, median, frequency, percentage, variance, etc
5. To Run the Statistical Model such as ANOVA and Regression.

**Course outcomes (CO's):** At the end of the course students would be able to

**CO1:** The students are able to understand the role of data analysis by SPSS, R and MS EXCEL in management practice

**CO2:** The students can analyze and apply various functions of advanced excel.

**CO3:** The students can understand basic functions of accounting package -tally.

**CO4:** The students are able to understand various statistical techniques to be used in managerial perspectives

**CO5:** The students are able to know the application of probability tools and techniques for data analysis.

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	3	-	2	-	1
CO2	1	3	2	2	1
CO3	-	2	2	1	3
CO4	2	2	3	1	1
CO5	2	3	2	1	2

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

**UNIT-I****Introduction to M.S Excel**

Introduction to M.S Excel, SPSS and R. and their significant in data analysis

**UNIT-II****Advanced functions of M.S Excel:**

Excel environment-creating basic work book - consolidating work sheets-Functions in M.S Excel, Data sorting function-logical function -look up function –conditional function-PIVOT Chart function

### **UNIT-III:**

#### **Introduction to accounting packages**

Tally, Basic accounting, fundamentals of tally, accounting software tally, inventory handling using tally, voucher entry in tally, advanced accounting in tally.

### **UNIT-IV:**

#### **Qualitative and Quantitative data**

Data sources–Presenting data in Tables, graphs, bar diagrams and Charts–Measures of Central tendency (Mean, Median and Mode) – Measures of Dispersion (Range, mean deviation, Standard deviation). Index Numbers

### **UNIT-V**

#### **Introduction to Probability**

Concepts and Definitions of Probability Distributions: Normal. Forecast the various methods: simple Linear Regression–Multiple Regression–Test of significance for small and large samples, Correlation matrix t–test, Z–test, Chi– square test and One–way and Two–way ANNOVA. Introduction to MRI.

### **REFERENCES**

1. Richard I. Levin & David S. Rubin: Statistics For Management, a. (Pearson Education)
2. Statistical Package for Social Sciences. Dr.Chari, University Of Hyderabad
3. Glyn Davis & Brank oPecar: Business Statistics Using Excel,(Oxford)
4. David Whigham: Business Data Analysis Using Excel,(Oxford)
5. David M. Levine Et Al: Business Statistics, A First Course (Pearson Education)
6. S.P. Gupta & M.P. Gupta: Business Statistics, (Sultan Chand).
7. Beri, G.C: Business Statistics,(Tata McGraw-Hill).
8. Namrata Agarwal: Tally 9, Dreamtech Publication
9. Smruti Bansali, Sangay Sinha, Kiran Pandya, Spssin Simple Steps, Dream tech Publications.



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### Course Educational Objectives (CEOs):

To understand the problem under the study, conduct literature survey.
To visit the selected organization for field study work, to collect data & submit the interim report.
To conduct data analysis using various tools & techniques
To present the draft report to the department for assessment and feedback.
To submit the final report for external evaluation.

### Course Outcomes (COs):

At the end of the course students would be able to

<b>CO1</b>	Will be able to Conduct the literature survey, define the problem under study and explain its significance.
<b>CO2</b>	Will Gain hands on experience in the field work namely, -data collection, preparing interim report and present it to the selected organization for getting approval.
<b>CO3</b>	Will be able to Conduct an advanced analysis of data collected, revise the report and present it to the department for feedback and improvement.
<b>CO4</b>	Will undergo a thorough assessment of quality, novelty and contribution of the findings, suggestions and conclusions of his/her study to the chosen field.
<b>CO5</b>	Will be able to Prepare and submit the final report of the work and present it to the examiner in person for defense.

### CO-PO Articulation Matrix:

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	3	-	-	1	-
<b>CO2</b>	-	2	-	1	1
<b>CO3</b>	2	2	1	2	1
<b>CO4</b>	2	3	-	-	-
<b>CO5</b>	1	-	2	2	3

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **Chapterization**

**Unit-I: Introduction:** Related to the selected field of study.

**Unit-II: Research methodology:** Objectives-Methodology-scope-Data Collection-Limitation.

**Unit-III: Company Profile:** Theoretical frame work of the study.

**Unit-IV: Data Analysis**

**Unit-V: Findings-Suggestions-**

**Conclusions.References and**

**Bibliography Appendix**

## IV SEMESTER

MBA (IV Sem.)

17MB30 - ENTREPRENEURSHIP

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3	-	-	3

### Course Educational Objectives (CEO's)

- 1 To understand the nature of entrepreneurship.
- 2 To motivate the Entrepreneurial instincts.
- 3 To help in analyzing the various options to select the most appropriate product suiting to the students.
- 4 To give a clear picture about the process and involved in setting up a small scale industrial settings and bigger settings.
- 5 To make the potential entrepreneurs know about the possible risks and failures of the product make them learn how to overcome these problems.

### Course outcomes (CO's): At the end of the course, Students will be able to

**CO1:** To impart basics of entrepreneurial skills for better understanding of entrepreneurial scenario

**CO2:** To familiarize the various components from I to E and promoting adaptability nature

**CO3:** To develop and constructive ideas to start business at various levels

**CO4:** To make effective decisions while following strategies for promoting entrepreneurial climate

**CO5:** To familiarize with significance of institutional support at various levels for determining the entrepreneurial climate.

### CO-PO Articulation Matrix:

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	3	3	1	1	1
CO2	-	2	3	-	-
CO3	2	3	-	1	-
CO4	2	2	1	1	2
CO5	3	-	-	2	1

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT – I**

### **Introduction to Entrepreneurship**

Definition of Entrepreneurship and its significance concept, characteristics and growth of entrepreneur. Intrapreneur and entrepreneur, types of entrepreneurs. Factors influencing entrepreneurship, entrepreneurial process barriers of entrepreneurship. The scenario of entrepreneurship in India. Rural entrepreneurship and women entrepreneurship

## **UNIT – II**

### **Entrepreneurship Development**

Identifications of business opportunities, idea generation, and innovation, incubation, and entrepreneurship and commercialization preparation of detailed project report, entrepreneurs legal and regulatory systems, intellectual property rights, patents, copy rights and trade mark and their protection.

## **UNIT – III**

### **Small Scale Industries in India**

Concept and definitions of micro, small and medium enterprises. Scope and trends of small entrepreneurship in India. Role of government in promoting small scale industries. Registration and licensing of industries. Business opportunity analysis and business planning process in India. Institutional Support to Entrepreneurship Training institutions “District Industry Center (DIC) Entrepreneurship Development Institute of India (EDII) National Small Industries Corporations (NSCI) Association of Lady Entrepreneurs of Andhra Pradesh (ALEAP). Technical Constituency Organizations (TCO) Financial Supports Institutions: Small Industries Development Bank of India (SIDBI). Industries Development Bank of India (IDBI). State Financial Corporation (SFC) and the banking sector with different funding programmes at financial institutions.

## **UNIT– IV**

### **Entrepreneurial Strategy**

Generation of new entry opportunity- assessing the attractiveness of a new entry opportunity- entry strategy for new entry exploitation-risk reduction strategies for new entry exploitation – growth strategies-economic implication of growth-implications of growth for the firm.

## **UNIT-V**

### **Entrepreneurship and Its contemporary issues**

Start-up, Stand-up, Green entrepreneurship, social entrepreneurship, government policies Relevant Case Study Discussions in Each Unit

## **TEXT BOOKS**

- 1 P.Narayana Reddy: Entrepreneurship. Cengagelearning, New Delhi, 2010
- 2 Vasantha Desai Entrepreneurship, TMH, New Delhi, 2009

## **REFERENCES**

- 1 Hisrich :Entrepreneurship, TMH, New Delhi, 2009
- 2 Rajeev Roy: Entrepreneurship, Oxford University Press, New Delhi, 2010
- 3 V. Gangadhar, Narsimha Chary: Entrepreneurship Development, Kalyani Publishers, New Delhi, 2007.

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**Course Educational Objectives (CEO's):**

- 1 To understand the basic concepts of Business Ethics and Corporate Governance by the students.
- 2 To enlighten the student with regard to globalization and its impact on Business Ethics and Corporate Governance.
- 3 The students learned about ethics in core areas like Marketing, HRM, and Financial Management.
- 4 To have the acquaintance by the students in respect of transparency maintained by the companies through Corporate Governance.
- 5 The students are betterly understood regarding applicability of Corporate Governance with Indian scenario.

**Course outcomes (CO's):** At the end of the course, Students will be able to

- CO1:** The students are having an idea about Business Ethics and Law and Ethical Decision Making.
- CO2:** The students should know the Impact of Globalization on Indian Business Ethics and Major Indian Scams.
- CO3:** The students should be aware of ethical issues and how it could be impacts on Marketing, HRM and Financial Issues.
- CO4:** The students are effectively known the Corporate Governance and its principles and practices around the globe.
- CO5:** The students can be able to aware of Corporate Governance and its implications in Indian Scenario and role of various interested parties towards company.

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	2	2
CO2	1	2	3	2	1
CO3	1	-	2	3	1
CO4	1	2	2	1	1
CO5	1	1	2	1	3

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT--I**

**Importance of Business Ethics:** Values and Ethics- Business Ethics and Law – Ethics in Work Place – Ethical Decision Making- Theories of Business Ethics – Management and Ethics- Indian Ethical Traditions.

## **UNIT--II**

**Impact of Globalization on Indian Business Ethics:** Reasons for Unethical Practices among Indian companies – Development of Indian Capital Markets – Various studies on Ethical Attitudes of Managers- Major Indian Scams.

## **UNIT--III**

**Ethics in Marketing, HRM and Finance:** Product safety and Pricing-Ethical responsibility in Product- Advertising and Target Marketing, Ethics of sales, advertising and product placement and Consumer Autonomy. Ethics in HRM & Finance – HR related ethical issues  
- Institutional Culture – Frauds in Banks - Measures against Bank Frauds – Frauds in Insurance sector.

## **UNIT--IV**

**Corporate Governance:** An overview – Theory and Practice of Governance- Indian model of Governance- Good Corporate Governance – Land marks in emergence of Governance OECD Principles – Sarbanes-Oxley Act 2002- SEBI Initiatives, Business Responsibility and Reporting

## **UNIT--V**

**Corporate Governance Indian Scenario:** Role of Government in Ensuring Corporate Governance – Governance issues relating to Board of Directors – Duties and responsibilities of Auditors – Governance under limited competition – Role of Media – Corporate Governance in Developing and Transiting Economies.

Relevant Case Study Discussions in Each Unit

## **TEXT BOOKS**

1. S.K.Mandal:—Ethics in Business and Corporate Governance TMH, New Delhi,2012.
2. S.Prabhakaran:—Business Ethics and Corporate Governancel,Excel Books,NewDelhi,2011.

## **REFERENCES**

1. MarianneJennings:—CasesinBusinessEthics#.CengageLearning,NewDelhi,2012.
2. N.Bala subramanyam:—A Case Book on Corporate Governance and Stewardship#,TMH.NewDelhi,2011.
3. CSVMurthy—BusinessEthicsandCorporateGovernanceHimalayaPublishers New Delhi2013.  
Bobtricker—Corporate governance#.

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**Course Educational Objectives (CEO's):**

The course explores basic as well as advanced concepts in International Financial Management and its broad objectives center at students

- 1 To appreciate conceptual frame work of the International Financial Management.
- 2 To understand Globalization of the economy, its effects and recent trends.
- 3 To get introduced to the key concepts like Balance of Payment (BOP) Economic & Monetary Union (EMU)etc.
- 4 To visualize concepts & working of foreign exchange markets, Exchange rates mechanism and different parity theories likes Exchange rate parity, interest rate parity, purchasing power parity & International Fisher Effect etc.
- 5 To gain insight in to the concepts of Long Term & Short Term Assets Liability Management (ALM) techniques etc.

**Course outcomes (CO's):**At the end of the course, Students will be able to

**CO1:** Basic understanding of International financial management and balance of payment (BOP)

**CO2:** Expertise with regard to Function and structure of foreign Exchange markets, Exchange rates mechanism/ movement.

**CO3:** Knowledge with regard to concepts like arbitrage, parity theories and shall be able to demonstrate the relationship between inflation interest rates& Exchange rates.

**CO4:** Proficiency in long term asset liability management like international capital budgeting and international capital structures

**CO5:** Proficiency in short term asset liability management like international cash receivables management and international inventory management

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	2	2
CO2	1	2	3	2	1
CO3	1	-	2	3	1
CO4	1	2	2	1	1
CO5	1	1	2	1	3

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT-I**

**International Financial Management:** Introduction, Dimensions, and Goals – Globalization of world economy- recent trends. Theories of International business, International Business Methods. International Flow of Funds Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP. Economic and Monetary Union (EMU).

## **UNIT-II**

**Foreign Exchange Market:** Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations, process of arbitrage, speculation in the forward market. Overview of markets - Euro currency market, Euro credit market, Euro bond market, International Stock market.

## **UNIT-III**

**Exchange Rates:** Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates - exchange rate systems. International arbitrage and interest rate parity. Relationship between inflation, interest rates and exchange rates - Purchasing Power Parity - International Fisher'S Effect.

## **UNIT-IV**

**Long Term Asset -Liability Management:** Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Financing Equity, Bond financing, parallel loans.

## **UNIT-V**

**Short-Term Asset-Liability Management:** International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export - Import bank of India.

Relevant Case Study Discussions in Each Unit

## **TEXT BOOKS**

1. Jeff Madhura, International Financial Management, Thomsons – South Western 2011
2. Apte, P G., International Financial Management, Tata McGraw Hill, New Delhi.- 2010

## **REFERENCES**

- 1 Madhuvij, International Financial Management, ExcelBooks, New Delhi.-2006
- 2 Abdullah, F. A., Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey.
- 3 Bhalla V.K. International Financial Management, Anmol Publications, New Delhi.- 2007
- 4 Eitman. Stone Hills, Moffett, Multinational Business Finance, Addition Wesley, New Delhi. 2007



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### Course Educational Objectives (CEO's)

- 1 The basic objective of the course is to acquaint the students about the pros and cons of using the risk management tools and techniques.
- 2 Understand the risks of all types of financial derivatives, and efficient ways of managing those risks.
- 3 Basic understanding of future contracts
- 4 This course emphasizes on various techniques used in hedging by using options
- 5 Enhancing knowledge about SWAPs

**Course outcomes (CO's):** At the end of the course, Students will be able to

**CO1:** Get an idea about risk management practices followed by corporate

**CO2:** Understand the operations of derivatives exchanges, and be able to compare and contrast Exchange Traded and Over The Counter (OTC) instruments;

**CO3:** Gain good knowledge about different types of futures, applications of futures

**CO4:** Student able to get knowledge regarding hedging through options

**CO5:** Identify the advantages and disadvantages of using financial instruments according to various market conditions through SWAPs

### CO-PO Articulation Matrix:

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	3	-	1	1	2
<b>CO2</b>	3	-	-	2	-
<b>CO3</b>	3	2	-	-	1
<b>CO4</b>	3	-	1	2	2
<b>CO5</b>	2	1	1	-	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT - I**

**Introduction to Risk Management:** Elements of uncertainty, Sources of risk, Types of risk, Implications of various risks for firm and limitations of risk management.

**Corporate Risk Management:** Evolution of risk management. Approaches to risk management, Risk Management process, Risk management guidelines, and Risk management in practice, Costs due to Risk.

## **UNIT - II**

**Introduction to Derivatives:** Historical perspective, Types of Derivatives & Features, Derivatives Trading in India, Exchanges, the Mechanics of derivative Markets, the role of clearinghouses, Participants of Derivatives market and trading techniques. Concept of Credit Derivatives

**Hedging Tools:** Forwards, Futures, Options, Swaps and Hybrids

## **UNIT - III**

**Futures:** The fundamentals of futures contract; Overview, Types of futures, Mechanics of future trading, Major characteristics, Exchange organization, Trading process, Pricing Models, Hedging and Speculation with Commodity futures, Interest rate futures, Currency futures and Stock Index futures. Optimal hedge ratio, Pricing of Index Futures Contracts, Stock Index Arbitrage, Applications of Index Futures and Beta Management

## **UNIT - IV**

**Options:** Overview, Generic options, factors affecting option prices, Types of options; Interest rate options, Currency options and Trading strategies, Option pricing models, Options on futures contracts and; Elementary Investment strategies, Complex Investment Strategies, Covered Call Writing, Protective Put, Straddles and Strangles, Spreads, Evaluation of Option Based Investment Strategies, Risk Associated with Options, Options Sensitivities.

## **UNIT – V**

**Swaps:** Evolution of swap market, Swap terminology and structures of standard coupon and currency swaps, Motivations underlying swaps; other types of swaps: Commodity Swaps and Equity Swaps, Mechanics of swap transactions, Application and Limitations of swaps.

Relevant Case Study Discussions in Each Unit

## **TEXT BOOK**

1. Introduction to Futures & Options Hull, John C. PrenticeHall
2. Commodity and Financial derivatives, S. Kevin, PHI

## **REFERENCES**

- 1 Options and Futures Dubufsky, David A. McGrawHill
- 2 Futures and Options Edwards, Franklin R / M, Cindy W. McGrawHill
- 3 Financial Derivatives Redhed, Keith. PrenticeHallIndia

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**Course Educational Objectives (CEO's):**

- 1 To make students understand the relationship between bankers and customers for mutual benefit
- 2 To create awareness to the students on various functions of banking system
- 3 To update the students on the emerging trends and issues in banking sector
- 4 To educate the students the significance of coverage of insurance
- 5 To make students understand the credit worthiness of customers based on their financials

**Course outcomes (CO's):** At the end of the course, Students will be able to

**CO1:** Able to understand importance of relationship between bankers and customers

**CO2:** Able to get exposure on various investment alternative functions of banking systems

**CO3:** Able to connect to the emerging trends and issues in banking sector

**CO4:** Able to identify the importance of coverage of insurance

**CO5:** Able to evaluate the credit worthiness of different customers based on their key financial details

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	1	-	2	-	-
<b>CO2</b>	-	2	-	1	-
<b>CO3</b>	1	-	-	-	2
<b>CO4</b>	-	1	-	2	-
<b>CO5</b>	2	-	-	2	1

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT - I**

### **Bankers - Customer Relationship:**

Definition and meaning of banker and customer, permitted activities of commercial banks in India- deposit accounts- opening operations and closure of fixed deposit accounts- bank accounts and types

## **UNIT - II**

### **Banking investments**

Negotiable instruments, types of negotiable instruments and parties, banking services Safe custody, MICR hearing, ATM,,s, credit cards debit cards travelling cheques, ombudsmen and customer services.

## **UNIT - III**

### **Emerging Trends and Issues**

International banking euro bank and off-shore banking, overview of banking risks, Corporate governance, credit risk management in banks ,liquidity risk management and asset liability management.

## **UNIT - IV**

### **Principles and Practices of Insurance**

Introduction to risk and insurance, types of insurance- basic principles of general and life insurance- regulations on investments, insurance funds with respect to shareholders funds and policy shareholders,, funds.

## **UNIT - V**

### **Credit and Its Instruments**

Role of credit –credit instruments – types of credit – factors influencing volume of credit – defects of credit- credit creation by commercial banks –credit control by RBI

**Types of insurance products:** General insurance products-fire, marine, motor engineering and others. Life insurance products: endowments, whole life plans, money back, ULIPs, pension plans, health plans, group insurance schemes. Risk management: risk &uncertainty

Relevant Case Study Discussions in Each Unit

## **TEXT BOOK**

- 1 McNamara principles of Risk management andInsurance,Addison-Wesley.
- 2 Bimal Jaiswal, Currency banking and Exchange, Vikas Publishing house,2016new edition

## **REFERENCES**

- 1 VasantDesai:IndianBanking-Natureandproblems,Himalayapublishinghouse, Mumbai
- 2 AnandGanguly: InsuranceManagement-PHI,NewDelhi2007.
- 3 George E Resda, RiskmanagementandInsurance-2017
- 4 Benjamin HB ankhurt,Money banking system, Times of India Press,Mumbai.CharlesLPrather,Money&Banking,RichardInc.,Illinois.
- 5 Hawtrey, The art of Central Banking, SugustusMKelleyPublishers,2017,NewYork

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**Course Educational Objectives (CEO's):**

- 1 The main objective of this course is to instill among students a critical understanding of the relationship between the HR strategy and corporate strategies.
- 2 Students would be made to analyze the strategic role played by specific HR systems and processes in business organizations.
- 3 Students will be made to understand the distinction between traditional HRM and SHRM as also their strategies.
- 4 The course also allows students to identify various approaches to evaluating human resource function.

**Course outcomes (CO's): At the end of the course, Students will be able to**

- CO1:** The student will appreciate HR as critical success factor and the need for investing in HR.
- CO2:** The student will be able to help corporate companies achieve success by ensuring linkage between HR strategy and business strategy.
- CO3:** As an HR professional, the student will be able to apply various approaches Learnt to evaluating HRM function in his/her organization.
- CO4:** The student will recognize the importance of strategic human resource Planning and acquisition in the course of accomplishing business strategy.
- CO5:** The student will realize the importance of Work-Life balance and integration in today's stress oriented workplaces and ensure successful implementation of programmes to reap benefits.

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	3	2	1	2	2
<b>CO2</b>	1	2	3	2	1
<b>CO3</b>	1	-	2	3	1
<b>CO4</b>	1	2	2	1	1
<b>CO5</b>	1	1	2	1	3

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT - I**

**SHRM:** Introduction– Definition – Components – HR as Assets – The VRIO Framework – The Investment Perspective of HR – Risks involved in investing in HR – Factors determining the investment orientation

## **UNIT - II**

**Evolution of SHRM:** Objectives of SHRM – Differences between HRM and SHRM – Link between HR strategy and Business strategy – **Strategic Fit:** A Conceptual Framework – Different Approaches to SHRM: Best Fit Approach, Configuration Approach – Best Practice Approach – HR Practices Life Cycle.

## **UNIT - III**

**HR Environment:** Environment Trends and HR challenges – HRM: A changing function – **HR Evaluation:** Definition and overview – Contemporary Approaches to HR Evaluation: Balanced Score Card – HR Score Card – Bench Marking – Business Excellence Model (BEM)

## **UNIT - IV**

**Human Resource Planning:** Relationship between Business strategy, HR strategy and HRP: Classification by Porter - Classification by Miles and Snow; Significance of HRP – Macro HRP – Micro HRP – Objectives of HRP; **HR Acquisition:** New approaches to Recruitment – Advantages and Disadvantages of Internet recruitment – New approaches to executive selection; Compensation system in the globalised environment.

## **UNIT - V**

**Training and Development:** Significance – Special forms - New Developments – **Career Management:** An SHRM Approach – Work-life balance – Work-life Integration – Work-life Initiatives and their benefits – Strategic Approach to Work-life Integration.

Relevant Case Study Discussions in Each Unit

## **TEXT BOOK**

- 1 Tanuja Agarwala, Strategic Human Resource Management, 7th Impression, Oxford University Press, New Delhi, 2009.

## **REFERENCES**

1. Charles R. Greer: Strategic Human Resource Management – A General Managerial Approach, 2nd Edition, 7th Impression, Pearson Education, New Delhi, 2009.
2. Kesho Prasad: Strategic Human Resource Management – Text and Cases, McMillan, 2005.
3. Rajeesh Viswanathan: Strategic Human Resource Management, 1st Edition, Himalaya Publishing House, Mumbai, 2010.
4. Jeffrey A. Mello: Strategic HRM, Thomas Learning, New Delhi, 2002.

L	T	P	Cr.
3	-	-	3

### Course Educational Objectives (CEO's):

- 1 This course provides students with a model based critical understanding of organizational change.
- 2 The main objective is to make students thoroughly aware of various factors involved in facilitating and managing change.
- 3 The course also shows organizational culture influences change process.
- 4 The course makes students realize the significant role played by human resources in dealing with change.

### Course outcomes (CO's): At the end of the course, Students will be able to

- CO1:** The student will be able to develop knowledge about the dynamics involved in Facilitating and managing change.
- CO2:** The student will develop a thorough understanding of organizational processes and strategies to leverage change.
- CO3:** The student will be able to achieve support from all the concerned personnel in Managing change.
- CO4:** The student will understand the nature of human resistance to change and will be able to strategically deal with it to overcome the same.
- CO5:** The students will be capable to adapt the various techniques to management of change in different perspectives

### CO-PO Articulation Matrix:

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	3	-	1	1	2
<b>CO2</b>	3	-	-	2	-
<b>CO3</b>	3	2	-	-	1
<b>CO4</b>	3	-	1	2	2
<b>CO5</b>	2	1	1	-	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT – I**

**Understanding Change:** Nature of Change - Managing Change - Forces of Change: External – Internal; Types of Change – Models of Organizational Change: Lewin,,s Model Planning Model– Action Research Model – Integrative Model, role of management of change in management studies

## **UNIT - II**

**Managing Change:** The Current Status – Designing the New Status – Impact Analysis – Transformation Planning: Structural Considerations – Management Processes – Managing HR– Culture Management – Information Technology; Creating the Support Systems: Management Support - Employee Support – Administrative Systems & Procedures

## **UNIT - III**

**Strategic Leverages to Change** – Changing Trends in Work Environment – Organizational Restructuring – Reorganizing Work: Outsourcing – In sourcing - Vertical Integration – Horizontal Integration, Process Oriented Strategies: Benchmarking – Value Management – Business Reengineering; Competitor & Customer Oriented Strategies

## **UNIT - IV**

**Organizational Culture & Change:** Corporate Culture – Dealing with Change – Identifying & Diagnosing Organizational Culture - Developing New Culture – Assessing Cultural Risk

## **UNIT - V**

**Managing Change through People:** Dealing with Individuals: The Three \_R,,s of Management: Reason Management – Relationship Management – Results Management – Dealing with Groups – Sensitivity Training – Team Building – Self Managed Work Teams(SMT,,s) – Team Based Compensation – Overcoming Organizational Resistance to Change.

Relevant Case Study Discussions in Each Unit

## **TEXT BOOK**

1 Harigopal.K, Management of Organizational Change–Leveraging Transformation, 2nd Edition,ResponseBooks,2006.

## **REFERENCES**

- 1 SomnathChatopadhyaya and UdaiPareek, *Managing Organizational Change*, Oxford & IBH, New Delhi,1982.
- 2 NilanjanSengupta: *Managing Changing Organizations*, PHILearning,New Delhi,2009.
- 3 Adrian Thornhill: *Managing Change*, Pearson Education, New Delhi,2008.
- 4 Radha R Sharma:*ChangeManagement*,TMH,NewDelhi,2008.



L	T	P	Cr.
3	-	-	3

**Course Educational Objectives (CEO's):**

- 1 Students are familiar to the significance of talent management
- 2 To understand the significance of the talent at various levels for development
- 3 To know about the talent in promoting at various levels for organizational effectiveness
- 4 To educate the re... of talent and how do the talent will be managed for growth and development

**Course outcomes (CO's):At the end of the course, Students will be able to**

- CO1:** To highlight the importance of talent while making decision for effectiveness
- CO2:** To identify the source of talent and its significance working for development
- CO3:** To handle different work conditions for development
- CO4:** To assess the probability of talent and utilization of resources of organization
- CO5:** To assume the different climates of talent management for making effective decisions of talent management

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	2	3	2	1	3
<b>CO2</b>	3	1	2	2	3
<b>CO3</b>	3	2	1	2	3
<b>CO4</b>	-	-	1	-	-
<b>CO5</b>	2	-	-	-	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT-I**

**Introduction** - Concept of talent management, strategic importance of talent, talent imperatives, elements of talent management, workforce diversity and talent management, role of HR in talent management.

## **UNIT-II**

**Talent acquisition and Deployment:** -Identifying talent needs, sourcing talent; developing talent, deployment of talent, establishing talent management system, talent multiplication.

## **UNIT-III**

**Talent Retention:-** Cost and consequences of talent departure, diagnosing causes of talent departure, measuring and monitoring turnover and retention data, designing engagement strategies, drivers of engagements.

## **UNIT-IV**

**Return on Talent:** - Measuring contribution of talent to business performance, talent metrics, measuring human capital investment, transformation and reorganization of HR, new imperatives, and talent forces of tomorrow.

## **UNIT-V**

**Talent management and contemporary issues:-**Introduction, Organizational Issues,Talent Management Challenges, Best Practices of Talent Management, TalentManagement in India and in global environment.

Relevant Case Study Discussions in Each Unit

## **TEXT BOOK.**

- 1 Marshall Goldsmith, Louis Carter (2009), "Best practices in Talent Management", BPI Publications,NewDelhi.2009,

## **REFERENCE**

1. Cheese, Peter, Robert J Thomas and Elizabeth Craig, TheTalent Powered Organization,KoganPageLtd.
2. Stringer, Hank & Rusty Rueff, Talent Force: A New Manifesto for the Human Side of Business,Pearson.Education, Prentice Hall Upper Saddle River, New Jersey.
3. SearsDavid,SuccessfulTalentStrategies,AmericanManagementAssociation, AMACOM,Press,NewYork.
4. LawyerIII,EdwardE, Talent: Making People your CompetitiveAdvantage,DaveUlrich, Jossey-Bass,AWileyImprint.
5. Phillips, Jack J, Lisa Edwards, Managing Talent Retention, an ROI Approach,Pfeiffer, AWileyImprint.
6. David,Tony,MaggieCutt,NeilFlynn,Peter Mow land SimonOrme,TalentAssessment, Gower Publishing Ltd.,HampshireLtd.

L	T	P	Cr.
3	-	-	3

**Course Educational Objectives:**

1. To enable the students to understand perspectives of consumers and their behavior
2. To understand the complexity of Consumer Behavior in different situations.
3. To get aware of pros and cons regarding consumer decision making process.
4. To deal with the contemporary issues in Consumer Behavior
5. To provide deeper insight to students on challenges of consumer behavior

**Course Outcomes:** At the end of the course students would be able to

**CO1:** Understand the behavior and buying decision process of consumers

**CO2:** Evaluate the key internal and external determinants of Consumer Behavior

**CO3:** Apply the conceptual models of Consumer Behavior in business situations

**CO4:** Gain knowledge in understanding consumer decision making process

**CO5:** Understand the importance of Consumerism and related issues

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	2	1	2	2	2
<b>CO2</b>	2	2	2	1	1
<b>CO3</b>	2	2	1	2	1
<b>CO4</b>	2	2	2	1	2
<b>CO5</b>	2	2	2	2	2

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT – I**

Introduction to Consumer Behavior

Understanding consumer behavior – Changing pattern of Indian consumer behavior – Factors influencing consumer behavior – Understanding the buying decisions process – Industrial consumer behavior – Consumer behavior and marketing strategy – Rural consumer behavior – Challenges of Consumer behavior

## **UNIT – II**

### **Internal determinants of Consumer Behavior**

Motivation, Learning, Perception, Beliefs, Attitudes, Personality and Life style – External determinants of Consumer Behavior: Culture, Sub culture, Family, Social class, Reference groups and opinion leader

## **UNIT – III**

### **Consumer decision making process**

Decision making process- Impulse buying decision making criteria – Factors influencing decision making – purchase decisions – Post purchase behavior- Consumption and evaluation – Brand loyalty  
– repeat purchase behavior

## **UNIT – IV**

### **Communication and Consumer Behavior**

Designing – Persuasive communication- Diffusion of innovations - Models of buyer behavior: Howardsheth model, EKB Model and Nicosia model

## **UNIT – V**

Consumerism

The roots of Consumerism – Consumer safety – Consumer information – Environmental concerns – Consumer privacy – Legislative responses to Consumerism and marketer responses to Consumer issues – Overview of Consumer protection Act 1986 – Consumer disputes Redressal agencies and Commission

Relevant Case Study Discussions in Each Unit

## **TEXT BOOK**

1. RamanujMajumdar, Consumer Behavior-Insights from Indian market -PHI–Latest edition
2. Schiffman LG and Kanuk, LL - consumer behavior - Pearson Education–latest edition

## **REFERENCES**

1. Hawkins . Best , Coney – Consumer Behavior – TMH ,New delhi
2. Roger D Black well et al, Consumer Behavior , 9/e, Thomson ,New Delhi
3. Henry Assael, consumerBehavior,6/e,Thomson.

L	T	P	Cr.
3	-	-	3

**Course Educational objectives:**

- 1 To familiarize the students with emerging trends in customer relations in the Indian Business and to manage these relations in an effective manner to increase customer loyalty.
- 2 To make students understand the importance in managing customer Relations which would be vital for success of business organization
- 3 To give greater insights into dynamics of relationships for better understanding by students
- 4 To provide students with a good knowledge of Customer Relationship Management, Technological and Operational Issues in implementing CRM
- 5 To enable students to understand different CRM theory and practices effectively

**Course outcomes:** At the end of the course students would be able to

**CO1:** Realize that customer relations changes the business opportunities

**CO2:** Apply CRM concepts in different business markets

**CO3:** Gain knowledge to use appropriate technological tools for CRM

**CO4:** Manage and implement customer centric marketing opportunities

**CO5:** Assess the impact of channels on CRM

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	3	2	1	2	2
<b>CO2</b>	1	2	3	2	1
<b>CO3</b>	1	-	2	3	1
<b>CO4</b>	1	2	2	1	1
<b>CO5</b>	1	1	2	1	3

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT - I**

**Introduction to CRM:** Definition - Architecture of CRM – Features of good CRM programme- Implementing CRM initiatives – Role of CRM in improving Customer relationships – Integrated CRM systems – Advantages of CRM – Steps for successful CRM – CRM system, selection and implementation process

## **UNIT - II**

### **CRM application in consumer and business markets**

Service quality themes in CRM – service recovery – CRM in services (Hospitality, Telecom, Banking, Airlines, Insurance, travel and tourism, Transportation and Logistics) – CRM in product markets

## **UNIT – III**

### **Technological tools for Customer Relationship Management**

Components of ECRM solutions – Data warehousing – Data mining and CRM – Campaign management – Sales force automation- Customer service and support – Role of interactive technologies – Evaluating technological solutions for CRM

## **UNIT--IV**

### **Implementing Customer Relationship Management**

Defining CRM strategy – CRM implementation Road map – Customer centric marketing and processes – Issues in implementing a technology solution for CRM –Process view of CRM- Budgeting for attraction VS retention – Customer retention plans- Evaluating retention programmes

## **UNIT--V**

### **Impact of CRM on marketing channels**

Importance of channels for CRM – Role of traditional channels in CRM – Key factors affecting CRM– Major challenges facing CRM through traditional channels – Emerging channel trends that impact CRM – Recent opportunities and challenges for CRM – Customer relationships through differentiated channels

Relevant Case Study Discussions in Each Unit

## **TEXT BOOKS**

1. S.Shanmukha sundaram, Customer Relationship Management ,Modern trends and perspectives, PHI Learning (p) ltd- Latest edition
2. G.Shainesh and Jagdish Sheth -Customer Relationship Management :Strategic Perspective- Macmillan India Ltd – Latest edition

## **REFERENCES**

1. V Kumar and Werner J Reinartz, - Customer Relationship Management — Wiley publications-Latest edition
2. Alok Kumar Roy-CRM Concepts and cases- Prentice Hall India
3. Francis Buttle- CRM– CONCEPTS AND TECHNOLOGIES –Routledge publishers
4. Stan Maklan, Adrian Payne, Joe Peppard, Lynette Ryals, Simon Knox – Customer Relationship Management: Perspectives from the market place –Elsevier 2002.
5. Mitch Schneider–Total Customer Relationship Management–Thomson Delmar Learning 2002.
6. Russ Lombardo – CRM for the Common Man – PEAK Sale Consulting 2003
7. Federico Rajola – Customer Relationship Management: Organizational; and Technological Perspectives–Springer 2003.
8. Roger J Baran and Robert J Galka-CRM –The foundation of contemporary marketing strategy – 2014 –Routledge publishers

L	T	P	Cr.
3	-	-	3

**Course Educational Objectives (CEO's):**

1. To learn analytical skills required to develop international marketing planning
2. To provide student with a perspective of international marketing
3. To understand the global market, formulation of global marketing strategies and its implications
4. To give deep insight in to global marketing management

Course outcomes (CO's): At the end of the course students would be able to

**CO1:** Understand international marketing concepts

**CO2:** Evaluate international marketing environment

**CO3:** Assign global market opportunities

**CO4:** Differentiate international markets strategies, from domestic market strategies

**CO5:** Gain exposure international promotional strategy

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	2	-	-	1	-
<b>CO2</b>	-	3	-	1	-
<b>CO3</b>	-	1	-	3	-
<b>CO4</b>	-	-	2	2	-
<b>CO5</b>	2	2	-	-	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT - I**

### **International Marketing**

Concepts-Key Concepts-Evolution of International Marketing-Drivers towards Internationalization  
International Marketing objectives – Theoretical Foundations – Country Specific Advantages  
Firm Specific Advantages–Rivalry between International Competitors.

## **UNIT - II**

### **International Marketing Environment**

Economic Environment–Political and Legal Environment–Cultural Environment Analyzing  
International Marketing Environment. - US Europe, Asia and Eastern Marketing

## **UNIT-III**

### **International Market Selection and Entry Strategies**

Assessing Global Market Opportunities – Country Attractiveness – Understanding Local  
Customers – Multinational Market Regions – International Segmentation and Positioning –  
International Mature Markets – Growth Markets – Emerging Markets.

## **UNIT-IV**

### **International Marketing Strategies**

International products and Services–Standardization Vs. Localization–International Product  
Lines–International Brand Management–International Pricing–Financial Issues–Transfer Pricing–  
Counter Trade–International Pricing Policies.

## **UNIT-V**

### **International Promotion Strategies**

Promotion as Competitive Advantage – Pros and Cons of International Advertising –  
International Advertising Decisions – International Sales Promotions – Direct Marketing –  
International Personal Selling – International Distribution – Rationalizing Local Channels –  
International Logistics – International Channel Design.

Relevant Case Study Discussions in Each Unit

## **TEXT BOOK**

1. Johnny K. Johansson–Global Marketing–Foreign Entry, Local Marketing and  
Global Management–Tata McGraw Hill Pvt. Ltd. New Delhi, 2016.
2. Kate Gillespie, Jean Pierre Jeannet, H. David Hennessey – International Marketing – Cengage  
Learning–New Delhi-2016.

## **REFERENCES**

- 1 Philip R. Cateora, John L. Graham, Prasht Salwan – International Marketing – Tata McGraw  
Hill, New Delhi-2016.
- 2 P.K. Vasudeva – International Marketing – Excel Books –New Delhi, 2016.
- 3 Sak Onkvist, John J Shaw – International Marketing – Analysis And Strategy – PHI Learning  
Pvt. Ltd. New Delhi. 2016.
- 4 Michael R Czinkota, Iikka A. Ronkainen – International – Cengage Learning India Pvt.  
Ltd. New Delhi, 2016.
- 5 Masaaki Kotabhe, Antony Peloso, Gary Gregory, Gary Noble, Wayne Macarthur, Cathy  
Neal, Andreas Riege, Kristian Nelsen – International Marketing – An Asia Pacific Focus –  
Wiley India Pvt. Ltd. New Delhi, 2016.
- 6 Francies Cheruniliam – International Marketing, Himalaya Publishing House.  
Albaum – International Marketing & Export Management, Pearson Education.



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3	-	-	3

**Course Educational Objectives (CEO's):**

- 1 To develop data warehouse, including difference between operational and decision support system.
- 2 To describe the architecture of a data warehouse.
- 3 To understand project planning aspects of building a data warehouse.
- 4 To describe the purpose of data mining.
- 5 To understand the knowledge discovery process.

**Course outcomes (CO's):** At the end of the course students would be able to

- CO1:** Understand the concept of Data Mining, Data Warehouse and Data Marts.  
**CO2:** Assess raw input data and apply data pre-processing techniques, generalization techniques and data characterization techniques to provide suitable input for a range of data  
**CO3:** Identify Associations in large databases using different techniques.  
**CO4:** Differentiate various classification techniques.  
**CO5:** Analyze Various clustering techniques based on size and shape.

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	1	-	-	1	1
CO2	2	1	-	1	2
CO3	2	-	-	1	-
CO4	1	-	-	1	-
CO5	-	-	-	1	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

**UNIT - I**

Introduction–Data Mining–Functionalities–Classification of data mining systems–Major issues in data mining. Data warehouse and OLAP technology for data mining: What is a data warehouse – A Multi-dimensional model – Data Warehouse Architecture – Data Warehouse Implementation – Future development of Data cube technology

**UNIT - II**

Data pre-processing: Data cleaning – Data integration and transformation – Data reduction – Decartelization and concept hierarchy generation. Data Mining Primitives: What defines a data mining task

### **UNIT - III**

Mining Association Rules in Large Databases: Association rule mining – Mining single dimensional Boolean association rule from transactional databases Mining Multidimensional association rules from relational databases and data warehouses.

### **UNIT - IV**

Classification and Prediction: What is classification– Issues regarding classification – Classification by decision tree induction – Bayesian Classification

### **UNIT - V**

Cluster Analysis: Types of data in cluster analysis–Categorization of major clustering methods– Partitioning methods–Hierarchical Methods.

Relevant Case Study Discussions in Each Unit

### **TEXT BOOK**

1. Jiawei Han, Micheline Kamber, *Data Mining–Concepts and Techniques*, Morgan Kaufmann Publishers, First Edition, 2003.

### **REFERENCES**

1. Michael J A Berry, Gordon S Linoff, *Data Mining Techniques*, Wiley Publishing inc, Second Edition, 2004.
2. Alex Berson, Stephen J. Smith, *Data warehousing , data mining & OLAP* , Tata McGraw Hill Publications, 2004
3. Sushmita Mitra, Tinku Acharya, *Data mining–Multimedia, Soft computing and Bioinformatics*, John Wiley & Sons, 2003

L	T	P	Cr.
3	-	-	3

**Course Educational Objectives (CEO's):**

- 1 To understand the components of DSS and IS
- 2 To know the appropriate model to be used for a problem
- 3 To understand knowledge base DSS
- 4 To study advanced intelligent system

**Course outcomes (CO's):** At the end of the course students would be able to

- CO1:** Understand the concepts and technologies of Decision Support Systems.
- CO2:** Discuss the application of Decision Support Systems in real world decision making.
- CO3:** Analyze the issues involved in the management and development of decision support Systems.
- CO4:** Analyze the roles of Knowledge Management, Artificial Intelligence and Expert Systems.
- CO5:** Employ popular machine-learning methods to build advance intelligent systems.

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	-	3	-	-	1
<b>CO2</b>	3	-	-	-	-
<b>CO3</b>	1	-	2	-	-
<b>CO4</b>	3	-	-	-	-
<b>CO5</b>	-	3	-	-	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

## **UNIT - I**

### **Introduction**

Management Support systems, Decision making, Models, DSS Overview, Data, Model, Knowledge Management system.

## **UNIT - II**

### **Data and Model Management Systems**

Data Collection, Data Warehousing, Data Mining, Data visualization, Modeling, Static and dynamic, Optimization, Heuristic, Simulation, Multidimensional modeling.

## **UNIT - III**

GSS, Enterprise DSS, KMS

Group support system, Technologies, Enterprise DSS, Knowledge management methods, Technologies, Tools.

## **UNIT - IV**

Knowledge Based DSS

Artificial Intelligence, Expert System, Knowledge Acquisition and validation, Knowledge representation, Inference techniques.

## **UNIT - V**

Advanced Intelligent Systems

Neural Computing, Fuzzy Logic, Intelligent Agents, Implementation, Integration, Intelligent DSS

Relevant Case Study Discussions in Each Unit

## **TEXT BOOKS**

- 1 EfraimTurbanand Jay E.Aronson, Decision Support System andIntelligent Systems, Prentice Hall International,9thEdition2010

## **REFERENCES**

- 1 JanakiramanV.SandSarukesiK,DecisionSupportSystems,PrenticeHallof India,6thPrinting2006
- 2 Lofti, Decision Support System and Management,McGrawHillInc, International Edition,NewDelhi1996.
- 3 Marakas, Decision Support System, Prentice Hall International, Paperback Edition,NewDelhi,2003

L	T	P	Cr.
3	-	-	3

**Course Educational Objectives (CEO's):**

On successful completion of the course the students should have:

- 1 To Motivated for organizations to develop or adopt enterprise wide information systems.
- 2 Learnt the alternative perspectives on data to be included in an enterprise wideAre
- 3 Learnt the integrated systems facilitate Electronic Commerce,Supply Chain Management, Customer Relationship Management and Manufacturing.

**Course outcomes (CO's):**At the end of the course students would be able to

**CO1:** Understand the functionality of Supply chain and management techniques.

**CO2:** Understand business process models that assist with implementation of ERP.

**CO3:** Analyze the implementation of ERP and MPGPRO.

**CO4:** Design different types of ERP Interfaces.

**CO5:** Architect the system control, presentation, database Interfaces.

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	-	-	3	-	-
CO2	-	-	-	3	-
CO3	1	2	2	-	-
CO4	3	-	-	-	-
CO5	-	3	-	-	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

**UNIT --I**

**Introduction to ERP:** Integrated Management Information Seamless Integration – Supply Chain Management – Integrated Data Model – Benefits of ERP – Business Engineering and ERP – Definition of Business Engineering – Principle of Business Engineering – Business Engineering with Information Technology.

**UNIT --II**

**Business Modeling For ERP** - Building the Business Model – ERP Implementation – An Overview – Role of Consultant, Vendors and Users, Customization – Precautions – ERP Post Implementation Options-ERP Implementation Technology –Guidelines for ERP Implementation.

**UNIT --III**

ERP and the competitive advantage ERP domain MPGPRO –  
IFS/Avalon – Industrial and Financial Systems – Baan IV SAP-Market Dynamics and Dynamic Strategy.

#### **UNIT-- IV**

**Commercial ERP Package Description**–Multi-Client Server Solution–Open Technology– User Interface- Application Integration.

#### **UNIT-- V**

**Architecture Basic Architectural Concepts**– The System Control Interfaces–Services– Presentation Interface–Database Interface-Cases.

Relevant Case Study Discussions in Each Unit

#### **TEXT BOOK**

- 1 Vinod Kumar Garg and N.K.Venkita Krishnan, "Enterprise Resource Planning – Concepts and Practice", PHI, 1998.

#### **REFERENCES**

1. Jose Antonio Fernando, the SAP R/3 Handbook, TMH, 1998.
2. Lau, —Enterprise Resource Management, McGrawHill.
3. Daniel E O., Leary, —Enterprise Resource System: Systems, Lifecycle,

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3	-	-	3

**Course Educational Objectives (CEO's):**

- 1 Understands the application of structured methods to develop a product
- 2 Acquires knowledge on source materials, technology, and manpower and capital.
- 3 Understands the concept of Product design and analysis techniques
- 4 To create awareness on Industrial design and its tools
- 5 An awareness on Intellectual property rights

**Course outcomes (CO's):** At the end of the course students would be able to

**CO1:** Students gain knowledge on how a product is designed based on the needs of a customer

**CO2:** Able to develop a product based on the specifications and life cycle of a product

**CO3:** Acquires Knowledge on Various concepts Regarding Product development and design

**CO4:** Able to understand product development techniques and tools in relation with Financial analysis

**CO5:** Gets an ability on Patents and various property rights

**CO-PO Articulation Matrix:**

Course Outcomes (COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	3	-	-	2	-
<b>CO2</b>	-	1	3	-	-
<b>CO3</b>	3	-	2	-	-
<b>CO4</b>	-	3	-	2	-
<b>CO5</b>	2	-	-	3	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

**UNIT -I****Introduction to Production Design**

Defining Product, Types of products. Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Evaluation – decay curve – cost expenditure curve.

**UNIT -II****Product Planning**

Product Planning Process – Steps. Opportunity identification – breakdown structure- product development charter. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies- Product Specification - Concept Generation – Activity- Steps- Techniques.

### **UNIT- III**

#### **Product Concept**

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

### **UNIT- IV**

Industrial Design and Design Tools

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

### **UNIT -V**

#### **Patents**

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

Relevant Case Study Discussions in Each Unit

### **TEXT BOOKS**

- 1 Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, Fourth Edition, reprint 2009.
- 2 Kenneth B. Kahn, New Product Planning, Sage, 2010.

### **REFERENCES**

- 1 A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
- 2 Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
- 3 Anil Mital. Anoop Desai, Anand Subramanian, Aashi Mital, Product Development, Elsevier, 2009.
- 4 Michael Grieves, Product Life Cycle Management, Tata McGraw Hill, 2006.
- 5 Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata-McGraw Hill, 2007.



**Course Educational Objectives (CEO's):**

1. The key considerations of a process-based approach to business process change management
2. To analyze the strategic, tactical, and operational considerations in a comprehensive BPM framework
3. To explain the role of business processes in an organization
4. To discuss the basic concepts, principles, and techniques of BPM
5. To describe plan for cross-organization acceptance and implementation

**Course outcomes (CO's):** At the end of the course students would be able to

- CO1:** Able to understand the value and benefits of business process management.
- CO2:** Understand the principles of business process management and how to apply them.
- CO3:** Understand BPM best practices and methodologies.
- CO4:** Analyze the roles and understand the respective roles of change management, process architecture, process analysis, process redesign, process improvement, process automation, and organization design.
- CO5:** Understand basic BPM management and measurement techniques.

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	3	-	-	-	1
CO2	2	-	1	-	-
CO3	1	3	-	-	-
CO4	2	-	3	-	-
CO5	1	-	-	3	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

**UNIT -I****Introduction**

The Process View of Organizations - Service and manufacturing processes – Nature of service processes, process structure in services, Process structure in Manufacturing , Value Chain – Core and support processes, adding value with processes; Managing processes – process strategy – organization perspective, major process decisions; Embedding strategy into Manufacturing Processes - Process Competencies, Process Design – major factors, technology choice.

## **UNIT- II**

### **Process Flow**

Process Flow, Key Measures, Flow Time, Flow Rate, Process flow analysis – tools; process mapping, Inventory Analysis, Process Flow Chart, Flow Time Measurement, Flow-Rate and Capacity Analysis, Managing Flow Variability; Work flow design principles and flows.

## **UNIT - III**

### **Process Modeling**

Modeling - empirical models, deterministic models, stochastic models; Simulating business process – Application, simulation process, discrete event simulation, computer simulation

## **UNIT -IV**

### **Process Improvement**

Constraint Management – theory of constraints, Measuring capacity, Utilization , and performance in TOC, key principles ; Strategic Capacity Management –Tools for capacity planning, cycle time and capacity analysis; process layout – designing flexible flow layouts; Lean Systems – Toyota production system, characteristics of lean systems, continuous improvement, Kanban system Value stream mapping, JIT II; Process Synchronization and Improvement

## **UNIT -V**

### **Process Optimization**

Optimizing business process performance – creating flexible organizations – optimization process – early management – capability development, sustainability; process benchmarking with data envelopment analysis

Relevant Case Study Discussions in Each Unit

## **TEXT BOOKS**

1. Manuel Laguna, Johan Marklund, Business Process Modeling, Simulation and Design, Pearson Education, 2011.
2. Lee J. Krajewski, Larry P. Ritzman, Manoj K. Malhotra, Operations Management – Processes and Supply Chain, Pearson Education, 9th Edition, 2010.

## **REFERENCES**

1. Raví Anupindi, Sunil Chopra, Sudhakar Deshmukh, Jan A. Van Mieghem, and Eitan Zemel, “Managing Business Process Flows: Principles of Operations Management” Pearson Education, 2006
2. Gerard Cachon, Christian Terweisch, Matching Supply with Demand – An Introduction to Operations Management, McGraw Hill, International Edition, 2006.

MBA (IV Sem.)

17MB46 - SIX SIGMA

L	T	P	Cr.
3	-	-	3

**Course Educational Objectives (CEO's):**

- 1 To gain insights about the importance of lean manufacturing and six sigma practices.
- 2 To explain the tools and techniques of six sigma applied in business
- 3 To demonstrate various methodologies of six sigma such as DFSS,FMEA, RPN,CAP
- 4 To discuss challenges in implementation of six sigma process
- 5 To know the continuous improvement in methodologies in six sigma.

**Course outcomes (CO's):** At the end of the course students would be able to

**CO1:** The students are able to understand the significance of six sigma in business environment

**CO2:** The student would be able to relate the tools and techniques of lean sigma to increase productivity

**CO3:** The students are capable to analyze different methodologies of six sigma

**CO4:** Able to analyze the improvements in six sigma to meet the current Challenges in business.

**CO5:** Understand the evaluation and improvement methods in Six sigma.

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	3	-	-	-	1
CO2	2	-	1	-	-
CO3	1	3	-	-	-
CO4	2	-	3	-	-
CO5	1	-	-	3	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

**UNIT -I**

**Six Sigma Background and Fundamentals :**Historical Overview – Definition of quality – What is six sigma -TQM and Six sigma – lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes – six sigma capability – six sigma need assessments - implications of quality levels, Cost of Poor Quality (COPQ), Cost of Doing Nothing – assessment questions

**UNIT -II**

**The Scope of Tools and Techniques :**Tools for definition – IPO diagram, SIPOC diagram, Flow diagram, CTQ Tree, Project Charter –Tools for measurement – Check sheets, Histograms, Run Charts, Scatter Diagrams, Cause and effect diagram, Pareto charts, Control charts, Flow process charts, Process Capability Measurement, Tools for analysis – Process Mapping, Regression analysis, RU/CS analysis, SWOT, PESTLE, Five Whys, interrelationship diagram, overall equipment effectiveness, TRIZ innovative problem solving

– Tools for improvement – Affinity diagram, Normal group technique, SMED, 5S, mistake proofing, Value stream Mapping, forced field analysis – Tools for control – Gantt chart, Activity network diagram, Radar chart, PDCA cycle, Milestone tracker diagram, Earned value management.

### UNIT - III

**Six Sigma Methodologies:** Design for Six Sigma (DFSS), Design For Six Sigma Method - Failure Mode Effect Analysis (FMEA), FMEA process - Risk Priority Number (RPN)- Six Sigma and Leadership, committed leadership – Change Acceleration Process (CAP)- Developing communication plan – Stakeholder

### UNIT - IV

**Six Sigma Implementation and Challenges:** Tools for implementation – Supplier Input Process Output Customer (SIPOC) – Quality Function Deployment or House of Quality (QFD) – alternative approach –implementation – leadership training, close communication system, project selection – project management and team – champion training – customer quality index – challenges – program failure, CPQ vs six sigma, structure the deployment of six sigma – cultural challenge – customer/internal metrics

### UNIT - V

**Evaluation and Continuous Improvement Methods :**Evaluation strategy – the economics of six sigma quality, Return on six Sigma (ROSS), ROI, poor project estimates – continuous improvement – lean manufacturing – value, customer focus, Perfection, focus on waste, overproduction – waiting, inventory in process (IIP), processing waste, transportation, motion, making defective products, underutilizing people –Kaizen–5S

Relevant Case Study Discussions in Each Unit

### TEXT BOOKS

1. Michael L.George, David Rowlands, Bill Kastle, What is Lean Six Sigma, McGraw-Hill 2003
2. Thomas Pyzdek, The SixSigmaHandbook,McGraw-Hill,2000

### REFERENCE

1. Fred Sole imannejed , Six Sigma, Basic Steps and Implementation,AuthorHouse,2004
2. Forrest W. Breyfogle, III, James M. Cupello, Becki Meadows, Managing Six Sigma:A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success, John Wiley&Sons,2000
3. James P. Womack, Daniel T.Jones, Lean Thinking,FreePressBusiness,2003

MBA (IV Sem.)

**17MB52 - Project Work (Phase-II)**

L	T	P	Cr.
-	-	3	3

**Course Educational Objectives (CEOs):**

To understand the problem under the study, conduct literature survey.
To visit the selected organization for field study work, to collect data & submit the interim report.
To conduct data analysis using various tools & techniques
To present the draft report to the department for assessment and feedback.
To submit the final report for external evaluation.

**Course Outcomes (COs):****At the end of the course students would be able to**

<b>CO1</b>	Will be able to Conduct the literature survey, define the problem under study and explain its significance.
<b>CO2</b>	Will Gain hands on experience in the field work namely,-data collection, preparing interim report and present it to the selected organization for getting approval.
<b>CO3</b>	Will be able to Conduct an advanced analysis of data collected, revise the report and present it to the department for feedback and improvement.
<b>CO4</b>	Will undergo a thorough assessment of quality, novelty and contribution of the findings, suggestions and conclusions of his/her study to the chosen field.
<b>CO5</b>	Will be able to Prepare and submit the final report of the work and present it to the examiner in person for defense.

**CO-PO Articulation Matrix:**

Course Outcomes(COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	3	-	-	1	-
<b>CO2</b>	-	2	-	1	1
<b>CO3</b>	2	2	1	2	1
<b>CO4</b>	2	3	-	-	-
<b>CO5</b>	1	-	2	2	3

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

**Chapterization**

**Unit-I: Introduction:** Related to the selected field of study.

**Unit-II: Research methodology:** Objectives-Methodology-scope-Data Collection-Limitation.

**Unit-III: Company Profile:** Theoretical frame work of the study.

**Unit-IV: Data Analysis**

**Unit-V: Findings-Suggestions-**

**Conclusions.References and**

**Bibliography Appendix**