



FRANCIS XAVIER[™]
ENGINEERING COLLEGE
AN AUTONOMOUS INSTITUTION

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CURRICULUM AND SYLLABI

Choice Based Credit System

Regulations 2019

MASTER OF BUSINESS ADMINISTRATION

Department Vision

- To create Intellectual and Ethical Management Professional with High Qualities to Triumph over the Challenges in Global Business Environment

Department Mission

- To inculcate innovative Management Education to the students with Creative Ideas, Practical Exposure and Industry Oriented Learning with Professional Ethics

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PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

- PEO 1- Business Ethics and social Responsiveness:** Graduates will become an ethical and social responsive person for the society.
- PEO 2 Critical Thinking, Business Analysis, Problem solving and Innovation:** Graduates will demonstrate core competence in critical thinking, business analysis, problem solving and innovation which is necessary to be an entrepreneur.
- PEO 3 Global Exposure and cross cultural understanding:** Graduates will demonstrate good breadth of knowledge in National & International business acumen.
- PEO 4 Business Environment and Domain Knowledge:** Graduates will come out with domain knowledge in business environment.
- PEO 5 Effective Communication:** Graduates will engage in effective communication.
- PEO 6 Leadership and Team Work:** Graduates will be a good leader and will also be a part of the team.

PROGRAM OUTCOMES (POs)

MBA Graduates will be able to:

- PO_a Apply Business Acumen:** Ability to apply the business acumen gained in practice.
- PO_b Solve Managerial Issues:** Ability to understand and solve managerial issues.
- PO_c Achieve Goals:** Ability to communicate and negotiate effectively, to achieve organizational and individual goals.
- PO_d Upgrading Skills:** Ability to upgrade their professional and managerial skills in their workplace.
- PO_e Develop Managerial Decisions:** Ability to explore and reflect about managerial challenges, develop informed managerial decisions in a dynamically unstable environment.
- PO_f Challenge the Assignments:** Ability to take up challenging assignments.

PO_g Set Targets: Ability to understand one's own ability to set achievable targets and complete them.

PO_h Lifelong Learning: Ability to pursue lifelong learning.

PO_i Business as a Career: To have a fulfilling business career.

PROGRAMME SPECIFIC OUTCOMES (PSOs)

PSO₁ –Managerial Skills: Able to face the real world challenges through Managerial Skills.

PSO₂ -Business Skills: Ability to emerge as Entrepreneurs through industry exposure with different Business Skills.

MAPPING OF PROGRAMME EDUCATIONAL OBJECTIVES WITH PROGRAMME OUTCOMES

PROGRAMME EDUCATIONAL OBJECTIVES (PEO)	PROGRAMME OUTCOMES (PO)								
	a	b	c	d	e	f	g	h	i
PEO 1	1	3	2				1	3	3
PEO 2	2	3	2	3	3	3		2	3
PEO 3	2		2	3	1		1	2	2
PEO 4	2	3		1	2	1		2	
PEO 5	1	3	1	2	2			3	2
PEO 6	3	2	2		2	2		1	3

1→Low 2→Medium 3→High

MAPPING OF PROGRAMME SPECIFIC OBJECTIVES WITH PROGRAMME OUTCOMES

A broad relation between the Program Specific Objectives and the outcomes is given in the following Table

PROGRAMME SPECIFIC OBJECTIVES (PSO)	PROGRAMME OUTCOMES (PO)								
	a	b	c	d	e	f	g	h	i
PSO ₁	2	3	2	2	3	2	1	2	3
PSO ₂	3	2	2	2	2	3	1	2	3

1→Low 2→Medium 3→High

**MASTER OF BUSINESS ADMINISTRATIONS
REGULATIONS 2019
CHOICE BASED CREDIT SYSTEM
SUMMARY OF CREDIT DISTRIBUTION**

S. No	CATEGORY	CREDITS PER SEMESTER				TOTAL CREDIT	CREDIT S IN %	Range Of Total Credits	
		I	II	III	IV			Min	Max
1	PC	23	23	6	3	55	55		
2	PE			18	6	24	24		
3	EEC	3	2	4	12	21	21		
TOTAL		26	25	28	21	100	100	-	-

PC	-	Professional Core
PE	-	Professional Elective
EEC	-	Employability Enhancement Course

MASTER OF BUSINESS ADMINISTRATION
REGULATIONS 2019
CHOICE BASED CREDIT SYSTEM
I – IV SEMESTERS CURRICULUM AND SYLLABI

FIRST SEMESTER							
Code No.	Course	Category	L	T	P	C	H
19BA1601	Management Concepts & Practices	PC	3	0	0	3	4
19BA1602	Managerial Economics	PC	3	0	0	3	4
19BA1603	Data Analysis for Decision Making	PC	3	1	0	4	5
19BA1604	Organizational Behaviour	PC	3	0	0	3	4
19BA1605	Financial & Management Accounting	PC	3	1	0	4	5
19BA1606	Legal Aspects of Business	PC	3	0	0	3	4
19BA1607	Total Quality Management	PC	3	0	0	3	4
19BA1908	Executive Communication	EEC	2	0	2	3	4
TOTAL			23	2	2	26	34

SECOND SEMESTER							
Code No.	Course	Category	L	T	P	C	H
19BA2601	Marketing Management	PC	3	0	0	3	4
19BA2602	Decision Model & Management Science	PC	3	1	0	4	5
19BA2603	Human Resource Management	PC	3	0	0	3	4
19BA2604	Financial Management	PC	3	1	0	4	5
19BA2605	Business Research Methods	PC	3	0	0	3	4
19BA2606	Operations Management	PC	3	0	0	3	4
19BA2607	Entrepreneurship Development	PC	3	0	0	3	4
19BA2908	Lab: Business Application Software	EEC	0	0	4	2	4
TOTAL			21	2	4	25	34

THIRD SEMESTER							
Code No.	Course	Category	L	T	P	C	H
19BA3601	Strategic Management	PC	3	0	0	3	4
19BA3602	Business Ethics & Corporate Social Responsibility	PC	3	0	0	3	4
	Professional Elective I	PE	3	0	0	3	4

	Professional Elective II	PE	3	0	0	3	4
	Professional Elective III	PE	3	0	0	3	4
	Professional Elective IV	PE	3	0	0	3	4
	Professional Elective V	PE	3	0	0	3	4
	Professional Elective VI	PE	3	0	0	3	4
19BA3903	Lab: Predictive Analytics	EEC	0	0	4	2	4
19BA3904	Internship (or) Business Plan	EEC	0	0	4	2	4 weeks
TOTAL			24	0	0	28	36

FOURTH SEMESTER							
Code No.	Course	Category	L	T	P	C	H
Code No.	Course	Category	L	T	P	C	H
19BA4601	International Business Management	PC	3	0	0	3	4
	Professional Elective VII	PE	3	0	0	3	4
	Professional Elective VIII	PE	3	0	0	3	4
19BA4902	Project or Start-up	EEC	0	0		12	13 Weeks
TOTAL			9	0	0	21	12

L	Lecture
T	Tutorial
P	Practical
H	Hours

Code No	Course	L	T	P	C
PROFESSIONAL ELECTIVES FOR THIRD SEMESTER					
SPECIALIZATION: FINANCE					
19BA3701	Security Analysis & Portfolio Management	2	0	2	3
19BA3702	Banks & Financial Institutions Management	3	0	0	3
19BA3703	Derivatives Management	3	0	0	3
19BA3704	Behavioural Finance	3	0	0	3
19BA3705	Project Appraisal & Finance	3	0	0	3
19BA3706	International Trade Finance	3	0	0	3
SPECIALIZATION: MARKETING					
19BA3707	Consumer Behaviour	3	0	0	3
19BA3708	Service Marketing	3	0	0	3
19BA3709	Retail Management	3	0	0	3
19BA3710	Digital & Social Media Marketing	2	0	2	3
19BA3711	Brand Management	3	0	0	3
19BA3712	Marketing Research	3	0	0	3
SPECIALIZATION: HUMAN RESOURCES					
19BA3713	Human Resource Metrics & Analytics	2	0	2	3
19BA3714	Strategic Human Resource Management	3	0	0	3
19BA3715	Industrial Relations & Labour Welfare	3	0	0	3
19BA3716	Managerial Behaviour & Effectiveness	3	0	0	3

Code No	Course	L	T	P	C
19BA3717	International Human Resource Management	3	0	0	3
19BA3718	Training & Development	3	0	0	3
SPECIALIZATION: OPERATIONS					
19BA3719	Logistics Management	3	0	0	3
19BA3720	Lean Manufacturing	3	0	0	3
19BA3721	Business Process Re-engineering	3	0	0	3
19BA3722	Service Operations Management	3	0	0	3
19BA3723	Supply Chain Analytics	2	0	2	3
19BA3724	Material Management	3	0	0	3
SPECIALIZATION: ENTREPRENEURSHIP					
19BA3725	Social Entrepreneurship	3	0	0	3
19BA3726	Intellectual Property Rights	3	0	0	3
19BA3727	Building a Sustainable Enterprise	3	0	0	3
19BA3728	Small Business Management	3	0	0	3
19BA3729	Design Thinking & Business Innovation	3	0	0	3
19BA3730	Creativity & Innovation	3	0	0	3
PROFESSIONAL ELECTIVES FOR FOURTH SEMESTER					
SPECIALIZATION: FINANCE					
19BA4701	Corporate Finance	3	0	0	3
19BA4702	Financial Markets	3	0	0	3

Code No	Course	L	T	P	C
19BA4703	Merchant Banking & Financial Services	3	0	0	3
SPECIALIZATION: MARKETING					
19BA4704	Advertising Management	3	0	0	3
19BA4705	International Marketing Management	3	0	0	3
19BA4706	Sales and Marketing Channel Management	3	0	0	3
SPECIALIZATION: HUMAN RESOURCES					
19BA4707	Performance Management	3	0	0	3
19BA4708	Behaviour Modification & Management	3	0	0	3
19BA4709	Competency Mapping & Developing	3	0	0	3
SPECIALIZATION: OPERATIONS					
19BA4710	Product Design	3	0	0	3
19BA4711	Project Management	3	0	0	3
19BA4712	Six Sigma	3	0	0	3
SPECIALIZATION: ENTREPRENEURSHIP					
19BA4713	Business Plan	3	0	0	3
19BA4714	Legal & Regulatory Framework for Entrepreneurs	3	0	0	3
19BA4715	Entrepreneurial Marketing	3	0	0	3

19BA1601**MANAGEMENT CONCEPTS AND PRACTICES****3 0 0 3****Course Objective**

- To understand the basic concepts of Management and the underlying principles

PRE-REQUISITE:

- 1) Basic English language
- 2) Ability to understand concepts
- 3) Basic knowledge about the terms in Management.

UNIT I Introduction to Management**9**

Organization- Management- Role of managers- Evolution of management thought- Organization and the environmental factors- Managing globally.

UNIT II Planning**9**

Nature and purpose of planning- Planning process- Types of plans- Objectives- Managing by Objective (MBO) strategies- Types of strategies – Policies – Decision Making- Types of decision- Decision making process- Rational decision making process- Decision making under different conditions.

UNIT III Organizing**9**

Nature and purpose of organizing- Organization structure - Departmentation- Span of control- Centralization and decentralization- Delegation of authority- Career stages- Training- Performance appraisal .

UNIT IV Directing**9**

Managing people- Communication- Hurdles to effective communication- Organization culture- Elements and types of culture- Managing cultural diversity.

UNIT V Controlling**9**

Process of controlling- Types of control- Budgetary and non-budgetary control techniques- Managing productivity- Cost control- Purchase control- Maintenance control- Quality control

TOTAL: 45 PERIODS**Text Book:**

- Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 9th edition, Tata McGraw-Hill Education, 2012.

Reference Books:

- Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9th edition, 2012.
- Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 12th edition, 2012.
- Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competency-based approach, Thompson South Western, 11th edition, 2008.
- Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 13th edition, 2010.
- Stephen P. Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of Management, Prentice Hall of India, 2012

Course Outcomes

At the end of the course, students are able to

- Identify the Management and its evolution
- Suggest strategies for planning for better management
- Organize an Organization and manage performance appraisal methods
- Capable to communicate effectively and manage organizational culture
- Analyze the importance of budgeting and managing productivity.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	2		2	3		1		2	
2		2			3		1		
3	2		3		3			3	
4				2		3	2	2	
5			2		3		3		1

1→Low 2→Medium 3→High

19BA1602**MANAGERIAL ECONOMICS****3 0 0 3****Course Objectives**

- To introduce the concepts of scarcity and efficiency; to explain principles of micro economics relevant to managing an organization.
- To describe principles of macroeconomics to have the understanding of economic environment of business.

PRE-REQUISITE:

Students are required to have the desire to learn economics

UNIT I Introduction**9**

Introduction – scarcity and efficiency – three fundamental economic problems – society's capability – Production possibility frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Micro economies and Macro economies – the role of markets and government – Positive Vs negative externalities.

UNIT II Consumer and Producer Behaviour**9**

Demand Analysis - meaning, determinants and types of demand - Elasticity of demand. Supply meaning and determinants - production decisions - production functions – Iso-quants, Expansion path - Cobb-Douglas function, Cost concepts - cost - output relationship - Economies and diseconomies of scale – cost functions.

UNIT III Product and Factor Market**9**

Product market – perfect and imperfect market – different market structures – Firm's equilibrium and supply – Market efficiency – Economic costs of imperfect competition – factor market – Land, Labour and capital – Demand and supply – determination of factor price – Interaction of product and factor market – General equilibrium and efficiency of competitive markets.

UNIT IV Performance of an Economy – Macro Economics**9**

Macro-economic aggregates – circular flow of macroeconomic activity – National income determination – Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income – multiplier effect – Fiscal policy in theory.

UNIT V Aggregate Supply and the Role of Money**9**

Unemployment and its impact – Okun's law – Inflation and the impact – reasons for inflation – Demand Vs Supply factors – Inflation Vs Un employment tradeoff – Phillips curve – Money market- Demand and supply of money – money-market equilibrium and national income – the role of monetary policy.

TOTAL: 45 PERIODS**Text Book:**

- Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2010.

Reference Books:

- William Boyes and Michael Melvin, Textbook of economics, Biztantra, 9th Edition, 2012.

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- N. Gregory Mankiw, Principles of Economics, 7th edition, Cengage, New Delhi, 2014
- Richard Lipsey and Alec Charystal, Economics, 12th edition, Oxford, University Press, New Delhi, 2011.
- Karl E. Case and Ray C. fair, Principles of Economics, 12th edition, Pearson, Education Asia, New Delhi, 2014.

Course Outcomes

At the end of the course, students are able to

- Apply knowledge of economics in their field of work.
- Understand the consumer and producer behavior in the economy
- Get the knowledge about the product market and Factor market and their structures
- Learn various ways of managing the performance of an economy – Macro Economics
- Understand what is meant by aggregate supply and the role of money

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	1	1	1		2			1	2
2	1		1		2			1	2
3	1		1		2			1	2
4	1		1		2			1	2
5	1		1		2			1	2

1→Low 2→Medium 3→High

19BA1603**DATA ANALYSIS FOR DECISION MAKING****3 1 0 4****Course Objective:**

- To learn the applications of statistics in business decision making.

PRE-REQUISITE:

Students are requested to have basic desire to learn the statistics.

UNIT I Introduction**9**

Random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

UNIT II Sampling Distribution and Estimation**9**

Introduction to sampling distributions, sampling distribution of mean and proportion, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples.

UNIT III Testing of Hypothesis - Parametric Tests**9**

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**9**

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

UNIT V Correlation and Regression**9**

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

Total Hours:45**Text Book:**

- Richard I. Levin, David S. Rubin, Sanjay Rastogi Masood Husain Siddiqui, Statistics for Management, Pearson Education, 7th Edition, 2016.

Reference Books:

- Prem.S.Mann, Introductory Statistics, 7th Edition, Wiley India, 2016.
- Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, An Introduction to Statistical Learning with Applications in R, Springer, 2016.
- Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, 6th edition, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2012.
- Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012
- Dr N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.
- Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.

Course Outcomes:**At the end of the course, students are able to**

- Apply knowledge of probability in business
- Implement sampling techniques and apply the results on population
- Implement hypothesis testing using parametric tests.
- Implement hypothesis testing using non parametric tests.

Apply correlation and regression knowledge in finding the relationship between any two business variables

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	2	1					1		
2	2	2			2		2		
3	2	2			2		2		
4	2	2			2		2		
5	2	2			2		2	1	

1→Low 2→Medium 3→High

19BA1604**ORGANIZATIONAL BEHAVIOUR****3 0 0 3****Course Objectives**

- To provide an overview of theories and practices in Organizational behaviour.
- To know about the modern organizational scenario, individual and group behaviour of people in the organization.

PRE-REQUISITE:

The students should have the knowledge about behaviour. They should have the thirst to learn the individual, group & Organizational behaviour.

Unit I Introduction**5**

Organizational Behaviour - Meaning and Importance, Contributing Disciplines, Challenges and Opportunities, Modern Organizational Scenario - Contemporary challenges.

Unit II Individual Behaviour**12**

Foundations of individual behaviour - Ability, Attitudes, Learning, Job Satisfaction, Personality, Values, Perception, Motivation-Theories, Job design and Goal setting, Stress: Causes - Effects - Coping strategies, Emotional Intelligence.

Unit III Group Behaviour**10**

Foundations of Group behaviour - Group development; Group properties: Roles, norms, status, size and cohesiveness, Group decision making - Techniques, Work teams, Communication, Control.

Unit IV Leadership and Power**8**

Leadership – Styles, Theories, Power and Politics

Unit V Organizational Dynamics**10**

Understanding organizations- Managing organizational culture, Technology and organizational design, Organizational decision making, Managing organizational conflict, Organizational change, Organizational Development.

Total: 45 Periods**Text Book:**

- Stephen P. Robins, Organizational Behavior, PHI Learning / Pearson Education, Edition 17, 2016 (Global edition).

Reference Books:

- Luthans, F., 'Organizational Behaviour', McGraw Hill, New York.
- Uma Sekaran, Organizational Behaviour, New Delhi: Tata McGraw Hill, 2016.

Course Outcomes

At the end of the course, students are able to

- Apply the behavioural models for managing the employee's behaviour.
- Assess the individual's behaviour and adopt appropriate motivation strategies.
- Check the various techniques for effectively managing the group.
- Implement the correct leadership in organizational functioning.
- Plan to Initiate, manage and implement changes in organization.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	3	2	3	3	1			1	
2		3			3	2		3	1
3	3		2	1		2	3	2	
4	3	1	2	1				3	1
5	2		2		3		2		

1→Low 2→Medium 3→High

19BA1605**FINANCIAL AND MANAGEMENT ACCOUNTING 3 1 0 4****Course Objectives**

- To acquire knowledge about basic principles of financial accounting and preparation of final accounts
- To understand the fundamentals of company accounts and methods for analyzing the financial statements
- To gain practical knowledge in costing methods and techniques

PRE-REQUISITE:

Basic level of knowledge in Financial and cost accounting

UNIT I Financial Accounting**12**

Introduction to Financial, Cost and Management Accounting- Accounting principles, Conventions and Concepts- Preparation of Profit and Loss account and Balance sheet - Introduction to inflation accounting- Introduction to human resources accounting.

UNIT II Company Accounts**12**

Meaning of Company - Statutory Books- Kinds of Companies- Profit or Loss Prior to incorporation- Final Accounts of Company- Alteration of share capital- Employees stock option- Buyback of securities (Theory Only)

UNIT III Financial Statement Analysis**12**

Analysis of financial statements – Financial ratio analysis - Cash flow statement (as per Accounting Standard 3) - Funds flow statement.

UNIT IV Cost Accounting**12**

Cost Accounting- Classification of costs – Methods of Costing - Job costing - Process costing- Marginal costing - Budgetary Control – standard Costing .

UNIT V Accounting In Computerized Environment**12**

Significance of Computerized Accounting System- Codification and Grouping of Accounts- Maintaining the hierarchy of ledgers- Accounting software.

Total: 60 Periods**Text Book:**

- ✓ M. Y. Khan & P.K Jain, Management Accounting, Tata McGraw Hill, 2011

Reference Books:

1. R. Narayanaswamy, financial accounting- A Managerial perspective, PHI learning, New Delhi 2016.
2. Godwin, Alderman – Financial Accounting 2nd edition, Cengage 2011.

Course Outcomes

At the end of the course, students are able to

- Prepare the final accounts and can understand the role of inflation on accounting statement
- Developed the capability of preparing the company final accounts
- Be capable of analyzing the financial statements using ratios
- Ascertain the cost of a product using different methods of costing and able to use the techniques of cost accounting for cost control
- Realize the need for computerized accounting system in an organization

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	1	1	2	2	1	1	2	2	1
2	2	2	2	2	2	2	2	2	2
3	2	2	2	2	1	1	2	2	1
4	2	2	2	2	2	2	1	2	2
5	1	1	1	2	2	1	1	2	1

1→Low 2→Medium 3→High

19BA1606**LEGAL ASPECTS OF BUSINESS****3 0 0 3****Course Objectives**

- To understand the legal procedures in contemporary Business environment.

PRE-REQUISITE:

This course introduces students to a critical understanding of the institutions and practices that are basic to the law in India.

UNIT I Contract Act and Law**9**

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

UNIT II Company Law**9**

Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

UNIT III Industrial Law**9**

An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act.

UNIT IV Corporate Tax and GST (Amended on 03/05/2018)**9**

Corporate tax planning, Income Tax, Goods and service tax-Introduction, Objectives, Classification and practical implications of GST.

UNIT V Cyber Laws**9**

Cybercrimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.

Total: 45 Periods**Text Book:**

- Maheshwari, S.N. and S.K. Maheshwari; A Manual of Business Law, 6th Edition, Himalaya Publishing House, 2015.

Reference Books:

- Kapoor, N. D.; Elements of Mercantile Law, 30th edition, Sultan Chand & Sons, NewDelhi,2015

Course Outcomes**At the end of the course, students are able to**

- To gain knowledge in contract and the procedures in performing a contract.
- To know the nature of companies and the authorities and procedure for forming and winding a company.
- Analyze the factory requirement according to the law enforced.

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- Calculate the tax to be paid by any organization.
- Clear idea about protecting the IPR through registering and safeguarding from cyber threats.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	1			2		2	2	1	
2		2	1		0	3			1
3	3	1	2		1			3	
4		3		3				2	2
5	3	3		2				1	1

1→Low 2→Medium 3→High

19BA1607**TOTAL QUALITY MANAGEMENT****3 0 0 3****Course Objectives**

- To understand the quality aspects and philosophies applied in Business.

PRE-REQUISITE:

Students must have the basic knowledge about the industries.

UNIT Introduction to Quality**9**

The concept of Quality- Dimensions of product and service quality - vision, mission and policy statements – Customer focus, Needs and Requirements.

UNIT II Principles of Quality**9**

Contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi – Quality loss Function – Quality Circle - Japanese 5S principles and 8D Methodology

UNIT III Statistical Process Control**9**

Control charts – Statistical Process Control – Six Sigma - Total productive maintenance (TPM) - Business process Improvement (BPI) – principles, applications, reengineering process.

UNIT IV Tools and Techniques**9**

Old and New Quality tools - Failure mode effect analysis (FMEA) - Bench marking and POKA YOKE- House of quality (HOQ), building a HOQ - Quality functions development (QFD)

UNIT V Quality Management Systems**9**

Introduction to IS/ISO 9004:2000 - Quality Audits, TQM culture- Performance improvement – Quality Council and Employee involvement in TQM

Total: 45 Periods**Text Book:**

- Dale H.Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, Revised Third edition, Pearson Education, 2011

Reference Books:

- Subburaj Ramasamy, “Total Quality Management”, New Delhi: Tata McGraw Hill Publishing Co. Ltd, 2008.
- J.R. Evans and W.M. Lindsay, “Quality control and Management”, New Delhi: Cengage Learning 2010.
- Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited, 2008.

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Course Outcomes

At the end of the course, students are able to

- To understand the dimensions of quality and focus on the customer needs
- Applying TQM concepts for improving the quality of products and services.
- Use the process approach in production
- Use tools and techniques of TQM for continuous improvement in quality.
- Implement Quality Management System.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	2		1	3	2			1	3
2	1	1			2				2
3	3	2	1	1	3				1
4	3	2	1	1	2	2	3	3	
5	3	2		1		1			1

1→Low 2→Medium 3→High

19BA1908**EXECUTIVE COMMUNICATION****2023****Course Objective:**

The course aims to develop all forms of communication skills of the students

- To enable them to conduct well in any business process without any communication difficulties.
- To train them to enhance their skills in written as well as oral Communication through practical conduct of this course.
- To help them understand the principles & techniques of business communication.

PRE-REQUISITE:

- The pre-requisite knowledge required by the Students to study this Course is the fundamental knowledge in English Language.

Unit I Sharing Information**9**

Reading- Short Comprehension Passages – Day-to-day conversation; Writing- Reframing sentences from the jumbled words – Creating Coherence; Listening- Listening to TED talks, texts - short formal business conversations; Speaking- introducing oneself to the audience giving importance to characteristics; Telephonic conversation; Language development- Framing Yes/No questions, Use of Question tag, Phrases used in Business Communication

Unit II Written Correspondence – I**9**

Listening - Listening to Reports – Advertisements; Reading– reading and understanding articles; Writing– Writing Feasibility Reports, Survey Reports; Writing about a product – Writing for advertisements; Vocabulary Development- verbal analogies; Language Development- advanced use of articles, Prepositional phrases

Unit III Written Correspondence - II**9**

Reading- Comprehending Articles from magazines, understanding the writing style; Listening to business talks; Speaking – answering Interview questions; Reading – longer texts both general and technical, practice in speed reading; Writing- letter writing – Job Application – Resume - Minutes of the Meeting – Writing opinion paragraph - Writing paragraphs with reasons, Interpretation of charts; Language Development - If – Conditionals, Tenses- simple present - simple past- present continuous and past continuous- Listening

Unit IV Soft skills**9**

Introduction - Objectives and Expectations - Classifying Decisions - valuating Alternatives: Plus-Minus-Implication – Project Direction – Writing down decision statements - Understanding Culture - Evaluating Alternatives: Paired Comparison - Supportive Listening Skills Demonstration - Team Decision Making - Communicating Verbally - Conflict Analysis - Visual idea Presentation.

Unit V Negotiation Skills**9**

Understanding the hidden complexities and dynamics of negotiation - Internalizing the roles played by relationships, trust and rapport - Strategically preparing for any negotiation scenario – writing implementation and compliance statements.

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Total Hours: 45**Text book:**

- Business communication – PC Bhatia – Ane books Pvt ltd., - www.anebooks.com.

Reference Books:

- Business communication, principles and methods and Techniques– Nirmalsingh,Deep and Deep publications Pvt Ltd.
- Business communication– SathyaswaroopDebaishBhagabandas – PHI learningprivate ltd.
- Business communication – Meenakshi Raman, Prakashsingh, Oxford university press
- Pease, Allan and Barbara Pease. The Definitive Book of Body Language. New Delhi: Manjul Publishing House, 2005.
- Robbins P.Stephen, Hunsaker I.Philip.Training in Interpersonal Skill. 6th Edition. NewDelhi: Pearson, 2015.

Course Outcomes:**At the end of the course, students are able to**

- Understand the scope of communication and use it in different Business situations.
- Identify the appropriate usage of informative messages and write informative messages
- Understand the differences in communication methods and the suitability according to various scenarios
- Follow appropriate strategies to communicate to an audience in and outside the workplace.
- Master the key principles of effective negotiating skills

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1		3	3	2	2			2	3
2		3	3	2	3			2	3
3		3	3	3	3			3	3
4		3	3	1	3			2	3
5		3	3	3	3	2	3	3	3

1→Low 2→Medium 3→High

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19BA2601

MARKETING MANAGEMENT

3 0 0 3

Course Objective:

To understand and appreciate the concept of marketing in theory and practice. This course seeks to develop the different analytical perspectives for effective marketing decisions.

PRE-REQUISITE:

Students should have basic knowledge of market and product.

UNIT I – Fundamentals of marketing**10**

Marketing - Perspectives on marketing; Difference between selling and marketing; Marketing environment – Mega/Macro environment - Porter's 5 forces; Global marketing environment; Marketing environment of India; Rural marketing in India –Importance of the rural market; Marketing strategy - Competitor Analysis -Segmentation - Targeting

UNIT II – Product Management**10**

Offering value – The purpose – Product attributes & tools; Types of products; Product mix and product lines ; Decisions on packing; Managing product quality; Managing the PLC of the product; Introducing new products – Marketing roles in new products – Stages in new product development – New product development – New product Failure; Brand – Building Strong Brands.

UNIT III – Pricing and Promotions**8**

Pricing rest on values; Pricing a complex task; Pricing objectives - Pricing methods – Pricing to capture value; Marketing control;

UNIT IV – Distribution Network**8**

Distributions Logistics and supply chain management - Transportation – Warehousing – Inventory Management; Marketing channels – Designing; Distribution strategy – Designing channel system; Retailing – Nature & scope – Main activities – Retailing in India.

UNIT V – Online Marketing and Sales Promotion**9**

Direct Marketing – Nature – Scope & Advantages – Telemarketing –Multi level marketing. Online marketing – Advantages – Growth – Establishing a web marketing facility; Advertising management – Nature and importance – Attitude change- Sales Promotion - Personal selling and sales management – Communicating value – Personal selling process ; Socially responsible marketing.

Total Hours: 45**Text Book:**

- V S Ramaswamy; S Namakumari – Marketing Management, 4th edition 2011.

Reference Books

- Philip Kotler, Keller, Koshy, Jha, Marketing Management, Pearson, 13th edition, New Delhi.

Course Outcomes:**At the end of the course, students are able to**

- Demonstrate a clear understanding of the marketing concept
- Find and generate information/data needed to inform problem solving in marketing product by product mix concept.
- Explain the process of selecting an appropriate segmentation approach and deciding which customer segments to target for marketing activities
- Apply common tools and approaches used to measure marketing communication effectiveness and distribution network.
- Interpret complex marketing issues and problems using relevant theories, concepts and methods with regard to ethical conduct.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	3	2	3	3	1			1	
2		3			3	2		3	1
3	3		2	1		2	3	2	
4	3	1	2	1				3	1
5	2		2		3		2		

1→Low 2→Medium 3→High

19BA2602 DECISION MODELS AND MANAGEMENT SCIENCE 3 1 0 4

Course Objectives:

- To learn the concepts of operations research applied in business decision making.

PRE-REQUISITE:

Students are required to have basic mathematical skills.

COURSE CONTENTS

UNIT I Introduction to Linear Programming (LP) 9

Introduction to applications of operations research in functional areas of management. Linear Programming-formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases.

UNIT II Linear Programming Extensions 9

Transportation Models (Minimising and Maximising Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Case of Degeneracy. Transshipment Models. Assignment Models (Minimising and Maximising Problems) – Balanced and Unbalanced Problems. Travelling Salesman problem. Crew Assignment Models.

UNIT III Integer Programming and Game Theory 9

Solution to pure and mixed integer programming problem by Branch and Bound and cutting plane algorithms. Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.

UNIT IV Inventory Models and Decision Theory 9

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

UNIT V Simulation and Replacement Models 9

Monte - carlo simulation-Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

TOTAL: 45 PERIODS

Text Book

- Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.

Reference Books:

- N. D Vohra, Quantitative Techniques in Management, Tata Mc graw Hill, 2010.
- Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Ninth Edition, 2010.
- Anderson , Sweeney Williams Solutions Manual to Accompany an Introduction to Management Science Quantitative Approaches To Decision, Cengage , 12th edition , 2012

- G. Srinivasan, Operations Research – Principles and Applications, II edition , PHI, 2010.
- Bernard W.Taylor ,Introduction to Management Science , 12 th edition, 2012

Course Outcomes:

At the end of the course, students are able to

- Apply knowledge of Linear programming in decision making
- Understand the extensions of linear programming
- Able to find solutions for integer programming and to apply game theory.
- Gain knowledge about using the simulation and decision theory.
- Apply Queuing theory and replacement models in planning the daily sales.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	3	2	2	2	3	2	2	2	1
2	3	2	2	2	3	2	2	2	1
3	3	2	2	2	3	2	2	2	1
4	3	3	1	2	2	2	2	1	1
5	3	2	1	2	2	2	2	1	1

1→Low 2→Medium 3→High

19BA2603**HUMAN RESOURCE MANAGEMENT****3 0 0 3****Course Objectives**

- To make the student understand the concepts of Human Resource Management
- To provide the knowledge about the acquisition and development of human resources
- To make the students imbibe the essence of motivation and maintenance of Human Resources

PRE-REQUISITE:

Basic Management knowledge.

Ability to understand the basic HR functional area.

COURSE CONTENTS**UNIT I Perspectives in Human Resource Management****9**

Meaning and functions of Human Resource Management – The importance of the human factor – Challenges – Role of human resource manager – Computer applications in human resource management – Human resource accounting - Human resource audit.

UNIT II Acquisition of Human Resources**9**

Need and importance of Human Resource Planning – Forecasting human resource requirement – matching supply and demand – Recruitment- Internal and External sources. - Selection – induction – Socialization benefits.

UNIT III Development of Human Resources**9**

Types of training methods –purpose- benefits- resistance. Executive Development Programmes – Common practices - Benefits – Self-development – Knowledge Management.

UNIT IV Motivation of Human Resources**9**

Compensation plan – Reward – Motivation –Theories of Motivation – Career Management.

UNIT V Maintenance of Human Resources**9**

Performance evaluation –Methods- Feedback – Promotion- Demotion- Transfer - Separation – Control process – Importance – Methods – Requirement of effective control systems - Grievances – Causes – Implications – Redressal methods.

Total: 45 Periods**Text Book:**

- Aswathappa, "Human Resource and Personnel Management- Text and Cases", New Delhi: Tata McGraw Hill, 2016.

Reference Books:

- Biswajeet Pattanayak, "Human Resource Management", New Delhi: Prentice Hall of India, 2015.
- Dessler Human Resource Management, Pearson Education Limited, 14th Edition, 2015.
- Decenzo and Robbins, Fundamentals of Human Resource Management, Wiley, 11th Edition, 2013.

- Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012 .
- Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8th edition 2012.

Course Outcomes

At the end of the course, students are able to

- Acquire knowledge about the perspectives of Human Resources Management.
- Understand the process of acquiring human resource.
- Gained insight about development of human resource.
- Realize the need for motivation and career management.
- Understand the importance of human resource maintenance.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	1			3		2	2		
2	3			3	2	3		3	
3	2		3		3	3		1	
4		2		3	3			2	3
5	3		1		2		3		3

1→Low 2→Medium 3→High

19BA2604**FINANCIAL MANAGEMENT****3 1 0 4****Course Objectives**

- To enable the students to understand the concepts of Financial Management.
- To understand the concepts and techniques of Capital Budgeting, Working Capital Management and Dividends.
- To throw light on the significance of Cost of Capital for deciding the Capital Structure.

PRE-REQUISITE:

The students should have the knowledge on the basic related to finance. They should have the thirst to learn.

COURSE CONTENTS**UNIT I Foundations of Finance****9**

Introduction to finance- Financial Management – Nature, scope and functions of Finance, organization of financial functions, objectives of financial management, Major financial decisions – Time value of money – features.

UNIT II Investment Decisions**9**

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

UNIT III Financing Decision**9**

Leverages - Operating and Financial leverage – measurement of leverages – degree of Operating & Financial leverage – Combined leverage, EBIT – EPS Analysis- Indifference point. Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure.

UNIT IV Dividend Decision**9**

Dividend decision- Issues in dividend decisions, Importance, Relevance & Irrelevance theories – Walter"s – Model, Gordon"s model and MM model. – Factors determining dividend policy – Types of dividend policies – forms of dividend

UNIT V Working Capital Management**9**

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

Total: 45 Periods**Text Book:**

- I.M.Pandey, "Financial Management", New Delhi: Vikas Publishing House Pvt. Ltd., - 2016.

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Reference Books:

- James C. Van Horne, "Financial Management & Policy", New Delhi: Prentice Hall of India, 2011.
- Brigham and Houston, "Fundamentals of Financial Management", New Delhi: Thomson Learning, 2015.
- M.Y. Khan and P. K.Jain, "Financial Management- Text, Problems and Cases", New Delhi: Tata McGraw Hill Publishing Company Ltd, 2017.
- Prasanna Chandra, "Financial Management- Theory and Practice", New Delhi: Tata McGraw-Hill Publishing Company Ltd, 2017.

Course Outcomes**At the end of the course, students are able to**

- Apply in predicting future and present value of money in financial planning.
- Evaluate appropriate Capital Budgeting Techniques.
- Analyze the impact of Optimum Capital Structure on Market Value of the firm.
- Plan appropriate Dividend Policy for optimal risk return trade-off.
- Apply different Working Capital techniques to improve liquidity.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	2			3	1	2		3	1
2	1	3		2				3	3
3	2	1		1	2		2	2	
4	2	1		2	3	3		1	2
5	3	2		3	2	1		3	1

1→Low 2→Medium 3→High

19BA2605**RESEARCH METHODOLOGY****3 0 0 3****Course Objectives**

- To make the students understand the concepts and significance of research
- To acquire knowledge about research process and data analysis
- To develop the skills for interpretation and report writing

PRE-REQUISITE:

Students must have basic knowledge of MS Office

Must possess little bit knowledge of research.

COURSE CONTENTS**UNIT I Introduction to Business Research****9**

Business Research – Definition and Significance –Types of Research – research process – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective.

UNIT II Research Design and Measurement**9**

Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design –Variables in Research – Measurement and scaling – Different scales – Test of sound measurement- Test of Validity, Reliability and Practicality of measuring instrument.

UNIT III Data Collection and Sampling Design**9**

Types of data – Primary Vs Secondary data – Methods of primary data collection-Survey Vs Observation – Construction of questionnaire and instrument – Validation of questionnaire – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non-probability sampling methods.

UNIT IV Data Preparation and Analysis**9**

Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Bivariate and Multivariate statistical techniques – Factor analysis – Discriminant analysis – cluster analysis – multiple regression and correlation.

UNIT V Interpretation and Report Writing**9**

Meaning of interpretation - Research report – Significance of report writing- Types of report – Contents of report – Mechanics of writing a research report- Precautions for writing research reports

Total: 45 Periods**Text Book:**

- Kothari C.R, Research methodology Methods and Techniques, New Age International (P) Ltd, New Delhi, 110002.

Reference Books:

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- Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012.
- Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.
- William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.

Course Outcomes

At the end of the course, students are able to

- Students would gain knowledge in basics of business research.
- Choose the correct research design for the business problem.
- Students would acquaint with data collection techniques.
- Analyze the data collected with appropriate tools.
- Students would conversant with drafting the research report.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1		2	1		2	1	1	1	2
2	2		1	1	3			1	
3	2	2	3	1	2	1			
4	3	3	1		1	1			
5	2			1	1	1	2	2	3

1→Low 2→Medium 3→High

19BA2606

OPERATIONS MANAGEMENT

3 0 0 3

Course Objective:

- To provide a broad introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.

PRE-REQUISITE:

Students are required to realize the importance of Operations Management.

COURSE CONTENTS**UNIT I Introduction to Operations Management 9**

Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends - Operations Strategy – Supply Chain Management

UNIT II Forecasting, Capacity and Facility Design 9

Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types. Overview of sales and operations planning. Overview of MRP, MRP II and ERP. Facility Location – Theories, Steps in Selection, Location Models. Facility Layout – Principles, Types, Planning tools and techniques.

UNIT III Design of Product, Process and Work Systems 9

Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions. Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity – Measuring Productivity and Methods to improve productivity.

UNIT IV Materials Management 9

Materials Management – Objectives, Planning, Budgeting and Control. Purchasing – Objectives, Functions, Policies, Vendor rating and Value Analysis. Stores Management – Nature, Layout, Classification and Coding. Inventory – Objectives, Costs and control techniques. Overview of JIT.

UNIT V Scheduling and Project Management 9

Project Management – Scheduling Techniques, PERT, CPM; Scheduling - work centers – nature, importance; Priority rules and techniques, shop floor control; Flow shop scheduling – Johnson's Algorithm – Gantt charts; personnel scheduling in services.

TOTAL: 45 PERIODS**Text Book**

- Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.

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Reference Books:

- Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12th Edition, 2010.
- Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage, 2002.
- William J Stevenson, Operations Management, Tata McGraw Hill, 11th Edition, 2015.
- Russell and Taylor, Operations Management, Wiley, 8th Edition, 2015.
- Kanishka Bedi, Production and Operations Management, Oxford University, 3rd Edition, 2013.
- Chary S. N, Production and Operations Management, Tata McGraw Hill, 5th Edition, 2013.
- Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
- Mahadevan B, Operations Management Theory and practice, Pearson Education, 3rd Edition, 2015

Course Outcomes:**At the end of the course, students are able to**

- Apply OM concept in their field of work.
- Understand the various ways of designing the capacity, facility, product and process.
- Get the knowledge about how to forecast the demand , plan the capacity, Material requirement
- Learn how materials are managed effectively
- Understand the various project management and scheduling techniques

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	2							1	
2	3	2	2	2	2	2	1	2	1
3	3	2	2		2		2	1	1
4	2	2			2		2	1	1
5	2	2			2			1	1

1→Low 2→Medium 3→High

19BA2607**ENTREPRENEURSHIP DEVELOPMENT****3 0 0 3****Course Objective:**

- To develop and strengthen entrepreneurial quality and motivation in students. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.

PRE-REQUISITE:

Basic understanding and knowledge about business and the environment in which it functions.

COURSE CONTENTS**UNIT I Entrepreneurial Competence****6**

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills.

UNIT II Entrepreneurial Environment**12**

Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Organizational Support Services - Central and State Government Industrial Policies and Regulations - International Business.

UNIT III Business Plan Preparation**12**

Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

UNIT IV Launching Of Small Business**10**

Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital, IT start-ups.

UNIT V Management of Small Business**5**

Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.

TOTAL: 45 PERIODS**Text Book:**

- Hirsch, Entrepreneurship, Edition 9, Tata McGraw Hill, New Delhi, 2014

Reference Books:

- S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, (Revised Edition) 2013.
- Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra, 2nd Edition ,2005
- Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 1996.

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- P.Saravanel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai 1997.
- Arya Kumar. Entrepreneurship. Pearson, 2012.
- Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage, 2012

Course Outcome:

At the end of the course, students are able to

- Gain knowledge and skills needed to run a business.
- Assess the environment suitable for entrepreneurs.
- Prepare a Business plan.
- Implementing the idea of launching a start-up.
- Ability to manage a small business.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	2	1	1	1	1	2	2	2	2
2	2	1	1	2	2	2	2	2	2
3	2	1	2	2	2	2	2	2	2
4	3	2	3	3	3	2	3	3	2
5	3	3	3	3	3	3	3	3	2

1→Low 2→Medium 3→High

19BA2908**BUSINESS APPLICATION SOFTWARE****0 0 4 2****Course Objective**

- To have hands-on experience on decision modeling.

COURSE CONTENTS**MODULE I**

- ✓ MS Word
- ✓ MS Power Point

MODULE II

- ✓ MS Excel

MODULE III

- ✓ Questionnaire Preparation.
- ✓ Getting started with SPSS;
- ✓ Getting Familiar With SPSS; Types of Variables;
- ✓ How To Create and Interpret The Result of A Histogram

MODULE IV

- ✓ Testing of Reliability.
- ✓ Descriptive Statistics;
- ✓ Hypothesis Framing (Parametric and Non Parametric); Cross tab; frequencies.

MODULE V

- ✓ One Sample T-test;
- ✓ Correlation & Regression
- ✓ One way-Anova; Chi-square;

TOTAL HOURS: 45**Reference Books:**

- http://www.academia.dk/BiologiskAntropologi/Epidemiologi/PDF/SPSS_Statistical_Analyses_using_SPSS.pdf
- http://www.biometrika.tomsk.ru/lib/spss_dumm.pdf

Course Outcomes**At the end of the course, students are able to**

- Explains the basic knowledge of office practices.
- Understand how to start SPSS
- Define a variety of statistical variables
- Enter basic data into SPSS
- Carry out a statistical analysis that can test hypotheses.

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PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	3	2	3	3	1			1	
2		3			3	2		3	1
3	3		2	1		2	3	2	
4	3	1	2	1				3	1
5	2		2		3		2		

1→Low 2→Medium 3→High

19BA3601

STRATEGIC MANAGEMENT

3 0 0 3

Course Objectives

- To understand the strategy formulation process and application of strategies for the contemporary Business environment.

PRE-REQUISITE:

The course is designed specially not only to introduce students with key strategy concepts but also aims to help students to integrate and apply their prior learning to various business solutions.

COURSE CONTENTS**UNIT I Introduction to Strategy****9**

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Objectives and Goals - Corporate Governance and Social responsibility

UNIT II Competitive Advantage**9**

Porter's Five Forces Model - Globalization and Industry Structure - Capabilities and competencies—core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage - Resources and Capabilities durability of competitive Advantage-Avoiding failures and sustaining competitive advantage.

UNIT III Business Strategies**10**

Stability, Expansion, Retrenchment and Combination strategies - Business level strategy-Strategy in the Global Environment-Corporate Strategy-Vertical Integration- Diversification and Strategic Alliances - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model.

UNIT IV Strategy Implementation and Evaluation**9**

The implementation process, Resource allocation, Designing organizational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change - Techniques of strategic evaluation & control.

UNIT V Strategic Issues**8**

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

Total: 45 Periods**Text Book:**

Hill. Strategic Management : An Integrated approach, 2009 Edition Wiley (2012)

Reference Books:

- John A. Parnell. Strategic Management, Theory and practice Biztantra (2012).

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- Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2008
- Adriaux Haberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
- Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.
- Dr.Dharma Bir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.
- John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, McGraw Hill, 12th Edition, 2012.

Course Outcomes

At the end of the course, students are able to

- Able to create vision, mission and objectives for an organization.
- Analyze the forces which act upon the organization and build competencies.
- Frame business level and global level strategies for sustainable growth.
- Determine the resources required and allocate accordingly.
- Create strategies for non-profit organizations and manage effectively.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	2	3	2	2	2				2
2	1	2	2				3		1
3		2	1	2	2	1			
4	1	1			3				1
5	2	1	2	1		3		1	2

1→Low 2→Medium 3→High

19BA3602 BUSINESS ETHICS & CORPORATE SOCIAL RESPONSIBILITY 3 0 0 3**Course Objective:**

- To understand the concepts of Corporate social responsibility and Business ethics followed in organizations.

PRE-REQUISITE:

Basic knowledge about corporate.

Basic understanding about terms like Ethics, Legal, Environment of organisation etc.

COURSE CONTENTS**UNIT I Introduction****9**

Definition & nature Business ethics, Characteristics, Ethical theories; Causes of unethical behavior; Ethical abuses; Work ethics; Code of conduct; Public good.

UNIT II Ethics Theory and Beyond**9**

Management of Ethics -Ethical dilemma; Ethics in practice - ethics for managers; Role and function of ethical managers- Comparative ethical behaviour of managers;Code of ethics; Competitiveness, organizational size, profitability and ethics; Cost of ethics in Corporate ethics evaluation.

UNIT III Legal Aspects of Ethics**9**

Political – legal environment; Provisions of the Indian constitution pertaining to Business; Political setup – major characteristics and their implications for business; prominent features of MRTP & FERA. Social – cultural environment and their impact on business operations, Salient features of Indian culture and values.

UNIT IV Environmental Ethics**9**

Economic Environment; Philosophy of economic grow and its implications for business, Industrial policy and framework of government contract over Business; Role of chamber of commerce and confederation of Indian Industries.

UNIT V Corporate Social Responsibility and Governance**9**

Definition- Evolution- Need for CSR; Theoretical perspectives Strategies for CSR; Challenges and implementation; Evolution of corporate governance; Governance practices and regulation; Structure and development of boards Governance ratings; Future of governance- innovative practices; Case studies with lessons learnt.

TOTAL HOURS: 45**Text Book**

- S.A. Sherlekar, Ethics in Management, Himalaya Publishing House, 2009.

Reference Books

- W.H. Shaw, Business Ethics, Cengage Learning, 2007.
- Beeslory, Michel and Evens, Corporate Social Responsibility, Taylor and Francis, 1978.

- Philip Kotler and Nancy Lee, Corporate social responsibility: doing the most good for company and your cause, Wiley, 2005.
- Subhabrata Bobby Banerjee, Corporate social responsibility: the good, the bad and the ugly, Edward Elgar Publishing, 2007.
- Satheesh kumar, Corporate governance, Oxford University, Press, 2010.
- Bob Tricker, Corporate governance- Principles, policies and practices, Oxford University Press, 2009.

Course Outcomes:

At the end of the course, students are able to

- To gain knowledge in the basics of ethics and ethical behaviour.
- To develop ethical competency and behaviour.
- To manage culture and maintain value in organization.
- To safe guard the environment and manage the issues arising.
- To practice and implement in day to day life.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	3	3		2	2		2		
2	1	3		3				3	3
3	3		2	2		3	1	3	
4	2		2		3	3		1	
5	3			3		2		3	

1→Low 2→Medium 3→High

19BA3903**PREDICTIVE ANALYTICS****0 0 4 2****Course Objective**

- Understanding of how to formulate predictive analytics questions.
- Learn how to select the appropriate method for predictive analysis, and how to build effective predictive models.
- Learn how to search, identify, gather and pre-process data for the analysis

PRE-REQUISITE:

The students are required to have basic knowledge on statistics and maths

MODULE 01

- Preparing data for modeling

MODULE 02

- Data Reduction : Principal components
- Principles
- Factor analysis vs Principal Component Analysis

MODULE 03

- Decision Trees / Rule Induction
- Comparison of Decision Tree models
- Modeling categorical outputs with other Decision Tree algorithms
- Modeling categorical outputs with CHAID

MODULE 04

- Neural Networks
- The neural network node
- Models Palette
- The neural net model

MODULE 05

- Support Vector Machines
- The Structure of SM Models
- SVM Model to predict churn

MODULE 06

- Linear Regression
- Basic concepts of Regression
- Models node to perform Regression

MODULE 07

- Cox Regression

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- Cox Regression to predict churn

MODULE 08

- Time Series Analysis
- Time series model
- Exponential smoothing
- ARIMA
- Automatic Forecasting in a production setting

MODULE 09

- Logistic Regression
- A Multinomial Logistic Analysis : Predicting Credit Risk
- Interpreting Coefficients

MODULE 10

- Discriminant Analysis
- The Discriminant model
- How cases are classified?
- Analysis tips

Total: 45 Periods

References:

- Nigrini, Mark (June 2011). "Forensic Analytics: Methods and Techniques for Forensic Accounting Investigations". Hoboken, NJ: John Wiley & Sons Inc.
- <https://www.the-digital-insurer.com/wp-content/uploads/2013/12/78-Predictive-Modeling-White-Paper.pdf>
- https://www.win.tue.nl/~mpechen/publications/pubs/PA_EDS_HPCS15.pdf

Course Outcomes

At the end of the course, students are able to

- Apply PA Models into business
- Identify the factors affecting any managerial decision
- Ability to make business decisions
- Apply linear programming and regression to identify the relationship between business variables
- Apply time series models to predict the future values

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	2	2	1	1	2	1	2	2	2
2	1		1	1	2				
3	2	2	2		2		2		1
4	2	2	2	1	2		2		1
5	1				2			1	1

1→Low 2→Medium 3→High

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**PROFESSIONAL ELECTIVES FOR THIRD SEMESTER
FINANCE SPECIALIZATION**

19BA3701 SECURITY ANALYSIS & PORTFOLIO MANAGEMENT 2023

Course Objectives

- To understand the functioning of Indian Capital Markets.
- To know the techniques available for analyzing the Securities and understand the management of a Portfolio.

PRE-REQUISITE:

Students are required to have a basic knowledge about all investment avenues.

COURSE CONTENTS

Unit I The Investment Environment:

9

The organization and mechanics of securities markets - Various securities — Characteristics - Objective of the security analysis - Frictions of an organized security market – Mechanics of security trading - Sources of Investment Information.

Unit II Security analysis – Fundamental:

9

Internal value and market value of various securities - Internal value and market value of firm. Economic analysis – Industry analysis - Company analysis - Financial Statement analysis — projecting earnings under stable as well as dynamic conditions - risk and return factors.

Unit III Security analysis- Technical:

9

Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.

Unit IV Portfolio Analysis:

9

Portfolio theory - Portfolio criteria Efficient Set - Portfolio selection and diversification - The shape of the risk function - CAPM model - Technical analysis - Random Walk - Martingale Model.

Unit V Portfolio Management:

9

Portfolio objective - Size of portfolio - Portfolio selection - Basis and Readjustment - Timings of disinvestments,-Portfolio performance.

Total: 45 Periods

Text Book:

- Donald E Fischer and Ronald J Jordan, Security Analysis & Portfolio Management, New Delhi: Prentice Hall of India Private Ltd, 2016.

Reference Books:

- S. Kevin, Security Analysis & Portfolio Management, New Delhi: Prentice-hall of India Pvt Ltd, 2016.

- Prasanna Chandra, Investment Analysis and Portfolio Management, New Delhi: Tata McGraw Hill, 2017.
- Frank K Reilly and Keith C Brown, Investment Analysis and Portfolio Management, New Delhi: Thomson Learning, 2010.
- Dhanesh Kumar Khatri, Security Analysis and Portfolio Management, New Delhi: Macmillan, 2016.
- Investment management – Security analysis and portfolio management – V.K.Bhalla – Sultan chand- 15th edition 2009

Course Outcomes

At the end of the course, students are able to

- Capable of making an appropriate Investment Decision.
- Able to identify the economy and the industry.
- Ability to do company analysis and select a company.
- Plan to select the securities for the portfolio by using different techniques
- Constructing and Maintaining Active / Passive Portfolios scientifically.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	2	2	2	2	3	2	2	2	2
2	2	2	1	1	2	1	1	2	2
3	2	1	1	1	2	1	1	2	2
4	2	1	1	2	2	1	1	1	1
5	2	2	1	1	2	1	2	1	1

1→Low 2→Medium 3→High

19BA3702 BANKS AND FINANCIAL INSTITUTIONS MANAGEMENT 3 0 0 3**Course Objectives:**

- Grasp how banks raise their sources and how they deploy it and manage the associated risks
- Understand other financial services viz, Leasing, Hire Purchasing, Mergers and Acquisitions.

PRE-REQUISITE:

Students are requested to have a basic understanding of Banking System

COURSE CONTENTS**UNIT I Overview of Indian Banking System 9**

Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks – Balance sheet and Income Statement.

UNIT II Sources and Application of Bank Funds 9

Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document.

Unit III Merchant Banking 9

Merchant Banking – Functions – Modes of raising capital from Domestic and foreign markets – Raising short term funds –Recent developments in the capital markets. SEBI guidelines on merchant banking in India. NBFCs in India.

UNIT IV Leasing, Hire Purchasing and Mutual Funds 9

Hire Purchase – Concept – evaluation of Hire Purchase Proposals. Leasing – overview – tax aspects – Lease Accounting – Types of leases – Evaluation of leasing proposals. Mutual funds – operations performances, regulation – SEBI guidelines for mutual funds.

UNIT V Other Financial Services and Mergers And Acquisition 9

Other financial services: Venture Capital – Bill Discounting – Factoring – credit rating – Asset securitization – Depositories. Mergers and Acquisitions – SEBI code on Take-over – Business Failures and reorganizations. Case Analysis, Review of relevant articles.

TOTAL: 45 PERIODS

Text Book:

- Padmalatha Suresh and Justin Paul, “Management of Banking and Financial Services, Pearson, Delhi, 2012.

Reference Books:

- Meera Sharma, “Management of Financial Institutions – with emphasis on Bank and Risk Management”, PHI Learning Pvt. Ltd., New Delhi 2010.
- Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services”, Tata McGraw Hill, New Delhi, 2012.
- Madura, Financial Institutions & Markets, 10th edition, Cengage, 2016.

Course Outcomes**At the end of the course, students are able to**

- Analyze banking system and various legislations related to the banking system.
- Gain the understanding of sources and application of funds.
- Get the knowledge about the credit monitoring and risk management
- Gain knowledge about the mergers, diversification and performance evaluation of banks
- Gain the knowledge of high tech e-banking

PO Vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	1	2	1	1	2	1	1	1	1
2	2	2	1	1	2	1	1	1	1
3	2	2	2	2	2	1	2	2	2
4	2	2	1	1	2	1	2	1	1
5	1	1	1	2	2	1	1	1	1

1→Low 2→Medium 3→High

19BA3703**DERIVATIVES MANAGEMENT****3 0 0 3****Course Objective:**

- To understand the nuances involved in derivatives and to understand the basic operational mechanisms in derivatives.

PRE-REQUISITE:

Students are required to have a basic understanding of all Investment Markets.

COURSE CONTENTS**UNIT I Introduction****9**

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

UNIT II Futures Contract**9**

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

UNIT III Options**9**

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

UNIT IV Swaps**9**

Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.

UNIT V Derivatives in India**9**

Evolution of Derivatives Market in India – Regulations – Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

TOTAL: 45 PERIODS**Text Book:**

- John. C. Hull, Options, Futures and Other Derivative Securities, PHI Learning, 9th Edition, 2012

Reference Books:

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- David Dubofsky – ‘Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.
- Don M. Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 9th edition, Cengage, 2015.
- Cheol S Eun, Bruce G Restnick, - International Financial Management – McGrawHill – Fourth Edition.
- Keith Redhead, ‘Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs’, – PHI Learning, 2011.
- Stulz, Risk Management and Derivatives, Cengage, 2nd Edition, 2011.
- Website of NSE, BSE (study material available for courses on Derivatives)

Course Outcomes

At the end of the course, students are able to

- Understand the basics of Derivatives
- Apply knowledge of Futures contract to hedge the risk
- Apply knowledge of Options contract to hedge the risk
- Apply knowledge of Swaps contract to hedge interest rate risk
- Understand how derivatives contracts are traded in India

PO Vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	2	2	1	1	2	2	2	2	2
2	2	2	2	2	2	2	2	2	2
3	2	2	2	2	2	2	2	2	2
4	2	1	2	2	1	1	1	1	1
5	1				2				2

1→Low 2→Medium 3→High

19BA3704**BEHAVIOURAL FINANCE****3 0 0 3****Course Objectives:**

- To propose psychology based theories to explain financial markets anomalies such as severe rise or fall in stock price.

PRE-REQUISITE

Students are required to have understanding of basic terms of Investment.

COURSE CONTENTS**UNIT I Introduction****9**

Behavioural Finance: Nature, Scope, Objectives and Significance & Application. History of Behavioural Finance, Psychology: Concept, Nature, Importance, The psychology of financial markets, The psychology of investor behaviour, Behavioural Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory & mental accounting—investors Disposition effect .

UNIT II Arbitrage**9**

Building block of Behavioural Finance, Cognitive Psychology and limits to arbitrage. Demand by arbitrageurs: Definition of arbitrageur; Long–short trades; Risk vs. Horizon; Transaction costs and short–selling costs; Fundamental risk; Noise–trader risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation) Expected utility as a basis for decision–making. The evolution of theories based on expected utility concept.

UNIT III Rationality in Behaviour**9**

Ellsberg’s paradoxes, Rationality from an economics and evolutionary prospective. Different ways to define rationality: dependence on time horizon, individual or group rationality. Herbert Simon and bounded rationality. Demand by average investors: Definition of average investor; Belief biases; Limited attention and categorization; Non–traditional preferences – prospect theory and loss aversion; Bubbles and systematic investor sentiment.

UNIT IV Factors Affecting Behaviour**9**

External factors and investor behaviour: Fear & Greed in Financial Market, emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns

UNIT V Behavioural Corporate Finance**9**

Behavioural corporate finance: Empirical data on dividend presence or absence, ex–dividend day behaviour. Timing of good and bad corporate news announcement. Systematic approach of using behavioural factors in corporate decision–making. Neurophysiology of risk–taking. Personality traits and risk attitudes in different domains.

TOTAL: 45 PERIODS**Text Books**

- Behavioral finance by Williams Forbes– 2011. Published by Wiley

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Reference Books:

- Behavioral Finance Paperback – 1 Jul 2017 by Chandra published by McGraw–Hill Education.
- Behavioral Finance Paperback – 2014 by Sulphery M.M. Publisher: Prentice Hall India Learning Private Limited
- More Than You Know – Finding Financial Wisdom in Unconventional Places (Updated and Expanded) (Columbia Business School Publishing) Paperback – 21 Jun 2 by Michael Mauboussin
- Behavioral finance by Williams Forbes– 2011. Published by Wiley.
- The Little Book of Behavioural Investing: How not to be your own worst enemy (Little Books, Big Profits (UK)) by James Montier – 2010

Course Outcomes**At the end of the course, students are able to**

- Understands the basics of behavioral finance
- Apply the knowledge of arbitrage to make short term gains
- Examine the rationality in behavior
- Apply the statistical methods for capturing the effects of external influence on stock market returns
- Understand the basics of behavioral corporate finance.

○ **PO Vs CO Mapping**

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	1	2	1	1			1		
2	2	2		2			2		2
3				1	1		1	2	1
4	2			2	2		2	1	1
5		2		2	2		2	1	1

1→Low 2→Medium 3→High

19BA3705**PROJECT APPRAISAL AND FINANCE****3 0 0 3****Course Objectives:**

- To learn to analyze the project financially using technical analysis.

PRE-REQUISITE

Students are requested to have basic understanding of project and finance management.

COURSE CONTENTS**UNIT I Foundation****9**

Project Fundamentals, Features, identification, Project life cycle, Project Appraisal and financing, Appraisal of Promoters and Management by Lending Institutions, and its significance, IRR Spread, Determination of IRR using excel software

UNIT II Market and Technical Analysis**9**

Market Analysis and Appraisal, Demand Forecasting, Product Pricing Decisions, Tata Nano's case study, Technology and knowhow selection, Infrastructural facilities and inputs of production, Significance of Technology Appraisal, Social Cost Benefit Analysis

UNIT III Financial Analysis**9**

Assessment of Cost of project, purpose of financial analysis and appraisal, Assessment of Components of Cost of Project, Total cost of the project, Sources of Project finance, Financial Subsidies, Projected Financial Statements, Techniques of Financial analysis.

UNIT IV Project Risk Management**9**

Business risk vs Financial risk, Risk management in Project finance, Types and Measures of Project Risk, Sensitivity Analysis, Scenario Analysis, Break Even Analysis, Simulation Analysis, Decision Tree Analysis.

UNIT V Project Management**9**

Time and Cost Overruns and Over Run Financing, Network techniques for project management, Prerequisites for Successful Project Implementation, Performance Audit, Project Leadership, Project knowledge Management, Closure and Audit

TOTAL: 45 PERIODS**Text Book:**

- Project Appraisal and Financing – Ambrish Gupta – PHI Learning Pvt Ltd, 2017

Reference Book:

- Projects, Eighth edition – Prasanna Chandra – Tata Mcgraw Hill, 2014

Course Outcomes

At the end of the course, students are able to

- Understand the basics of appraisals of Project
- Apply knowledge of market and technical analysis

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- Apply the knowledge of financial analysis
- Apply the knowledge of hedging project risk.
- Apply the knowledge of network techniques in Project management.

○ **PO Vs CO Mapping**

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	2		2	2	2		2	1	1
2	2	1	2	2	2			2	2
3	2	1	2	2	2		2	2	2
4	2	2	2	2	2		2	2	2
5	2	2	1	2	2		2	1	1

1→Low 2→Medium 3→High

19BA3706

INTERNATIONAL TRADE FINANCE

3 0 0 3

Course Objective

- Understand export import finance and forex management
- Understand the documentation involved in international trade

PRE-REQUISITE

Students are required to have basic knowledge about exports and imports.

COURSE CONTENTS**UNIT I International Trade****9**

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

UNIT II Export and Import Finance**9**

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

UNIT III Forex Management**9**

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

UNIT IV Documentation in International Trade**9**

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

UNIT V EXPORT PROMOTION SCHEMES**9**

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

TOTAL: 45 PERIODS**Text Book**

- Apte P.G., International Financial Management, Tata McGraw Hill, 2011.

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Reference Books

- Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2010.
- Eun and Resnik, International Financial Management, Tata Mcgraw Hill, 5th Edition, 2011.
- Website of Indian Government on EXIM policy
- Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2011.

Course Outcomes

At the end of the course, students are able to

- Understand the basics of International Trade
- Apply knowledge of Export and Import Finance
- Apply the knowledge of Foreign exchange Management
- Apply the knowledge of preparing export and Import documents
- Apply the knowledge of export promotion schemes.

○

PO Vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	2		2	1	1			1	2
2	2			1	2			1	2
3	2	2	2	2	2	1	2	2	2
4	2			2					1
5	1	1		1	1				1

1→Low 2→Medium 3→High

- Sheth and Mittal, Consumer Behaviour, A Managerial Perspective, Singapore: Thomson South Western, 2011.

Course Outcomes

At the end of the course, students are able to

- Identify the different approaches of consumer behaviour and making decisions.
- Analyze individual and group buyer behaviour.
- Identify how the internal influences affect the buying behaviour.
- Identify how the external influences affect the buying behaviour.
- Identify the pre and post purchase behaviour on consumers and the issues.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1		1	2	3	2			2	1
2	1		3	1	2	2		2	1
3	1	1		2	2				
4	1	1		2	2		1		
5	1	1		2	2			3	

1→Low 2→Medium 3→High

19BA3708**SERVICES MARKETING****3 0 0 3****Course Objectives**

- To make the students understand the service Industry and the concepts related to it.
- To inculcate the importance of customer experiences in service Business.

PRE-REQUISITE

Students must know the basic concepts of Marketing. Must know the knowledge of any one service sector.

COURSE CONTENTS**UNIT I Introduction****9**

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges faced by service sectors.

UNIT II Service Marketing Opportunities**9**

Classification of services – Service marketing mix – Current Environmental influences/Issues in services marketing – Service market segmentation, targeting and positioning.

UNIT III Service Design And Development**9**

Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL.

UNIT IV Service Delivery And Promotion**9**

Positioning of services - Service Channel – Pricing of services, methods – Service marketing triangle – Integrated Service Marketing Communication.

UNIT V Customer Experience Management**9**

Integrated Service marketing communication - Meaning of CEM – Experience Economy, Importance, Implications.

Total: 45 Periods**Textbook:**

- Christopher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 7th edition, 2011.

Reference Books:

- Hoffman, Marketing of Services, Cengage, 4th Edition, 2010.
- Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
- Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007.
- Gronroos, Service Management and Marketing –Wiley India, 3rd Edition, 2009.
- The Experience Economy, Joseph Pine II and James H. Gilmore – 1999

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Course Outcomes

At the end of the course, students are able to

- Analyze the nature of Service Industry
- Find out the Environmental issues and develop service marketing strategy
- Ability to develop new services and identify the service gaps
- Develop promotional strategies for service.
- Implement better customer experience management strategies.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	2			3	1	1		2	3
2	1	2		2	2			1	
3	2		1	3	2			1	
4	2	2	1	2			1	1	1
5			3	1	2		2	1	2

1→Low 2→Medium 3→High

19BA3709**RETAIL MANAGEMENT****3 0 0 3****Course Objective:**

- The objective of this course is to familiarize the students with the basic concepts of retailing and understanding retail business so as to make them ready for future roles as managers

PRE-REQUISITE

Students must know the basic concepts on Retailing
Must possess basic knowledge on Retail Outlets.

COURSE CONTENTS**UNIT I Introduction****9**

Introduction to Retail-Evolution of Retail, Organized V's Unorganized retailing, Retail Mix, Retail theory, Retail Cycle; Types of Retailers; Retail in India, Understanding Consumers.

UNIT II Retail Locations**10**

Retail Locations-Planned and Unplanned, Retail Site Location-Site Characteristics, Trade Area Characteristics, Location and Site Evaluation; Store Layout and Design; Space Management; Visual Merchandising.

UNIT III Merchandise Management**9**

Merchandise Management - Process, Forecasting Sales, Developing Assortment Plans, National Brands and Private Labels; Retail Pricing - Setting Retail Prices, Price Adjustments, Pricing Strategies; Retail Communication Mix.

UNIT IV Retail Promotional Strategies**8**

Retail Promotional Strategies – developing and maintaining the retail brand image – Retail promotional mix – CRM in Retail – Management Process.

UNIT VE – Retail and SCM**9**

Information and Supply Chain Management - Information Flows, Logistics, Distribution Centre. Contemporary issues in Retail - Retail scenario at International and National Level, Technology in Retailing, e - retailing, Challenges for traditional retail and e - retail, FDI in Retail.

Total Hours: 45**Text Book:**

- 1. Levy, Micheal, Weitz, Barton, A. and Pandit, Ajay, Retailing Management, Tata McGraw Hill, New Delhi

Reference Books:

- Seshanna and Prasad, Retail Management, McGraw Hill, New Delhi
- Berman, Barry and Evans, Joel, R., Retail Management; A Strategic Approach; PHI/Pearson Education; New Delhi

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- Newman, Andrew, J. & Cullen, Peter, Retailing: Environment & Operations, Vikas Publishing House; New Delhi.
- Gilber, David, Retail Marketing Management, Pearson Education, New Delhi

Course Outcomes:

At the end of the course, students are able to

- Describe retailing, the entities involved, and the impact of decisions on a retail business.
- Analyze how logistics and supply chain management achieve a sustainable competitive advantage
- Evaluate the effectiveness of merchandising decisions in the retail industry
- Explore the concept of integrated marketing communications and retail promotions
- Explore the use of information systems to manage the supply chain

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	1	1		3		1		3	1
2		2		2	1		1		3
3	2		1	1	2				
4	1		1	2	1		1	2	
5	1	2	3		1	2		1	2

1→Low 2→Medium 3→High

19MB3709

DIGITAL & SOCIAL MEDIA MARKETING

2023

Course Objective

- The main goal of the course is to understand and evaluate digital marketing methods and web analytics tools, from a variety of perspectives—as analysts, consumers, entrepreneurs, and investor.

PRE-REQUISITE

Students must know what is Digital Marketing.
Must possess basic knowledge of Social Media.

COURSE CONTENTS**Unit I Introduction to Digital Marketing****9**

Introduction to digital marketing- Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Multimedia Marketing, Mobile Marketing and Video Marketing.

Unit II Search engine marketing and online advertising**8**

Search Engine marketing-Understanding Search Engine Marketing, Essential Search Engine Optimization, Advanced SEO Techniques and Tracking Search Performance, Online advertising.

Unit III Social Media Marketing and Email marketing**9**

Social media marketing- Understanding Social Media, Participating in Social Networking, Marketing on Facebook, and Twitter .Email marketing- Understanding Email Marketing, Building Email Mailing Lists, Developing an Email Marketing Campaign.

Unit IV Blog Marketing and Multimedia Marketing**10**

Blog marketing- Understanding Blog Marketing, Creating a Company or Product Blog, Marketing to the Blogosphere and Blog Performance.Multimedia marketing- Understanding Multimedia Marketing, Podcast Marketing, Video Marketing.

Unit V Mobile Marketing and Video Marketing**9**

Mobile marketing- Understanding Mobile Marketing, Designing a Mobile- Friendly Website, Advertising on Mobile Devices, Marketing via Mobile Apps. Video marketing- Video content strategy, Video production step by step, Video promotion and tool used in video marketing.

Total Hours: 45**Text book**

- Bell, David R., Location Is (Still) Everything: The Surprising Influence of the Real World on How We Search, Shop, and Sell in the Virtual One, Boston, New Harvest, 2014

Reference Books

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- Blum, B. S., & Goldfarb, A. (2006). Does the internet defy the law of gravity?. Journal of international economics, 70(2), 384-405.
- Choi, J., & Bell, D. R. (2011). Preference minorities and the Internet. Journal of Marketing Research, 48(4), 670-682.
- Rutz, O. J., & Bucklin, R. E. (2011). From generic to branded: A model of spillover in paid search advertising. Journal of Marketing Research, 48(1), 87-102.
- Kaushik, A. (2009). Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity.
- Trusov, M., Bodapati, A. V., & Bucklin, R. E. (2010). Determining influential users in internet social networks. Journal of Marketing Research, 47(4), 643-658.
- Kaufman, Ira and Chris Horton, Digital Marketing: Integrating Strategy and Tactics with Values, New York, Routledge, 2014
- Stokes, Rob and the Minds of Quirk, eMarketing: The essential guide to marketing in a digital world, Quirk Education (Pty.) Ltd., 5th edition, 2013

Course Outcomes:

At the end of the course, students are able to

- Demonstrate the understanding of Digital marketing and media concepts.
- Make business decisions from the metrics available in Digital Media.
- Execute digital marketing using tools; Social Media marketing, and Email Marketing.
- Demonstrate advanced practical skills in common digital marketing tools such as Multimedia and Blogs
- Attract & convert customers by earning their trust through various techniques such as content marketing.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	1			3	2		2	2	3
2		2		1	3				1
3	3			2				1	
4	2		1	2			1	1	
5									

1→Low 2→Medium 3→High

19BA3711**BRAND MANAGEMENT****3 0 0 3****Course Objective:**

- To enable the students to understand the concept of brand and its value.
- To impart knowledge on brand extensions and brand positioning.
- To make the students understand the strategic issues in branding.

PRE-REQUISITE

Students must have basic knowledge of Marketing Concepts.

Students must know why Brand is essential for product or Industry.

COURSE CONTENTS**Unit I Introduction****9**

Evolution, Products and Brands, Importance. Brand Identity: Perspectives, Levels. Brand Identity Prism. Brand Bonds

Unit II Brand Extensions**8**

Line Extensions, Brand Extensions, Brand Equity, Brand Awareness, Brand Associations, Brand Personality .Brand image dimensions

Unit III Branding Decisions**9**

Brand Name Decisions: Product Branding, Line Branding, Umbrella Branding, Double Branding, Range Branding, Endorsement Branding, Strategies.Brand Architecture.

Unit IV Managing Brands**10**

Brand Positioning - Strategies, Managing Brand Image, Repositioning, Brand Revitalization. Brand Valuation: Methods. Brand Elimination.The W's of Brand positioning

Unit V Brand Extension**9**

Strategic Issues in Brand Management, Myths, Influences, Building Retail Brands. Private labels

Total Hours:45**Text Book**

- Strategic Brand Management, Keller, Parmeswaran & Jacob, Pearson

Reference Books:

- Harsh V Verma, Brand Management, Excel Books, New Delhi.
- Kevin Lane Keller, "Strategic Brand Management", Person Education, New Delhi.
- Daniel Lehman and RusellWiner, "Product Management", Tata McGraw Hill, New Delhi.
- Kirti Dutta, Brand Management Principles and Practices, New Delhi: Oxford University Press, 2012.
- Sharad Sarin, Strategic Brand Management for B2B Markets, New Delhi: Sage Publications, 2010.

- Kevin Lane Keller, Strategic Brand Management, New Delhi: Prentice Hall of India, 2011.
- S.Ramesh Kumar, “Managing Indian Brands”, Vikas publishing House, New Delhi.
- Y.L.R. Murthy, “Brand Management in Indian Context”, Vikas Publishing, New Delhi.
- Ramesh Kumar, Consumer Behaviour and Branding, Pearson, New Delhi.

Course Outcomes:

At the end of the course, students are able to

- Create a brand identity prism for any given brand.
- Judge when to go for line extensions and brand extensions.
- Execute branding decisions using appropriate strategies.
- Demonstrate ways to position a brand.
- Breakdown the myths and issues in brand management

○ **PO vs CO Mapping**

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	1			2	2			2	
2	2	2		3	2		1	2	
3	1		3	2	1	1		2	
4			2	1	1	1			
5		2	2	2			2	3	1

19BA3712**MARKETING RESEARCH****3 0 0 3****Course Objective**

- The course is designed to inculcate the analytical abilities and research skills among the students.

PRE-REQUISITE

Students must have knowledge about the Marketing Concepts and Activities.
Students must possess clear understanding on Research Methodology.

COURSE CONTENTS**UNIT-I –Introduction****10**

Introduction to marketing research - Defining the marketing research problem – Developing an approach.

UNIT II- Research Design Formulation**9**

Research Design-Exploratory research design-secondary and syndicated data-Descriptive Research Design-Survey & Observation-Questionnaire and form design

UNIT-III- Data Collection and Preparation**8**

Data preparation – Objectives – Overviews – Editing – Coding - Statistically adjusting the data-Selecting a data analysis strategy - Mobile marketing research - Ethics in marketing research

UNIT IV- Analysis**8**

Frequency distribution - Cross tabulation - Hypothesis testing - Analysis of variance and covariance - Correlation & Regression - Factor Analysis

UNIT V- Reporting**10**

Overview - Importance of the Report and Presentation - Report format - Report writing - Guidelines for tables - Guidelines for graphs

Total Hours: 45**Text Book:**

- Malhotra and Dash; Marketing Research- 17th edition 2019.

Reference Book:

- Marketing Research- Text and Cases Harper W. Boyd Jr. , Ralph Westfall
- Research for Marketing Decisions Paul E. Green, Donald S. Tull

Course Outcome**At the end of the course, students are able to**

- Understand the process of marketing research and its different processes.

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- Understand different research designs and develop research questions and objectives that can be addressed in a research design.
- Apply selected research methods with a structured questionnaire.
- Analyze and interpret both qualitative and quantitative data
- Interpret data analysis in the context of the identified business problem and communicate research results in written report and oral presentation formats.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	2	1		3	1		1	1	3
2	3			2	1	1	1		
3	2	2	1		3	2	2		
4	1	2		1	1				1
5		1	2	1	3	2	1		1

1→Low 2→Medium 3→High

HUMAN RESOURCE MANAGEMENT ELECTIVES
19BA3713 HUMAN RESOURCE METRICS & ANALYTICS 2023

Course Objectives:

- Respond to business in advance through predictive analytics for Human Resources.
- Improve organizational performance through high quality talent related decisions.
- Optimize talent supply chain & Increase ROI on Talent, Serving as a source of competitive advantage for organizations.
- Successful Execution of business strategy

PRE-REQUISITE

The student should have the knowledge about HR in talent acquisition, learning & development.

COURSE CONTENTS**Unit I HR Analytics in Perspective****10**

Understand the characteristics, the strategic focus and problems facing of HR analytics –HR analytics process and application of analytical techniques to evaluate Human capital impact on business

Unit II Metrics and Data Challenges**8**

Data & Metrics – to identify and obtain quality HR data - the purpose & efficiency of metrics – creating HR metrics and link to KPIs- transform strategic goals to HR metrics.

Unit III Tool Kits for Resolving Operational Issues**8**

Tool kits available in market - Identify and resolve operational issues in order to develop and align HR metrics with organizational strategy.

Unit IV Analytics and the Organization as A System**9**

Analytics – Human Capital in the Value Chain- Balance Score card – ROI – Predictive Analytics

Unit V Reporting and Strategies for Improving Organizational Effectiveness**10**

Reporting & Advising - the 4 rules of reporting HR analytics- importance of data visualization - why design is important in reporting basic principles of information design - knowledge, skill, and ability to use the results of data collection and analysis.

Total Hours:45**Text Books:**

- Edwards, M. R., & Edwards, K. (2016). Predictive HR Analytics: Mastering the HR Metric. London: Kogan Page.

Reference Books

- Human Resources kit for Dummies – 3rd edition – Max Messmer, 2003

- HR metrics with examples- simplicable- uploaded by Ajay Burman on March 5th, 2016 on scribd
- Sesil, J. C. (2014). Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. Upper Saddle River, New Jersey: Pearson Education
- Pease, G., & Beresford, B. (2014). Developing Human Capital: Using Analytics to Plan and Optimize Your Learning and Development Investments. Wiley.
- Phillips, J., & Phillips, P.P. (2014). Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw-Hill.

MOOCs

- <http://content.edupristine.com/HRA%20Ebook-%20Website.pdf>
- <http://www.mop.ir/portal/File/ShowFile.aspx?ID=47f988a6-dee5-4c9c-b079-79d1c9f46da2>

Course Outcomes:

At the end of the course, students are able to

- Analyze the analytical techniques to evaluate human capital
- Obtain quality HR data for effective decision making.
- Identify and resolve HR operational issues.
- Create Balance Score Card to analyze performance appraisal.
- Creating report based on the data collected.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	1	3	3	2	2				1
2		2	1	3	3			1	
3		3	1	2	2	2			2
4		3	3	3			1		2
5	1				3	2		2	

Course Outcomes

At the end of the course, students are able to

- Summarize the basic concept of HRD
- Analyze the need for competency training and development.
- Ability to provide counseling according to the requirement of the organization.
- Design training programs and modules for cross cultural competencies.
- Ability to utilize the modern methods for Managing Human Resource.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	2	2	2	3	3			2	
2		3	1	2	3		2		
3			2	1			3	1	3
4		3	2			1	2		
5	2		3		1	1			

1→Low 2→Medium 3→High

19BA3715 INDUSTRIAL RELATIONS AND LABOUR WELFARE 3 0 0 3

Course Objectives

- To understand the benefits and welfare measures provided by the organization to the workers.

PRE-REQUISITE

The students should have some basic knowledge about the sedations and interactions in the industry particularly between labour and management.

COURSE CONTENTS

UNIT I Industrial Relations 9

Concepts – Importance – Conditions for Successful Industrial Relations, Causes of Poor Industrial Relations - Growth of Trade Unions – Codes of conduct.

UNIT II Labour Welfare 9

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

UNIT III Industrial Safety 9

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

UNIT IV Labour Legislation –I 9

Factories Act 1948, Contract Labour (Regulation and Abolition) Act, 1970, Industrial Disputes Act 1947, Industrial Employment (Standing Orders) Act, 1946, Employee State Insurance Act.

UNIT V Labour Legislation –II 9

Workmen Compensation Act, 1923, Minimum Wages Act 1948, Payment of wages Act, 1936, Payment of Bonus Act, 1965, Maternity Benefit Act 1961,

Total: 45 Periods

Text Book:

- Monappa, Nambudiri and Selvaraj, Industrial Relations and Labour laws, New Delhi: Tata Mc Graw Hill, 2012.
- Mark Bray, Industrial Relations, New Delhi: Tata Mc Graw Hill, 2011.

Reference Books:

- C.B. Mamoria and SathishMamoria, Dynamics of Industrial Relations, New Delhi: Himalaya Publishing house, 2012.
- R.S. Dwivedi, Human Relations & Organizational Behaviour, New Delhi: Macmillan India Ltd, 2010.
- Ratna Sen, Industrial Relations in India, New Delhi: Shifting Paradigms, Macmillan India Ltd, 2010.
- Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
- P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.

- P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2004.
- C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007.

Course Outcomes

At the end of the course, students are able to

- Analyze the importance of good Industrial relations.
- Implement the required welfare measures in an organization.
- Apply the provisions regarding safety measures in an organization.
- Apply and manage the various benefits which should be provided to the employees.
- Evaluate the compensations provided to the workers of an organization.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	2	1		2	3	2		2	1
2		3		3	2	3	1		
3	1			3		3		1	
4		3	2	1		3			
5			1	1			2	2	

1→Low 2→Medium 3→High

Course Outcomes

At the end of the course, students are able to

- Analyze the nature of Managerial Job at different levels of Management.
- Apply various methods to motivate and effectively manage career.
- Apply various practices of managerial effectiveness to enhance the employees' competency level.
- Develop good leadership ability and adopt the best management style.
- Develop healthy competitive spirit and winning attitude for a success.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	1	1		3	2		1	2	1
2	3		2	3		1		1	
3	1		1		1	3	2	1	
4		3	2	3				1	2
5	1	3	3		3			1	

1→Low 2→Medium 3→High

19BA3717 INTERNATIONAL HUMAN RESOURCE MANAGEMENT 3 0 0 3**Course Objective:**

- The course seeks to understand the HRM practices in a broader, comparative and international perspective to deal with complex issues and manifold risks.

PRE-REQUISITE

The students should have a basic knowledge in Human Resource which related to International Management activities.

COURSE CONTENTS**UNIT I Introduction****10**

Defining International HRM - Differences between Domestic and International HRM, Variables that Moderate Differences between Domestic and International HRM, the Cultural Environment, Industry Type, Applying a Strategic View of IHRM and the Changing Context of IHRM

UNIT II Cultural Context of IHRM**9**

The Cultural Context of IHRM - The Development of Cultures, the Organizational Context - Standardization and Localization of HRM Practices, Factors Driving Standardization, Factors Driving Localization, the Path to Global Status & Control Mechanisms.

UNIT III IHRM in Cross - Border**9**

IHRM in Cross - Border Mergers & Acquisitions, International Alliances and SMEs, International Equity Joint Ventures and International SMEs. Sourcing Human Resources for Global Markets – Staffing, Recruitment and Selection, Approaches to Staffing, Transferring Staff for International Business Activities

UNIT IV International Performance Management**8**

International Performance Management-Multinational Performance Management, Control and Performance Management, Performance Appraisal of International Employees. International Training, Development and Careers- Components of Effective Pre-Departure Training Programs, the Effectiveness of Pre departure Training.

UNIT V International Compensation**10**

International Compensation-Key Components of an International Compensation Program for Expatriates, Approaches to International Compensation of Expatriates and Tentative Conclusions: Patterns in Complexity, Challenges and Choices. IHRM Trends and Future Challenges.

Total: 45 Periods**Text Books**

- Dowling, P. (2008). International human resource management: Managing people in a multinational context. Cengage Learning.

Reference Books

- Briscoe, DR, Shculer, R & Tarique, I 2012, International human resource management, 4th edn, Prentice -Hall, Englewood Cliffs.

- Deresky, H 2006, International management: managing across borders and cultures, 5 th edn, Harper Collins, New York.
- Dessler, G & Huat, TC 2006, Human resourcemanagement. An Asian Perspective, Prentice -Hall, Singapore.
- Edwards, T & Rees, C 2006, International human resource management, Prentice- Hall, Harlow.
- Hodgetts, RM & Luthans, F 2003 International management: culture, strategy and behaviour, 4th edn, Irwin McGraw-Hill, Boston.
- Aswathappa, K., & Dash, S. (2013). International human resource management: Text and Cases. Tata-McGraw Hill, New Delhi.

Course Outcomes:

At the end of the course, students are able to

- Demonstrate an understanding of key terms, theories/concepts and practices within the field of IHRM
- Systematically illustrate, define, categories, and analyze a broad range of issues and problems facing MNCs in their IHRM activities
- Collaborate with others, in the development, implementation, and evaluation of organizational and health and safety policies and practices.
- Describe Human Resource activities in an International Context
- Evaluate the developing role of human resources in the global arena.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	3		3		3		2	2	
2	1	2	3	1	2			1	1
3	2	3		3		1			
4		3					3	1	
5	1		2		2		1		

1→Low 2→Medium 3→High

19BA3718**TRAINING AND DEVELOPMENT****3 0 0 3****Course Objectives**

- To enable the students to identify training needs.
- To help the students in understanding training methods.
- To familiarize the students in pedagogical approaches for Management Development.

PRE-REQUISITE

The students should have the knowledge about training and development approaches.

COURSE CONTENTS**UNIT I Introduction****9**

Scope, Objectives, Importance, Training Process, benefits, Learning, Principles of Learning, Learning Theories, Learning process, Learning Environment

UNIT II Need Analysis**9**

Need Assessment Process, Organizational Analysis, Person Analysis and Task Analysis
Importance of need analysis

UNIT III Training design and implementation**9**

Designing Training Programmes, Training Methods, e-learning, Developing Effective Trainers.
Outsourcing

UNIT IV Approaches to Management Development**9**

Methods of Development, Designing Development Programme, Team Building Exercises,
Management Games

UNIT V Evaluation of Training and Development**9**

Overview, Evaluation process, Outcome, Evaluation design, Challenges in Training and
Development, Return on Investment

Total: 45 Hours**Text Book:**

- Dr.B.Janakiraman, Training and Development, New Delhi: Biztantra, 2012

Reference Books:

- Raymond A Noe, Employee Training and Development, New Delhi: Tata McGraw Hill Education Private Limited, 2013.
- P Nick Blanchard and James W Thacker, Effective Training-Systems, Strategies and Practices, New Delhi: Pearson Education, 2012
- Craig Robert, Training and Development Handbook, New York: McGraw Hill, 2012.
- Randy L Desimone and John M Werner, Human Resource Development, New Delhi: Thomson Publishing, 2011.

Course Outcomes

At the end of the course, students are able to

- Able to analyze the importance and needs of Training program.
- Design a Training program.
- Execute a Training program.
- Evaluate a training program.
- Apply the different training methods for development of individuals and organization.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	2	1		3	3		2	3	1
2	3		1	2	2	2			
3		3	2		1		1		1
4	3	2		3	2	1			
5	1	3	1		2	1	3		1

1→Low 2→Medium 3→High

OPERATIONS ELECTIVE

19BA3719

LOGISTICS MANAGEMENT

3 0 0 3

Course Objectives:

- To create an understanding about the concepts of logistics and distribution management and their applications in the real situation.

PRE-REQUISITE

Students should have basic knowledge in supply chain management.

COURSE CONTENTS

Unit I Logistics Management:

6

Definition of logistics and the concepts of logistics, Logistics Activities: Functions of the logistics system – transportation, warehousing, order processing, information handling and procurement.

Unit II Materials Management:

9

Materials management functions and control, inventory management in logistics system, inventory decision-making, MRP, MRP II systems, -multi-echelons.

Unit III Distribution Management:

10

Outbound logistics, Facility location, Classical location problems, Strategic planning models for location analysis, location models, multi objective analysis of location models, An Overview of Traditional Vehicle Routing Problems, Integrated Models Of Location And Routing, Role of transportation in a supply chain - direct shipment, warehousing, cross-docking; push vs. pull systems; transportation decisions (mode selection, fleet size), market channel structure.

Unit IV Importance of Logistics:

10

Logistics Customer Service, Modeling logistics systems, Simulation of logistic systems, cost effective distribution strategies, Value of information in logistics, E- logistics, risk pooling effect, International and global issues in logistics, Integrated functional activities in logistics, Role of government in international logistics and Principal characteristics of logistics in various countries and regions

Unit V Logistics in different industries:

9

Third party, and fourth party logistics, Airline Schedule Planning, Railway Networks, Postal services, the maritime industries, health care industry and other service industries.

TOTAL PERIODS: 45

Text Book:

- David Bloomberg, Stephen Lemay, Joe Hanna: Logistics, Prentice Hall 2001. ISBN: 013010194X

Reference Book:

- Thomas Teufel, Jurgen Rohricht, Peter Willems: SAP Processes: Logistics, Addison-

Course Outcomes:**At the end of the course, students are able to**

- Able to use key strategic drivers of logistics for effective results.
- Able to adopt the systems in materials management process.
- Design the models for distribution system.
- Able to analyze the important methodologies for Logistics.
- Assess the different logistics for different industries.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	2	1		3	1		1	1	3
2	3			2	1	1	1		
3	2	2	1		3	2	2		
4	1	2		1	1				1
5		1	2	1	3	2	1		1

1→Low 2→Medium 3→High

19BA3720**LEAN MANUFACTURING****3 0 0 3****Course Objectives:**

- To understand the principles behind lean manufacturing philosophy.
- To enable the student to understand the concept of Value Stream Mapping (VSM)
- To familiarize them with the implementation of various lean manufacturing techniques.

PRE-REQUISITE

Students should have basic knowledge in lean process and supply chain management.

COURSE CONTENTS**UNIT I Benefits of Lean Manufacturing System: 9**

History and modern applications, MRP and their impact, Lean manufacturing model, Kanban Methodology, Continuing evaluation, Strategic Business Analysis, Concept of IoT to improve Lean Manufacturing.

UNIT II Understanding Product, Process And Demand: 9

Value Stream Mapping - Scope, selecting parent parts, Lean line, Demand, Documenting process flow, Takt time, Process linking and Balancing. Imbalance, Approach, Resource, Definition, Physical Layout, Designing 5S, Kanban Signalling.

UNIT III Kanban Strategies: 9

Process, Single, Multi Card system, Inventory Management, Team Establishment: Commitment, Physical facilitation, Management Structure, Application of Kanban, Transformation process perpetual inventory.

UNIT IV Lean Implementation and Milestones: 9

Software requirement milestones, understanding process, Product and Materials, Checking, Factory design, Line start-up and Introduction to Lean Tools, Lean implementation in services-Banks.

UNIT V Lean Line Management: 9

Matching customer demand, Customer response policy, Lean line optimization, Resistance to change, Flexibility and rewards.

TOTALPERIODS: 45**Text book:**

- Dennis P.Hobbs, Lean Manufacturing Implementation, J.Ross Publishing, 2009.

Reference Books:

- Liker, The Toyota Way, New Delhi: Tata McGraw Hill, 2004.
- Garry Conner, Lean Manufacturing for the Small Shop, Society of Manufacturing Engineers, 2008.
- Michael L.George, Lean Six Sigma, Tata McGraw Hill, 2002.
- Allan, Robinson and Stewart, Lean Manufacturing – A Plant Floor Guide, Society of Manufacturing Engineers, 2001.

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Course Outcomes:**At the end of the course, students are able to**

- Understand the modern applications of Lean system.
- Able to prepare demand process flow and layout.
- Apply Kanban strategies to reduce inventory.
- Able to implement lean philosophy.
- Optimize the lean line management.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	1	1		3	2		1	2	1
2	3		2	3		1		1	
3	1		1		1	3	2	1	
4		3	2	3				1	2
5	1	3	3		3			1	

1→Low 2→Medium 3→High

19BA3721 BUSINESS PROCESS REENGINEERING 3 0 0 3

Course Objectives:

- To understand the importance of business process reengineering and kaizen.
- To enable the students to understand the relevance of change management in BPR.
- To familiarize the process of implementation of Business Process Engineering.

PRE-REQUISITE

Students should have basic knowledge in Quality management.

COURSE CONTENTS

Unit I Business Process Reengineering and Kaizen: 9

BPR: Definition, Japanese Business strategy, Kaizen and Management, Characteristic features of Kaizen relevant to BPR, New developments in BPR.

Unit II Business Process Reengineering and Other Management Concepts: 9

Issues in BPR, BPR and TQM, QFD, ISO standards, ERP, Benefits of ISO standards.

Unit III Implementation of Business Process Reengineering: 9

Business vision and process objectives, Identification of processes to be Reengineered, Measurement of processes, Design, BPR Life Cycle Methodology, Evaluation of process prototype.

Unit IV Reengineering Structure and Pitfalls: 9

BPR leader, Process owners, Reengineering teams, Pitfalls in organizational environment. Complacency management, Performance measurement in BPR, Appraisal system.

Unit V Change Management in Business Process Reengineering: 9

Structure of change, Approaches to radical change, Management of change in BPR, Application of negotiation in BPR, Role of IT in BPR.

Total: 45 Hours

Text Book:

- B.R.Dey , “Business Process Reengineering and change Management” ,Biztantra, 2004.

Reference Books:

- John Jeston and Johan Nelis, “Business Process Management: Practical Guidelines to Successful Implementations”, Singapore: Elsevier Ltd, 2008.
- David J. Sumanth, “Total Productivity Management”, USA: CRC Press Ltd., 2006.
- P.N. Rastogi, “Re- engineering and Re-inventing the Enterprise”, New Delhi : Wheeler Publications, 2007.
- H. Harrington, “Business Process Improvement: The Breakthrough Strategy for Total Quality, Productivity and Competitiveness”, New Delhi: Tata McGraw Hill, 2005.

Course Outcomes:**At the end of the course, students are able to**

- Apply the concept of Kaizen relevant to Business Process Reengineering.
- Relate business process reengineering with Total Quality Management.
- Assess the process to be reengineered and designed.
- Identify the pitfalls in organization environment during BPR.
- Manage change in Business Process Reengineering.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	2	1		3	1		1	1	3
2	3			2	1	1	1		
3	2	2	1		3	2	2		
4	1	2		1	1				1
5		1	2	1	3	2	1		1

1→Low 2→Medium 3→High

19BA3722 SERVICE OPERATIONS MANAGEMENT 3 0 0 3

Course Objectives

- To understand the role of services in economic development.
- To enable the students to understand the service design and management.
- To familiarize the students in the area of service productivity.

PRE-REQUISITE

Students should have basic knowledge in supply chain management and Service industries.

COURSE CONTENTS

UNIT I Understanding Services: 9

Role of services in the economy, Nature of services, Types of services, Service strategy, Different service industries.

UNIT II Designing The Service Enterprise: 9

New service development, Service blue print, Technology in services, Service quality, Process improvement in service encounter, Supporting facility and process Flows, Service facility Location.

UNIT III Managing Service Operations: 9

Managing Capacity and Demand, Managing Waiting Lines, Service Supply Relationships. Growth and Globalization of Services, Managing project.

UNIT IV Quantitative Models For Service Management: 9

Capacity Planning and Queuing Models, Forecasting Demand for Services, Managing facilitating Goods, Application of queuing models in different services.

UNIT V Service Productivity And Measurement Of Performance: 9

Application of linear programming techniques through Data Envelopment Analysis, Application of DEA in service sectors, Scoring systems.

Total: 45 Periods

Text book:

- J.A. Fitzsimmons, Fitzsimmons and J. Mona, Service Management: Operations, Strategy and Information Technology, New Delhi: McGraw Hill, 2010.

Reference Books:

- Metters, King Metters and Pullman, Successful Service Operations Management, New Delhi: Thomson Learning, 2007.
- Davis M and Heinke J, Managing Services, New Delhi: McGraw Hill, 2005.
- Hacksever, Render, Russell and Murdick, Service Management and Operations, New Delhi: Prentice Hall of India, 2000.
- Zeithaml and Bitner, Service Marketing: Integrating Customer Focus Across the Firm, New Delhi: McGraw Hill, 2008.

Course Outcome:**At the end of the course, students are able to**

- Understand about service strategies.
- Able to design the service Blueprint.
- Manage service operations.
- Use quantitative models for service management.
- Measure performance of service operations.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	1	1		3	2		1	2	1
2	3		2	3		1		1	
3	1		1		1	3	2	1	
4		3	2	3				1	2
5	1	3	3		3			1	

1→Low 2→Medium 3→High

19BA3723**SUPPLY CHAIN ANALYTICS****2023****Course Objectives**

- To provide the knowledge and necessary skills for carrying out job roles in the domain of Supply chain analytics.

PRE-REQUISITE

Students should have basic knowledge in supply chain management and basic math.

COURSE CONTENTS**Unit I Demand Planning:****9**

Demand Planning- Review of Forecasting and planning concepts- Defining KPIs- Forecasting Model building-Discrete and continuous manufacturing- case studies.

Unit II Supply Planning:**9**

Supplyplanning- Procurement and Strategic Sourcing - Inventory Modeling- aggregate planning and resource allocation decisions- Procurement Analytics- Production modeling - case studies.

Unit III Demand Fulfillment:**9**

Demand Fulfillment- DC location and network design-optimizing inventory levels in distribution network- Logistics & Network Modeling- Transportation modeling- delayed differentiation, mass customization- case studies.

Unit IV Integrated supply chain:**9**

Advanced and business supply chain related topics like CPFR, DDSN, Make/Buy Case Study, Total Supply Chain Cost- computation of transfer prices -revenue management-yield management -product changes/economies of scale-case studies

Unit V Project Development:**9**

Undertaking projects with industry inputs- validation of models- frameworks- Review of data analytics techniques-choice of tools and designing solution approach to specific applications review.

Total: 45 Periods**Text Book:**

- Raman, A & Fisher, M., How Analytics Are Transforming the Supply Chain and Improving Performance, HBS Press, 2010.

Reference Book:

- Tayur, S. Ganeshan, R. & Michael, M. (editors). Quantitative Models for Supply Chain Management. Kluwer Academic Publishers, 1999.

Course Outcomes:

At the end of the course, students are able to

- Do planning and forecasting of demand.
- Apply the analytics and modeling for supply.
- Plan the methods for fulfilling the demand.

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- Design the integrated supply chain effectively
- Develop the correct project model.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	2	1		3	1		1	1	3
2	3			2	1	1	1		
3	2	2	1		3	2	2		
4	1	2		1	1				1
5		1	2	1	3	2	1		1

1→Low 2→Medium 3→High

19BA3724**MATERIAL MANAGEMENT****3 0 0 3****Course Objectives:**

- Understand how material management should be considered for profitability.

PRE-REQUISITE

Students should have basic knowledge in supply chain management and operations in industries.

COURSE CONTENTS**UNIT I Introduction****9**

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**9**

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

UNIT III Inventory Management**9**

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

UNIT IV Purchasing Management**9**

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

UNIT V Warehouse Management**9**

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.

TOTAL: 45 PERIODS**Text Book:**

- P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012

Reference Books:

- J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.
- A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2nd Edition, 2006
- A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006

- Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012
- Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition
- S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2012.

Course Outcomes:

At the end of the course, students are able to

- Gain knowledge on effective utilization of materials in manufacturing and service organization.
- Apply the plans for procurement of materials.
- Implement the techniques for inventory management.
- Find out the methodologies on purchasing management.
- Explore the warehouse management systems.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	1	1		3	2		1	2	1
2	3		2	3		1		1	
3	1		1		1	3	2	1	
4		3	2	3				1	2
5	1	3	3		3			1	

1→Low 2→Medium 3→High

ENTREPRENEURSHIP ELECTIVES
19BA3725 SOCIAL ENTREPRENEURSHIP 3 0 0 3

Course Objective:

Enables to develop understanding and awareness of this process of social entrepreneurship that can be applied in a wide range of business contexts and sectors, by understanding the role of social innovation and creativity in pursuing social- entrepreneurial opportunities and recognizing the challenges in leading, managing and growing social ventures.

PRE-REQUISITE

The students should have the knowledge on entrepreneurship and should have the social responsibility.

COURSE CONTENTS**Unit I Introduction 9**

The Role of Social Entrepreneurship in Societies, Economies and Politics – Concept and typologies of social entrepreneurship – Social Entrepreneur – Social Enterprise – Drivers of Social Entrepreneurship – Size and Scope – Elements of Social Entrepreneurial personality.

Unit II Managing People & Collaborating 9

Personnel Work in Social Enterprises – The Volunteer – Motivation of Volunteers - The Egoism Theories – Motives of Egoism –Implications for Volunteer Management. Collaborations and Partnerships – Reasons – Collaborating with Public/Private/CivilSector – Specific Types of Collaborations – Potential Risks and Challenges –Guidelines to Establish collaboration.

Unit III Business Models & Marketing Social Enterprises 9

Opportunities for Social Entrepreneurs – Nature – Opportunity Recognition – Business Models for Social Enterprises – Design principles for Business Models of Social Enterprises – Replication and Scaling up. Importance of marketing for Social Enterprise.

Unit IV Financing & Impact Measurement 9

Financing Instruments – Donations – Equity Capital – Debt Capital – Mezzanine Capital – Hybrid Capital – Financing Institutions – Value Banks – Social Investment Advisors – Social Stock Exchanges –Social Investment Funds –Accountability – Impact Measurement – Measuring Outputs and Outcomes – Techniques involved – Issues in Measuring performance

Unit V Scaling Up and Impact of SE 9

Theory on Scaling – Prerequisites – Scaling Strategies – Dissemination – Affiliation – Social Franchising – Branching – Choosing the appropriate Scaling Strategy
 –Scalability from the perspective of investors – Implications of Scaling: Barriers and Solutions.

Total Hours: 45**Text Book**

- Christine K.Volkman and Kim Oliver Tokarski / Kati Ernst (Eds.) (2012). Social Entrepreneurship and Social Business: An Introduction and Discussion with Case Studies, Springer Gabler.

Reference Books

- Manual London and Richard G.Marfopoulos (2010) . Social Entrepreneurship: How to start Successful Corporate Social Responsibility and Community-Based initiatives for Advocacy and Change. Routeledge, UK
- David Bornstein and Susan Davis (2010). Social Entrepreneurship: What Everyone needs to know. Oxford, USA
- Thomas S.Lyons (ed.) (2013). Social Entrepreneurship: How Businesses Can Transform Society vol2: Approaches to Financing Social Entrepreneurship, ABC- CLIO, USA.
- Ryszard Praszkier & Andrzej Nowak (2012). Social Entrepreneurship: Theory and practice. Cambridge, USA.

Online Reference

- http://socialnaekonomija.si/wpcontent/uploads/David_Bornstein_Susan_Davis_Social_Entrepreneurship.pdf

MOOCS

- <https://www.class-central.com/course/coursera-social-entrepreneurship-1413>

Course Outcomes:

At the end of the course, students are able to

- Discuss what social entrepreneurship is and how it differs from business entrepreneurship
- Describe common obstacles social entrepreneurs face and practice overcoming those obstacles
- Inculcate the business Models from enterprises.
- Practice the skill of resourcefulness to begin the social entrepreneurial process in a resource limited environment

Benchmarking the key scale techniques and strategies

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	3			2	1			3	1
2	2	3		1	2			1	
3	3			2				3	
4	2	1		3	1			2	1
5		2	1		2			1	1

1→Low 2→Medium 3→High

19BA3726**INTELLECTUAL PROPERTY RIGHTS****3 0 0 3****Course Objectives:**

- To introduce the students to the concepts, practices, methods, management and valuation of IPRS.

PRE-REQUISITE

The student should have the idea about the IPR

COURSE CONTENTS**Unit I Introduction****9**

History of IPRs-WIPO-TRIPS -Nature of Intellectual Property, invention to innovation, patenting and development.

Unit II Patents**9**

Indian Patent System, Procedure for grant of rights on intellectual property, Patenting under PCT, Patenting in foreign countries.

Unit III International Treaties and Conventions on IPRS**9**

International Treaties and Conventions on IPRs, The Indian IPR Acts, Bayh-Dole Act and issues of academic entrepreneurship.

Unit IV Strategic Management of IPRS**9**

Strategies followed before investing into R&D, Patent information and databases, IPR strength in India, Traditional knowledge.

Unit V Valuation**9**

Concept of Ownership, IP valuation, Technology Transfer and Licensing.

TOTAL HOURS: 45**Text Book:**

- Managing Intellectual Property by V. Sople Vinod, Prentice- Hall of India Private Limited, 2006.

Reference Books:

- Intellectual Property Rights- A Primer, R. Anita Rao & Bhanoji Rao, Lastian Book Company.
- The Management of Intellectual Property- Edited by Derek Bosworth and Elizabeth Webster, 2006, 341 pages, Edward Elgar Publishing Limited.
- WIPO Intellectual Property Handbook (freely downloadable from www.wipo.int).

Course Outcomes:**At the end of the course, students are able to**

- Understand the invention to innovation.
- Apply the knowledge in patent system.
- Understand the International treaties and conventions on IPRS.
- Identify the strategies management of IPRS.

- Value the innovation and acquiring the ownership.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	3			2	3			1	1
2	1			2	1			1	
3	2							2	
4	1			1				1	
5	2			2	1			2	

1→Low 2→Medium 3→High

19BA3727**BUILDING A SUSTAINABLE ENTERPRISE****3 0 0 3****Course Objectives:**

- To introduce the students to various growth strategies of a business.
- To expose the students to the prospects of internationalization of the business.
- To enable the students to understand the importance of succession planning and e-commerce.

PRE-REQUISITE:

The student should have the knowledge about the basic enterprise concepts.

COURSE CONTENTS**UNIT I Introduction****9**

Concept of Strategy, Formulating Strategies for Competitive Advantage, MSME & Strategic Issues, Information Technology as a Growth Strategy. Human Resource and Innovation as Competitive Advantages.

UNIT II Growth Strategies**9**

Objectives of Growth, Stages of Growth, Types of Growth Strategies- Expansion, Diversification, Joint Ventures, Mergers and Acquisition, Sub-Contracting, Franchising. Vertical and Horizontal Integration

UNIT III Building business**9**

Export Potential, Constraints and Prospects, Support Organizations Promoting Exports and their Role, Entry into International Business, Impact of Culture in Business, Foreign Direct Investment, the Role of FIPB ECGC and FIEO, Small business support by MNCs

UNIT IV Business Evaluation**9**

E-commerce, Benefits, Prospective Areas, challenges, B2B, B2B2C, B2C, Need for Succession Planning, Challenges in Succession Planning. Security Issues in E-Commerce

UNIT V Monitoring and evaluation**9**

Monitoring and evaluation of Business, Challenges of MSME Units Preventing Sickness and Rehabilitation of Business Units and Effective Management of Small Business, Essence of SICA 1985. Challenges in Reviving Sick Units

Total: 45 Hours**Text Book:**

- Efraim Turban, Jae Lee & David King and H. Michael Chung, "Electronic Commerce A Managerial Perspective", New Delhi: Prentice Hall, 2014.

Reference Books:

- Charles W L, Hill & Gareth and R Jones, "Strategic Management an Integrated Approach", New Delhi: Biztantra Publishers, 2015.

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- Elias M and Award, Electronic Commerce – From Vision to Fulfillment, New Delhi: Prentice Hall of India, 2015.
- James C Collins & Jerry I Porras, “Built to Last”, London: Random House Business Books/Hooper Business, 2016.

Course Outcomes:

At the end of the course, students are able to

- Diversify and expand businesses.
- Develop strategies for growth of the business.
- Build business with the help of e-commerce.
- Monitor successfully and evaluate businesses.
- Plan for succession and internationalization.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	3	1						2	
2	3	2		1	2			1	
3	2				1			2	
4	3	2		2	2			1	
5	3	1						2	1

1→Low 2→Medium 3→High

19BA3728**SMALL BUSINESS MANAGEMENT****3 0 0 3****Course Objectives**

- To understand the nature of small business and develop a spirit to launch a small business.

PRE-REQUISITE:

The student should have knowledge about the small business.

COURSE CONTENTS**UNIT I Entrepreneurial Competence****9**

Nature, Scope and Types of Entrepreneurship, Entrepreneur Personality Characteristics, Entrepreneurship Process.

UNIT IIBusiness Environment**9**

Business Environment, Role of Family and Society, Institutional Support for Small Entrepreneurs, Central and State Government Industrial Policies and Regulations.

UNIT III PREPARING BUSINESS PLAN**9**

Business Opportunities-SWOT, Seed Capital Assistance ,Business Plan Process, Feasibility Study and evaluation, Functional Plan Marketing Plan, Operational Plan, Organizational Plan, Financial Plan, Evaluation Criteria.

UNIT IV Commencing Small Business**9**

Incubation - Monitoring and Evaluation of Business, Causes of Sickness, Detecting and Preventing Sickness

UNIT V Effective Management of Small Business**9**

Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching –Venture capital.

Total: 45 Periods**Text Book:**

- Hisrich, Entrepreneurship, New Delhi: Tata McGraw Hill, 2014.

Reference Books:

- P. C Jain, Handbook for New Entrepreneurs, EDII, New Delhi: Oxford University Press, 2009.
- Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, New Delhi: Tata McGraw-Hill Publishing Company Limited, 2014.
- Subroto Bagchi., The High Performance Entrepreneur, New Delhi: Penguin Books, 2016.
- Thomas W. Zimmerer, Norman M. Scarborough and Doug Wilson, Essential of Entrepreneurship and Small Business Management, Prentice Hall of India, 2007.
- Madhurimalall and Shikhasahai, Entrepreneurship, Excel Books, New Delhi, 2008.
- Arya Kumar. Entrepreneurship. Pearson, 2012.

Course Outcomes

At the end of the course, students are able to

- Acquire the competency of an Entrepreneur.
- Analyze the internal and external business environment.
- Prepare business plans.
- Implement the business strategies to successfully run a small business.
- Identify and implement the strategies to launch products and acquire capital.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	3	2		2				2	3
2	3	1		2				1	3
3	3			3				2	1
4	3	1			3			1	1
5	2	1			3			1	1

1→Low 2→Medium 3→High

Course Outcomes:**At the end of the course, students are able to**

- Develop creative ideas and eradicate the barriers of innovative thinking.
- Design the techniques for understanding the customer requirements.
- Identify the opportunities areas and reshaping.
- Spot out the correct idea.
- Implement the innovative and ideas.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	2	2		2	1			3	1
2	3	1		2	3			2	1
3	2	2		2	1			3	3
4	3	2		3	3			2	2
5	2	1		1	1			3	3

1→Low 2→Medium 3→High

19BA3730**CREATIVITY AND INNOVATION****3 0 0 3****Course Objectives**

- To enable the students to identify business opportunities
- To enhance lateral thinking for innovation and creativity
- To acquaint the students with the Intellectual Property Rights and Patents

PRE-REQUISITE:

The students should have creative and innovative skills to apply.

COURSE CONTENTS**UNIT I Business Opportunity Guidance****9**

Business Opportunity Identification, Opportunities into Ideas, Creativity and Innovation, Value Analysis, TOWS Analysis, Pitch Fests

UNIT II Creativity**9**

Lateral Thinking, Lateral vs. Vertical Thinking, Use of Lateral Thinking, Techniques – Generation of Alternatives, Fractionation, Reversal Method, Analogies. Misconceptions and Myths about Creativity & Innovation

UNIT III Innovation**9**

Sources of Innovation, Types of Innovation, Goals of Innovation, Diffusion of Innovation, Basics of TRIZ, Innovation Management, Mechanism of Diffusion

UNIT IV Six Thinking Hats**9**

Brainstorming, Six Hats, Using the Hats, Benefits of Six Thinking Hats, Thinking Out of the Box

UNIT V Intellectual Property Rights**9**

Fundamentals of IPR, Patents, Trademarks, Copyrights, Geographical Indication IPR in International Scenario, Patent Management, Registering a Trademark

Total: 45 Hours**Text Books:**

- Edward De Bono, “Lateral Thinking”, England: Penguin/Viking Books, 2016.

Reference Books:

- Edward De Bono, “Six Thinking Hats”, England: Penguin/Viking Books, 2016.
- Dr.Rekha Shetty & Adhilsheety, “Corporate Strategy Mind Power Innovation”
- Chennai: Mind Power TM publications, 2015.
- Allan Afuah, “Innovation Strategy”, New Delhi: Oxford University press, 2015.
- John Adair, “The Art of Creative Thinking: How to Be Innovative and Develop Great Ideas”, London: Kogan Page, 2009

Course Outcomes

At the end of the course, students are able to

- Generate the alternatives using lateral thinking and brain storming
- Select the best business opportunities through value analysis
- Handle the patent, copy right and trade mark issues
- Capable of applying TRIZ to solve the problem based on logic and data
- Eliminate the egos and dramatically reduce the amount of time spent in meetings through Six Thinking Hats.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	3	1		3	2			1	1
2		2		1	2			3	
3	3	1		1	1			2	1
4	1	2		2	2			3	1
5	1	1		1	1			2	1

1→Low 2→Medium 3→High

Text Book:

- Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata McGraw Hill, New Delhi, 2010.

Reference Books:

- John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, 12th Edition, New Delhi, 2010
- K. Aswathappa, International Business, 6th Edition, Tata Mc Graw Hill, New Delhi, 2015.
- Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7th Edition, Cengage Learning, New Delhi, 2010.
- Francis Charunilam, International Business Management
- Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.
- Vyuptakesh Sharan, International Business, 3rd Edition, Pearson Education in South Asia, New Delhi, 2011.

Course outcomes**At the end of the course, students are able to**

- Apply management concept in their field of International business
- Understand the various theories of international trade and international investment
- Gain the knowledge about the strategic management prevailing in the globe.
- Gain the knowledge about the essence of management of human resources and production.
- Gain the knowledge of managing conflicts and following ethics in international business.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	1				2			1	2
2	2	1			2			1	2
3	1			1	2			1	2
4					2			1	2
5	1	1			2			1	2

1→Low 2→Medium 3→High

Reference Books:

- I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition, 2012.
- Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 2nd Edition, 2011.
- M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2011
- Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2011.
- Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2011.
- Website of SEBI
- Besley, Brigham, Parasuraman, Corporate Finance, Cengage Learning, 2015
- Michael C.Ehrhardt, Eugene F.Brigham, Corporate Finance – A focused approach, Cengage Learning, 2011.
- Madura, International Corporate Finance, 10th edition, Cengage Learning, 2014.

Course Outcomes**At the end of the course, students are able to**

- Understand the basics of corporate finance
- Apply knowledge of short term working capital finance
- Apply the knowledge of Advanced financial management
- Apply the knowledge of financing decision
- Apply the knowledge of corporate governance.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	1	1			2		1	1	2
2	2	1			2		1	2	2
3	2	1			2		1	2	2
4	2	1			2		1	2	2
5	1	1			2		1	1	2

1→Low 2→Medium 3→High

19BA4702**FINANCIAL MARKETS****3 0 0 3****Course Objectives**

- Familiarizing the students with the Indian capital market, its operations, instruments, regulations etc.
- Helping students in acquiring analytical skills in the market analysis in the context of raising medium and long term funds

PRE-REQUISITE:

Students are required to have basic understanding of the operations of financial markets.

COURSE CONTENTS**UNIT I Introduction****9**

Overview of Financial Markets – Financial market regulation – financial market globalization – role of financial institution in financial market – securities market – Primary market and secondary market – securities market regulation – secondary market trading – clearing and settlement–Functions of stock exchange –Derivatives – Futures – forwards – Options – swaps.

UNIT II Securities Market**9**

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

UNIT III Money Market And Bond Market**9**

Money market and Bond market – money market securities – Institutional use of money markets – valuation of money market securities – risk of money market securities – interaction among money market yields – globalization of money markets –background of money market – debt market – bonds – corporate bonds – municipal bonds –treasury and federal agency bonds – Introduction to forex.

UNIT IV Foreign Exchange Market**9**

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

UNIT V Mutual Funds**9**

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

TOTAL: 45 PERIODS

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Text Book:

- Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi, 2001

Reference Books:

- Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi, 2012
- V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai, 2013
- DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House, 2012

Course Outcomes**At the end of the course, students are able to**

- Understand the basics of operations of financial markets
- Apply knowledge of mobilizing capital through primary and secondary markets
- Understand how fixed income money is raised in short term and long term market
- Apply the knowledge of hedging tools to mitigate the impact of exchange rate risk
- Understand the basics of operations of mutual funds

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	1			1	2			1	2
2	1			1	2			1	2
3	1		1	1	2			1	2
4	2	2	1	2	2		1	1	2
5	1	1	1	2	1			1	2

1→Low 2→Medium 3→High

19BA4703 MERCHANT BANKING AND FINANCIAL SERVICES 3 0 0 3**Course Objectives:**

To enable student

- Understand the modes of issuing securities
- Acquire financial evaluation technique of leasing and hire purchase

PRE-REQUISITE:

Students are required to have basic understanding of the intermediaries in financial markets.

COURSE CONTENTS**UNIT I Merchant Banking 7**

Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – merchant banking services offered by banks – NBFC'S offering merchant banking –Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. –

UNIT II Issue Management 10

Issue Pricing – Book Building – Preparation of Prospectus- Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.

UNIT III Other Fee Based Services 10

Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.

UNIT IV Fund Based Financial Services 10

Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

UNIT V Other Fund Based Financial Services 8

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – Venture Capital - venture debt funds – start up financing.

TOTAL: 45 PERIODS

Text Book

- M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012

Reference Books:

- Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.
- Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.
- J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
- Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.

- Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 2nd Edition, 2011.
- Website of SEBI
- Madura, Financial Institutions & Markets, 10th edition, Cengage, 2016.

Course Outcomes:

At the end of the course, students are able to

- Understand the basics of merchant banking
- Apply knowledge of public issue management
- Apply the knowledge of fee based services
- Apply the knowledge of fund based financial services
- Apply the knowledge of other fund based financial services.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	1	1	1		2		1	1	2
2	1	1	1		2		1	1	2
3	2	1	2		2		2	1	2
4	2	1	2		2		2	1	2
5	2	1	2		2		2	1	2

1→Low 2→Medium 3→High

MARKETING SPECIALIZATION

19BA4704

ADVERTISING MANAGEMENT

3 0 0 3

Course Objectives

- To understand the process of marketing communications and integrate marketing communications theory and concepts with all elements of the promotional mix.
- To acquaint students with advertising campaigns and implementations.

PRE-REQUISITE:

The student should have the basic knowledge about markets and product Advertising

COURSE CONTENTS

Unit I Introduction

9

Definition, Importance and History of Advertising; Classification of Advertisements-purpose, media used, geography and Target audience; Advertising functions; Benefits of advertising; Impact of Ads on children; Women and advertising.

Unit II Advertising Research and Strategy

9

Advertising Plan; Advertising Objectives-Brand Image, personality, Equity; Creative Strategy, Message strategy, Media Strategy, Advertising Budget, Implementation and Evaluation; Advertising Research- Purpose, Research objectives, Components, Creative component research.

Unit III Creativity and Advertising

9

Advertising Models- AIDA model, Hierarchy of effects; Message-Themes and Appeals; Elements of Creative Advertising, planning creative strategy, creative process;key factors in successful Advertising; Components of a Print Ad-visual, headline, copy, style, slogan and logo, types of Layout, boxes, rules and fonts.

Unit IV Advertising Media

9

Print Media- Characteristics, Media Class and Media Vehicle Categories, Direct mail, Outdoor, Transit, types; Television and radio-Story Board, advantages and limitations, Rating, Reach and frequency.

Unit V Online Advertising Media

9

Online Advertising-types, SEO, PPC, challenges, mobile advertising; Sales promotions, Public relations and Publicity; Measuring the Effectiveness of the advertising Program. Advertising in a multi-cultural environment.

Total Hours: 45

Text Book:

- Aaker, David & Myers, John.(2003). Advertising Management, Prentice Hall.

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Reference Books:

- Belch, G. and Belch, M. (2003).Advertising and Promotion: An Integrated Marketing Communications Perspective,(6 thedition).Mc-Graw Hill.
- Cialdini, Robert B.(1993).Influence: The Psychology of Persuasion.
- Ogilvy, David. (1963). Confessions of and Advertising Man. New York: Atheneum.
- Ogilvy, David. (1983). Ogilvy on Advertising. New York: Random House Vintage Books.

Course Outcomes**At the end of the course, students are able to**

- Identify and respond to clients' advertising and marketing communications objectives by applying principles of marketing and communications.
- Contribute to evaluating the effectiveness of advertising and marketing communications initiatives.
- Participate in the development of creative solutions to address advertising and marketing communications challenges.
- Collaborate in the development of advertising material, in compliance with current industry standards and business practices.
- Develop an integrated online advertising and communications plan and persuasively present and defend it.

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	1			2		2	2	1	
2		2	1		0	3			1
3	3	1	2		1			3	
4		3		3				2	2
5	3	3		2				1	1

1→Low 2→Medium 3→High

19BA4705**INTERNATIONAL MARKETING MANAGEMENT****3 0 0 3****Course Objective**

- The course participants will become more familiar with the nature and practices of international marketing. They should feel equally confident to be able to distinguish international marketing mechanics from the domestic marketing models and approaches.

PRE-REQUISITE:

The student should have the basic knowledge about global markets and product strategies.

COURSE CONTENTS**Unit I Introduction to International Marketing****9**

Strategic concept of Marketing, Market needs and wants, guiding principles of the Marketing Company.

Unit II Global Marketing Environment**8**

Introduction, Economic Environment-The World economy, International Trade Theory, Legal Environment, Social and cultural Environment.

Unit III Targeting Global Opportunities**8**

Global market Segmentation, Targeting and global product Positioning,

Unit IV Global Marketing Strategy**10**

Entry and Expansion Strategies- Marketing and sourcing, Planning process and entry strategies, Cooperative strategies and global strategic partnerships, Competitive analysis and strategy, Strategic Positioning and Intent.

Unit V Global Marketing Programs and Branding**10**

Product decisions, International product strategies, Moving toward world product. Branding and packaging decisions, marketing industrial products, International marketing of services, Basic pricing concepts. Advertising Global promotion, Channels of Distribution, Physical distribution and documentation.

Total Hours: 45**Text Book:**

- International Marketing Management, Philip Kotler Prentice-Hall International, Inc
Prentice-Hall International, Inc

Reference Books:

- Warren Keegan, International Marketing, , Pearson Education Asia Ltd and Tsinghua University Press.
- Franklin R Root Scranton, Strategic Planning for Export Marketing, International Textbook Co.
- Franklin R Root Scranton, International Trade and Investment, International Textbook Co.

- Philip R Cateora and John L Graham Irwin, International Marketing, McGraw- Hill, Boston
- Sak Onkvisit & John J Shaw, International Marketing (Analysis and strategy), Pearson Education Asia Ltd and Tsinghua University Press.
- Vern Terpstra and Ravi Sarathy, International Marketing, New York Holt, Rinehart and Winston Inc

Course Outcomes

At the end of the course, students are able to

- Illustrate the marketing principles that together constitute the field of study known as international marketing.
- Explain the nuances and challenges of doing business in very different cultural environments.
- Describe the development of sustainable competitive advantage and international marketing strategies that are designed to increase the chances for the firm to be successful in a foreign market.
- Illustrate the modifications that need to be made to the marketing mix variables need so as to cater to the multitude of differences that the firm will face when going into the offshore market.
- Communicate effectively with global perspective on advertising and branding about international marketing using appropriate concepts, logic and rhetorical conventions.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1				2		1		1	
2	2	3		2		1	1		
3		3	2		1	1		1	
4	1	2		1		1			1
5	1		2	3			1	1	

19BA4706 SALES AND MARKETING CHANNEL MANAGEMENT 3 0 0 3**Course Objectives:**

- To highlight the importance of sales force management.

To understand the role of marketing channel management functions for the overall success of the marketing efforts of an organization

PRE-REQUISITE:

The students should have the basic knowledge in sales process and marketing channels.

COURSE CONTENTS**Unit I Introduction****9**

Selling as a part of Marketing; Sales Management Process; Role of Sales Manager; Concept of Personal Selling; Sales Management and Salesmanship; Personal Selling Process; Qualities of a Successful Salesman; Goal Setting Process; Demand Analysis and Techniques of Sales Forecasting.

Unit II Sales Force Management**8**

Sales Force – Organizing, Designing the Structure and Size, Recruitment and Selection, Leading and Motivating, Training and Compensating; Sales Contests; Evaluation and Analysis.

Unit III Distribution Channels**9**

Concept of Marketing Channel –Nature and Importance; Recruitment of channel members, screening, criteria for selecting the channel members - Sales factors, Product factors, Experience factors , Administrative factors and Risk factors; Types of Channels, Policies and Strategies.

Unit IV Channel Integration**10**

Importance; Marketing systems: Vertical - Types - Corporate VMS, Contractual VMS, Horizontal marketing systems, Designing and managing Hybrid systems. Motivating the channel members; Managing channel relationship - cooperation, coordination, conflict and power.

Unit V Logistics Management**9**

Components, Functions – Procurement, Inbound / Outbound Logistics, Receipts, Warehousing, Stock control, Order picking, Material handling, Physical distribution, Recycling, Returns, Waste disposal, Role of ERP.

Total Hours: 45**Text Book:**

- Coughlan (2007).Marketing Channels. Anderson, PHI

Reference Books:

- Tapan Kumar Panda and Sunil Sahadev. (2005).Sales and distribution management.
- Oxford Publications.
- S.L.Gupta. (2009).Sales and Distribution Management, Excel Books India
- Still & Cundiff. (1994).Sales Management, New Delhi, Pearson Publishing House.

Course Outcomes:**At the end of the course, students are able to**

- Recognize and demonstrate the significant responsibilities of sales person as a KEY individual.
- Describe and Formulate strategies to effectively manage company's sales operations.
- Evaluate the role of Sales manager and one's responsibilities in recruiting, motivating, managing and leading sales team.
- Link distribution with other marketing variables.
- Illustrate the fundamentals of Distribution channels, Logistics and Supply Chain Management.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	2			2	1	1			1
2	2	2		1	2		1		
3				2	3	1			3
4	3		1			1	1	2	
5		2		1	1	2		1	

1→Low 2→Medium 3→High

HUMAN RESOURCES SPECIALIZATION

19BA4707

PERFORMANCE MANAGEMENT

3 0 0 3

Course Objectives

- To understand the concept and importance of Performance Management.
- To comprehend the process of Performance Management System and its evaluation.
- To expose the various methods of measuring and monitoring performance.

PRE-REQUISITE:

The students should have basic knowledge about the organisations core values, goals, strategy and operational human capital decision.

COURSE CONTENTS

UNIT I Introduction

9

Definition, Meaning, Importance, Purpose, Performance appraisal Vs Performance Management.

UNIT II Process

9

Performance Management Process, Performance Planning, Performance Dimensions, Case Analysis

UNIT III Measuring Performance

9

Approaches in Measuring Performance, Methods of Measuring Results, Methods of Measuring Behaviours, Developing Appraisal forms.

UNIT IV Implementation and Monitoring

9

Pilot Study, Monitoring, Methods of Monitoring, Giving Feedback, Development Plans, Counselling and Coaching, Communication Plan.

UNIT V Rewards and Evaluation

9

Rewards and Recognition, Traditional pay plans, Contingent pay plans, Areas of Evaluation, Methods of Evaluation, Case Analysis.

Total: 45 Hours

Textbook:

- Herman Aguinis., “Performance Management”, New Delhi: Pearson International, 2012.

Reference Books:

- Kohli A S, Deb T, “Performance Management”, New Delhi: Oxford University Press, 2010
- Robert Bacal, “Performance Management”, New Delhi: McGraw-Hill, 2011
- Franklin Hartle, “Transforming the Performance Management Process”, London: Kogan Page Limited, 2012
- Gary Benson, “Stepping Up Performance – A Collection of Practical Knowledge, Research and Theory on Performance & How to Improve it”, Mumbai: Jaico Publishing House, 2012

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Course Outcomes

At the end of the course, students are able to

- Synthesize a Performance Management Process.
- Develop an effective performance measurement tool.
- Analyze and evaluate a Performance Management System.
- Understand the need of monitoring and feedback.
- Gain insight on rewards and pays.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	2	2	2	2	3	1		1	1
2		2	3		2	1		2	2
3		3	1	1	3	1	1	1	
4		2	1	2	2		2	1	1
5	1		3			1			

1→Low 2→Medium 3→High

19BA4708 BEHAVIOUR MODIFICATION AND MANAGEMENT 3 0 0 3**Course Objectives**

- To understand the basic concepts in Spiritual Intelligence, Emotional Intelligence and Transaction Analysis.
- To comprehend the reasons for stress and the methods to relieve it.

PRE-REQUISITE:

The students should have the basic knowledge about management training, planned administration, and promotional programs.

COURSE CONTENTS

UNIT I Yoga	9
Purpose, Properties of Yoga, Eight Limbs of Yoga, Seven Chakras and its Characteristics, Types of Yoga, Importance of Breath and Quality of life	
UNIT II Spiritual Intelligence	9
Definition, Spirituality Vs Religion, Goals of Life, Strategies to develop a Spiritually Inclined Organization	
UNIT III Emotional Intelligence	9
Definition, Factors of Emotional Intelligence, Analysis of Thoughts, Basing of Desires, Neutralization of Anger, Eradication of Worries, Overcoming Fear, Harmony and Happiness in Life, Attachment, Detachment and Moderation in Enjoyment	
UNIT IV Stress	9
Understanding Stress: Meaning, Work Related Stress, Individual Stress, Strategies to Cope-up Stress, Importance of Work-Life Balance	
UNIT V Transaction Analysis and Goal Setting	9
Transaction Analysis, Kinds of Transactions, Strokes, Types of Scripts, Time Structuring, Achieving Goals, Setting Goals	

Total: 45 Hours

Text Book

- R Nandagopal and R N AjithSankar, Indian Ethos and Values in Management, Tata McGraw Hill, 2011

Reference Books

- Yogiraj Vethathiri Maharishi, Journey of Consciousness, Vethathiri Publications, 2005.
- Swami Ranganathananda, Eternal Values for a changing society, Bharatiya VidyaBhavan, 2005.
- S.K. Charavarthy, Human Values for Managers, New Delhi: Wheeler Publishing, 2005.

Course Outcomes

At the end of the course, students are able to

- Differentiate Spirituality and Religion.
- Suggest strategies to develop a spiritually inclined organization and overcome stress.
- Develop emotional intelligence.
- Understand the quality of life in workplace.
- Analyze the importance spiritual and emotional intelligence in organization.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1		1	1	1				2	
2	1	2	1	2	2	1			1
3		3	1		1		1		1
4		2	1	2	3		1		1
5		1	3		1		2		

1→Low 2→Medium 3→High

19BA4709 COMPETENCY MAPPING AND DEVELOPMENT 3 0 0 3**Course Objectives**

- To make the students comprehend the basic concepts in competency mapping
- To understand the role and importance of competency mapping in the development of an organization

PRE-REQUISITE:

The students should have the basic knowledge about various process like job evaluation, training and requirement.

COURSE CONTENTS**UNIT I Introduction****9**

Definitions, Competence, Competency, Capability, Skill, Knowledge and Motive, Trait, Need of Competencies, Competency Mapping, Uses of competency mapping

UNIT II Competency Categories**9**

Threshold Competencies, Differentiating Competencies, Functional or Technical Competencies, Leadership or Managerial Competencies, Organizational Competencies, Generic or Key Competencies

UNIT III Developing Competency Model**9**

Identifying Core Competencies, Developing Assessment Instrument, Performance Effectiveness Criteria, Base Competency Map, Competency Grading, Competency Assessment, Finalizing and Validating Competency Model, Data Gathering

UNIT IV Competency Models**9**

Leadership and Managerial Competency Models, Recommended Actions to address resistance, Competencies and Generic Indicators, HR Generic Competency Model, Supervisory Generic Competency Model, Causes for Resistance against Competency mapping

UNIT V Implementation And Development**9**

Communication & Implementation of Competency Mapping, Strategies to Address the Gaps, Evaluate ROI, Reassess Competencies and Development, Challenges in Implementation of Competency Mapping

Total: 45 Hours**Text Book:**

- Seema Sanghi, The Handbook of Competency Mapping – Understanding, Designing & Implementing Competency Models, New Delhi: Sage Publications, 2012.

Reference Books:

- Sharma, 360 Degree Feedback, Competency Mapping and Assessment Centres for Personal & Business, Mc Graw Hill Education (India), 2011.
- Whetten & Cameron, Development Management Skills, Prentice Hall India, 2010.
- Udai Parek, Understanding OB, New Delhi: Oxford University Press, 2010.

- Paul R. Bernthal, Competency Study: Mapping the future, ASTD, 2011

Course Outcomes

At the end of the course, students are able to

- Enable the students to use competency mapping as a tool for improving the efficiency of the workforce.
- Analyze competency mapping model
- Apply the competency mapping model
- Evaluate the resistance for adopting competence model.
- Create competency based assessment in an organization.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	2	2	1	1	3			1	
2		3	2	2	2	1			1
3	2	3	2	2	2		2		
4		1	1	1		1		2	1
5		1	2	2	2	1		1	1

1→Low 2→Medium 3→High

OPERATIONS SPECIALIZATION

19BA4710

PRODUCT DESIGN

3 0 0 3

Course Objectives:

- Understand the application of structured methods to develop a product.

PRE-REQUISITE:

Basic knowledge on production management
Basic understanding about manufacturing

COURSE CONTENTS

UNIT I Introduction

9

Defining Product, Types of products. Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Evaluation – decay curve – cost expenditure curve.

UNIT II Product Planning

9

Product Planning Process – Steps. Opportunity identification – breakdown structure- product development charter.Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies- Product Specification - Concept Generation – Activity- Steps- Techniques.

UNIT III Product Concept

9

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

UNIT IV Industrial Design and Design Tools

9

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

UNIT V Patents

9

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

TOTAL: 45 PERIODS

Text Book:

- 1. Karl T.Ulrich, Steven D.Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, Fourth Edition, reprint 2009.

Reference Books:

- Kenneth B.Kahn, New Product Planning, Sage, 2nd Edition 2011.
- A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
- Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.

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- Anil Mital, Anoop Desai, Anand Subramanian, Aashi Mital, Product Development, Elsevier, 2009.
- Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2006.
- Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata-McGraw Hill, 2007.

Course Outcomes:

At the end of the course, students are able to

- Gain knowledge on how a product is designed based on the needs of a customer.
- Apply the idea for product planning process.
- Create a platform for knowing the product concept.
- Select the correct industrial design tool.
- Implement the concepts involved in patents

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1		1			2			3	
2		1		2					
3	2					1			2
4		2					3		
5	2				3				3

1→Low 2→Medium 3→High

19BA4711**PROJECT MANAGEMENT****3 0 0 3****Course Objective:**

- To learn the concepts of managing projects.

PRE-REQUISITE:

Basic knowledge on production management

Students must have basic knowledge on feasibility study.

UNIT I Introduction To Project Management**9**

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

UNIT II Planning and Budgeting**9**

The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.

UNIT III Scheduling & Resource Allocation**9**

PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources – Goldratt's Critical Chain.

UNIT IV Control and Completion**9**

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

UNIT V Project Organisation & Conflict Management**9**

Formal Organisation Structure – Organisation Design – Types of project organizations.Conflict – Origin & Consequences.Managing conflict – Team methods for resolving conflict.

TOTAL: 45 PERIODS**Text Book:**

1. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education,5th Edition 2016

Reference Books:

1. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 6e,2014.
2. Gido and Clements, Successful Project Management, sixth Edition, Cengage, 2015.
3. Harvey Maylor, Project Management, Fourth Edition, Pearson Education, 2010

Course Outcomes:**At the end of the course, students are able to**

- Apply project management principles in business situations to optimize resource utilization and time optimization.
- Implement the estimation of cost and then after budgeting.
- Identify the correct technique for allocating the resources.
- Check the control system design.
- Assess the right organization structure to avoid conflicts.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1		2				1			
2			2					3	
3	3					1			
4		3					1		
5			2		1				3

1→Low 2→Medium 3→High

19BA4712**SIX SIGMA****3 0 0 3****Course Objectives:**

- To introduce the concept of Six Sigma
- To familiarize the different stages in Six Sigma.
- To enable the students to understand the control charts and Six Sigma measurement.

PRE-REQUISITE:

Basic knowledge on quality management
 Knowledge about production management.

COURSE CONTENTS**UNIT I Introduction****9**

Deployment Strategy-Six Sigma- Difference between six sigma and TQM- Elements of Successful deployment, Personnel requirement –Training plan –Training needs analysis, focusing the Deployment-Customer focus- Project selection. DMAIC methodology

UNIT II Define And Measure Stage**9**

Define Stage-Objectives-Project definition-Top level process definition-Team formation, Measure Stage-Process definition-Metric definition-Process baseline estimation. Measurement System Analysis.

UNIT III Analysis and Improve Stage**9**

Analyze stage-Value Stream Analysis-Analyzing the sources of Variation- Determining Process Drivers, Improve Stage- Defining New Process-Assessing the benefits of proposed solution-Evaluating Process failure modes-Implementation and verification. Value stream analysis tools

UNIT IV Control Stage And Six Sigma Measurements**9**

Control Stage-Standardize on the new methods-Measure Bottom Line Impact- Document Lessons learned, Six Sigma Measurements-Converting defect rates to sigma, Quality level units-Rolled Throughput Yield - Six Sigma relationships-Process Cycle Time. Defects per million Opportunities(DPMO)

UNIT V Control Charts**9**

Introduction to control charts, Selection of control charts – Variable Control Charts, X & R Charts – Attribute Control Chart – p, np, u and c. Quality Control Charts

Total: 45 hours**Text Book:**

- Paul Keller, Six Sigma Demystified- Tata McGraw Hill, 2015

Reference Books:

- Eugene L.Grant, Richard S.Leevenworth, Statistical Quality Control- Tata McGrawhill, 2016
- Forrest W.Breyfogle III, John, Implementing Six Sigma, Wiley & Sons.2014
- Jay Arthur, Lean Six sigma Demystified, Tata McGraw Hill, 2015

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- Peter S. Pandey, The Six Sigma Way, S.Chand & Co, 2014

Course Outcomes:

At the end of the course, students are able to

- Understand the importance of six sigma.
- Define and measure the stages.
- Analyze and improve the stages.
- Assess the six sigma measurements.
- Identify the quality control charts.

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1		2			1				3
2			2			2		3	
3		2			2				
4	1								2
5	2								3

1→Low 2→Medium 3→High

ENTREPRENEURSHIP SPECIALIZATION

19BA4713

BUSINESS PLAN

3 0 0 3

Course Objectives

- To enable the students to understand the importance of a business plan.
- To expose the students to the nitty-gritty's of a business plan.
- To comprehend the various aspects of a business plan.

PRE-REQUISITE:

The students should have basic ideas about business.

COURSE CONTENTS

UNIT I Business Plan Preparation

9

Purpose of Business Plan, Benefits of a Business Plan, Elements of the Business Plan, Developing a Well Conceived Business Plan, Guidelines to a Write a Business Plan, Format of Business Plan and Silicon Valley Models

UNIT II Marketing

9

Importance of Market Orientation, Market Research, Sales Forecast, Features of Entrepreneurial Marketing, Purpose and Timing of the Marketing Plan, Marketing Research for the New Venture, Understanding the Marketing Plan, Characteristics of Marketing Plan, Steps in Preparing the Marketing Plan, Marketing Mix

UNIT III Human Resources

9

Introduction, Human Resources Mobilization / Head Hunting, Conducting Interviews, Induction, Motivating Employees, Training, Knowledge Management, Separation, Human Resource Planning

UNIT IV Finance

9

Raising Capital-Sources, Family and Friends, Angel Funding, Venture Capital, Equity Funding, Debt Financing, Projected Cash Flow and Profitability Statements, DSCR and Sensitivity Analysis, Boot Strapping.

UNIT V Feasibility Study

9

Pre-Feasibility Study, Project Profile Preparation, Feasibility Report Preparation and Evaluation, Operations Planning, Presenting a Business Plan, Case studies of successful start-ups

Total: 45 Hours

Text Book:

- Paul Barrow, "The Best-Laid Business Plans", London: Virgin Publishing Ltd, 2015.

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Reference Books:

- “Entrepreneur’s Tool Kit”, Boston: Harvard Business School Publishing Corporation, 2015.
- Charles Bronfman, Jeffrey R. Solomon, John Sedgwick, “The Art of Giving: Where the Soul Meets a Business Plan”, New Delhi: Wiley, 2016.
- Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileswar Jha., “Marketing Management – A South Asian Perspective”, Noida: Pearson, 2014.
- C K Prahalad, “Fortune at the bottom of the Pyramid”, Pearson Education, 2013.

Course Outcomes**At the end of the course, students are able to**

- Analyze the various functions of a business
- Conduct a feasibility study
- Be Familiar in writing a business plan
- Prepare a business plan
- Present the business plan to investors

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	3	1		2	3			1	
2	2	1		3	2			1	
3	3	1		2	3			1	
4	2	1		1	2			1	
5	3	1		3	1			1	

1→Low 2→Medium 3→High

19BA4714 LEGAL & REGULATORY FRAMEWORK FOR ENTREPRENEURS 3 0 0 3

Course Objectives

- To acquaint the students with the procedure for setting up of an enterprises and registration formalities
- To enable the students to choose appropriate form of organization
- To enhance the knowledge of students in the area of Taxation and Corporate Governance

PRE-REQUISITE:

The student should know about the entrepreneurship. they should have the thirst to learn about the legal aspects.

COURSE CONTENTS

UNIT I Micro, Small And Medium, And Large Enterprises	9
Definition of Tiny, Small, Medium and Large Enterprises, Procedure for Setting Up these Enterprises, Registration Formalities, Incentives and Subsidies, Recent Amendments and Changes.	
UNIT II Forms of Organization	9
Sole Proprietorship, Partnership, Public Limited and Private Limited Companies, Limited Liability partnership – Formation, Registration, Uniqueness, Conversion of Partnership, Private / Unlisted Public Companies into LLP, Limiting Benefits of LLP.	
UNIT III Goods and Service Tax (GST) and VAT	9
Indirect Taxes, GST, GST Mechanism, GST and its Impact on Various Sectors, VAT – Rules Regulations Governing VAT, Filing of Tax Returns, Taxation with Special Reference to MSME, IT Role in VAT.	
UNIT IV Income Tax	9
Direct Tax – Personal Income and Corporate Tax, Deductions and Rebates, Taxability of Capital Gains, Investments, Filing of Tax Returns, Tax Planning	
UNIT V Corporate Governance	9
Governance Committee, Audit Committee, Compensation Committee – Roles and Responsibilities, Independent Directors, Whistle Blowing, RTI Act, Insider Trading, Ethics in Entrepreneurship.	

Total: 45 Hours

Text Book:

- Akhileshwar Pathak, “Legal Aspects of Business”, New Delhi: Tata McGraw Hill, 2016.

Reference Books:

- Ramani K K& Jain N C, “Limited Liability Partnership (LLP)-Tax Planning, Law and

- Practice”, New Delhi: Out Look Publishing Pvt. Ltd., 2016.
- Kamal Garg, “Goods & Service Tax”, New Delhi: Bharat Law House Pvt. Ltd., 2015.
- Ram Charan, “Owning up-The 14 Questions Every Board Member Needs to Ask”, New Delhi: Wiley India Pvt. Ltd, 2015.
- Legal Framework, www.rbi.org.in

Course Outcomes

At the end of the course, students are able to

- Avail the incentives and subsidies by fulfilling the registration formalities
- Choose the opt form of organization
- Be capable of setting up a suitable enterprise
- Fill the tax returns
- Practice corporate governance

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	2	1		3	2			1	2
2	1	2		2	3			1	2
3	2	1		2	3			1	2
4	2	1		3	2			1	2
5	3	2		2	3			1	2

1→Low 2→Medium 3→High

19BA4715**ENTREPRENEURIAL MARKETING****3 0 0 3****Course objective:**

- To develop strategies to pitch the product/service to the potential customers.
- To equip the students with segmentation of market and positioning to customers.
- To effectively manage marketing campaigns and assess the effectiveness.

PRE-REQUISITE:

The students should have idea about the marketing and how it relates to entrepreneurship.

COURSE CONTENTS**UNIT I Introduction****9**

Entrepreneurship as opportunity seeking – marketing and sales – evaluation criteria of experienced entrepreneur – role of marketing – entrepreneurial marketing strategy.

UNIT II Customer Positioning**9**

Conceptualizing the market – importance of customer segmentation – understanding customer value – targeting using effectuation – developing a positioning statement.

UNIT III Sales Process**9**

Sales learning curve – sales process and activities – developing customer relationships – developing the sales message – managing customer expectations.

UNIT IV Determining the Value**9**

Price and perceived value – perceived value in use for business to business products – pricing of intellectual property – customer determined pricing – revisiting costs in determining price – methods for determining price at alternative price levels.

UNIT V Marketing**9**

Viral marketing – Event marketing– product placements – campaign management.

Total Hours: 45**Text Book:**

- Edwin J. Nijssen, Entrepreneurial Marketing: An Effectual Approach, Taylor & Francis, 2017

Reference Book:

- Leonard M. Lodish, Howard L. Morgan, Shellye Archambeau, Jeffrey Babin, Marketing That Works: How Entrepreneurial Marketing Can Add Sustainable Value to Any Sized Company, Pearson Education, 2015

Course Outcome:**At the end of the course, students are able to**

- Apply basic marketing concepts in entrepreneurial settings
- Develop a marketing plan for an entrepreneurial idea
- Discuss the processes of market identification and market creation in entrepreneurial situation
- Learn from the experiences of real-life entrepreneurs
- Solve the problem of “newness” as you develop the marketing plan

PO vs CO Mapping

CO No.	PO A	PO B	PO C	PO D	PO E	PO F	PO G	PO H	PO I
1	2	2		2	3			2	
2	3	1		2	1			2	
3	2	2		2	3			2	
4	3	1		1	2			2	
5	2	2		1	2			2	

1→Low 2→Medium 3→High