FRANCIS XAVIER ENGINEERING COLLEGE

(An Autonomous Institution)
Tirunelveli 627 003
Tamil Nadu
India

DEPARTMENT OF MANAGEMENT STUDIES

Curriculum and Syllabi – PG
Regulation 2021

CHOICE BASED CREDIT SYSTEM

AND

OUTCOME BASED EDUCATION

DEPARTMENT VISION

To Create Intellectual and Ethical Management Professionals and Entrepreneurs with High Qualities to Triumph over the Challenges in Global Business Environment.

DEPARTMENT MISSION

1. To inculcate innovative management education to the students with global business environment essence.
2. To foster holistic formation by building a socially & ethically responsible citizen.
3. To prepare world class leaders and entrepreneurs with professional competencies.

Table of Content

Programme Educational Outcomes (PEOs)

PEO1. Business Environment and Domain Knowledge (BEDK): Graduates are able to improve their awareness of the Economic, legal and social environment of Indian business and knowledge about the functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, evolvement of business enterprises and exploring the entrepreneurial opportunities.

PEO2. Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI): Graduates are expected to develop competencies in quantitative and qualitative techniques and skills in analysing the business data, application of relevant analysis, and problem-solving in other functional areas such as marketing, business strategy and human resources.

PEO3. Global Exposure and Cross-Cultural Understanding (GECCU): Demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding.

PEO4. Social Responsiveness and Ethics (SRE): Developing responsiveness to contextual social issues/problems and exploring solutions, understanding business ethics and resolving ethical dilemmas. Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviours.

PEO5. Effective Communication, Leadership and Teamwork (ECLT): Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on) and to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context. Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas. Understanding leadership roles at various levels of the organization and leading teams.

Programme Outcomes (POs)

MBA Graduates will be able to:

PO1. Apply knowledge of management theories and practices to solve business problems.

PO2. Foster analytical and critical thinking abilities for data-based decision-making.

PO3. Understand, analyze and communicate global, economic, legal, and ethical aspects of a business.

PO4. Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PO5. Develop responsiveness to contextual social issues/problems and exploring solutions, understand business ethics and resolving ethical dilemmas.

PO6. Develop value-based leaders and entrepreneurs with professional, managerial and technological skills.

Mapping with PO Vs PEO

S. No.	PEO / PO	Business Environment and Domain Knowledge (BEDK)	Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	Global Exposure and Cross-Cultural Understanding (GECCU)	Social Responsiveness and Ethics (SRE)	Effective Communication, Leadership and Teamwork (ECLT)
P_a	Apply knowledge of management theories and practices to solve business problems.	H	H	M	M	M
P_b	Foster analytical and critical thinking abilities for data-based decision-making.	H	H	L	L	L
P_c	Understand, analyse and communicate global, economic, legal, and ethical aspects of a business.	M	M	H	M	M
P_d	Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	M	H	H	H	M
P_e	Develop responsiveness to contextual social issues/problems and exploring solutions, understanding business ethics and resolving ethical dilemmas.	M	M	M	L	H
P_f	Develop value-based leaders and entrepreneurs with professional, managerial and technological skills.	M	M	M	H	L

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FRANCIS XAVIER ENGINEERING COLLEGE

MBA – REGULATION 2021

Choice Based Credit System and Outcome-Based Education

SUMMARY OF CREDIT DISTRIBUTION

S.No	Category	Credits Per Semester				Total Credits	Credits in %
		I	II	III	IV		
1	FC	4	4			08	9
2	PC	18	23	06		47	51
3	PE			18		18	19
4	EEC	03		04	12	19	20
	Total	25	27	28	12	92	100

Minimum Number of Credits to be Acquired: 92

FC – Foundation Course

PC - Professional Core

 PE - Professional Elective

EEC - Employability Enhancement Course

FRANCIS XAVIER ENGINEERING COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
REGULATION 2021
Choice Based Credit System and Outcome Based Education
I- IV Semester Curriculum and Syllabi

SEMESTER I

S.No	Course Code	Course Name	Category	L	T	P	C	Contact Periods
Theory Courses								
1	21MA1257	Statistics for Management	FC	2	1	1	4	6
2	21BA1602	Management Concepts and Behaviour in Organisations	PC	3	0	0	3	3
3	21BA1603	Managerial Economics	PC	3	0	0	3	3
4	21BA1604	Indian Ethos and Business Ethics	PC	3	0	0	3	3
5	21BA1605	Financial Accounting	PC	2	1	0	3	4
6	21BA1606	Business Law	PC	3	0	0	3	3
7	21BA1607	Quality Management	PC	3	0	0	3	3
Practical Courses								
1	21BA1908	Executive Communication (Laboratory)	EEC	0	0	4	2	4
2	21BA1909	Managerial Computing (Laboratory)	EEC	0	0	2	1	2
			Total	20	2	6	25	31

SEMESTER II

S.No	Course Code	Course Name	Category	L	T	P	C	Contact Periods
Theory Courses								
1	21MA2251	Quantitative Techniques	FC	3	1	0	4	5
2	21BA2602	Marketing Management	PC	3	0	0	3	3
3	21BA2603	Human Resources Management	PC	3	0	0	3	3
4	21BA2604	Research Methodology and Applications	PC	3	0	1	4	5
5	21BA2605	Financial Management and Modelling	PC	2	1	1	4	6
6	21BA2606	Entrepreneurship and Innovation Management	PC	3	0	0	3	3
7	21BA2607	Operations Management	PC	3	0	0	3	3
8	21BA2608	Business Analytics	PC	3	0	0	3	3
			Total	23	2	2	27	30

SEMESTER III

S.No	Course Code	Course Name	Category	L	T	P	C	Contact Periods
Theory Courses								
1	21BA3601	Strategic Management	PC	3	0	0	3	3
2	21BA3602	Corporate Social Responsibility and Sustainability	PC	3	0	0	3	3
3		Professional Elective I	PE	3	0	0	3	3
4		Professional Elective II	PE	3	0	0	3	3
5		Professional Elective III	PE	3	0	0	3	3
6		Professional Elective IV	PE	3	0	0	3	3
7		Professional Elective V	PE	3	0	0	3	3
8		Professional Elective VI	PE	3	0	0	3	3
Practical Courses								
1	21BA3903	Business Analytics (Laboratory)	EEC	0	0	4	2	4
2	21BA3904	Internship / Business Plan	EEC	0	0	0	2	4 weeks
			Total	**23**	**0**	**5**	**28**	**29**

SEMESTER IV

S.No	Course Code	Course Name	Category	L	T	P	C	Contact Periods
1	21BA4901	Major Project / Start-up	EEC	0	0	0	12	20 weeks
			Total	**0**	**0**	**0**	**12**	

Minimum Number of Credits to be Acquired: 92

List of Employability Enhancement Course

S.No	Course Code	Course Name	Category	L	T	P	C	Contact Periods
Theory cum Practical Courses								
1	21BA2605	Financial Management and Modelling	PC	2	1	1	4	6
2	21BA2604	Research Methodology and Applications	PC	3	0	1	4	5
3	21BA3702	Security Analysis and Portfolio Management	PE	2	0	1	3	4
4	21BA3710	Marketing Research	PE	2	0	1	3	4
5	21BA3712	Retail Management	PE	2	0	1	3	4
6	21BA3708	Digital Marketing	PE	2	0	1	3	4
7	21BA3713	Human Resource Analytics	PE	2	0	1	3	4
Practical Courses								
1	21BA1908	Executive Communication (Laboratory)	EEC	0	0	4	2	4
2	21BA1909	Managerial Computing (Laboratory)	EEC	0	0	2	1	2
3	21BA3903	Business Analytics (Laboratory)	EEC	0	0	4	2	4
4	21BA3904	Internship / Business Plan	EEC	0	0	0	2	4 weeks
5	21BA4902	Major Project / Start-up	EEC	0	0	0	12	12 weeks

List of Professional Electives Courses

S.No	Course Code	Course Name	Semester	L	T	P	C	Stream/ Domain
Professional Elective I– FINANCE								
1	21BA3701	Mergers, Acquisitions and Corporate Restructuring	3	3	0	0	3	**F**
2	21BA3702	Security Analysis and Portfolio Management	3	2	0	1	3	**F**
3	21BA3703	Financial Derivatives	3	3	0	0	3	**F**
4	21BA3704	Banking and Financial Services	3	3	0	0	3	**F**
5	21BA3705	Behavioural Finance	3	3	0	0	3	**F**
6	21BA3706	International Finance	3	3	0	0	3	**F**
Professional Elective II- MARKETING								
1	21BA3707	Brand Management	3	3	0	0	3	**M**
2	21BA3708	Digital Marketing	3	2	0	1	3	**M**
3	21BA3709	Service Marketing	3	3	0	0	3	**M**
4	21BA3710	Marketing Research	3	2	0	1	3	**M**
5	21BA3711	Sales and Distribution	3	3	0	0	3	**M**
6	21BA3712	Retail Management	3	2	0	1	3	**M**
Professional Elective III – HUMAN RESOURCES								
1	21BA3713	Human Resource Analytics	3	2	0	1	3	**HR**
2	21BA3714	Managerial Behaviour and Effectiveness	3	3	0	0	3	**HR**
3	21BA3715	Strategic Human Resource Management	3	3	0	0	3	**HR**
4	21BA3716	Performance Management	3	3	0	0	3	**HR**
5	21BA3717	Organisational Change and Development	3	3	0	0	3	**HR**
6	21BA3718	Industrial Relations and Labour Law	3	3	0	0	3	**HR**

		Professional Elective IV – OPERATIONS						
1	21BA3719	Project Management	3	3	0	0	3	**O**
2	21BA3720	Materials Management	3	3	0	0	3	**O**
3	21BA3721	Product Design	3	3	0	0	3	**O**
4	21BA3722	Services Operations Management	3	3	0	0	3	**O**
5	21BA3723	Supply Chain Management	3	3	0	0	3	**O**
6	21BA3724	Lean Six Sigma	3	3	0	0	3	**O**
		Professional Elective V –ENTREPRENEURSHIP						
1	21BA3725	Social Entrepreneurship	3	3	0	0	3	**E**
2	21BA3726	Micro, Medium and Small Business Management	3	3	0	0	3	**E**
3	21BA3727	Emerging Areas in Entrepreneurship	3	3	0	0	3	**E**
4	21BA3728	Building a Sustainable Enterprise	3	3	0	0	3	**E**
5	21BA3729	Intellectual Property Rights	3	3	0	0	3	**E**
6	21BA3730	Creativity and Innovation	3	3	0	0	3	**E**
		Professional Elective VI – SYSTEMS						
1	21BA3731	e- Business	3	3	0	0	3	**S**
2	21BA3732	Data Mining For Business Intelligence	3	3	0	0	3	**S**
3	21BA3733	Deep Learning and Artificial Intelligence	3	3	0	0	3	**S**
4	21BA3734	Block Chain Technology	3	3	0	0	3	**S**
5	21BA3735	Cloud Computing	3	3	0	0	3	**S**
6	21BA3736	Internet of Things	3	3	0	0	3	**S**

FIRST SEMESTER

21MA1257	STATISTICS FOR MANAGEMENT	L	T	P	C
		2	1	1	4

Preamble

Statistical analysis provides managers with the tools necessary to make sense of large quantities of data and to make ever more effective business decisions based on inferences drawn from data. Both estimation and hypothesis testing are the concepts of the random variable and the probability distribution drawn from probability theory. Analysis of variance allows one to determine whether or not means of a number of populations (three or more) differ. Regression analysis allows one to determine the impact of any number of variables.

Prerequisites for the course

Students have to undergo the Bridge Course in Basic Maths.

Objectives

1. To enable the use of statistical techniques wherever relevant in business decision making.
2. To have proper understanding of statistical application in Management.

UNIT I	INTRODUCTION TO STATISTICS, PROBABILITY AND PROBABILITY DISTRIBUTIONS	12

Statistics – Definition, Types. Types of variables – Organizing data - Descriptive Measures. Basic definitions and rules for probability, conditional probability independence of events, and discrete random variables, Probability distributions: Binomial, Poisson and Normal distributions.

Suggestive Activities:

Tutorial problems

Assignment problems

UNIT II	SAMPLING DISTRIBUTION AND ESTIMATION	12

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

Suggestive Activities:

Quizzes

Assignment problems

UNIT III	CORRELATION, REGRESSION AND TIME SERIES ANALYSIS	12

Correlation analysis, Estimation of Regression line. Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations. (Application through SPSS)

Suggestive Activities:		
Lab Exercises using SPSS		
Applications in real life problems		

UNIT IV	**TESTING OF HYPOTHESIS – PARAMETRIC TESTS**	**12**

Hypothesis testing: one sample and two sample tests for means 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. One Way ANOVA and Two Way ANOVA. (Application through SPSS)

Suggestive Activities:

- Lab Exercises using SPSS
- Assignment problems

UNIT V	**NON-PARAMETRIC TESTS**	**12**

Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Comparing two populations - Mann – Whitney U test and Kruskal Wallis test. One sample run test, rank correlation. (Application through SPSS)

Suggestive Activities:

Lab Exercises using SPSS

Applications in real life problems

	Total Periods	**60**

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	**Formative Assessment (10 Marks)**	**End Semester Exams (60 Marks)**
Descriptive Type Questions	Assignments	Descriptive Type Questions
Multiple Choice Questions	Practical using SPSS	Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	**BLOOM'S LEVEL**
CO1 Make use of the knowledge of probability in business.	Apply
CO2 Identify the sampling technique for the population.	Apply
CO3 Examine the correlation and regression in finding the relationship between two variables.	Apply
CO4 Apply the knowledge of time series.	Apply
CO5 Test the hypothesis using parametric tests.	Analyse
C06 Test the hypothesis using non-parametric tests.	Analyse

Text Book

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

Reference Books

1. Prem. S. Mann, "Introductory Statistics", Wiley India,7th Edition, 2016
2. Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, "An Introduction to Statistical Learning with Applications in R", Springer, 2nd Edition, 2016.
3. Aczel A.D. and Sounder Pandian J, "Complete Business Statistics", 7th edition, Tata McGraw Hill Publishing Company Ltd.. 2012.
4. Anderson D.R., Sweeney D.J. and Williams T.A., "Statistics for business and economics", 13th edition, Thomson, 2019.

Web Resources

https://www.edx.org/course/operations-research-an-active-approach

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	1		1	2	
2	2	2			2	
3	3	2		1	1	
4	2	2			2	
5	2	3			2	
6	3	2		1	1	

21BA1602	**MANAGEMENT CONCEPTS AND BEHAVIOUR IN ORGANISATIONS**	L	T	P	C
		3	0	0	3

Preamble:

The course serves as a practical guide to managing workplace behaviour. This explains key concepts, and leadership effectiveness. This course emphasizes the applications of management concepts in topics that are essential to organizational success, including organizational structure and culture, change management, and power.

Objectives:

1.To identify the Management and its evolution and human behaviour like personality, perception, learning, and attitude.

2. To suggest strategies for planning and stress management.

3. To organize and create departmentation and incorporate group behaviours in an Organization.

4. To be capable to communicate effectively and to promote motivation.

5. To analyze the controlling aspects and manage productivity, culture and conflict.

Prerequisites for the course

Nil

UNIT I	**INTRODUCTION TO MANAGEMENT AND ORGANISATIONAL BEHAVIOUR**	6

Introduction to Management- Functional Areas of Management - Evolution of Management Thoughts. Organisational Behaviour - Contributing Disciplines -Challenges and Opportunities.

Suggestive Activities:

Assignment: Opportunities of Management Thoughts.

UNIT II	**PLANNING AND INDIVIDUAL BEHAVIOUR**	12

Nature and Purpose of planning- Basic factors involved in Planning- Planning Process - Types of plans - Objectives - Managing by Objective (MBO) –Types of strategies- Forecasting and Techniques of forecasting, Foundations of individual behaviour –Ability, Attitudes, Learning, Job Satisfaction, Personality, Values and Perception. Goal setting; Emotional Intelligence.

Suggestive Activities:

Case Study : Management by Objective (MBO)

Quizzes

UNIT III	**ORGANIZING AND GROUP BEHAVIOUR**	8

Nature and Purpose of Organizing- Organization structure - Departmentation- Span of control - Delegation of Authority -Group Development – Group Properties- Work teams. Stress and its Causes- Coping Strategies.

Suggestive Activities:

Assignment: Submit a report on "how the departmentation necessary for management controlling?"

UNIT IV	DIRECTING AND LEADERSHIP	9

Managing People - Communication: Hurdles for effective communication- Management by Exception (MBE)-Leadership: Styles - Approaches; Power and Politics. Decision Making: Types of Decision, Decision making process - Techniques.

Suggestive Activities:

Discussion: Effectiveness of Leadership Styles

Quizzes

UNIT V	CONTROLLING AND ORGANISATIONAL DYNAMICS	10

Nature and Process of Controlling - Methods of control - Control System - Managing Productivity: Techniques for enhancing productivity - Organisational Culture: Elements and Types. Organizational Development, Organizational Design-organizational conflict and negotiations, Organizational change.

Suggestive Activities:

Case Study: Managing conflict in workplace: In the UAE organization.

	Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	Formative Assessment Test (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment Seminar	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	BLOOM'S LEVEL
CO1 Examine the concepts of management and Organisational behaviour.	Analyse
CO2 Analyse the planning process and strategies and the complexities associated with managing individual behaviour in the organisation.	Analyse
CO3 Classify various organization structures and group behaviour.	Analyse
CO4 Analyse the importance of decision making and communication in leadership.	Analyse

CO5 Apply the knowledge using the various system and process of controlling.	Apply
CO6 Analyse the organisational dynamics for its development.	Analyse

Text Books

1. Harold Koontz, Mark V. Cannice and Heinz Weihrich, "Management: A Global, Innovative & Entrepreneurial Perspective", 15th edition, Tata McGraw-Hill Education, 2020

2. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, "Fundamentals of Management", 9th edition, Pearson Education India, 2016

Reference Books

1. Charles. W.L. Hill and Steven L. McShane, "Principles of Management", McGraw Hill Education, New Delhi, 2017

2. Stephen P. Robins, "Organisational Behavior", PHI Learning / Pearson Education,18th edition, 2018

3. L.K. Prasad, "Principles and Practice of management", Sultan Chand& Sons Ltd,2019

4. K. Aswathappa, "Organizational Behavior", Himalaya Publishing House, 12th Revised ,2017

5. Uma Sekaran, "Organizational Behaviour", New Delhi: Tata McGraw Hill, 2016

Web Resources

https://www.managementstudyhq.com/evolution-management-thought-theories.html

https://www.lucidchart.com/blog/types-of-organizational-structures

https://www.managementstudyguide.com/what_is_motivation.html

https://www.managementstudyguide.com/controlling_function.html

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	3	2	1	2	2	2
2	2	1	2	2	2	2
3	3		2	2	2	3
4	3		2	2	3	1
5	3	2	2	1	1	
6	2		3	2	2	2

21BA1603	MANAGERIAL ECONOMICS	L	T	P	C
		3	0	0	3

Preamble

Economics helps the students to comprehend the Concepts of Economics to aid managerial decision making. The course equips students to apply Laws of Supply and Demand in various Market Conditions, delineate the Features of Production and Cost Curve in the Short Term and Long Term Perspective, appraise Market Structure, analyze the Impact of Monetary and Fiscal Policies on Business Decision Making, economic impacts and business cycles.

Prerequisites for the course

Nil

Objectives

1. To familiarize the students about managerial economics and to know the fundamental Concepts affecting business decisions.

2. To understand the concepts demand and supply forecasting.

3. To know about market structure and factor market.

4. To have an idea about the Macroeconomics environment.

5. To provide insights on Inflation and Deflation, industrial economics and business cycles.

UNIT I	INTRODUCTION TO MANAGERIAL ECONOMICS	9

Introduction to Managerial Economics – Scarcity and Efficiency – Fundamental economic problems- Production Possibility Frontiers (PPF) – Micro and Macro economics – Role of markets and government – Positive Vs negative externalities.

Suggestive Activities:

Group Discussion (Fundamental economic problems)

Economics Quiz

UNIT II	CONSUMER AND PRODUCER BEHAVIOUR	9

Demand: Determinants and types - Elasticity of demand- Demand forecasting. Supply: Determinants and types – Elasticity of supply. Production functions: Iso-quants, Expansion path, Cobb-Douglas functions. Cost function: Analysis of cost. Economies and diseconomies of scale.

Suggestive Activities:

Flipped Class room

Real time study

UNIT III	PRODUCT AND FACTOR MARKET	9

Product market: Market Structure, Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition. Pricing Methods -Factor market: Land, Labour and capital - Determination of factor pricing – General equilibrium - Efficiency of competitive markets.

Suggestive Activities:

Flipped Class room

Case study - Reliance Jio: Marching Toward Monopoly

UNIT IV	PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS	9

Macroeconomic Aggregates: Circular flow of Macroeconomic Activity – National Income Determination – Aggregate Demand and Supply – Macroeconomic Equilibrium – Monetary Policy - Fiscal Policy -Multiplier Effect.

Suggestive Activities:

Debate : Budget (Current financial year)

Assignment : Macroeconomic Aggregates

UNIT V	ECONOMIC IMPACTS AND BUSINESS CYCLE	9

Economic impacts: Okun' law – Phillips's curve; Business Cycle: Features, Theories, and Measures to Control, Business Cycles and Business Decisions. Global economy – Impacts of global economy in business.

Suggestive Activities:

Seminar : Economic impacts

Case study : Business Cycle

	Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exam (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment Case Study Analysis Seminar Presentation Discussions on Budget	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	BLOOM'S LEVEL
CO1 Infer the basic fundamental economic factors in micro and macro economics.	Analyse

CO2 Identify the consumer and producer behaviour in the economy in order to forecast the demand, supply and cost function.	Apply
CO3 Examine the product market, Factor market and categorize various market structure and pricing methods to determine market equilibrium.	Analyse
CO4Explain the performance of an economy by using Macro Economic aggregates.	Analyse
CO5 Examine the impacts of unemployment and inflation in relation to various stages of Business Cycles.	Analyse
CO6 Discover the Impacts of global economy in business.	Analyse

Text Books

1.Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, "Economics", Tata McGraw Hill, 20thedition, 2019.

2.Geetika,PiyaliGhosh,Puraba Roy Chaudhury, "MangerialEconomics"McGraw Hill, 3rd edition, 2018.

Reference Books

1.H.L. Ahuja , "Managerial Economics (Analysis of Managerial Decision Making)", S.Chand, 9th Edition, , 2018.

2.Damodaran, S., "Managerial Economics", Oxford University Press, 2nd Edition, 2011.

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

4.N. Gregory Mankiw, "Principles of Economics", Cengage, 7th edition, 2014

5.Richard Lipsey and Alec Charystal, "Economics", Oxford, University Press ,12th edition, 2011.

6.Karl E. Case and Ray C. Fair, "Principles of Economics", Pearson, Education Asia, 12th edition, 2014.

Web Resources

http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial economics/?courseid=4207

https://www.economicsdiscussion.net/

https://economictimes.indiatimes.com/

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	1	3	1	2	2	
2	1	3	1		2	1
3	1	3	1	2	3	
4	1		1		3	
5	1		1		3	1
6	2	3	1	1		1

21BA1604	INDIAN ETHOS AND BUSINESS ETHICS	L	T	P	C
		3	0	0	3

Preamble

Indian Ethos in Management refers to the values and practices that the culture of India can contribute to service, leadership and management. These values and practices have been influenced by various strands of Indian philosophy. Business Ethics topic includes corporate governance, insider trading, bribery, discrimination, corporate social responsibility, and fiduciary responsibilities.

Prerequisites for the course

NIL

Objectives

1. To outline the Ethical Decision-Making framework.
2. To understand the organizational influences affecting Ethical Decisions.
3. To understand the sources of organizational Ethical Culture and Deviant Behaviour.
4. To expose the ethical practices to be followed in business.
5. To become responsible person to uphold Ethics in Business.
6. To articulate a mindset of value system in Ethical Decision-Making.

UNIT I	INTRODUCTION ON INDIAN ETHOS	9

Indian Ethos: Meaning, Features, Need, Evolution, Relevance, Principles Practiced by Indian Companies. Role of Indian Ethos in Managerial Practices; Work Ethos: Meaning, Dimensions of Work Ethos; Ethics vs. Ethos.

Suggestive Activities:

Assignment : Basic Principles of Indian Ethos for Management

UNIT II	BUSINESS ETHICS	9

Introduction – Principles – Code of conduct and ethics for managers – importance – values and ethics in Business – Roots of unethical Behaviour – Ethical Decision Making – Changing business environment and ethical challenges.

Suggestive Activities:

Case Study: Biocon "India's own home-grown biotech company"

UNIT III	ENVIRONMENTAL ETHICS	9

Environmental Ethics: Environmental Concerns, sustainable development, industrial pollution, Role of corporations, waste management, and pollution control.

Suggestive Activities:

Case Study: Tirupur – a study on its Environmental degradation

UNIT IV	ORGANISATIONAL ETHICS	9

Marketing Ethics: Role, Normative Ethics, Areas of Marketing Ethics; Ethical issues in Human Resource Management: Scope, Aspects, challenges, role and creating an ethical organization.

Suggestive Activities:

Case Study: Satyam computer services limited

UNIT V	ETHICAL DECISION MAKING IN BUSINESS	9

Ethical Decision making – Applying Moral Philosophy – Cognitive Model and Kohlberg's Model - Influences on Ethical Decision making – Whistle blowing.

Suggestive Activities:

Case Study: global trust bank "the bank that went bust"

Total Periods	45

Suggestive Assessment Methods

Summative/Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Case study Assignments	Descriptive Type Questions Multiple Choice Questions

Outcomes:

Upon completion of the course, the students will be able to:	BLOOM'S LEVEL
CO1 Recall the ethos followed in the organization.	**Analyse**
CO2 Infer code of conduct and ethics as a norms and beliefs.	**Analyse**
CO3 Analyse the importance of the ethics in the environment.	**Analyse**
CO4 Analyse the role of ethics in marketing and human resources.	**Analyse**
C05 Examine the ethical decision making in the organization.	**Analyse**

Text Book

- Fernando, Muraleedharan, Satheesh,"Business Ethics, An Indian Perceptive", Pearson Publication, 3rd Edition, , 2019

Reference Books

1.Dr.Pradip Sinha, Dr. Nitin Zaware, Dr.Vikas Barbate, Dr, Ajit Thite, "Indian Ethos & Business Ethics", Nirali Prakashan, 2021

2.Biswanath Ghosh, "Ethics in Management and Indian Ethos", Vikas Publishing, 2ndEdition 2006.

3.Fernando, "Business Ethics and Corporate Governance", Pearson Publication, 3rd Edition, 2010

4.Dr. N.M. Khandelwal "Indian Ethos and Value for Management", 2011.

5.A C Fernando, K P Muralidheeran, E K Satheesh, "Business Ethics: An Indian Perspective", Pearson Paperback, Third Edition, 2019.

Web Resources

http://www.lifepositive.com/lpevents /lppublicevent.asp

http://www.trcb.com/business/management.htm

http://www.valuequotes.net/chronological.html

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	3	2	1	2	2	1
2	2	3		2	1	1
3	2	2		1	1	1
4	1	2	2	1	2	2
5	2	2	2	1	3	2
6	3	3	3	2	2	1

21BA1605	FINANCIAL ACCOUNTING	L	T	P	C
		2	1	0	3

Preamble

Financial Accounting helps to acquire insights on the basic principles and the methods for analyzing the financial statements. The students can develop analytical and interpretative skills which are necessary to take decisions on cost accounting, Marginal costing from a Managerial perspective. The preparation of accounting information encourages students to manage the financial affairs of individuals and organisations and to forecast with Budgeting concepts.

Prerequisites for the course

Nil

Objectives

1. To acquire insight about basic principles of financial accounting and preparation of final accounts.
2. To understand and gain knowledge on the methods for analyzing the financial statements.
3. To obtain knowledge on cost accounting.
4. To gain proficiency in Marginal Costing and be able to make correct decisions.
5. To understand the Budgeting concepts and be able to create their own.

UNIT I	INTRODUCTION TO ACCOUNTING	9

Introduction to Financial Cost and Management Accounting - Generally Accepted Accounting Principles - Accounting Concepts and conventions - Final Accounts: Trading, Profit and Loss Account and Balance Sheet.

Suggestive Activities:

Create a Final Accounts – Practical Assignment

UNIT II	FINANCIAL STATEMENT ANALYSIS	9

Financial Ratios - Classification of Ratios: Profitability, Liquidity, Financial and Turnover Ratio, DuPont Ratios - Fund Flow Statement - Cash Flow Statement Analysis (AS 3 Revised).

Suggestive Activities:

Prepare a Mini report on Financial Statement Analysis: Take a Company Annual Report and Analyze it.

UNIT III	COST ACCOUNTING	9

Cost Accounts – Cost Sheet– Cost Ascertainment – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing.

Suggestive Activities:
Prepare a Cost Sheet for service & manufacturing sector.

UNIT IV	MARGINAL COSTING	9

Marginal costing and Profit planning - Cost, Profit, Volume Analysis - Break-Even Analysis - Decision making Problems: Make or Buy Decisions, Determination of sales mix, Exploring new markets, Add or drop products, Expand or contract.

Suggestive Activities:
Case study: Decision making: Target Pricing in a Competitive Market. R1 – Pg no: 463.

UNIT V	BUDGETING AND VARIANCE ANALYSIS	9

Budgeting Control - Types of Budget: Sales, Production, Flexible and Fixed Budget - Standard Costing and Variance Analysis.

Suggestive Activities:

Real Time Analysis of Current Financial Year Budget and the Previous Financial Year Budget and Actuals.

Total Periods		45

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Presentation of Financial Statement Analysis Report of a company.	Descriptive Type Questions Multiple Choice Questions

Outcomes:

Upon completion of the course, the students will be able to:	Bloom's Level
CO1 Analyse the foundation of financial accounting concepts and conventions.	Analyze
CO2 Develop final accounts and financial statements.	Apply
CO3 Choose the right decision with the cost accounting techniques.	Apply
CO4 Examine the reports and take managerial decisions based on marginal and standard costing.	Analyze
CO5 Construct various budgets and capable to forecast.	Apply
CO6 Construct the various Variance.	Apply

Text Books

1. R. Narayanaswamy, "Financial Accounting: A Managerial Perspective", PHI, 6th edition, 2017.
2. M.Y. Khan & P.K. Jain, "Management Accounting", Tata McGraw Hill, 8th edtion, 2018.

Reference Books

1.Sahaf M A, "Management Accounting: Principles and Practices" Vikas, 3rd edition, 2013.

2.R. K. Arora, "Financial Accounting: Fundamentals, Analysis and Reporting" Wiley, 2nd edition, 2018.

3.Ambrish Gupta, "Financial Accounting for Management: An Analytical Perspective", 6th Edition, 2018.

4.Bapat and Raithatha, "Financial Accounting – A Managerial Perspective", Mc Graw Hill, 2017.

5.C.T. Horngren, "Accounting for Management Control: An introduction", Prentice Hall, 2018.

6.Ramchandran and Kakani, "Financial Accounting for Management", Mc Graw Hill, 2018.

Web Resources

http://www.sxccal.edu/TwinningProgramme/downloads/MBA-AccountingManagers-1stYear.pdf

https://www.pdfdrive.com/accounting-for-managers-interpreting-accounting-information-for-decision-making-e13151347.html (Accounting for Managers; Interpreting accounting information for decision-making Paul M. Coller)

https://www.scribd.com/doc/41713800/Accounting-for-Managers-Notes

http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	3	1		1	3	
2	2	1		1	3	
3	3	2		2	3	
4	3	3		2	3	
5	1	2		1	2	
6	2	1		1	2	

21BA1606	BUSINESS LAW	L	T	P	C
		3	0	0	3

Preamble

The course provides the student with basic information about the Indian business legal system and dispute resolution, and their impact. The understanding of legal system is a prerequisite for better decision making. The course gives exposure to students in the areas of legal principles of business contract, aspects in the formation, running and winding up of business, the scope and the issues associated with partnerships, negotiable instruments and cyber law, application of sale of goods act and consumer protection act and different labour regulations in India.

Prerequisites for the course

Nil

UNIT I	COMMERCIAL LAW	9

THE INDIAN CONTRACT ACT, 1872: Definition of contract, essential 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.

THE SALE OF GOODS ACT, 1930: Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller -

NEGOTIABLE INSTRUMENTS ACT, 1881 (2002 Amendment): Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

Suggestive Activities:

Case study (Dunlop Pneumatic Tyres Co Ltd vs. Selfridge & Co)

Quizzes

UNIT II	COMPANY LAW AND COMPETITION ACT	9

COMPANY ACT, 2013: 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.

Competition Act, 2002: Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations.

Suggestive Activities:

Case study (Mel Windmills Pvt Ltd v.Mineral Enterprises Ltd – (Reg .Merger and

Amalgamation))		
Assignment		

UNIT III	**INDUSTRIAL LAW**	**9**

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

Suggestive Activities:

Case study (The Associated Cement Companies vs. Its Workmen & Another on 5 May 1959 (Reg. Bonus Act)

Quiz

UNIT IV	**GOODS AND SERVICE TAX**	**9**

Introduction - Registering under GST – GST Returns –Filing GST - Mixed Supply and Composite Supply - Input Tax Credit– GST Compliance Rating- Impact of GST on Manufacturers and FMCG industry.

Suggestive Activities:

 Case study (Lanco solar Pvt. Limited Vs Commissioner, Central Tax, Central Excise, Customs (CESTAT Delhi)- Reg.Relaxation on GST for SEZ)

Real time problem solving

Presentation (GST)

UNIT V	**CONSUMER PROTECTION ACT, CYBERLAWS AND IPR**	**9**

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances red ressal– Cybercrimes, IT Act 2000 and2002, Cyber Laws - Introduction of IPR – Legal Aspects of Patents, Filing of Patent Applications - Copyright and its Ownership, Infringement, Civil Remedies for Infringement– Copy rights, Trade marks, Patent Act. Right to Information Act,2005.

Suggestive Activities:

Case study (Dipika Palikal vs. Axis bank – Reg. Consumer protection Act)

Presentation (Cyber Crimes)

Flipped Classroom

Total Periods	**45**

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	**Formative Assessment (10 Marks)**	**End Semester Exams (60 Marks)**
Descriptive Type Questions Multiple Choice Questions	Case Analysis Seminar Presentation	Descriptive Type Questions Multiple Choice Questions

Outcomes	
Upon completion of the course, the students will be able to:	**Bloom's Level**
CO1 Analyse the Indian Contract Act, Sale of Goods Act and Negotiable Instrument Act.	Analyse
CO2 Examine the nature of companies and the implications of Competition Act.	Analyse
CO3 List out the industrial laws and their provisions to organisation.	Analyse
CO4 Compute GST for an organization.	Apply
CO5 Analyse the Consumer Protection Act.	Analyse
C06 Simplify the IPR and cyber law.	Analyse

Text Books

Akileshwar Pathak, "Legal Aspects of Business", McGraw Hill Education Private Limited, 7th Edition, 2018.

Reference Books

1. Kapoor, N. D. "Elements of Mercantile Law", Sultan Chand & Sons, 30th edition, 2015.
2. P. K. Goel, "Business Law for Managers", Biztantatara Publishers, 2008.
3. P. P. S. Gogna, "Mercantile Law", S. Chand & Co. Ltd.,11th Edition, 2015.
4. Maheshwari, S.N. and S.K. Maheshwari; "A Manual of Business Law", 6th Edition, Himalaya Publishing House, 2015.

Web Resources

 http://www.legalserviceindia.com/article/

 http://search.ebscohost.com

 http://www.freebookcentre.net/Law/Law-Books.html 2

 http://www.freebookcentre.net/Law/Law-Books.html 2

 https://www.mooc-list.com/course/business-law-wma

 https://neerajbhagat.com/pdf/GST-E-book.pdf

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	1			2		2
2		2	1			3
3	3	1	2		1	
4		3		3		
5	3	3		2		
6		2		1	1	2

21BA1607	QUALITY MANAGEMENT	L	T	P	C
		3	0	0	3

Preamble

To achieve excellence and quality in organizations, Total Quality Management is one of the basic and sound approaches. This subject enables students to learn the various aspects of quality management, principles, practices, and its implementation in the industry environment. This subject aims toward the concept of quality issues, techniques and quality standards.

Prerequisites for the course

Nil.

Objectives

1. To familiarize the students with the basic concepts of quality and its dimension and philosophies.
2. To provide insights on various TQM principles.
3. To throw light on issues, tools, and techniques of quality, total quality management, and Six Sigma.
4. To explain the quality function deployment and reliability.
5. To create awareness and importance of quality standards.

UNIT I	INTRODUCTION TO QUALITY	9

Introduction - Need for Quality - Evolution – Definition, Concept of Quality, Dimensions of Product and Service Quality. Customer Focus – Customer Perception - Customer Complaints - Service Quality - Customer Delight - Kano Model - Customer Retention.

Suggestive Activities:

Real Time Scenario: Kano Model

UNIT II	TQM PRINCIPLES	9

Quality Gurus (Shewart, Deming, Juran, Feigenbaum, Ishikawa, Crosby and Taguchi, Shingo and Masaaki Imai). Concepts of Quality circle, Japanese 5S principle. TQM Seven Phases.

Suggestive Activities:

Case Study on Demings Red bead experiment at Techno Systems.

UNIT III	STATISTICAL TOOLS AND TECHNIQUES	9

Statistical Process Control (SPC) – Meaning, Significance, construction of control charts for variables and attributes. Six Sigma- concepts of process capability, Zero Defect; Reliability Concepts – Definition; Total Productive Maintenance (TPM), Business Process Improvement (BPI) – Principles, Reengineering Process, Limitations.

Suggestive Activities:		
Discussion on Mumbai's Dabbawalah & Six Sigma.		

UNIT IV	QUALITY TOOLS AND TECHNIQUES	9

Quality Tools - The Seven Traditional and New Tools of Quality, Benchmarking, POKA -YOKE, Failure Mode Effect Analysis (FMEA), Quality Function Deployment (QFD) – Benefits, House of Quality. Taguchi - Quality Loss Function.

Suggestive Activities:		
Case Study: Kaizen implementation at National bank.		

UNIT V	QUALITY MANAGEMENT STANDARDS	9

ISO -Benefits - ISO 9000 Series of Standards – ISO 9001 Requirements – Implementation – Documentation. Quality Audit: Purpose, Internal Audits; Technical Standards; ISO 9000 in Indian Business Environment. IS/ISO 9004:2000 – Quality System –Elements, guidelines for Performance Improvements; ISO 14000 - Concepts, Requirements, Benefits of ISO 14001. Employee involvement.

Suggestive Activities:		
Case Study: Supplier Quality Audit at Tata Motors		
Real Time Scenario: Using any Industry		

Total Periods		45

Suggestive Assessment Methods

Summative/Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Case study Assignments	Descriptive Type Questions Multiple Choice Questions

OUTCOMES

Upon completion of the course, the students will be able to:	BLOOMS LEVEL
CO1 Analyse the basic concepts of quality and evolution of Quality Management and explain the need for quality service to the Customers.	Analyse
CO2 Distinguish the various principles and techniques of Quality Gurus.	Analyse
CO3 Distinguish between common and special causes by using statistical process control tools and techniques to enhance quality.	Analyse

CO4 Analyze the errors in the measuring process, distinguishing their nature and the root causes.	Analyse
CO5 Examine better quality management standards and improve performance.	Analyse
CO6 Compare the potential causes for customer satisfaction and dissatisfaction using Kano Model.	Analyse

Text Book

Besterfield Dale H. (2011). Total Quality Management,(Revised Edition). Pearson Education India.

Reference Books

1. Kiran, D. R. (2016). Total quality management: Key concepts and case studies. Butterworth-Heinemann.

2. Ramasamy, S. (2012). Total quality management. McGraw-Hill Education.

3. Oakland, J. S. (2014). Total quality management and operational excellence: text with cases. Routledge.

4. Dahlgaard, J. J., Khanji, G. K., &Kristensen, K. (2008). Fundamentals of total quality management. Routledge.

5. Mukhopadhyay, M. (2020). Total quality management in education. SAGE Publications Pvt. Limited.

6. Ishikawa, K., & Loftus, J. H. (1990). Introduction to quality control (Vol. 98). Tokyo: 3A Corporation.

7. Charantimath, P. M. (2009). Total Quality Management/Poornima M. Charantimath. Delhi: Dorling Kindersley.

Web Resources

https://archive.nptel.ac.in/courses/110/104/110104080/

http://rmkec.ac.in/tmp/mech/Contents/totalqualitymanagement.pdf

https://nptel.ac.in/courses/110101010

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	3	2		1		2
2	3		1		1	1
3	3	2	1	2		
4	2	3	2	1	1	
5	2	2	3	2	2	
6	2	2	3	2	2	1

21MB1907	EXECUTIVE COMMUNICATION	L	T	P	C
		0	0	4	2

Preamble

This course is offered to the MBA programme as an Employability Enhancement Course. This course emphasizes on enhancing the Listening, Speaking and Presentation skills. The objective of the course is to provide training to groom their critical soft skills, general business skills, Sharing Business Information, Understanding Workplace Etiquettes, Understanding Organizational Skills, Emotional Awareness and Management skills.

Prerequisites for the course

The prerequisite knowledge required to study this Course is the basic knowledge in English Language.

Objectives

1. To enable the students to conduct well in any business process without any communication difficulties.
2. To train students to enhance their skills in written as well as oral Communication through practical conduct of this course.
3. To help them understand the principles & techniques of business communication.
4. To master vocabulary, sentence structure and to write articles.
5. To master soft skills and interview etiquette.

Module I	SHARING BASIC INFORMATION	12

Listening- Listening to Business talks - short formal business conversations; Speaking- introducing oneself to the audience giving importance to characteristics; Telephonic conversation; Reading- Articles from Business Magazines; Writing- Reframing sentences from the jumbled words – Creating Coherence; Language development- Framing Yes/No questions – Framing questions for feedbacks – Use of Question tag – Phrases used in Business Communication.

Suggested Activities	Evaluation Method
i) Listening to Business talks	i) Listening & Speaking: Submitted Conversation will be assessed for a) Language style as that of the sample audio. b) Pronunciation c) Intonation
ii) Introducing oneself to the audience in a professional way - Video Recording to be submitted.	ii) Introduction: Submitted Video Recording will be assessed for a) Communication Etiquettes b) Language Style c) Sentence Construction
iii) Reading 3 Passages from articles in Business Magazines.	
iv) Rearranging Jumbled words - Exercises	
v) Teaching of Grammar Contents	Activities iii to v will be assessed through Google form tests/ written tests.

Module II	SHARING BUSINESS INFORMATION	12

Listening - Listening to Reports – Advertisements; Speaking- Reporting Business Statistics – Sales Analysis – Balance Sheet - Net Profits/loss – cash flow - ROI; Reading – reading articles on Business Concepts – Mission – Business Models – competitive advantage –customer experience; 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.

Suggested Activities	Evaluation Method
i) Listening to Reports - Suggested Youtube channels a) Tedx Talks ii) Speaking / submitting video recording / classroom presentation Business statistics/ Business Models iii) Reading articles on Business Concepts iv) Writing Reports/Advertisements v) Teaching of Grammar Contents	i) Listening skills will be tested through a) MCQs - Google Forms - 3 Sets b) Quiz - Polling - 2 set ii)Speaking: Submitted Video Recording/Presentation during class hours will be assessed for a) Language Style & Fluency b) Creation of Google Slides / Canva Slides c) Content delivery Activities iii to v will be assessed through google form tests/ written tests.

Module III	UNDERSTANDING WORKPLACE ETIQUETTES	12

Listening- Listening to business talks on start-up success – Team Productivity – Work from Home mindset – 10 guiding principles for leaders; Speaking- answering Interview questions; Reading- Comprehending Articles from magazines, understanding the writing style; Writing- Job Application – Resume - Mnutes of the Meeting – Writing opinion paragraph - Writing paragraphs with reasons, Interpretation of charts; Language Development - If – Conditionals - Tenses.

Suggested Activities	Evaluation Method
i) Listening to Business talks on start-up success - Suggested Youtube channels ● Laura Katen ● Young Entrepreneur forum ii) Speaking - answering interview questions ii) Reading articles -Extracts from reputed magazines. iv) Writing - Job application, resume, minutes of the meeting & paragraphs. v) Teaching of Grammar Contents	i) Listening skills will be tested through a) Cloze Test - 2 Sets i)Speaking: Submitted Video Recording/classroom interview will be assessed for a) Time management b) Analytical skills c) Interview Skills Activities iii to v will be assessed through google form tests/ written tests.

Module IV	UNDERSTANDING ORGANIZATIONAL SKILLS	12

Listening- Listening to Objectives and Expectations of an organization; Speaking- Classifying Decisions – Plus-Minus-Implication – Project Direction – Idea Presentation; Reading- Reading Articles on Understanding the hidden complexities and dynamics of negotiation - Internalizing the roles played by relationships – trust and rapport; Writing- Writing down decision statements – Paired Comparison; Language development - modal verbs

Suggested Activities	Evaluation Method
i) Listening to Objectives and Expectations of an organization - Suggested Youtube channels ● Laura Katen ● Young Entrepreneur forum ● Silicon Valley girl	i) Listening skills will be tested through a) Note making - 2 Sets
ii) Speaking / Classifying Decisions / Project Direction / Idea Presentation	ii)Speaking: Submitted Video Recording / Classroom Presentation will be assessed for a) Expression of Innovative Ideas and Solution
iii) Reading articles -Extracts from reputed journals on negotiation skills	b) Sentence Structure
iv) Writing - Decision Statements & Paired Comparison	Activities iii to v will be assessed through google form tests/ written tests/ written exercises
v) Teaching of Grammar Contents	

Module V	EMOTIONAL AWARENESS AND MANAGEMENT	12

Listening - Listening Types - Appreciative listening – Critical Listening – Relationship Listening; Speaking - presentation on the importance of Emotional Intelligence - Group Discussion - Interview Etiquette; Reading- Reading articles on High Level Cognition - Cognitive Control – Decision Making – Social Behaviour – Emotion – Language and Consciousness; Writing - Articulate emotions using the right language – Balance optimism and pessimism to effectively impact others; Language development - Fixed and Semi-Fixed Expressions.

Suggested Activities	Evaluation Method
i) Watching videos on types of Personality.	i) Listening skills will be tested through a) Google form test- 2 Sets
ii) Group Discussion	ii)Speaking: Submitted Video Recording / Classroom Presentation will be assessed for a) Emotional awareness b) Communication Skills
iii) Reading articles on high level Cognition & Decision Making	
iv) Writing - Articulate emotions using the right language - Balance optimism and pessimism to effectively impact others	Activities iii to v will be assessed through google form tests/ written tests/ written exercises.

	v) Teaching of Grammar Contents	
S.No	**List of Experiments**	**CO**
1.	Conversation Recording using the suggested app	CO 1
2.	Self Introduction Video	CO 1
3.	Presentation of Business Models	CO 2
4.	Business Report	CO 2
5.	Presentation on 10 guiding principles for leaders	CO 3
6.	Job Application & Resume	CO 3
7.	Idea Presentation	CO 4
8.	Writing Paired Comparison on Business Models	CO 4
9.	Listening Comprehension	CO 5
10.	Group Discussion	CO 5

Total Periods	60 Hrs

Laboratory Requirements for a batch of 60 Students
Software: Globarena
    1. Teacher console and 60 systems for students.
    2. English Language Lab Software
    3. Career Lab Software

Suggestive Assessment Methods:
    1) Listening and answering questions - MCQ - Cloze Test - Note Making
    2) Speaking - App/Software based testing, Group Discussion, Presentation, answering interview Questions.
    3) Reading - analyze the passage given - understand the concept and answer Questions - On-line Based
    4) Written Tests

Lab Components Assessments (50 Marks)	**End Semester Exams (50 Marks)**
Completion of Suggested Lab Exercises	EXTERNAL: 50 MARKS Online Exam – 20 Marks. Paper Presentation – 10 Marks. Group Discussion – 10 Marks. Answering Interview Questions - 10 marks

Outcomes

Upon completion of the course, the students will be able to:

CO. 1	Understand the scope of communication and share basic information in different Business situations to express thoughts as intended.
CO. 2	Identify the appropriate usage of informative messages and communicate with peers and clients to reach organizational goals.
CO. 3	Understand the differences in communication methods and the suitability according to various scenarios to adhere to workplace etiquette.

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CO. 4	Follow appropriate strategies to communicate to an audience in and outside the workplace to enhance productivity and customer support.
CO. 5	Contribute their ideas during Group Discussions following the etiquettes in a way accepted by the interviewers.

Text Books

1. Business communication – PC Bhatia – Ane books Pvt ltd.
2. Pease, Allan and Barbara Pease. The Definitive Book of Body Language. New Delhi: Manjul Publishing House, 2005.
3. Robbins P.Stephen, Hunsaker l.Philip.Training in Interpersonal Skill. 6th Edition. NewDelhi: Pearson, 2015.

Reference Books

1. Pease, Allan and Barbara Pease. The Definitive Book of Body Language. New Delhi: Manjul Publishing House, 2005.
2. Cognition: 8th Ed, John Wiley & Sons - 5. Margaret W. Matlin (2012). Cognitive Psychology. Wadsworth: Belmont - Sternberg, R. J.; Sternberg, K, Mio, J. (2012).

WEB RESOURCE(S):

1. TEDx Talks https://www.youtube.com/user/TEDxTalks
2. https://www.youtube.com/channel/UCoI6hPiySwB6AVP94_PJsBQ
3. Young Entrepreneurs Forum
   https://www.youtube.com/channel/UCydShVfAub9TSmL1N4BTlGQ

CO Vs PO Mapping and CO Vs PSO Mapping

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
1	3			2	3	3	2	2	
2	3			2	2	3	3	2	
3	1			1	1	3	3	1	
4	2			2	2	2	3	3	
5	3			3	3	3	3	3	

21BA1909	MANAGERIAL COMPUTING	L	T	P	C
		0	0	2	1

Preamble:

This course familiarizes the students with Spreadsheets by using Microsoft Office for their information.

Prerequisites for the course:

Office Automation Course provided in Bridge course.

Objectives

1. To educate the students in using Microsoft Office Word for their knowledge and exposure.

2. To familiarize the students with Spreadsheets. Excel, Pivot tables, comparative analysis, and link to the database, sensitivity tables, and vertical lookups.

3. To help the students in preparing PowerPoint presentations, slideshow, animation, inserting shapes etc.

4. To use Microsoft Project to create schedules, project plans, manage resources and keep track of time.

S.No	List of Experiments	CO
1	Creating a cover book using MS-Word.	1
2	Creating an annual report for a company incorporating all the essential modules in an annual report	1
3	Performing analysis with various statistical tools in Ms-Excel.	2
4	Using on page project manager template and presenting the report using Ms-Excel	2
5	Creating Project timeline charts for a particular project using Ms-Excel	2
6	Event Budget presentation using Ms-Excel for any particular event.	2
7	Creating KPI Gauge option in Ms-Excel.	2
8	Interactive Dashboard Creation in Ms -Excel	2
9	Poster Creation using Ms-Power Point.	3
10	Company Annual Report Presentation using Ms-Power Point.	3
11	Business Plan Presentation using Ms-Power Point.	3
12	Creating Project Schedules using Ms-Project	3

13	Gantt chart creation for project schedules using Ms-Project.	4
14	Kanban Boards using Ms-Project.	4
15	Test Plan for e-Commerce Site	4

Suggestive Assessment Methods

Lab Components Assessments (50 Marks)	End Semester Exams (50 Marks)
Preparation of Report, Analyzing data in Ms-Excel Build a PowerPoint presentation Preparation of project schedules	Lab Practical

Outcomes

Upon completion of the course, the students will be able to:

CO1 Possess knowledge and work in word document.	**Apply**
CO2 Ability to work in spreadsheets, pivot table.	**Apply**
CO3 Develop knowledge on preparing PowerPoint Presentation.	**Apply**
CO4 Experiment Ms-Project using project schedules.	**Apply**

Laboratory Requirements

MS – Office

Reference Books

1. V. Rajaraman, "Fundamentals of computers", Prentice- Hall of India, 2017.

2. Ron Mansfield, "Working in Microsoft office", Tata McGraw Hill.

3. Guy Hart Davis, "Microsoft Excel 2007", Tata McGraw Hill.

4. John Walkenbach, HerbTyson, FaitheWempen, cary. N.Prague, MichaelR, groh, PeterG.Aitken, and Lisa Bucki, "Microsoft Office 2007 Bible", Wiley India pvt. ltd.

Web Resources

https://study.com/academy/course/computing-skills-development-training.html

https://www.careertoolbelt.com/computer-skills-that-will-help-you-get-hired/

https://www.slideshare.net/THickox/basic-computer-skills-26313903

https://bosslinux.in/sites/default/files/BOSS4.0-Usermanual.pdf (For EduBOSS3.0)

https://wiki.openoffice.org/wiki/Documentation

http://windows.microsoft.com/en-in/windows/windows-basics-all-topics

CO Vs PO Mapping and CO Vs PSO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	3	1	1	3	1	1
2	3	1	1	3	1	1
3	3	1	1	3	1	1
4	3	1	1	3	1	1

SECOND SEMESTER

21MA2251	QUANTITATVE TECHNIQUES	L	T	P	C
		3	1	0	4

Preamble

Quantitative Techniques encompasses the development and the use of a wide range of problem-solving techniques and methods applied in the pursuit of improved decision-making and efficiency, such as simulation, mathematical optimization.

Prerequisites for the course

Students are required to have basic mathematical knowledge.

Objectives

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

2.To have proper understanding of Linear Programming problem applications in Management.

3. To enable the use of Transportation problems where ever relevant in business decision making.

UNIT I	INTRODUCTION TO OPERATIONS RESEARCH AND LINEAR PROGRAMMING PROBLEM	12

Introduction to applications of operations research in functional areas of management. Linear Programming-formulation, solution by graphical and simplex methods (Primal - Penalty) - Principles of Duality - Sensitivity Analysis.

Suggestive Activities:

Tutorial problem solving

Assignment solving

UNIT II	TRANSPORTATION AND ASSIGNMENT MODELS	12

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 -Transhipment Models - Assignment Models (Minimising and Maximising Problems) – Balanced and Unbalanced Problems - Solution by Hungarian Algorithm - Travelling Salesman problem.

Suggestive Activities:

Quizzes

Assignment Solving

UNIT III	INTEGER PROGRAMMING AND GAME THEORY	12

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

Suggestive Activities:
Tutorial problem solving
Assignment solving

UNIT IV	**INVENTORY MODELS, SIMULATION AND DECISION THEORY**	**12**

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

Suggestive Activities:
Quizzes
Assignment Solving

UNIT V	**NETWORK ANALYSIS AND REPLACEMENT MODELS**	**12**

Scheduling by PERT and CPM: Network computations – Floats-Programme Evaluation Review Technique (PERT) -Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

Suggestive Activities:
Real time problem solving
Tutorial problems

	Total Periods	**60**

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	**Formative Assessment(10 Marks)**	**End Semester Exams (60 Marks)**
Descriptive Type Questions Multiple Choice Questions	Assignments	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	**Bloom's Level**
CO1 Apply knowledge of Linear programming in decision making.	Apply
CO2 Apply the knowledge of Transportation and Assignment models in business.	Apply
CO3 Able to find solutions for integer programming and to apply game theory.	Apply

CO4 Gain knowledge about using the inventory models, simulation and decision theory.	Apply
CO5 Gain knowledge about network models.	Apply

Text Books

Hamdy A Taha, "Operations Research An introduction", 10th edition, Prentice Hall,

9th Edition.

Reference Books

1. David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, James J "An Introduction to Management Science Quantitative Approaches to Decision Making", Cengage Learning India Pvt. Ltd, 12th Edition, 2019.

2. G. Srinivasan, "Operations Research – Principles and Applications", PHI, 3rd Edition , 2017

3. Bernard W.Taylor , "Introduction to Management Science" , 12 thEdition,2016

Web Resources

https://www.google.com/search?q=BA7201Applied+operations+research&rlz=1C1ZKTG_e nIN781IN781&oq=BA7201Applied+operations+research&aqs=chrome..69i57j33i10i160.10 8854j0j15&sourceid=chrome&ie=UTF-8

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	1		2			
2	2					
3	2	2				
4	1		2			
5	2	2	1			

21BA2602	MARKETING MANAGEMENT	L	T	P	C
		3	0	0	3

Preamble

The course on Marketing Management helps the students to gain solid understanding of key marketing concepts and skills, Perform situation analysis to assess market opportunities and develop marketing strategies (Segmentation, targeting, and positioning) to achieve company's objectives. The course equips students to understand the marketing mix decisions. It enable the students to analyse consumer buyer behaviour and recent trends in marketing.

Prerequisites for the course

Students should have basic knowledge about the market and the consumer.

Objectives

1. To understand the dynamics of marketing in business.

2. To provide opportunities to analyze marketing activities within the firm.

3. To communicate unique marketing mix and selling proposition for specific products.

4. To have the ability to collect, process, and analyze consumer and market data to make Informed decisions.

5. To develop the ability to think critically about different perspectives in global marketing.

UNIT I	INTRODUCTION	9

Core Marketing Concepts – Marketing Planning Process – Scanning Business Environment: Internal and External – Value Chain –PESTEL – Marketing interface with other functional areas – Marketing in the Global Environment – International Marketing– Rural Marketing.

Suggestive Activities:

Assignment : PESTEL

Seminar : International Marketing and Rural Marketing

UNIT II	MARKETING STRATEGIES	9

Marketing Strategy Formulations –Strategies for Industrial Marketing – Consumer Marketing – Services Marketing - Competition Analysis – Analysis of consumer and industrial markets – Influence of Economic and Behavioural Factors – Strategic Marketing Mix components. Market Segmentation, Targeting and Positioning; Branding: Concept of Branding - Brand Types.

Suggestive Activities:

Case study : Nokia's Pricing strategies

Team based activity : Segmentation, Targeting and Positioning

UNIT III	MARKETING MIX DECISIONS	9

Product planning and development, New Product Development, Product Life Cycle, Product Mix Strategies. Packaging - Labelling - Pricing Decisions: Pricing concepts - Strategies. Place Decision: Purpose, Channel Alternatives, Factors Affecting Channel Choice. Integrated Marketing Communication (IMC).

Suggestive Activities:

Presentation : New Product Development

Assignment : Integrated Marketing Communication (IMC)

UNIT IV	BUYER BEHAVIOUR	9

Understanding Consumer Buyer Behaviour – Influencing Factors – Buyer Behaviour Models – Online Buyer Behaviour – Building and Measuring Customer Satisfaction – Customer Relationship Management – Customer Acquisition, Defection – Creating Long Term Loyalty Relationships.

Suggestive Activities:

Survey based mini report : Consumer Buyer Behaviour

Role play : Customer Relationship Management

UNIT V	RECENT TRENDS IN MARKETING	9

Marketing Information System – Marketing Research Process – Customer Driven Organizations – Digital Marketing – Green Marketing - Social Media Marketing- Ethics in Marketing - Influence of Artificial Intelligence (AI) on Marketing.

Suggestive Activities:

Assignment : Digital Marketing

Debate : Ethics in Marketing

Total Periods		45

Suggestive Assessment Methods

Summative/Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Case study Assignments	Descriptive Type Questions Multiple Choice Questions

	Survey-based on Retail or customer	

OUTCOMES	
Upon completion of the course, the students will be able to:	**Bloom's Level**
CO1 Examine the core marketing concepts and interpret the interrelationship of marketing with other functional areas of business.	Analyse
CO2 Develop the Marketing strategies, and identify the influencing factors with marketing mix components.	Apply
CO3 Categorise the product mix strategies by comparing packaging, labelling, pricing decision and channel decision.	Analyse
CO4 List the factors influencing the consumer buyer behaviour, customer satisfaction and Customer Relationship Management	Analyse
CO5 Compile the data and validate the influencing factors of buying behaviour.	Create
C06 Discover the recent trends in marketing and Outline the Influence of Artificial Intelligence (AI) on Marketing.	Analyse

Text Books

Kotler, P., Keller, K. L., Ang, S. H., Tan, C. T., & Leong, S. M. (2021). Marketing management: an Asian perspective.

Reference Books

1. Panda, T. K. (2009). Marketing management: Text and cases Indian context. Excel Books India.
2. Venugopal, P. (2010). Marketing management: a decision-making approach. SAGE Publications India.
3. Pillai, R. S. N. (2010). Marketing management. S. Chand Publishing.
4. Reic, I. (2016). Events marketing management: A consumer perspective. Taylor & Francis.
5. Deepak, R. K. A., &Jeyakumar, S. (2019). Marketing management. Educreation Publishing.
6. Peter, J. P., & Donnelly, J. H. (2010). Marketing management. McGraw-Hill Higher Education.
7. Kumar, A., &Meenakshi, N. (2011). Marketing management. Vikas Publishing House.

Web Resources

https://www.smartbrief.com/industry/marketing-advertising

https://adage.com/

https://contentmarketinginstitute.com/

https://www.marketingprofs.com/

https://www.ama.org/

https://www.emarketer.com/

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	2	2	1	1	
2	3	2	2	2	1	1
3	2		1	2	2	2
4	3	1	3	2	2	2
5	2	3	2		1	1
6	2	2	2	2	2	2

21BA2603	HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	0	0	3

Preamble:

The general purpose of HRM is to familiarize students with the basic principles and techniques of human resource management. The course takes a practical view that integrates the contributions of the behavioural sciences with the technical aspects of implementing the HR function in the 'real world.'

Prerequisites for the course

Students should have knowledge on Management Concepts and Organizational Behaviour

Objectives

1. To understand the concepts of Human Resource Management.
2. To provide the knowledge about the acquisition and development of human resources.
3. To make the students imbibe the essence of motivation and maintenance of Human Resources.

UNIT I	PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT	9

Overview of HRM – Evolution – Role of Human Resource Manager. Human Resources policies - Human Resource Accounting - Human Resource Audit.

Suggestive Activities:

Assignment: Importance of HR in a Company

UNIT II	HUMAN RESOURCES PLANNING AND RECRUITEMENT	9

Human Resource Planning – Forecasting human resource requirement - Job Design – Job Analysis –Job Description – Job Specification - Job Evaluation. Recruitment: Internal and External sources – Selection – Orientation – Induction – Socialization.

Suggestive Activities:

Case Study: Glowork: A Recruitment Platform Dedicated to Women in Saudi Arabia

Quizzes

UNIT III	TRAINING AND DEVELOPMENT	9

Training: Process – methods – Purpose and Benefits - Performance Appraisal:Methods - Objectives – Executive Development Programme –Common Practices-Benefits–Self-development – Knowledge Management.

Suggestive Activities:

Case Study: Reinventing the wheel at Apex Door Company

UNIT IV	MOTIVATION OF HUMAN RESOURCES	9

Motivation: Theories and types – Career Management–Employee Remuneration: Theories- ESOP -Reward system - Incentives – Employee Retention, Retirement Benefits – Compensation Plan.

Suggestive Activities:

Case Study: Fire my best sales Person?

UNIT V	MAINTENANCE OF HUMAN RESOURCES	9

Promotion- Transfer – Demotion - Separation – Control process: Importance, methods – Requirement of effective control systems - Grievances – Causes – Implications – Redressal methods.

Suggestive Activities:

Case Study : Boss – I think we have a problem

	Total Periods	45

Suggestive Assessment Methods

Summative /Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignments Case study Seminar	Descriptive Type Questions Multiple Choice Questions

Upon completion of the course, the students will be able to:	Bloom's Level
CO1 Discover the Concept of HRM and HR Policies	Analyse
CO2 Translate the Approaches of human resource acquisition and recruitment practices	Analyse
CO3 Recall the Knowledge gained by Training and Development	Analyse
CO4 Utilise the magnitude of Career Management and Motivation	Apply
CO5 Examine Human Retention and Career Advancement	Analyse
CO6 Dissect the significance of control process and Grievance Redressal System.	Analyze

Text Books

Gary Dessler "Human Resource Management", Pearson Education Limited, 14th Edition, 2015.

Reference Books

1. L. M. Prasad."Human Resource Management", Sultan Chand & Son's, 10th edition,2018.

2. Aswathappa, "Human Resource and Personnel Management Text and Cases", Tata McGraw Hill, 2016

3. Biswajeet Pattanayak, "Human Resource Management", PHI Learning, 5TH Edition.

4. P.Subba Rao, "Personnel and Human Resource Management", Himalaya Publishing House, 7th Edition,2007.

5. David A. Decenzo , Stephen.P.Robbins , and Susan.L.Verhulst, human Resources Management, Wiley International Student Edition, 11th Edition ,2014.

Web Resources

http://ugcnetmanagementcourse.blogspot.com/2015/02/concepts--perspectives-in-human-resource-management.html

.https://link.springer.com/chapter/10.1007%2F978-1-4302-3757-0_38

https://www.thebalancecareers.com/what-is-human-resource-development-hrd-1918142

https://www.managementstudyguide.com/motivation-in-human-resource-development.htm

https://www.businessmanagementideas.com/personnel-management/functions-personnel-management/maintenance-of-human-resources/6286

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	2	3	2	2	2
2	2		1	1	1	
3	1	1	2	1	2	
4	2		1	1	1	
5	2	1	2			1
6	2	2	2	1	2	2

		L	T	P	C
21BA2604	**RESEARCH METHODOLOGY AND APPLICATIONS**	**3**	**0**	**1**	**4**

Preamble

Business Research Methods is a field of study, which helps the business to find the solution through a systematic and logical approach. The syllabus explains right from formulating the problem statement with definite objectives, statement of hypotheses, designing the research methodology, sampling design, analysis, and interpretations. Students learn to use different research methods for various problems that arise in the business.

Prerequisites for the course

Students must have knowledge in Statistical analysis.

Objectives

1. To understand the concepts and significance of research

2. To determine the sample and sampling methods

3. To acquire knowledge about the research process and data analysis

4. To develop the skills for interpretation and report writing

UNIT I	INTRODUCTION TO BUSINESS RESEARCH	7

Business Research – Definition and Significance –Types of Research – research process –Criteria of good research-Research Problems –Techniques involved in defining the problem-Research objectives – Formulation of Research hypothesis.

Suggestive Activities:

Case Study: Online booking has the time Come

UNIT II	RESEARCH DESIGN AND SAMPLING DESIGN	9+1

Research design: Types– Exploratory and Descriptive Research design– Causal and Experimental design –Review of Literature–Sampling Considerations –Probability Vs Non–probability sampling methods.

Suggestive Activities:

Case Study: Keep your City Clean

Lab: Creating New Data Set

UNIT III	DATA COLLECTION AND MEASUREMENT	9 + 1

Types of data – Primary& Secondary data – Methods of Primary data Collection – Construction of questionnaire – Types of Questionnaire –Pilot Testing. Measurement and Scaling: Types of scales-Classification of Scales. Data Processing – Editing – Coding – Classification and Tabulation of Data.

Suggestive Activities:			
Case Study: Tupper Ware India Private Limited			
Lab: Importing Data			

UNIT IV	**PROCESSING AND ANALYSIS OF DATA**	**10 +8**

Univariate, Bivariate, and Multivariate analysis; Testing of Hypothesis: Concept and Steps in testing. Analysis of Variance(ANOVA); Nonparametric Test – Chi-square, One sample, and Two Sample test– Regression and Correlation.

Suggestive Activities:

Lab: One-way ANOVA, Chi-Square Test, Correlation, Regression Analysis, Factor Analysis

Case Study: Perception of People about ban on Plastic Bags

UNIT V	**INTERPRETATION AND REPORT WRITING**	**5**

Need for Effective Documentation - Types of report: Technical and Business; Report Structure – Report Formulation –Effective research report - Precautions in Preparing the Research Report- Plagiarism.

Suggestive Activities:

A Survey report has to be submitted

Total Periods	**40Theory +10 Lab**
Laboratory Requirements	
SPSS Software for 30 users.	

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	**Lab Components Assessments (20 Marks)**	**End Semester Exam (50 Marks)**
Descriptive Type Questions	LAB Exercises	Descriptive Type Questions
Multiple-Choice Questions	LAB Model Test	Multiple-Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	**Bloom's Level**
CO1 Examine the research process, problem and summarize the types of research.	Analyze
CO2 Categories the Qualitative research techniques, sampling plan, and research design.	Analyze
CO3 Analyze the types of data collection and their methods.	Analyze
CO4 Analyze the data analysis by using research techniques.	Analyze
CO5 Dissect the significance and techniques in writing a research report.	Analyze

CO6 Compile the data and validate with a proper hypothesis and draft a report.	Create

Text Books

1. Deepak Chawla and Neena Sondi, " Research Methodology", Vikas Publishing house 2011.

Reference Books

1. Kothari C.R, "Research methodology Methods and Techniques", New Age International (P) Ltd, 2019.

2. Donald R. Cooper, Pamela S. Schindler and J K Sharma, "Business Research methods", 12th Edition, Tata Mc Graw Hill, 2018.

3. R. Panneerselvam, Research Methodology, PHI Learning, 2014

4. Uma Sekaran and Roger Bougie, "Research methods for Business", Wiley India, , 8th Edition, 2021.

Web Resources

1. https://nptel.ac.in/courses/107108011
2. https://ccsuniversity.ac.in/bridge-library/pdf/Research-Methodology-CR-Kothari.pdf
3. https://youtu.be/lfWlbjl1zzU
4. https://youtu.be/8ttLyUNzHL4
5. https://youtu.be/E2gGF1rburw
6. https://youtu.be/8ttLyUNzHL4
7. https://youtu.be/E8tXnGAW1X8
8. https://youtu.be/YYcOCFbwm4M
9. https://youtu.be/3Bx-0bNnkKA
10. https://youtu.be/9IqwoszCNrs
11. https://youtu.be/F5gif0My5JQ
12. https://youtu.be/gz-jyb5M1Sg
13. https://youtu.be/_dL_60iD9l4
14. https://youtu.be/6rySBbo1GSg
15. https://youtu.be/DvTx-fUdxX8
16. https://youtu.be/L-YiDA-Q4W8

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	2	3	2	2	3
2	2	2	1	1	2	2
3	2	1	1	2	2	1
4	2	3	2	2	1	2
5	3	1				1
6	1	2	2	1	1	2

		L	T	P	C
21BA2605	**FINANCIAL MANAGEMENT AND MODELLING**	**2**	1	1	4

Preamble

Financial Management and Modelling familiarize with fundamentals of financial management in an organizations, Time value of money, investment decisions, cost of capital, capital structure planning, dividend policy and working capital management.

Prerequisites for the course

Possess knowledge in Accounting and MS-Excel.

Objectives

1. To understand the concepts of Financial Management.

2. To understand the concepts and techniques of Capital Budgeting.

3. To throw light on the significance of Cost of Capital for deciding the Capital Structure.

4. To obtain knowledge on financing decision and dividend decision.

5. To gain proficiency in working capital management.

UNIT I	**FOUNDATIONS OF FINANCE**	**7 + 7**

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

Using **Excel** the Application of **Time Value of Money** to be worked out: Future Value of Single Cash Flow, Future Value of an Annuity, Future Value of Sinking Fund, Present Value of Single Cash Flow, Present Value of an Annuity, Present Value of an Uneven Cash Flow, Capital Recovery & Loan Amortization, Present Value of Growing Annuity and Multi-Period Compounding. **Bond Valuation models:** Yield to Maturity**,** Present Value of Bond**,** Two Stage growth Model – Share**. Risk and Return:** Calculation of Risk of Single Asset**,** Calculation of Risk of Portfolio.

Suggestive Activities:

1. Time Value of Money: Go to the branch of a bank nearest to you. Find out (i) the interest rate offered by the bank to depositors on current account, savings account and fixed deposit accounts; (ii) the methods of the interest calculations on savings account balance and fixed deposit, and (iii) any one loan scheme with their terms & conditions.

2. Case Study: Time Value of Money - Investment Advisor.

UNIT II	**INVESTMENT DECISIONS**	**8+2**

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 - Cost of Capital : Concept and Measurement.

Using Excel the **NPV & IRR** to be worked out.

Suggestive Activities:

1. Capital Budgeting: Identify and go to a small & medium size company and find out the investment criteria used by the company. Ask the company the reason for using a particular criterion.

2. Case Study: Capital Budgeting - Petropull Company (GSPC) &Calmex Company Ltd.

UNIT III	FINANCING DECISION	9

Leverages - Operating and Financial leverage – Measurement of leverages – Degree of Operating & Financial leverage – Combined leverage, EBIT – EPS Analysis

Capital structure – Theories : Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure.

Suggestive Activities:

1. Capital structure: Identify three different companies & obtain information on their capital structure & analyse it.

2. Case Study: Leverage - Central Equipment Company.

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.

Suggestive Activities:

1. Forms of dividend: Select three companies from three different industries of your choice. Obtain EPS, DPS & bonus shares data for the companies for 10 to 15 years. Use Linter model & analyse the Dividend policy.

2. Case Study: Types of Dividend Policies - A. C. Company Ltd, Kapil Sugars Ltd.

UNIT V	WORKING CAPITAL MANAGEMENT	9

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

Suggestive Activities:

1. Working capital: Obtain the five years annual report for two companies &analyze the working capital management of the two companies. Give the reason for the difference in the two company's working capital position & policy.

2. Case Study: Receivables Management - Multitech Limited, Relax Pharmaceuticals Limited.

Total Periods	**42 Theory + 9 Lab**

Laboratory Requirements

Ms – Excel

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	**Lab Components Assessments (20 Marks)**	**End Semester Exams (50 Marks)**
Descriptive Type Questions Multiple Choice Questions	Lab exercises Lab Model Test	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	**Bloom's Level**
CO1 Examine the foundations of financial management.	Analyze
CO2 Utilize the future and present time value of money in financial decisions.	Apply
CO3Identify the appropriate Capital Budgeting Technique & Cost of capital in Investment evaluation.	Apply
CO4 Examine the concept of leverage in the Capital Structure.	Analyze
CO5 Identify the appropriate Payout& Retention ratio.	Analyze
CO6 Manage the current assets & current liabilities.	Apply

Text Book

I.M.Pandey, "Financial Management", Vikas Publishing House,11th edition, 2016.

Reference Books

1. M.Y.Khan&P.K.Jain, "Financial Management - Text, problems & cases", Tata Mcgraw Hill, 6th edition, 2011.

2. James C.Vanhorne& John M.Wacho-wicz,Jr, "Fundamentals of Financial Management ", Pearson Education 11th edition , 2001.

3. Prasanna Chandra, "Financial Management", Theory and Practice", Mc Grow hill, 10th Edition, 2019.

Web Resources

bookboon.com/en/corporate-finance-ebooks

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1				1		2
2	3	3		1		2
3	3	3		1		2
4	3	3		1		2
5	3	3		1		2
6	3	3		1		2

21BA2606	ENTREPRENEURSHIP AND INNOVATION MANAGEMENT	L	T	P	C
		3	0	0	3

Preamble:

The course will create an awareness and understanding about Entrepreneurship Ecosystem which will throw light on various innovative ideas and the related business opportunities. Acquiring the knowledge on entrepreneurship and business opportunities will pave the way for developing the right Business Model and Business Plan which will guide them to decide the right choice of business entity.

Prerequisites for the course

Basic understanding and knowledge about business and the environment and its functions.

UNIT I	Entrepreneurship Ecosystem	6

Ecosystem – Positive Influencers- Players- Ecosystem and entrepreneurial mobility-Characteristics of an entrepreneur- Entrepreneurial Mindset-Impact of Entrepreneurial Mindset-Entrepreneurial Mindset Enablers.

Suggestive Activities:

Identification of unique entrepreneurial characteristics of the top successful entrepreneurs

Exploring the skills to be possessed by an individual to become an entrepreneur through

　　Interviewing a successful entrepreneur

UNIT II	Idea to Opportunity Mapping	12

Business Innovation - Opportunity Analysis - Approach to ideation - Ideation Techniques-Focus Group-Brainstorming- Creative Writing-Wish Lists-Ideal Scenario-Campaigns - introspection-Triz - Time Machine- Catch Ball-Scientific method- Mapping Ideas to Opportunities- I2O Evaluation Sieve- Economic Imperative-Cultural Imperative - Social Imperative - Personal Imperative.

Suggestive Activities:

Exploring the value- added Business opportunities for the local dominant agricultural produces

Identifying new emerging business opportunities for products/services

Mapping Ideas to Opportunities (I2O)

UNIT III	Business Modelling and Business Planning	12

Business Model- Functions- Designing a Business Model-Customer-Value Proposition-Communication Channels-Distribution Channels-Resources-Activity- Management- Business Plan- Sections of Business Plan- Reviewing the Business Plan.

Suggestive Activities:

Develop a business model for a new business idea

Preparing Technical, Financial, Economical and Marketing feasibility report for a new business opportunity

Prepare the Business Plan for the new business opportunity

UNIT IV	Business Creation and Marshalling Resources	8

Entity Types -Sole Proprietorship- Partnership-Private Limited Company- Cooperatives-Public Limited Company-Joint Hindu Family-Limited Liability Partnership-Steps in setting up a unit-Legal Regularity and Statutory Body- Types of Resources- People- Networks- Partner groups-Infrastructure- Suppliers- Technology- Money- Customers.

Suggestive Activities:

Identify the right choice of business entity for your proposed business

UNIT V	The Art of Pitching and Financing the Start-up	7

Defining a Pitch - Types of Pitches- Elevator Pitch- Detailed Pitch- Audience for the Pitch-Understanding the aspects of Funds- Basics of Finance- Sources of Funds.

Suggestive Activities:

Develop an elevator Pitch for the presentation of business proposal to the investor

Exploring Funding Opportunities for start-ups

	Total Periods	45

Suggestive Assessment Methods

Summative /Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignments Real time scenarios	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:

CO1 Analyse the entrepreneurial ecosystem and to develop entrepreneurial mind-set needed to run a business.	Analyse
CO2 Identify business opportunities and to analyse same in the light of socio-economic and cultural imperatives.	Apply
CO3 Design a business model and Prepare a Business plan.	Create
CO4 Identify an appropriate business entity with required resources complying legal, regulatory and statutory aspects.	Apply

66

CO5 List the art of Pitching and financing the start-up.	Analyse

Text Book

Raj Shankar, "Entrepreneurship Theory and Practice" , Vijay Nicole Private Limited, 3rd Edition, 2015

Reference Books

1. S.S.Khanka, "Entrepreneurial Development", S.Chand and Company Limited, , (Revised Edition) 2015.

2. Vasant Desai, "The Dynamics of Entrepreneurial Development and Management", Himalaya Publishing House Pvt, Ltd., 6thEdition ,2019.

3. Prasanna Chandra, "Projects – Planning, Analysis, Selection, Implementation and Reviews", Tata McGraw-Hill, 9th Edition 2019.

Web Resources

https://101entrepreneurship.org/entrepreneurial-ecosystem/

https://www.ctc-n.org/resources/opportunity-mapping-identifying-new-business-opportunities-changing-energy-landscape

https://fullscale.io/blog/business-model-vs-business-plan/

https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23

https://www.forbes.com/sites/allbusiness/2020/06/20/guide-to-investor-pitch-decks-for-startup-fundraising/

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	1	1	1	1	2
2	2	1	1	2	2	2
3	2	2	2	2	2	2
4	3	3	3	3	3	3
5	3	3	3	3	3	3

21BA2607	OPERATIONS MANAGEMENT	L	T	P	C
		3	0	0	3

Preamble

This course is to analyse and improve business processes in services and in manufacturing by increasing the productivity and deliver higher quality standards. Key concepts include process analysis, bottlenecks, flows rates, inventory levels, and more.

Prerequisites for the course:

Students should have basic knowledge on Quality Management.

Objectives:

UNIT I	INTRODUCTION TO OPERATIONS MANAGEMENT	9

Operations Management –Introduction, Nature, Importance, transformation processes, differences between services and goods, functions, challenges, current priorities, recent trends - Operations Strategy.

Suggestive Activities:

Case study : Samsung: Going from `Make for India` to `Make for the World`

Quizzes

Assignment

UNIT II	FORECASTING, CAPACITY AND FACILITY DESIGN	9

Demand Forecasting – Need, Types, Objectives and Steps. Qualitative and Quantitative methods. Capacity Planning – Long range, Types. Facility Location – Theories, Steps in Selection, Location Models. Facility Layout – Principles, Types, Planning tools and techniques.

Suggestive Activities:

Case study : BigBasket`s Struggle with COVID-19

Flipped Classroom

Quiz

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– Measuring Productivity and Methods to improve productivity

Suggestive Activities:

Case study : Rolls Royce's Customer Service and aftermarket services

Assignment		
Flipped Classroom		
UNIT IV	**MATERIALS MANAGEMENT**	**10**
Materials Management – Objectives, Planning, Budgeting and Control. Purchasing – Objectives, Functions, Policies, Vendor rating, Value Analysis. Stores Management – Nature, Layout, Classification and Coding. Inventory – Objectives, Costs and control techniques – JIT – Waste Management - Evolution of laws.		
Suggestive Activities:		
Case study : Materials management of Reliance Diary		
Presentation on JIT		
Quiz		
UNIT V	**SCHEDULING AND PROJECT MANAGEMENT**	**8**
Project Management – Scheduling Techniques: PERT, CPM, Gantt Charts - work centres scheduling – Priority rules, shop floor control; Flow shop scheduling: Johnson's Algorithm - Personnel scheduling in services.		
Suggestive Activities:		
Case study : Max Performance Excellence Framework		
Real time problem solving : PERT/CPM		
Presentation(Johnson's Algorithm)		
Total Periods		**45**
Suggestive Assessment Methods		

Summative / Continuous Assessment (30 Marks)	**Formative Assessment (10 Marks)**	**End Semester Exams (60 Marks)**
Descriptive Type Questions Multiple Choice Questions	Case Study Seminar Presentation	Descriptive Type Questions Multiple Choice Questions

Outcomes	
Upon completion of the course, the students will be able to:	**Bloom's Level**
CO1 Examine the Operations management concept .	Analyse
CO2 Analyse the various ways of designing the capacity, facility, product and process.	Analyse
CO3 Analyse the design of product, process and work systems.	Analyse
CO4 Examine how to forecast the demand, plan the capacity, Material	Analyse

requirement.	
CO5 Make use of project management and scheduling techniques.	Apply
CO6 Develop flow shop scheduling.	Apply

Text Books

1. Jay Heizer, Barry Render, JagadeeshRajasekhar, "Operations Management", Pearson,9th Edition,2015.

2. Pannerselvam R, "Production and Operations Management", Prentice Hall India, Third Edition, 2012.

Reference Books

1. Mahadevan B, "Operations Management Theory and practice", Pearson Education, 3rd Edition, 2015

2. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, "Operations and Supply Management", Tata McGraw Hill, 12th Edition, 2010.

3. William J Stevenson, "Operations Management", Tata McGraw Hill, 11th Edition, 2015

4. Russell and Taylor, "Operations Management", Wiley, 8th Edition, 2015.

5. Norman Gaither and Gregory Frazier, "Operations Management", South Western Cengage, 2002.

6. KanishkaBedi, "Production and Operations Management", Oxford University,3rd Edition, 2013.

Web Resources

lib.mdp.ac.id/ebook/.../Karya%20Umum-Operations%20Management.pdf

www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt

dl4a.org/uploads/pdf/Ebook%20for%20production%20and%20operations%20managem ent.pdf

https://www.mheducation.co.uk/he/chapters/9780077133016.pdf

http://cbs.teriin.org/pdf/Waste_Management_Handbook.pdf

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	3	1	1	1		
2	2		2	2	1	
3	3	1	1	2	1	3
4	2	1		1		
5	2	1	2	1	2	2
6	2	2	2	1	2	1

21BA2608	BUSINESS ANALYTICS	L	T	P	C
		3	0	0	3

Preamble

This course helps to create easy to read and understand the business analytics. Upon its completion, students will be able to design visualizations, dashboards and stories and effectively use data science.

Prerequisites for the course:

Students are required to understand the science of business analytics.

Objectives

1. Use business analytics for decision making

2. To apply the appropriate analytics and generate solutions

3. Model and analyse the business situation using analytics.

UNIT I	INTRODUCTION OF BUSINESS ANALYTICS	9

Business Analytics - Terminologies, Process, Importance, Relationship with Organisational Decision Making, BA for Competitive Advantage.

Suggestive Activities:

Case study: Analytics for Healthcare

UNIT II	MANAGING RESOURCES FOR BUSINESS ANALYTICS	9

Managing BA Personnel, Data and Technology. Organisational Structures aligning BA. Managing Information policy, data quality and change in BA.

Suggestive Activities:

Case study: business analytics to retain existing customers

Flipped classroom

UNIT III	DESCRIPTIVE ANALYTICS	9

Introduction to Descriptive analytics - Visualising and Exploring Data - Descriptive Statistics - Sampling and Estimation - Probability Distribution for Descriptive Analytics - Analysis of Descriptive analytics

Suggestive Activities:

Presentation: Importance of Descriptive analytics

UNIT IV	PREDICTIVE ANALYTICS	9

Introduction to Predictive analytics - Logic and Data Driven Models - Predictive Analysis

Modelling and procedure - Data Mining for Predictive analytics. Analysis of Predictive analytics

Suggestive Activities:

Assignment: Data Mining for Predictive analytics

Case study: Business analytics for life sciences companies

UNIT V	PRESCRITIVE ANALYTICS	9

Introduction to Prescriptive analytics - Prescriptive Modelling - Non Linear Optimisation - Demonstrating Business Performance Improvement.

Suggestive Activities:

Flipped classroom

Real time problem solving: Business Performance Improvement.

	Total Periods	45

Suggestive Assessment Methods

Summative/Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (50 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignments Case studies	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	BLOOM'S LEVEL
CO1: Analyse the role of Business Analytics in decision making.	Analyse
CO2: Identify the appropriate tool for the analytics scenario.	Apply
CO3: Apply the descriptive analytics tools and generate solutions.	Apply
CO4: Examine Predictive Analytics and its applications.	Analyse
CO5: List out Prescriptive Analytics and demonstrating business process improvement.	Analyse

Text Books

1. U Dinesh Kumar. "Business Analytics", Wiley, 2017.

2. James R. Evans, "Business Analytics - Methods, Models and Decisions", Pearson Ed, 2012.

Reference Books

1. R N Prasad, SeemaAcharya. "Fundamentals of Business Analytics",Wiley, 2nd Edition, 2016

2. Mike Grigsby, Marketing Analytics, kogan page publication.

3. Marc J. Schniederjans, Dara G. Schniederjans and Christopher M. Starkey, " Business Analytics Principles, Concepts, and Applications - What, Why, and How" , Pearson Ed, 2014.

4. Christian Albright S and Wayne L. Winston, "Business Analytics - Data Analysis and Decision Making", Fifth edition, Cengage Learning, 2015.

Web Resources

https://support.sas.com/content/dam/SAS/support/en/books/profit-driven-businessanalytics/69513_excerpt.pdf

http://ptgmedia.pearsoncmg.com/images/9780133552188/samplepages/0133552187.pdf

https://www.sigc.edu/department/mba/studymet/BusinessAnalytics.pdf

https://www.coursera.org/learn/data-analytics-business

https://www.coursera.org/specializations/strategic-analytics

https://www.coursera.org/learn/business-analytics

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	3		2	2	2	1
2	3	3	1	2	1	
3	2	3	1	2		
4	2	3	1		1	
5	2	2		1		
6	2	2	3	2	2	1

THIRD SEMESTER

		L	T	P	C
21BA3601	**STRATEGIC MANAGEMENT**	**3**	**0**	**0**	**3**

Preamble

This course is designed to give insight into the strategic formulation process and application of strategies for contemporary business environments. By this course students are able to know core competencies, competitive advantage of companies and various business strategies. It enables the students to understand strategic implementation, evaluation and emerging strategic trends.

Prerequisites for the course

The students should have knowledge in Management Concepts.

Objectives

1. To understand the strategy formulation process and application of strategies for the contemporary Business environment.
2. To analyse about competitive advantage for companies.
3. To analyse and understand various business strategies that organisations can adapt.
4. To understand the strategic implementation process and evaluation.
5. To know about the emerging trends in strategic management.

UNIT I	INTRODUCTION TO STRATEGY	9

Conceptual framework for strategic management, Levels of Strategies: Corporate, Business and Operational - Strategy Formation Process – Stakeholders in business – Vision, Mission and Policies – Objectives and Goals.

Suggestive Activities:

Assignment – Mission, Vision and Policies

Flipped Classroom: Stakeholders in business

UNIT II	COMPETITIVE ADVANTAGE	9

Porter's Five Forces Model– industry life cycle analysis- Industry Structure – National Context and Competitive Advantage Resources - 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.

Suggestive Activities:

Real time study : Porter's Five Forces Model

Assignment : Core Competencies

UNIT III	BUSINESS STRATEGIES	10

Stability, Expansion, Retrenchment and Combination strategies - Strategy in the Global Environment-Corporate Strategy- -Formulation of Alternative Strategies: Mergers, Acquisitions, Takeovers, Joint Ventures, Integration, Diversification, Strategic Alliances, Turnaround, Divestment and Liquidation. Organizational Capability Profile - Corporate Portfolio Analysis – BCG matrix -SWOC Analysis- GAP Analysis – Mc Kinsey's 7s Framework - GE 9 Cell Model. Distinctive competitiveness - Selection of matrix - Balance Score Card.

Suggestive Activities:

Seminar: Mergers and Acquisitions

Real time study: SWOC Analysis

UNIT IV	STRATEGY IMPLEMENTATION AND EVALUATION	9

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 - Power and Conflict.

Suggestive Activities:

Assignment: Designing an organizational structure

Flipped Classroom: Power and Conflict

UNIT V	EMERGING STRATEGIC TRENDS	8

Managing Technology and Innovation-Strategic issues for Non Profit organizations - Business Process Outsourcing and Knowledge Process Outsourcing in India -New Business Models and Strategies for Internet Economy.

Suggestive Activities:

Real time study: Business Process Outsourcing and Knowledge Process Outsourcing in India

Case study: Business model of ZOMATO.

	Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exam (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment Case Analysis Business Analysis	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level

CO1 Examine the vision, mission and objectives for an organization.	Analyse
CO2 Analyse the forces which act upon the organization and build competencies.	Analyse
CO3 Inspect the business and global level strategies for sustainable growth.	Analyse
CO4 Analyse the resources required and allocate accordingly.	Analyse
CO5 Create strategies for non-profit organizations and manage effectively.	Create

Text Books

Charles W. L. Hill, Melissa A. Schilling and Gareth R. Jones. [2020]. Strategic Management: Integrated Approach [13th ed]. Cengage Learning.

Reference Books

1. John A. Parnell Strategic Management, Theory and practice, Biztantra (2012)
2. Azhar Kazmi [2008]. Strategic Management and Business Policy [3rd Edition]. Tata McGraw Hill.
3. John Pearce, Richard Robinson and Amitha Mittal. [2012]. Strategic Management. [12th ed] McGraw Hill.
4. Adriau Haberberg, Alison Rieple. [2008]. Strategic Management: Theory & Application Oxford University Press.
5. Gupta, Gollakota, Srinivasan. [2005]. Business Policy and Strategic Management – Concepts and Application. Prentice Hall of India.
6. Dr.Dharma Bir Singh [2012]. Strategic Management & Business Policy. KoGent Learning Solutions Inc., Wiley.

Web Resources

https://www.wallstreetmojo.com/strategic-management/

https://strategicmanagementinsight.com/tools/swot-analysis-how-to-do-it/

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	1	3		2	
2	1	2	3		2	3
3	1	2		3	1	3
4	2	3		2	2	2
5	1	2	2		2	

21BA3602	CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY	L	T	P	C
		3	0	0	3

Preamble

The course is about a company's responsibility for society in the sense of sustainable business practices. CSR refers to a company's responsibility for its impact on society. Both focus on an organisation's efforts to contribute positively to environmental and social impacts.

Prerequisites for the course

Basic Knowledge about Principles of Management and Business Strategies.

Objectives

1. To identify and assess the potential impact of Social, Economic and Environmental issues on a specific industry or business.
2. To understand the roles played by Business, Non-Governmental Organizations (NGOs), Standards Organizations, Governments and others in CSR.

UNIT I	INTRODUCTION TO CORPORATE SOCIAL RESPONSIBILITY	9

Introduction to CSR: Meaning & Definition, History & evolution. Concept of Charity, Corporate philanthropy, Corporate Citizenship. Concept of sustainability & Stakeholder Management. Relation between CSR and Corporate governance; Environmental aspect of CSR;

Suggestive Activities:

Assignment : CSR CONTRIBUTION AND IMPACT

UNIT II	CORPORATE DEVELOPMENT	9

CSR & Development: CSR activities–nature, types, impact on development programmes- CSR & development organisations–relationships, functioning & impact on organisational functioning Stakeholders' participation & perspectives about CSR

Suggestive Activities:

Case Study: A case study on Corporate Social Responsibility in NESTLE

UNIT III	CORPORATE STRATEGY	9

Corporate motivations & Behaviour for CSR – factors influencing National & International perspectives Theories & principles of CSR. CSR Strategies-objectives, approaches, roles and tasks of a Corporate Managers - Strategic Corporate Planning - Steps to make CSR Work for Business Corporate Social Responsibility.

Suggestive Activities:

Case Study: Emirates Airline: Strategic reach out programme.

Students have to visit a company to study the CSR activity carried out and submit a detail report on it.

UNIT IV	CORPORATE SUSTAINABILITY	9

Ethical Philosophy, Corporate Reputation, Environmental Sustainability & CSR–redefining sustainability, distributable sustainability, sustainability & the cost of capital CSR.

Suggestive Activities:

Case Study: Coffee Cup Woes: Starbucks Environmental Sustainability Challenge

UNIT V	TRENDS IN CORPORATE SOCIAL RESPONSIBILITY	9

Current Trends and Opportunities in CSR.CSR as a Strategic Business tool for Sustainable development. Review of successful corporate initiatives & challenges of CSR.

Suggestive Activities:

Debate : success & challenges of CSR

	Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment Case Analysis Report Submission	Descriptive Type Questions Multiple-Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level
CO1 Analyse the nature, concepts of CSR and corporate governance.	Analyse
CO2 Examine the corporate Social Responsibility activities, functions and developments.	Analyse
CO3 Analyse the behaviour of CSR and its situation in society.	Analyse
CO4 List out the organizational and management strategies in facilitating corporate behaviour responsible decision making.	Analyse
CO5 Identify the recent trends and issues with specific problem areas or particular issues.	Analyse

Text Books

1. Agarwal, S. K. (2008). Corporate social responsibility in India. SAGE Publications India.
2. Perrini, F. (2006). Developing corporate social responsibility: A European perspective. Edward Elgar Publishing.

Reference Books

1. Chakrabarty, B. (2012). Corporate social responsibility in India. Routledge.
2. Baxi, C. V., & Ray, R. S. (2012). Corporate social responsibility. Vikas Publishing House.
3. Blowfield, M., & Murray, A. (2014). Corporate responsibility. Oxford University Press, USA.
4. Sharma, J. P. (2013). Corporate Governance, Business Ethics and CSR:(with Case Studies and Major Corporate Scandals). Ane Books Pvt.
5. Grayson D., Hodges A. (2004). Corporate Social Responsibility- Seven Steps to Make Corporate Social Responsibility Work for Your Business. UK: Greenleaf Publishing Limited
6. Narang R.K. (2009). Corporate Social Responsibility-Replicable Models on Sustainable Development. New Delhi: The Energy & Resources Institute.
7. William B Werther, Jr, David Chandler, 2010 Strategic Corporate Social Responsibility, Stakeholders in a Global Environment, Second Edition, SAGE Publications, New Delhi
8. Wayne Visser (2014), Transforming Corporate Social Sustainability and Responsibility, Springer
9. Heidelberg, New York, London
10. Ataur Rahman Belal (2008), Corporate Social Responsibility in Developing Counties, Ashgate Publishers. UK.

Web Resources

https://www.mdos.si/wp-content/uploads/2018/04/defining-corporate-social-responsibility.pdf

https://www.tppl.org.in/2020/second-sem/4448-corporate-social-responsibility-and-sustainability-9789389863536.html

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	1	1		2	1	1
2	2	1			2	1
3	1	3	1	1	3	2
4	2	2	2	1	2	3
5	1	2	2	1	1	1

21BA3903	BUSINESS ANALYTICS (LABORATORY)	L	T	P	C
		0	0	4	2

Preamble:

This course will initiate the learning of R for Data Science, as well as programming in general. Upon its completion, student will be able to write own Python scripts and perform basic hands-on data analysis and data visualization.

Prerequisites for the course

Students are required to learn the concept of data analytics

Objectives

To impart knowledge on use of data mining techniques for deriving business intelligence.

S.No	List of Experiments	CO
1	Study of basic Syntaxes in R	1
2	Implementation of vector data objects operations	1
3	Implementation of matrix, array and factors and perform via in R	1
4	Implementation and use of data frames in R	2
5	Create Sample (Dummy) Data in R and perform data manipulation with R	2
6	Study and implementation of various control structures in R	3
7	Data Manipulation	3
8	Statistical Analysis using R	4
9	Case study on Real time data modelling and analysis	4
10	Study and implementation data transpose operations in R	4

Total Periods:15

Suggestive Assessment Methods

Lab Components Assessments (50 Marks)	End Semester Exams (50 Marks)
Lab Components Assessments (50 Marks)	End Semester Exams (50 Marks)
Execution, Output Verification, Viva	End Semester Practical Exam

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level
CO1 Create matrices, arrays and list using R.	Apply
CO2 Analyse the data using R.	Analyze

CO3 Create matrices, arrays and list using Python.	**Apply**
CO4 Analyse the data using Python.	**Analyze**

Laboratory Requirements: 30 Systems

Software Front-End: R studio, Lintr, Tidyverse

Reference Books

1. Garrett Grolemund. Hands-On Programming with R.

2. Daniela Witten, Gareth James Robert Tibshirani and Trevor Hastie. An Introduction to Statistical Learning: With Applications in R.

3. Andreas C. Muller and Sarah Guido. Introduction to Machine Learning with Python: A Guide for Data Scientists.

Web Reoures

1. https://www.rstudio.com/online-learning/

2. https://hackr.io/tutorials/learn-r

3. https://www.statmethods.net/r-tutorial/index.html

4. https://www.tutorialspoint.com/r/index.html

5. https://www.learnpython.org/

6. https://www.tutorialspoint.com/python/

7. https://www.codecademy.com/learn/learn-python-3

8. https://www.kaggle.com/

CO Vs PO Mapping and CO Vs PSO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	1	1	2	2	1
2	1	2	1	2	2	2
3	1	2	1	2	2	2
4	1	2	2		2	2

PROFESSIONAL ELECTIVE I - FINANCE

		L	T	P	C
21BA3701	**MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING**	**3**	**0**	**0**	**3**

Preamble:

Mergers, Acquisitions and Corporate Restructuring helps to understand the concept of restructuring, value creation in a merger and acquisition context and takeovers. The light on legal framework of companies is also provided.

Pre-requisites:

Basic knowledge about the financial management

Objectives

To familiarize the knowledge on companies, strategies, capital structure, and expansion plans, and legal framework within which the companies work.

UNIT I	CORPORATE RESTRUCTUTING	9

Meaning, need & scope, types of corporate restructuring strategies, the regulatory framework for corporate restructuring, Mergers, Meaning, Reasons for mergers, objectives of mergers, Steps involved in Mergers, theories of Mergers, Amalgamation, Methods of accounting for amalgamation, consideration for amalgamation

Suggestive Activities:

Debate on Does M&A Create Value?

UNIT II	STRATEGIC PERSPECTIVE OF M & A	9

A strategic perspective, Industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A, Merger Process, Dynamics of M&A process, Five-stage model, due diligence, Managerial challenges of M & A

Suggestive Activities:

Assignment on Industry life cycle and product life cycle analysis in Merger and Acquisition.

UNIT III	METHODS OF RESTRUCTURING & VALUATION	9

Different methods of restructuring, Joint Ventures, Sell off and Spin off, Divestitures, Equity carve out Leveraged buy outs (LBO), Management buy outs, Master limited partnerships, Employee stock ownership plans (ESOP), Valuation – Valuation approaches, Valuing operating and financial synergy, Valuing corporate control, Valuing of LBO, Methods of financing mergers, cash offer, share exchange ratio

Suggestive Activities:

Case Study: The Empire Company Limited – The Oshawa Group Limited.

UNIT IV	TAKE OVERS	9

Takeovers, types, hostile takeover approaches, Takeover defences – financial defensive measures – Coercive offers and defence – anti-takeover amendments – poison pill defence

Suggestive Activities:

Seminar Presentation on real time Hostile Deals.

UNIT V	LEGAL & REGULATORY FRAMEWORK	9

The regulatory framework of mergers and acquisitions, Provisions of the Companies Act, 1956 relating to M & A, buyback of shares, provisions of SEBI act, 1992 and 1997, provisions relevant to M & A activity in the Income Tax Act, and Foreign Exchange Management Act.

Suggestive Activities:

Case Study: TCS Buyback of shares

	Total Periods	45

Suggestive Assessment Methods

Summative/ Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignments, Seminars	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level
CO-1: Analyze the concept of restructuring, the reasons for which restructuring is undertaken, the various methods and applying the concept for restructuring.	Analyze
CO-2: Analyze the strategies that are prevalent in M & A decisions, the process involved in the M & A, and tackling the managerial challenges	Analyze
CO-3: Examine the different methods of restructuring, and Valuation approaches, and applying the concept for valuing the business	Analyze
CO-4: List out the different types of takeovers, and ill effects and applying the concept to insulate the business from takeover	Analyze
CO-5: Analyze the regulatory framework of M & A, its impact on the corporate, and analysing the regulatory framework to undertake the mergers.	Analyze

Text Book:

1. Mergers, Acquisitions and Corporate Restructuring – NishikantJha – Himalaya Publishing House, 2002

Reference Books

1. Mergers, Acquisitions and Corporate Restructuring – Patrick A Gaughan – John Wily & Sons, Inc, 2017

2. Mergers & Acquititions Module, NCFM, NSEINDIA.COM

Web Resources

1. https://www.edupristine.com/blog/mergers-acquisitions

2. https://www.cfainstitute.org/learning/products/.../corporate_finance_chapter10.pptx

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1			3	3		
2			3	3		
3			3	3		
4			3	2		
5			3	3		
6			3	3		

		L	T	P	C
21BA3702	**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**	**2**	**0**	**1**	**3**

Preamble:

Security Analysis and Portfolio Management helps the students to understand the nuances of stock market operations and the techniques involved in deciding upon purchase or sale of securities. The course will also help the students to do real time trading and construct their own portfolio.

Prerequisites for the course:

Basic knowledge about the stock market.

Objectives:

1. To familiarize with the Indian Stock market, its operations, instruments, regulations.
2. To gain the knowledge in the security market.

UNIT I	INTRODUCTION TO INVESTMENT MANAGEMENT	9

Investment: Financial and economic meaning, Characteristics, Objectives, Process, Types. Investment, Speculation, Gambling; Investment Alternatives; Criteria for Evaluation; Approaches to Investment Decision Making – Capital Market: Primary Market; Secondary Market; Stock Market Indices – Risk & Return: Basic Concepts, Sources of Risk.

Suggestive Activities:

Stock Market Indices – Understanding the Calculation.

Case Study: Various Securities - Impact of Demographics on Select Investment Avenues.

UNIT II	FUNDAMENTAL ANALYSIS	8+2

Economic Analysis: Macro Economic Variables, Economic Indicators, Economic Forecasting; Industry Analysis: Classification, Industry Life Cycle; Company Analysis: Strategy Analysis, Financial Statement Analysis

Suggestive Activities:

Financial Statement Analysis - Using Excel.

Case Study: Financial Statement Analysis - GNL Limited.

UNIT III	TECHNICAL ANALYSIS	6 + 4

Fundamental Vs Technical Analysis; Dow theory; Charting Techniques; Technical Indicators, Oscillators; Technical Trading Rules; Efficient Market Theory.

Suggestive Activities:

VIRTUAL TRADING -Demat Account need to be opened and real time trading needs to be done.

Case Study: ALERT - Citigroup Silently Moving Up behind the Headlines

UNIT IV	PORTFOLIO MANAGEMENT: POLICY AND STRATEGY	5

Specification of Investment Objectives and Constraints; Quantification of Capital Market Expectations; Asset Allocation.

Suggestive Activities:

VIRTUAL TRADING -Real time trading needs to be done.

Case Study : Portfolio theory - Radiant Securities, A financial Securities Company

UNIT V	PORTFOLIO MANAGEMENT: IMPLEMENTATION AND REVIEW	11

Markowitz Portfolio Theory, Capital Asset Pricing Model, Capital Market Line, Security Market Line, Arbitrage Pricing Theory, Multifactor Pricing Model; Portfolio Execution, Portfolio Revision, Portfolio Evaluation: Sharpe's index, Treynor's index, Jensen's index.

Suggestive Activities:

VIRTUAL TRADING -Real time trading needs to be done.

Case Study: Portfolio Objective - Financial Planner by ACME Investments

	Total Periods	**45**

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	Practical Components Assessments (20 Marks)	End Semester Exams (50 Marks)
Descriptive Type Questions Multiple Choice Questions	Practical work – Opening Demat Account &Trading in Stock Market	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level
CO.1 Examine about the basics of Investment Management.	Analyse
CO.2 List out the Fundamental Analysis.	Analyse
CO.3 Experiment with the Technical Analysis.	Apply
CO.4 Examine about the various theories in Portfolio Management.	Analyse
CO.5 Assess the Portfolio Implementation.	Evaluate
C0.6 Build their portfolio with the real time stock trading.	Create

Text Book:

- Chandra Prasanna. (2021). Investment Analysis and Portfolio Management (6thed). McGraw Hill.

- Ranganatham M, Madhumathi R Security Analysis and Portfolio Management, Pearson publication.

Reference Books

1.E. Fischer Donald, J. Jordan Ronald, K. Pradhan Ashwini. (2018). Security Analysis and Portfolio Management (7th ed). Pearson.

2. Frank Reilly, Keith Brown. (2012). Analysis of Investments and Management of Portfolios. (10[th]ed) Cengage.

Web Resources

1.   https://nptel.ac.in/courses/110/105/110105036/

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1			3	2		
2		1	3	2		
3		1	3	2		
4		1	3	2		
5		1	3	2		
6		1	3	2		

21BA3703	FINANCIAL DERIVATIVES	L	T	P	C
		3	0	0	3

Preamble:

Financial Derivatives helps to understand the basic operational mechanisms in Derivatives and understand the concepts Options and Futures.

Prerequisites for the course:

Basic knowledge about the stock market.

Objectives

1.   To understand the basic operational mechanisms in Derivatives.

2.   To understand the Options and Futures.

UNIT I	INTRODUCTION ON DERIVATIVES	9

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

Suggestive Activities:

Debate on "Three ways in which Derivatives can be misused."

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.

Suggestive Activities:

Real time Virtual trading can be shown.

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.

Suggestive Activities:

Real time Virtual trading can be shown.

UNIT IV	SWAPS	9

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

Suggestive Activities:

Real time Virtual trading can be shown.

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.

Suggestive Activities:

Seminar on Evolution of Derivatives Market in India

	Total Periods	**45**

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignments Seminars	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:		Bloom's Level
CO1	Examine the concepts of derivatives and its types.	Analyse
CO2	Experiment with the futures contract trading.	Apply
CO3	Examine the options trading.	Analyse
CO4	Take part in swaps trade.	Analyse
CO5	Analyse the evolution, key terminologies in derivatives market.	Analyse

Text Book:

David Dubofsky. (1992). Option and Financial Futures – Valuation and Uses. Mc Graw Hill Inc., US.

Reference Books

1. Don M. Chance, Robert Brooks. (2015). Introduction to Derivatives and Risk Management (10[th]ed). Cengage.

2. John. C. Hull. (2018). Options, Futures and Other Derivatives (10[th]ed). Pearson.

3. Keith Redhead. (1996). Financial Derivatives – An Introduction to Futures, Forwards, Options and Swaps. Prentice Hall.

4. S. L. Gupta. (2005). Financial Derivatives: Theory, Concepts and Problems. Prentice Hall India.

5. Rene Stulz. (2002). Risk Management and Derivatives. South-Western.

6. Jayanth Varma. (2008). Derivatives and Risk Management. McGraw Hill Education.

Web Resources

1.   Website of NSE and BSE.

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1		1	3			
2		1	3			
3		1	3			
4		1	3			
5		1	3			

21BA3704	BANKING AND FINANCIAL SERVICES	L	T	P	C
		3	0	0	3

Preamble:

Banking and Financial Services helps the students to understand how banks raise the sources and how to deploy it and manage the associated risks. The clear understanding on the concept of e-banking and the threats associated with it is explained. It helps to understand about other asset based and fund based financial services in India

Prerequisites for the course:

Basic knowledge about banks.

OBJECTIVES:

1. Grasp how banks raise their sources and how they deploy it and manage the associated risks
2. Understand e-banking and the threat that go with it.
3. Understand about other asset based and fund based financial services in India

UNIT I	INTRODUCTION TO INDIAN BANKING SYSTEM AND PERFORMANCE VALUATION	9

Overview of Indian Banking system – Structure – Functions – Key Regulations in Indian Banking sector–RBIAct,1934/2006–Banking Regulation Act,1949

Negotiable Instruments Act1881/2002- Provisions Relating to CRR – Provision for NPA's -Overview of Financial Statements of banks –Balance Sheet–Income Statement-CAMEL

Suggestive Activities:

Assignment on CRR and its impact on the economy.

UNIT II	MANAGING BANK FUNDS/PRODUCTS & RISK MANAGEMENT	9

Capital Adequacy – Deposit and Non-deposit sources – Designing deposit schemes and pricing of deposit sources – loan management – Investment Management – Asset and Liability Management – Financial Distress –Signal to borrowers – Prediction Models – Risk Management – Interest rate – Forex – Credit market –operational and solvency risks – NPA's – Current issues on NPA's – M&A's of banks into securities market

Suggestive Activities:

Case study: Merger of Madura with ICICI Bank.

UNIT III	DEVELOPMENTINBANKING TECHNOLOGY	9

Payment system in India – paper based – e payment –electronic banking –plastic money – e-money – fore casting of cash demand at ATM's–The Information Technology Act,2000in India–RBI's Financial Sector Technology vision document –security threat sine-banking & RBI's Initiative.

Suggestive Activities:

Seminar on Innovation in product and services of banks.

UNIT IV	ASSET BASED FINANCIAL SERVICES	9

Introduction– Need for Financial Services–Financial Services Market in India–NBFC – RBI framework and act for NBFC – Leasing and Hire Purchase – Financial evaluation – underwriting – mutual funds

Suggestive Activities:

Underwriting Process - Real Time Demo.

UNIT V	INSURANCE AND OTHER FEE BASED FINANCIAL SERVICES	9

Insurance Act, 1938 –IRDA – Regulations – Products and services –Venture Capital Financing –Bill discounting–factoring–Merchant Banking–Role of SEBI

Suggestive Activities:

Discussion on Bank assurance.

TOTAL:	45PERIODS

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignments, Seminars	Descriptive Type Questions Multiple Choice Questions

Outcomes:

Upon completion of the course, the students will be able to:	Bloom's Level
CO1.Examine the overall structure and functions of Indian Financial System.	Analyse
CO2.Discover knowledge about regulations governing the Indian Banking system.	Analyse
CO3. Distinguish various types of loans proposed by banks to various prospective borrowers with different risk profiles and evaluate the performance of banks.	Analyse
CO4. Make use of the concept of e-banking.	Apply
CO5.Compare fee-based and fund-based financial services in India.	Analyse

TEXT BOOK:

Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi, 2017.

95

REFERENCES:

1. Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management", PHI Learning Pvt. Ltd., New Delhi, 2010.

2. Peter S. Rose and Sylvia C., Hudgins, "Bank Management and Financial services", Tata Mc Graw Hill, New Delhi, 2017.

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1			3	1		
2			3	1		
3			3	1		
4		2	3	1		
5			3	1		

		L	T	P	C
21BA3705	**BEHAVIOURAL FINANCE**	**3**	**0**	**0**	**3**

Preamble:

Behavioural Finance helps to identify and apply psychological concepts to financial decision making. It helps to understand the systematic approach of using behavioural factors in corporate decision making.

Prerequisites for the course:

Basic Knowledge on Business Environment and Domain Knowledge in investing.

Objectives:

1. To identify and apply psychological concepts to financial decision making.

2. To understand the systematic approach of using behavioural factors in corporate decision making.

UNIT I	OVERVIEW OF RATIONAL FINANCE AND CLASSICAL FINANCE	9

Rational Market Hypothesis – Classical Finance Theories: Expected Utility Theory, Modern Portfolio Theory, Capital Asset Pricing Model, Efficient Market Hypothesis, MM Theory – Investors are Rational, Arbitrage Pricing Theory, Random Walk Hypothesis, Challenging the Classical Assumptions of Finance, Financial Market Anomalies, Fundamental Anomalies, Technical Anomalies, Calendar or Seasonal Anomalies.

Suggestive Activities:

Analysis on Utility function.

UNIT II	HEURISTICS AND BIASES	12

Heuristics: Familiarity: Familiarity, Ambiguity Aversion, Diversification, Functional Fixation, Status Quo, Endowment Effect; Representativeness: Innumeracy, Probability matching and conjunction fallacy, Base Rate Neglect, Availability and Salience; Anchoring.

Cognitive Biases: Self-Deception: Framing, Overconfidence: Miscalibration, better than average effect, over optimism, Causes: illusion of knowledge, control, understanding, skill; Self-attribution; Confirmation; Representativeness; Recency.

Emotional Biases: Regret, Hindsight, Denial, Loss aversion, Affinity, Self-control.

Bias: Interaction amongst biases, Outcomes of biases, Dealing with biases, Overcoming the biases and debiasing.

Suggestive Activities:

Mini case – T1 - Pg no 3.30

UNIT III	FOUNDATION OF BEHAVIOURAL FINANCE	9

Introduction, Meaning, Nature, Assumptions of Behavioural Finance – Building blocks of behavioural finance – Prospect Theory and Mental Accounting.

Important Contributors: Daniel Kahneman And Amos Tversky , Richard Thaler, Robert J. Shiller, Michael Pompian, Parag Parikh.

Theories of Behavioural Finance: Asymmetric information, Ego centricity, Human Behavioural Theories.

Suggestive Activities:

Case study: Error in Bernoulli's Theory – T1 Pg no 5.1

UNIT IV	BEHAVIORAL ASPECTS OF INVESTING	9

Behavioural aspects of Investing: Behavioural Portfolio theory, Psychographic models, Sound Investment Philosophy.

Market Bubbles: Introduction and brief history of stock market bubbles, Identification and classification of a stock market bubble, Explaining bubbles through behavioural finance, Investor behaviour during bubbles, Causes of bubbles.

Value Investing: Central tenets of value investing, Evidence and prospects of value investing.

Suggestive Activities:

Seminar on Bubbles.

UNIT V	BEHAVIORAL CORPORATE FINANCE	6

Approaches to behavioural corporate finance, Market timing and catering approach, Issues related to valuation, dividend policy, mergers and acquisitions –Building a Smart Organization – Wisdom from Other Insights.

Suggestive Activities:

Book Review on Phil Rosenzweig's, "classic Left Brain, Right Stuff" Published by Profile Books Ltd.

	Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions	Assignments	Descriptive Type Questions
Multiple Choice Questions	Seminars	Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level
CO.1 Categorise the rational and classical finance.	Analyse

CO.2 List Out the heuristics and biases in investment behaviour..	Analyse
CO.3 Examine the foundation of behavioural finance, its theories and contributions.	Analyse
CO.4 Inspect the behavioural aspects of investing.	Analyse
CO.5 Assess the value investing	Evaluate
C0.6 Infer the behaviour in corporate finance.	Analyse

Text Book:

- Prasanna Chandra. (2016). Behavioural Finance (2nded).Tata McGraw Hill.

Reference Books

1.   Parag Parikh. (2017). Value Investing and Behavioural Finance: Insights into Indian Stock Market Relaities (1sted).   McGraw Hill.

2.   Shuchita Singh, ShilpaBahi. (2015). Behavioural Finance. Vikas.

3.   Sujata Kapoor, Jaya Mamta. (2019). Behavioural Finance. SAGE Publications.

Web Resources

1.   https://www.dartmouth.edu/~lusardiworkshop/Papers/FPA%20BEHAVIORAL%20 BIAS%20PAPER.pdf.

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1			3	1		
2			3	1		
3			3	1		
4			3	1		
5		3	3	1		
6			3	1		

21BA3706	INTERNATIONAL FINANCE	L	T	P	C
		3	0	0	3

Preamble:

International Finance helps to acquaint with international financial transactions and Operational characteristics of Foreign Exchange Markets and Forex market participants, Regulations, Risks management.

Prerequisites for the course:

Basic Knowledge about the global business and finance.

Objectives

To acquaint with international financial transactions and Operational characteristics of Foreign Exchange Markets and Forex market participants, Regulations, risks and management.

UNIT I	GLOBAL FINANCIAL ENVIRONMENT	9

Global Economy – Financial Globalization-Financial Goals- International monetary system – Current multinational financial challenges – Experiences from India- Openness of Indian Economy – Indicators

Suggestive Activities:

Seminar on the topic International monetary system

UNIT II	FOREIGN EXCHANGE MARKET	9

Evolution of foreign exchange market and foreign exchange System- Brief introduction to currency systems- Balance of Payments – Market participants – A model of foreign exchange markets interest parity- interest rates and exchange rates – Fixed Vs Fluctuating Exchange Rates – Private World Money – Eurocurrencies

Suggestive Activities:

Analyse the India's BOP Statement.

UNIT III	FOREIGN EXCHANGE EXPOSURE	9

Kinds of Foreign Exchange exposures – Transaction exposure and its measurement -Operating exposure – Sources – Measurement and difficulties associated with the measurement – Impact – Translation Exposure- Transaction and Economic Exposure Vs Translation exposure

Suggestive Activities:

Real time - Top 10 forex market participants.

UNIT IV	FOREX RISK MANAGEMENT	9

International Trade & Risk Associated with International Trade – Introduction to different types of trade risk – Credit risk, Carriage Risk, Currency Risk, Country risk – Measuring risk exposure –

Devices – Payoffs to risk management		

Suggestive Activities:

Real time - Prominent businesses and corporations in Forex markets.

UNIT V	FINANCING THE GLOBAL FIRMS	9

Sourcing Debt/Equity Globally- Cost of capital- optimal financial structure-Exchange Control Regulations – Export Credit Guarantee Corporation – Exim Bank – Foreign Exchange Dealers' Association of India – Recent Developments

Suggestive Activities:

Case study: Douglas Wind and Pelmutter advocated four approaches.

	Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignments Seminars	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level
CO.1 Examine the financial environment, system and challenges in global and national wide.	Analyse
CO.2 List Out the foreign exchange market and system.	Analyse
CO.3 Discover the kinds, measurement and sources of foreign exchange exposure.	Analyse
CO.4 Examine the types of forex risk and its measurement.	Analyse
CO.5 Assess how financing is carried out globally.	Analyse
C0.6 Compare the regulatory bodies with financing of firms.	Evaluate

Text Book:

Apte P G. (2014). International Financial Management (7thed). Tata Mcgraw Hill.

Reference Books

1. Eiteman David, Stonehill Arthur and Moffett Michael. (2016). Multinational Business Finance. (14thed). Pearson.
2. Buckley Adrian. (1995). TheEssence of International Money (2nded). Prentice Hall India.
3. Shapiro Alan, Moles Peter and Kumar Jayanta Seal. (2016). International Financial Management. Wiley India.

Web Resources:

https://nptel.ac.in/courses/110/105/110105031/

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1			3	1		
2			3	1		
3			3	1		
4		2	3	1		
5		2	3	1		
6			3	1		

PROFESSIONAL ELECTIVE II – MARKETING

21BA3707	BRAND MANAGEMENT	L	T	P	C
		3	0	0	3

Preamble:

This course aims in learning the basic concepts of brand and branding Process. The topic of this course covers brand equity models, brand strategies, brand communications, brand loyalty programs, brand extensions, and the role of brand ambassadors. Finally the growing and sustaining brand equity through developing a brand architecture strategy and develop a brand strategy at the Global level.

Prerequisite for the course

Students should have the knowledge on Marketing Management

Objective

To give a deeper understanding of the process of brand building in a variety of business contexts, the integrated requirements for effective brand reinforcement, revitalization as well as the models, measures and impact of Brand Equity.

UNIT I	INTRODUCTION ON BRANDS	9

Introduction – Basic understanding of Brands – Definition – Branding Concepts – Functions – Significance – Types of Brands – Co-branding – Store brands.

Suggestive Activities:

Discuss: What is your favorite brand? Why? What makes it an outstanding brand?

UNIT II	BRAND STRATEGIES	10

Brand Strategies – Strategic Brand Management process – Building a Strong Brands – Brand Positioning – Establishing Brand Values – Brand Vision – Brand Elements – Branding for Global Markets.

Suggestive Activities:

Case Study: Branded Gold Jewellery Market in India

UNIT III	BRAND EQUITY	8

Brand Equity: Concepts and functions – Brand Attribute Management & Architecture – Brand Portfolio Strategy – Brand Extension and Stretching – Sources of Brand Equity.

Suggestive Activities:

Presentation on Brand Portfolio Strategy

UNIT IV	BRAND POSITIONING & AUDIT	8

Brand Positioning: Types of Positioning- Over, Under & Repositioning- Differentiation – Identifying Gaps Using Perceptual Maps –Licensing – Celebrity Endorsement – Positioning Guidelines; Brand Audit.

Suggestive Activities:

Presentation on Celebrity Endorsement

UNIT V	BRAND PERFORMANCE	10

Brand Performance - Measuring Brand Performance - Global Branding strategies; Building and managing online Brands - Using Social Media to Build Brands.

Suggestive Activities:

Case Study on Royal Enfield revival of a Cult Brand

	Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignments Case Study	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level
CO .1: Analyse the dynamic nature of brands and classify the functions and brand types.	Analyse
CO .2: Examine the Brand strategies, positioning by values within Global markets	Analyse
CO .3: Discover brand equity with a strategic focus on building integrated brands.	Analyse
CO .4: Examine the different types of brand positioning and evaluate brand audit strategy.	Analyse
CO .5: Evaluate the brand performance and integrate brand as a differentiator.	Evaluate

Text Book

Keller, K. L., Parameswaran, M. G., & Jacob, I. (2011). Strategic brand management: Building, measuring, and managing brand equity. Pearson Education India.

Reference Books

1. Keller, K. L. (2002). Branding and brand equity. Handbook of marketing.

2. Elliott, R. H., Rosenbaum-Elliott, R., Percy, L., &Pervan, S. (2015). Strategic brand management. Oxford University Press, USA.

3. Dutta, K. (2012). Brand management: principles and practices. Oxford University Press.

Web Resources

https://one-marketing.co.uk/free-brand-strategy-template/

https://interbrand.com/thinking/

https://www.websitemagazine.com/

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	1	2	1	2	2	
2	2	1			3	1
3	1	2	1	2	1	
4	2	2	3	2	2	1
5	1	2	1	2	1	

21BA3708	DIGITAL MARKETING	L	T	P	C
		2	0	1	3

Preamble:

This course is an intensive and comprehensive study on digital and social media marketing, factors influencing search engine optimization, search engine marketing, learn about social media for branding and promotion. This course will also concentrate on various promotional strategies for social media marketing.

Prerequisites for the course

Basics of marketing & Social Media Awareness

Basic understandings of internet and usage models

Objectives

1. To gain an overall understanding of Digital Marketing.

2. To develop insight on Current Trends – Digital and Social Statistics (Infographics).

3. To provide an introduction to Digital Marketing Platforms like Facebook, Twitter, YouTube, Pinterest, etc.

4. To introduce the Advance levels of Search Engine Optimization (SEO) and Mobile Marketing.

5. To introduce various strategies involved in Marketing products and Services Digitally.

UNIT I	INTRODUCTION TO DIGITAL MARKETING	9

Evolution of Digital Marketing from traditional to Modern Era- Role of Internet; Current trends, Info-graphics, Implications for Business & Society- Emergence of Digital Marketing as a tool- Drivers of the New Marketing Environment- Digital Marketing Strategy- P.O.E.M. Framework- Digital Landscape- Digital Marketing Plan, Digital Marketing Models.

Suggestive Activities:

Case Study : Vogue Empower – My Choice

UNIT II	SEARCH ENGINE OPTIMIZATION (SEO)	9

Introduction and need for SEO, How to use Internet & Search Engines; Search Engine and its Working Pattern, SEO Tactics- History & Growth of SEO- On Page Optimization- Off Page Optimization- Keywords- Organic Marketing Strategy for E-Commerce

Suggestive Activities:

Assignment : On-Page and off-Page Optimization

UNIT III	SOCIAL MEDIA MARKETING – ROLE & TOOLS	9

Introduction to Social Media Platforms, Penetration & Characteristics; Building a successful Social Media Marketing Strategy- Facebook Marketing- Linkedin Marketing- Twitter Marketing- Instagram

and Snapchat.

Suggestive Activities:

Debate : Building a successful Social Media Marketing Strategy

UNIT IV	**SEARCH ENGINE MARKETING (SEM)**	9

Introduction to Google Ads- Search Engine Marketing- Pay for Search Advertisements, Ad Placement, Ad Ranks, Creating Ad Campaigns, Campaign Report Generation- Display Marketing- Types of Display Ads- Buying Models-Programmable Digital Marketing Analytical Tools.

Suggestive Activities:

Seminar: - Display Marketing- Types of Display Ads

UNIT V	**TRENDS IN DIGITAL ADVERTISING& WEB ANALYTICS**	9

Google Analytics & Google AdWords; data collection for Web Analytics, Multichannel Attribution, Universal Analytics, Tracking Code- Google Webmaster- Introduction to Social Media Metrics - Trends in Digital Marketing for B2B & B2C.

Suggestive Activities:

Seminar : Trends in Digital Marketing for B2B & B2C.

	Total Periods	**45**

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	**Formative Assessment (20 Marks)**	**End Semester Exams (50 Marks)**
Descriptive Type Questions Multiple Choice Questions	Assignments Case Study	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	**Bloom's Level**
CO.1: List Out the basics of digital marketing and digital marketing plan.	Analyse
CO.2: Examine the concepts of display ads and e-mail marketing in digital campaigns.	Analyse
CO.3: Discover the appropriate social media for achieving the objectives of the campaign.	Analyse
CO.4: Apply the SEM efforts of any business organization.	Apply
CO.5: Make use of Mobile Marketing and Web Analytics pertaining to any business.	Apply

Text Book
1. Gupta, S. (2018). Digital marketing. McGraw-Hill Education.

Reference Books
1. Singh, B. P. (2017). Fundamentals of Digital Marketing, Pearson 1st Edition
2. Abeysekera, N., Kotler, P., Kartajaya, H., &Setiawan, I. (2020). Marketing 4.0: Moving from Traditional to Digital.
3. BARKER, M. S., BARKER, D., & BORMANN, N. F. Mary Lou ROBERTS a Debra L. ZAHAY. (2017), Social media marketing: a strategic approach. Boston: Cengage Learning.

Web Resources
https://mailchimp.com/marketing-glossary/digital-marketing/
https://en.wikipedia.org/wiki/Digital_marketing
https://disruptiveadvertising.com/marketing/digital-marketing/
https://neilpatel.com/what-is-digital-marketing/

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	1	2	3	2	
2	2	2	2	2	1	2
3	2		2	2	3	1
4		1		2	1	2
5	1	2		2	1	2

21BA3709	SERVICE MARKETING	L	T	P	C
		3	0	0	3

Preamble:

Services are widely used by people today in practically all aspects of life. From education to entertainment, finance to fast food, travel to telephone, advertisement to amusement parks, market research to maintenance services, retailing to recreation and so on, services now-a-days are increasingly being used by the corporate as well as the household sector. To give insights about the foundations of services marketing, customer expectations of services and gap existing in the service delivery processes and service Quality.

Prerequisite for the course

Students should have the basic knowledge on Marketing Management and Services.

Objectives

1. To appreciate the challenges involved in managing the services and analyse the strategies to deal with these challenges.

2. To give insights about the foundations of services marketing, customer expectations of services and gap existing in the service delivery processes and service Quality.

UNIT I	INTRODUCTION ON SERVICES	9

Introduction – Service Economy – Evolution and growth of Service Sector – Nature and Scope of Services –Difference between Services and Tangible Products– Unique characteristics of services– Challenges and issues in Services Marketing.

Suggestive Activities:

Assignment: The changing face of customer service

UNIT II	SERVICE MARKETING OPPORTUNITIES	9

Assessing service market potential – Classification of Services – Expanded Marketing mix; Service Marketing: Environment and trends – Service Market Segmentation, Targeting and Positioning.

Suggestive Activities:

Case Study: Bouleau & Huntley: cross selling professional services

Quizzes

UNIT III	SERVICE DESIGN AND DEVELOPMENT	10

Service Life Cycle – New Service Development – Service Blue Printing – GAP model – Measuring Service Quality – SERVQUAL; Service Quality: functions & development.

Suggestive Activities:

Case Study: Banyan Tree – Designing and delivering a branded service experience

UNIT IV	SERVICE DELIVERY AND PROMOTION	9

Positioning of Services – Designing Service Delivery System, Service Channel – Pricing of Services - Methods – Service Marketing Triangle – Managing demand, managing Supply & Demand - Supply of Service–Integrated Service Marketing Communication.

Suggestive Activities:

Case Study: Starbucks – delivering customer service

UNIT V	SERVICE STRATEGIES	8

Strategies for Hospitality Services - Airlines – Tourism Services - Health Care and Wellness - Banking and Insurance Services.

Suggestive Activities:

Case Study: Red Lobster

	Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment (30Marks)	Formative Assessment (10Marks)	End Semester Exam (60Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment Case Study	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level
CO.1 Analyse the key concepts and principles of services marketing and its evolution and challenges.	Analyse
CO.2 Classify the unique characteristics of service marketing opportunities and market segmentation.	Analyse
CO.3 Examine the services marketing design, blueprint, service quality, and gap model.	Analyse
CO.4 Simply the service delivery system, whereby managing demand and supply with proper Integrated Service Marketing Communication ISMC	Analyse
CO.5 Apply service marketing strategies for various service industries.	Apply

Text Books

1. Wilson, A., Zeithaml, V., Bitner, M. J., &Gremler, D. (2016). Services marketing: Integrating customer focus across the firm (No. 3rd Eu). McGraw Hill.
2. Wirtz, J., & Lovelock, C. (2021). Services marketing: People, technology, strategy. World Scientific.

Reference Books

1. Lovelock, C., & Patterson, P. (2015). Services marketing. Pearson Australia.
2. Hoffman, K. D., & Bateson, J. E. (2016). Services marketing: concepts, strategies, & cases. Cengage learning.
3. Wilson, A. M., Zeithaml, V., Bitner, M., &Gremler, D. (2008). Services marketing: 1st European edition.
4. Verma, H. V. (2011). Services marketing: Text and cases, 2/e. Pearson Education India.
5. Srinivasan, R. (2014). Services marketing: The Indian context. PHI Learning Pvt.Ltd..

Web Resources

https://ebs.online.hw.ac.uk/EBS/media/EBS/PDFs/Services-Marketing-Course-Taster.pdf

https://www.marketingprofs.com/topic/all/services-marketing

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	2	3	1	2	
2	1	2	2	2	1	1
3	2	2	2	2	3	1
4	2	3	2	2	2	2
5	3	2		3	2	

21BA3710	MARKETING RESEARCH	L	T	P	C
		2	0	1	3

Preamble:

This course is to familiarize the marketing research methods used in decision-making by managers. The subject aims to meet the challenge of the fast pace decision-making environment, to provide the knowledge and skills a manager needs to solve business problems.

Prerequisites for the course

Students should have the basic knowledge on Marketing Management and Research Methodology concepts.

Objective

To have deeper insight into the plan and implementation of various research designs for collecting vital marketing information for marketing decisions

UNIT I	INTRODUCTION ON MARKETING RESEARCH	9

Definition, Classification and Scope of Marketing Research- Marketing research process – role of marketing research. Identification of marketing research Problems – Importance, Process, Task involved- Environmental context – Components of the approach; Ethics in Marketing Research.

Suggestive Activities:

Discussion: Ethics in Marketing Research

Role Play

UNIT II	RESEARCH DESIGN	9

Introduction to Research Design- classification; Exploratory, Descriptive & Casual Research - Survey and Observation.

Suggestive Activities:

Case Study: The Mayo Clinic: Staying Healthy with Marketing Research

UNIT III	SCALING TECHNIQUES AND HYPOTHESIS TESTING	9

Measurement and Scaling: Characteristics – primary Scale measurement, Comparative Scaling and non comparative scaling techniques, Scale Evaluation; Choosing a Scaling technique. Hypothesis testing: General procedure for hypothesis testing.

Suggestive Activities:

Case Study: eGO: Reinventing Wheels

UNIT IV	QUESTIONNAIRE AND SAMPLE DESIGN	9

Questionnaire Design process – types of interviewing method – choosing question structure & wording; Sampling: Design process, sampling techniques.

Suggestive Activities:

Case Study: Dunkin Donuts: Dunking the Competition

UNIT V	DATA PREPARATION	9

Data collection /field work process – validation & evaluation of field work. Data preparation process – Questionnaire Checking: Editing, Coding, Data Cleaning – Statistically adjusting the data.

Suggestive Activities:

Presentation and Report submittion

	Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	Formative Assessment (20 Marks)	End Semester Exams (50 Marks)
Descriptive Type Questions Formative Multiple Choice Questions	Practical-based	Descriptive Type Questions Formative Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:

CO 1: Identify the scope, and process of research in identifying marketing problems by formulating with ethics.	Analyze
CO 2: Distinguish the Quantitative and Qualitative research design.	Analyze
CO 3: Analyze the scaling techniques with hypothesis.	Analyze
CO 4: Examine the questionnaire with sample size and sampling design.	Analyze
CO 5: Analyse the data and validate statistically	Analyze

Text Book

Naresh k. Malhothra, Marketing Research , 7th Edition, Pearson Publication 2021

Reference Books

1. McDaniel Jr, C., & Gates, R. (2018). Marketing research. John Wiley & Sons.

2. Aaker, D. A., Kumar, V., & Day, G. S. (2008). Marketing research. John Wiley & Sons.

3. Burns, A. C., Bush, R. F., & Sinha, N. (2014). Marketing research (Vol. 7). Harlow: Pearson.

4. Hair, J. F., Bush, R. P., &Ortinau, D. J. (2008). Marketing research. New York, NY: McGraw-Hill

Higher Education.

5. Babin, B. J., &Zikmund, W. G. (2015). Exploring marketing research. Cengage Learning.

6. Zikmund, W. G., D'Alessandro, S., Winzar, H., Lowe, B., &Babin, B. (2014). Marketing research. Sydney: Cengage Learning.

7. Nargundkar, R. (2003). Marketing research-Text & cases 2E. Tata McGraw-Hill Education.

Web Resources

https://www1.udel.edu/alex/online/marketingresearch.html

https://www.qualtrics.com/blog/10-market-research-tools-you-should-be-using/

https://www.inc.com/guides/biz_online/online-market-research.html

https://www.outsource2india.com/kpo/webresearch/web-based-market-research.asp

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	2	1	2	2	
2	3	3	2	2	2	1
3	2	1	1	1		
4	2		2	2	2	1
5	2	3	2	2	2	2

21BA3711	SALES AND DISTRIBUTION	L	T	P	C
		3	0	0	3

Preamble:

This course familiarizes the student with sound sales and distribution policy and in forming and working sales force and marketing channels.

Prerequisites

Students should know the basic concepts on Sales and Marketing Management.

Objective

To acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

UNIT I	INTRODUCTION ON SALES MANAGEMENT	9

Nature - Scope - Objectives - functions of Sales management; Prospecting for customers; Modes of sales presentation, Designing and delivering of sales presentation.

Suggestive Activities:

Discussion: Integrating Sales and marketing Management.

UNIT II	SALES FORCE MANAGEMENT	9

Introduction – Organization, Sales Force Planning, Profiling, Recruiting, Training & Motivation; Designing and Administering various Compensation Plans; Controlling Sales personnel and managing sales evaluation programmes.

Suggestive Activities:

Case Study: Plastic Industries Inc..: role of personal selling in creating a market

UNIT III	SALES FORCE QUOTA	8

Meaning - Objectives - Types of Quotas - Quota setting procedure - Administering the Quota System; Designing Sales Territories and Allocating Sales efforts to Sales Territories.

Suggestive Activities:

Case Study: LARA – the Fashion

UNIT IV	MANAGING DISTRIBUTION CHANNELS	10

Overview of Marketing Channels; Structure – Functions and Relationships of channels of Distribution; Channel Dynamics- Channel Planning and Organizational Patterns in Marketing Channels; Channel Design Process and Channel Management Decisions.

Suggestive Activities:

Case Study: LARA – the Fashion

Discussion: Retailing in India and its Growth.

UNIT V	CHANNEL INTERMEDIARIES	9

Channel Intermediaries: Role and Types; Wholesaling & Retailing: Types, decisions; Market Logistics- objectives, Market logistics decisions for Distribution Channels; Role of Information System in Distribution Channel Management.

Suggestive Activities:

Case Study: LARA – the Fashion

Discussion: Retailing in India and its Growth.

	Total Periods	**45**

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment Case Study	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level
CO.1: Identify the nature, scope, and objectives of sales management.	Analyse
CO.2: Examine the various aspects of sales force management and sales evaluation programs	Analyse
CO.3: List out the objectives, types, and procedures of the sales force quota and design its territories.	Analyse
CO.4: Analyse various channels and channel dynamics with the design process in decision-making.	Analyse
CO.5: Examine the channel intermediaries, and its types and analyze the role of logistics the and information system	Analyse

Text Book

Choudhury, R. G. (Ed.). (2019). Sales and Distribution Management for Organizational Growth. IGI

Global.

Reference Books

1. Gupta, S. L. (2009). Sales and distribution management. Excel Books India.
2. Venugopal, P. (2008). Sales and distribution management: an Indian perspective. SAGE Publications India.
3. Cavale, K. K. H. V. M. (2006). Sales and distribution management: text and cases. Tata McGraw-Hill.

Web Resources

https://www.nutshell.com/blog/best-online-sales-resources

https://www.prowlcommunications.com/site/marketing-resources

https://study.sagepub.in/venugopal_sdm

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	2	1	2	2	1
2	3	3	2	2	2	1
3	2	2	1	2	2	
4	3	3	2	2	2	1
5	2	1	1	1		

21BA3712	**RETAIL MANAGEMENT**	**L**	**T**	**P**	**C**
		2	**0**	1	**3**

Preamble:

Retail management offers training and knowledge of key managerial skills that are required to streamline the retail process. At a retail store level, merchandising refers to the variety of products available for sale and the display of those products in such a way that it stimulates interest and entices customers to make a purchase. Students will learn retail-merchandising operations.

Prerequisite for the course

Students should have the basic knowledge on retail shops.

Objective

To introduce about the organized retail industry and to provide them with overall view of the retail environment and the real-life exposure with case studies from retailers.

UNIT I	**INTRODUCTION ON RETAILING**	9

Definition – functions – Types– forms of Retailing based on Ownership. Retail Theories – Wheel of Retailing – Retail Life Cycle. Retailing in India – Influencing factors – present retail scenario.

Suggestive Activities:

Case Study: LARA – the Fashion

Discussion: Retailing in India and its Growth.

UNIT II	**RETAIL FORMATS**	9

Organized and Unorganized formats – Different organized retail formats –trends in retail formats – Retail locations - internal and external location – Positioning of retail shops – Building retail store Image.

Suggestive Activities:

Case Study: Take Home

Assignment: Visiting the retail outlets

UNIT III	**CONSUMER BEHAVIOUR IN THE RETAIL CONTEXT**	8

Buying Decision Process and its implication to Retailing – Influence of group and individual factors; Customer Shopping Behaviour –Consumer Service & Experience - Customer Service Satisfaction.

Suggestive Activities:

Discussion: How customer satisfaction can be arrived?

UNIT IV	**RETAIL SHOP MANAGEMENT**	10

Visual Merchandise Management – Retail Display - Space Management – Retail Inventory Management – Retail Audits - Retail Store Brands – Retail Advertising and Promotions – Retail Management Information Systems - Online Retailing trends.

Suggestive Activities:

Discussion: Role of Mobile in e-commerce business

Assignment: Technology Trends that will revolutionise retail

UNIT V	NON-STORE RETAILING	9

Impact of IT in retailing - Integrated systems and networking: EDI – Bar coding – Electronic article surveillance – Electronic shelf labels – Customer Database Management System.

Suggestive Activities:

Discussion on CRM

	Total Periods	**45**

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	**Formative Assessment (20 Marks)**	**End Semester Exam (50 Marks)**
Descriptive Type Questions Multiple Choice Questions	Practical – Base	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level
CO.1: Examine the functions, types, and theories of retailing and the outline factors in the present scenario.	Analyse
CO.2: Illustrate the various retail formats, site location, and operational efficiency for building store image.	Analyse
CO.3: Analyse the competitive strategies for retail business decisions from a consumer point.	Analyse
CO.4: Dissect the effectiveness of merchandising, inventory, and advertising in emerging trends.	Analyse
CO.5: Interpret the impact of information technology in the retail business.	Analyse
CO.6: Make up a report on various aspects of departmental and retail stores.	Create

Text Book

Pradhan, S. (2011). Retailing management: Text and cases. Tata McGraw-Hill Education.

Reference Books

1. Zentes, J., Morschett, D., & Schramm-Klein, H. (2007). Strategic retail management. Wiesbaden (GWV).

2. Berman, B., Evans, J. R., & Chatterjee, P. (2018). Retail management: a strategic approach. Pearson Education Limited.

3. Barry, B. (2003). Retail management: a strategic approach. Pearson Education India.

4. Levy, M., Weitz, B. A., Grewal, D., &Madore, M. (2004). Retailing management. New York: McGraw-Hill Irwin.

Web Resources

https://archive.nptel.ac.in/courses/110/105/110105158/

http://sim.edu.in/wp-content/uploads/2018/02/RETAIL-MANAGEMENT-Notes.pdf

https://www.studocu.com/in/document/i-k-gujral-punjab-technical-university/retailing-and-supply-chain-management/retail-management-study-notes/20767889

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	1	1	2	2	1	
2	2	1	2	2	2	2
3	1	2	1	1	1	2
4	1	2		2		1
5	2	1	2	1	2	2
6	1	2	1	3	1	

PROFESSIONAL ELECTIVE III

– HUMAN RESOURCES

21BA3713	HUMAN RESOURCE ANALYTICS	L	T	P	C
		2	0	1	3

Preamble:

This course develop the ability of the learners to define and implement HR metrics that are aligned with the overall business strategy. It helps to know the different types of HR metrics and understand their respective impact and application. It enables the students to understand the impact and use of HR metrics and their connection with HR analytics. It gives insight into Workforce Diversity and Development.

Prerequisites for the course

The student should have the knowledge about Human Resource Management

Objectives

1. To develop the ability of the learners to define and implement HR metrics that are aligned with the overall business strategy.
2. To know the different types of HR metrics and understand their respective impact and application.
3. To understand the impact and use of HR metrics and their connection with HR analytics.
4. To understand common workforce issues and resolving them using people analytics.

UNIT I	INTRODUCTION TO HR ANALYTICS	6+2

HR analytics - People Analytics : Definition- context - stages of maturity - Human Capital in the Value Chain : impact on business. HR Analytics vs HR Metrics – HR metrics and KPIs.

Using Excel : Talent Acquisition Metrics

Suggestive Activities:

Assignment : HR Analytics vs HR Metrics

Real time study : KPIs

UNIT II	RECRUITMENT	6+2

Recruitment Metrics : Fill-up ratio - Time to hire - Cost per hire - Early turnover - Employee referral hires - Agency hires - Lateral hires - Fulfillment ratio- Quality of hire- Recruitment to HR cost - Recruitment analysis

Using Excel : Recruitment Metrics

Suggestive Activities:

Assignment : Employee referral hires - Agency hires - Lateral hires

Flipped classroom : Recruitment analysis

UNIT III	TRAINING AND DEVELOPMENT	6+2

Training & Development Metrics : Percentage of employee trained- Internally and externally trained -Training hours and cost per employee - ROI -Optimising the ROI of HR Programs - Training and Development analysis

Using Excel : Training & Development Metrics

Suggestive Activities:

Seminar : Internally and externally trained

UNIT IV	EMPLOYEE ENGAGEMENT AND CAREER PROGRESSION	9+2

Employee Engagement Metrics: Talent Retention - Retention index - Voluntary and involuntary turnover- Turnover by department, grades, performance, and service tenure - Internal hired index - Engagement Survey Analysis. Career Progression Metrics : Promotion index - Rotation index - Career path index - Level wise succession readiness index.

Using Excel : Employee Engagement Metrics

Suggestive Activities:

Seminar : Turnover by department, grades, performance, and service tenure

Assignment : Career Progression Metrics

UNIT V	WORKFORCE DIVERSITY AND DEVELOPMENT	9+3

Workforce Diversity and Development Metrics : Employees per manager - Workforce age profiling - Workforce service profiling - Churnover index - Workforce diversity index - Gender mix - Differently abled index- Revenue per employee - Operating cost per employee - PBT per employee - HR cost per employee- HR budget variance - Compensation to HR cost.

Using Excel : Workforce Diversity and Development Metrics

Suggestive Activities:

Case study : Managing Diversity for Success: The Case of IBM

Assignment : Revenue per employee - Operating cost per employee

	Total Periods	36 Theory+12 Lab

Suggestive Assessment Methods

Continuous Assessment (30 Marks)	Practical Component Assessments (20 Marks)	End Semester Exams (50 Marks)
Descriptive Type Questions Multiple Choice Questions	Practical Base	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level

CO.1	Identify HR metrics and ready to apply at work settings.	Analyse
CO.2	Resolve HR issues using people analytics.	Apply
CO.3	Discover knowledge about analytics of training and development.	Analyse
CO.4	Infer the employee engagement and career progression	Analyse
CO.5	Analyze workforce diversity and development	Analyse

Text Book

1. JacFitzenz , The New HR Analytics, AMACOM , 2010.

2. Dipak Kumar Bhattacharyya, HR Analytics ,Understanding Theories and Applications, SAGE Publications India ,2017

Reference Books

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

2. Human Resources kit for Dummies – 3 rd edition – Max Messmer, 2012

3. Sesil, J. C. , Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. Upper Saddle River, New Jersey: Pearson Education,2014.

Web Resources

https://www.studocu.com/in/document/visvesvaraya-technological-university/human-resource-management/hra-notes-hr-analytics/10334818

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	1	3	3	2	2	
2		2	1	3	3	
3		3	1	2	2	2
4		3	3	3		
5	1				3	2

21BA3714	MANAGERIAL BEHAVIOUR AND EFFECTIVENESS	L	T	P	C
		3	0	0	3

Preamble:

The course aims to equip the students to understand about managerial job and it's designing. From this course students can able to know about managerial effectiveness. This course gives an insight about environmental issues and developing the winning edge by self-development and knowledge management.

Prerequisites for the course

The students should have the knowledge about organizational behaviour.

Objectives

To understand the different systems of Management and the dimensions of effective Managerial

UNIT I	INTRODUCTION TO MANAGERIAL JOB	9

Dimensions of Managerial Jobs, Methods of Job Dimension- Model of Job Dimension-Time Dimensions in Managerial Jobs, Effective and Ineffective Job Behaviour, Functional and Level Differences in Managerial Job Behaviour.

Suggestive Activities:

Quiz : Methods of Job Dimension

Assignment: Differences in Managerial Job Behaviour.

UNIT II	DESIGNING MANAGERIAL JOB	9

Identifying the Managerial Talent- Managerial Skills Development – Pay and Rewards – Managerial Motivation – Performance Appraisal Measures – Balanced Scorecard - Feedback – Career Management.

Suggestive Activities:

Seminar : Performance Appraisal Measures

Case study : Carter cleaning company-performance appraisal

UNIT III	MANAGERIAL EFFECTIVENESS	9

Definition of Managerial Effectiveness- Concept of Managerial Effectiveness - Measuring Managerial Effectiveness-Methods of Measuring Managerial Effectiveness- current Industrial and government practices in the management of managerial effectiveness and Effective Manager as an Optimiser.

Suggestive Activities:

Assignment : Methods of Measuring Managerial Effectiveness

Quiz : Current Industrial and government practices in the management of managerial

Effectiveness

UNIT IV	ENVIRONMENTAL ISSUES	9

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

Suggestive Activities:

Seminar : Organizational Climate

Role play : Managerial Styles

UNIT V	DEVELOPING THE WINNING EDGE	9

Organizational and Managerial Efforts- Self-Development- Negotiation Skills- Development of the Competitive Spirit- Knowledge Management- Fostering Creativity and Innovation.

Suggestive Activities:

Role play : Negotiation Skills

Assignment : Knowledge Management

	Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions	Assignments	Descriptive Type Questions
Multiple Choice Questions	Seminar	Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level
CO.1 Examine the concept of Managerial Job, Methods and Models of Job Dimension	Analyse
CO.2 Develop Managerial Skills to make way for career development	Apply
CO.3 Measuring managerial effectiveness to enhance the employees' competency level	Evaluate
CO.4 List Out the Organisational climate and Processes with able leaders and managerial styles.	Analyse
CO.5 Take part in healthy competitive spirit and winning attitude for success	Apply

Text Book

Milkovich, G., & Newman, J. (2011). Compensation . Mcgraw Hill International

Reference Books

1. Blanchard & Thacker. (2010). Effective Training Systems, Strategies And Practices. Pearson Education

2. Jackson, M. (2013). Human Resource Management. Thomson South-Western.

Web Resources

https://www.scribd.com/document/357196577/Dimensions-of-Managerial-Jobs

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	1	1		3	2	
2	3		2	3		1
3	1		1		1	3
4		3	2	3		
5	1	3	3		3	

21BA3715	STRATEGIC HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	0	0	3

Preamble:

The course provides the student with basic information about the human resource development. This course helps the students understand the transformation in the role of HR functions from being a support function to strategic function. The course gives exposure to students in the areas of employee career competency development. Importance of employee coaching and counselling is also explained in this course. This course shows the application of human resource information system in the organisations.

Pre requisites for the course

Students should know the human resource management.

Objectives:

1.To help students understand the transformation in the role of HR functions from being a support function to strategic function.

2. To increase the effectiveness in developing policies and practices that managers can use to enhance the value of the people in their organizations.

UNIT I	INTRODUCTION TO HUMAN RESOURCE DEVELOPMENT	9

HRD Functions – Roles and responsibilities of HR professionals - HRD Needs Assessment - HRD practices – HRD performance– HRD Program Implementation and Evaluation – Recent trends – Benchmarking and HRD Audit- SHRM - SHRM models - strategic HRM vs Traditional HRM - Barriers to Strategic HR- Adopting an Investment Perspective - Understanding and Measuring Human capital.

Suggestive Activities:

Seminar : Benchmarking and HRD Audit

Case study : Anchor India Ltd

UNIT II	EMPLOYEE CAREER AND COMPETENCY DEVELOPMENT	9

Competencies and Career Management-Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competency Mapping Models – Equity and Competency based Compensation – Career stages, Career planning and management.

Suggestive Activities:

Quiz : Career Concepts – Roles – Career stages – Career planning and Process

Assignment : Competency Mapping Models

UNIT III	EMPLOYEE COACHING AND COUNSELLING	9

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Need for Coaching – Role of HR in coaching – Coaching and Performance –Skills for Effective Coaching – Coaching Effectiveness-Employee Counselling- Characteristics and Objectives-Need for Counselling – Role of HR in Counselling - Components of Counselling Programs – Counselling Effectiveness .

Suggestive Activities:

Flipped classroom : Skills for Effective Coaching

Role play : Employee Counselling

UNIT IV	MANAGING CULTURE	9

Culture Assessment three Ps of Culture Management - Net Promoter Score Formula-Cross Cultural Education and Training Programs –Current challenges in Outsourcing, Building Multicultural Organization - International Compensation.

Suggestive Activities:

Assignment : Current challenges in Outsourcing

Case Study: Siemens builds a strategy oriented HR systems.

UNIT V	HUMAN RESOURCE INFORMATION SYSTEM	9

Human Resource Management Systems (HRMS) - Meaning, Concept, Objectives, Steps, Functions, Benefits, Barriers- E-selection and recruitment - Virtual training and development – E- Performance management and Compensation – Development and Implementation of HRIS – Employee surveys online.

Suggestive Activities:

Seminar : E-selection and recruitment

Real time study : Virtual training and development

	Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment(30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignments Case Studies	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level
CO.1 Simplify Human Resource Development with HR strategy to meet current	Analyse

challenges	
CO.2 Inspect the need for competency and career development	Analyse
CO.3 Organise the Skills required for Effective Coaching and Employee Counselling	Apply
CO.4 Examine the culture by managing and co ordinate with multicultural Organization	Analyse
CO.5 Identify the concept of Human Resource Management Systems and Human Resource Information System	Apply

Text Book

Jeffrey A. Mellow," Strategic Management of Human Resources"; Cengage Learning, 3rd edition 2012

Reference Books

1. Schuler, R. S., & Jackson, S. E. Strategic Human Resource Management. Wiley India
2. Pulak Das. Strategic Human Resource Management- A Resource Driven Perspective Cengage Learning 4th Indian Reprint- 2013.

Web Resources

www.aihr.com/blog/strategic-human-resource-management/

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	2	2	3	3	
2		3	1	2	3	
3			2	1		
4		3	2			1
5	2		3		1	1

21BA3716	PERFORMANCE MANAGEMENT	L	T	P	C
		3	0	0	3

Preamble:

The objective of the course is to provide information about performance management and its process. This course give detail information about approaches of performance measurement and implementation. This course impart skills of designing, analysing and restructuring reward management.

Pre requisites for the course

The students should have the knowledge about Human Resources Management

Objectives:

1. To impart skills in designing analyzing and restructuring reward management, systems, policies and strategies.

2. To understand the various dimensions of performance management.

UNIT I	INTRODUCTION TO PERFORMANCE MANAGEMENT	9

Definition – Contribution of performance management; Reward Systems: base pay, contingent pay, short term and long term incentives, allowances – role of performance management systems, characteristics.

Suggestive Activities:

Real time study : Reward Systems

Assignment : Role of performance management systems

UNIT II	PERFORMANCE MANAGEMENT PROCESS	9

Prerequisites – performance planning – execution – assessment – review – renewal and recontracting (case study); Strategic planning – process of linking performance management to strategic planning.

Suggestive Activities:

Seminar : performance planning

Case Study: Trilogy software Inc(Human Resource Management-Gary Dessler 10th-Pg.no-193)

UNIT III	PERFORMANCE MEASUREMENT APPROACH	9

Determinants of performance dimensions approaches; Measuring results : accountability, objectives, performance standards – measuring behaviour.

Suggestive Activities:

Seminar : Determinants of performance dimensions approaches

Flipped classroom : Measuring results

UNIT IV	PERFORMANCE IMPLEMENTATION SYSTEM	9

Preparation: Communication, training programs and pilot testing – communication plan - training for acquisition of skills – on going monitoring and evaluation – online implementation ; employee development plan – 360 degree feedback system.

Suggestive Activities:

Seminar : Communication, training programs and pilot testing

Debate : 360 degree feedback system

UNIT V	PERFORMANCE REWARD SYSTEM	9

Reward Systems: Traditional and contingent pay plans – possible problems – selecting a pay plan - pay structure; Importance of team, types of teams, purpose and challenges, rewarding team performance.

Suggestive Activities:

Seminar : Reward Systems

Quiz : Rewarding team performance.

	Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignments Case Study	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level
CO.1 Examine the concept of performance Management and reward system.	Analyse
CO.2 Compare performance management process with strategic planning.	Analyse
CO.3 Examine the Performance measurement systems and approaches.	Analyse
CO.4 Develop performance implementation.	Analyse
CO.5 Analyze performance reward system.	Analyse

Text Book

Heiman Aguinis. (2014). Performance Management. Pearson Education.

Reference Books

1. Charles M Cadesell, Performance Management. Amacon Publishers.

2. Ghanekar, A. (2010). Essentials Of Performance Management. Everest Publishing House.

3. Varma, A., Budhwar, P. S., & Denisi, A. S. (2008). Performance Management Systems: A Global Perspective. Routledge.

4. Bagchi, S. N. (2013). Performance Management. Cengage Learning

Web Resources

https://hr.berkeley.edu/hr-network/central-guide-managing-hr/managing-hr/managing-successfully/performance-management/concepts

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	1	1		3	2	
2	3		2	1		1
3	1		1		1	3
4		1	2	3		
5	1	2	3		3	

21BA3717	ORGANIZATIONAL CHANGE AND DEVELOPMENT	L	T	P	C
		3	0	0	3

Preamble:

This course help the students to gain knowledge about the concepts of change management and to acquire the skills required to manage any change effectively. It enable the student to understand the concept and techniques of Organizational Development and to enable the skills for the application of Organizational Development in organizations. It give insight about the organizational evolution and sustenance.

Pre-requisites for the course

The students should have the knowledge organizational behaviour and human resources management

Objectives:

1. To help the students to gain knowledge about the concepts of change management and to acquire the skills required to manage any change effectively

2. To understand the concept and techniques of Organizational Development and to enable the skills for the application of Organizational Development in organizations.

UNIT I	INTRODUCTION TO ORGANIZATIONAL DESIGN	9

Determinants – Components – Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment -Mechanistic and Organic Structures- Technological and Environmental Impacts on Design-Importance of Design – Success and Failures in design.

Suggestive Activities:

Quiz : Differentiation, Integration, Centralization, Decentralization, Standardization

Case Study : How Coca Cola Fizzled Out on Globalization

UNIT II	ORGANIZATIONAL CHANGE	9

Meaning, Nature, Forces for change- change agents- Change process-Types and forms of change-Models of change- Resistance to change – individual factors – organizational factors – techniques to overcome change- Change programs –job redesign.

Suggestive Activities:

Flipped Classroom : Types and forms of change

Seminar : Resistance to change – individual factors – organizational factors

UNIT III	ORGANIZATIONAL DEVELOPMENT	9

Introduction- evolution- basic values and assumptions- foundations - Process - managing the phases - Organizational diagnosis-Process-stages- Techniques-Questionnaire, interview, workshop, task-force- collecting, analyzing- feedback of diagnostic information.

Suggestive Activities:

Quiz : Questionnaire, interview, workshop, task-force

Case Study : Ben & Jerry

UNIT IV	ORGANISATIONAL DEVELOPMENT INTERVENTION	9

Human process interventions-Individual, group and inter-group human relations- structure and technological interventions- strategy interventions – sensitivity training – survey feedback, process consultation – team building – inter-group development.

Suggestive Activities:

Seminar : Individual, group and inter-group human relations

Team based Activity : team building

UNIT V	ORGANIZATIONAL EVOLUTION AND SUSTENANCE	9

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

Suggestive Activities:

Real time Study : Models of transformation

Assignment : Innovation, Entrepreneurship and Creativity

	Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignments Case Analysis	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level
CO.1 List Out the Basic Challenges of design	Analyse
CO.2 Make use of the change process and models of change in organizations	Apply
CO.3 Analyse the Process and stages of organizational development	Analyse
CO.4 Assess the Organizational development Interventions	Evaluate
CO.5 Utilise the Models of transformation and Organizational Decision making for sustenance	Apply

Text Book

Tupper Cawsey, Gene Deszca "Toolkit for Organizational Change"Sage Publication, (2007)

Reference Books

1. Jones, G. R. (2017). Organisational Design And Change. Pearson Education.

2. French, W. L., Bell, C. H., & Vohra, V. (2017). Organisation Development: Behavioral Science Interventions For Organisational Improvement. Pearson Education.

3. French, & Bell. (2005). Organisational Development. Mcgraw Hill.

4. Ramnarayan, S., Venkateswara Rao, T., & Singh, K. (2017). Organisation Development: Interventions And Strategies. Sage Publications

Web Resources

msmgf.org/files/msmgf/documents/Org_Dev/Organizational%20Change%20and%20Development.pdf

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	1	1		3	2	
2	3		2	3		1
3	1		1		1	3
4		3	2	3		
5	1	3	3		3	

21BA3718	INDUSTRIAL RELATIONS AND LABOUR WELFARE	L	T	P	C
		3	0	0	3

Preamble:

This course equips the student to have knowledge of industrial relations. This course enable the learners to understand about industrial conflicts, negotiations and arbitration. This helps the student to understand the benefits and welfare measures provided by the organization to the workers. This course gives the insight about the industrial safety and labour legislation.

Pre-requisites for the course

The students should have knowledge about business law

Objectives:

1. To explore contemporary knowledge and gain a conceptual understanding of industrial relations.

2. To have a broad understanding of the legal principles governing the employment relationship at individual and collective level.

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

UNIT I	INTRODUCTION TO INDUSTRIAL RELATIONS	9

Concepts – Importance – Conditions for Successful Industrial Relations, Causes of Poor Industrial Relations – Industrial Relations problems in the public sector – Codes of conduct

Suggestive Activities:

Assignment : Causes of Poor Industrial Relations

Real time Study : Industrial Relations problems in the public sector

UNIT II	INDUSTRIAL CONFLICTS	9

Industrial Disputes-Impact-Causes-Strikes-Prevention-Lock outs-Negotiation-Collective Bargaining-Process and its importance- Arbitration- Industrial Peace

Suggestive Activities:

Case Study: Workmen of Hindustan lever ltd vs Hindustan lever ltd

Assignment : Collective Bargaining

UNIT III	LABOUR WELFARE	9

Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Central Board of Workers Education Scheme- DGET -Education and Training Schemes

Suggestive Activities:

Seminar : Statutory Welfare Measures

Flipped class room : Voluntary Welfare Measures

UNIT IV	INDUSTRIAL SAFETY	9

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

Suggestive Activities:

Seminar : Causes of Accidents – Prevention

Real time study : Occupational Hazards

UNIT V	LABOUR LEGISLATION	9

Industrial Employment (Standing Orders) Act, 1946, Employee State Insurance Act- Workmen Compensation Act, 1923- Maternity Benefit Act 1961-BPO and KPO Labours- Employees Provident Fund Organization (EPFO)

Suggestive Activities:

Flipped classroom : BPO and KPO Labours

Case Study: Is women employee entitle to maternity benefits for wageless holidays(Malayalam plantation Limited-IRLW-P.R.N. Sinha-pg no-592)

Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment(30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignments Case Studies	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level
CO.1 Examine the concept of Industrial relations	Analyse
CO.2 Analyze the causes of Industrial Conflicts	Analyse
CO.3 Examine the various benefits provided to the employees to promote welfare measures.	Analyse
CO.4 Dissect the importance of industrial safety and its occupational hazards.	Analyse
CO.5 Infer various labour legislations provided to the workers.	Analyse

Text Book

Mamoria, C B, M., & Mamoria, S. (2016). Dynamics Of Industrial Relations. Himalaya Publishing House..

Reference Books

1. Kapoor, N. D. (2014). Elements Of Mercantile Law. Sultan Chand.

2. Monappa, Nambudiri, & Selvaraj. (2012). Industrial Relations And Labour Law. Tata Mcgraw Hill.

3. Bray, M. (2011). Industrial Relations. Tata Mcgraw Hill.

Web Resources

www.industrial Relations (whatishumanresource.com)

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	1		2	3	2
2		3		3	2	3
3	1			3		3
4		3	2	1		3
5			1	1		

PROFESSIONAL ELECTIVE IV – OPERATIONS

		L	T	P	C
21BA3719	**PROJECT MANAGEMENT**	3	0	0	3

Preamble:

This course guides students through fundamental project management concepts and behavioral skills needed to success-fully launch, lead, and realize benefits from projects in profit and non-profit organizations. Successful project managers skillfully manage their resources, schedules, risks, and scope to produce a desired outcome. In this course, students explore project management with a practical, hands-on approach through case studies and class exercises.

Prerequisites for the course:

The student should have a basic knowledge in Operations Management.

Objectives

1. To provide insights on systematic management of projects from project identification till project termination.
2. To expose the techniques used for organizing, planning and scheduling in managing projects.
3. To emphasize the need for adopting an integrated approach for design and execution of projects.

UNIT I	**INTRODUCTION**	**9**

Project Management - Portfolio Management - Projects and Strategic Planning - Project selection method - Relationship Between Project Management, Operations Management, and Organizational Strategy - Operations and Project Management - Organizations and Project Management - Project Stakeholders and Governance - Project Team - Project Life Cycle.

Suggestive Activities:

Assignment: Roles and responsibility of project managers

UNIT II	**PLANNING, BUDGETING, SCHEDULING**	**9**

Project planning process - Create Work Breakdown Structure (WBS)- Validate Scope - Control Scope; Input, Tools and Techniques, Output - Plan Schedule Management - Define Activities - Sequence Activities - Estimate Activity Resources—Estimate Activity Durations—Develop Schedule- Control Schedule.

Suggestive Activities:

Discussion on Project proposals

UNIT III	**RESOURCE ALLOCATION**	**9**

PERT & CPM Networks - Project durations and floats - Crashing – Resource loading and levelling. Simulation for resource allocation- Allocation of scarce resources-Goldratt"s Critical Chain.

Suggestive Activities:

Real time study: Project Risk Management

UNIT IV	PROJECT ORGANISATION & CONFLICT MANAGEMENT	9

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

Suggestive Activities:

Assignment: Project audit process

UNIT V	CONTROL AND COMPLETION	9

Project Control – Process, Monitoring, Internal and External control, Performance analysis, Performance Index Monitoring. Project Evaluation, Reporting and Termination. Project success and failure - Lessons.

Suggestive Activities:

Case Study : Lakes Automotive is a Detroit-based tier-one

Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment(30 Marks)	Formative Assessment (20 Marks)	End Semester Exams (50 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment Case Analysis New product development plan	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	BLOOM'S LEVEL
CO .1 Examine the relationship between project management, operations management, and organizational strategy.	Analyse
CO .2 Examine the planning, budgeting, scheduling of projects.	Analyse
CO .3 Interpret the process of resource allocation.	Apply
CO .4 Outline the concept of project organization.	Analyse
CO .5 Infer about conflict management.	Analyse

Text Books

1. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.

2. Panneerselvam. R, Senthilkumar. P, Project Management, PHI Learning, 2009.

Reference Books

1. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.

2. Gido and Clements. (2015). Successful Project Management (7[th]ed). Thomson Learning, 2017.

3. Harvey Maylor. (2010). Project Management (4[th]ed). Pearson Education.

4. Samuel J.M., Jack R.M., Scott M.S., Margaret M.S., and Gopalan M.R., Project Management, First Indian edition, Wiley-India, 2006.

Web Resources

https://www.projectmanagement.com/articles/700327/Integration-of-Project-Management-and-New-Product-Development

Case:

https://fit.instructure.com/courses/523154/files/38788449/download?verifier=e0fjj1346csQB7J4QCmvsQxb17Rx21YPNNufpZfk&wrap=1

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	3	2	2	2	
2	2	1	3		2	3
3	3			3	1	3
4	1	1		2	2	2
5	1		2		2	

21BA3720	MATERIALS MANAGEMENT	L	T	P	C
		3	0	0	3

Preamble

This course deals with all the material-related activities in an organization, such as materials planning and identifying, purchase systems and procedure, variety reduction through standardization, reducing uncertainties in demand and supply, handling and transportation, inspection, proper storage and issue of materials to the internal customers, inventory management and vendor management. This study helps the students to grab job opportunities in a number of subdivisions like store keeping, purchasing, ware housing, packaging industry and quality management.

Prerequisite for the course

Students should have knowledge in Quality management.

Objectives

To understand why materials management should be considered for profit in operations

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

Suggestive Activities:

Assignment: ERP in India

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.

Suggestive Activities:

Assignment: Preparing bill of materials

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.

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Suggestive Activities:

Assignment: Material handling equipments

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.

Suggestive Activities:

Case Study : Report on Price forecasting

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

Suggestive Activities:

Case Study : Amazon warehouse management

Quizzes

	Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment Seminar Presentation	Descriptive Type Questions, Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level
CO.1. Simplify the concept of materials management	Analyse
CO.2. Examine requirement analysis for material planning	Analyse
CO.3. Ability to apply inventory management models	Apply
CO.4. Identify the purchasing practices of materials	Apply
CO.5. Dissect storage in a warehouse	Analyse

Text Book

146

1. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.

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

Reference Books

1. A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2nd Edition, 2006.

2. A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006.

3. Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012.

4. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition.

5. S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2012.

Web Resource

https://ebooks.lpude.in/management/mba/term_4/DMGT525_MATERIALS_MANAGEMENT.pdf

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	2		2	1	3
2	2	2		1	1	2
3	2	2		1	2	1
4	2	2	2	1	1	
5	1		2		1	

21BA3721		**L**	**T**	**P**	**C**
	PRODUCT DESIGN	3	0	0	3

Preamble

This course familiarizes about product design, development, concept development, data

management of the product, design tools, and patents involved.

Prerequisite for the course:

Students should have knowledge in Operations management.

Objectives

To understand the application of structured methods to develop a product

UNIT I	PRODUCT DESIGN & DEVELOPMENT	9

Product design & development - characteristics, duration and cost, challenges; Development Process - Generic Process, Concept development, Adapting to product types; Product Planning - Process, Understanding customer need, Product Specification; Concept Generation Evaluation - decay curve, cost expenditure curve; Technology Life Cycle; Disruptive Technologies.

Suggestive Activities:

Quiz

UNIT II	PRODUCT CONCEPT	9

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

Suggestive Activities:

Case study: Design of smart Fridge

UNIT III	PRODUCT DATA MANAGEMENT	9

PDM - concept and benefits, functions, Product data and workflow, Product reliability, CIM data, Architecture of PDM systems, Product data interchange, Portal integration, PDM acquisition and implementation; Product Life Cycle management - strategy, Change management for PLM.

Suggestive Activities:

Presentation: Product Life Cycle management

UNIT IV	DESIGN TOOLS	9

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

Suggestive Activities:

Real time study: Product development Prototyping

UNIT V	PATENTS	9

Intellectual Property and Patents -Definitions, Patent Searches, Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patents.

Suggestive Activities:

Group Discussion: Intellectual Property and Patents

Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	Formative Assessment (20 Marks)	End Semester Exams (50 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment Case Analysis Seminar	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	BLOOM'S LEVEL
CO .1. Examine the designing and developing the product	Analyze
CO .2 Simplify the concept of the product	Analyze
CO .3 Examine the management of product data	Analyze
CO .4 Apply design tools to enhance product performance	Apply
CO .5 Analyze the awareness of patenting new products.	Analyze

Text Books

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

2. Kenneth B.Kahn, New Product Planning, Sage, 2010.

Reference Books

1. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.

2. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005. .

3. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2006.

Web Resource

https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SDE3502.pdf

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	3	2	2	2	
2		1	3	2	2	3
3		2	2	3	1	3
4	1	1		2	2	2
5	1		2		2	

21BA3722		L	T	P	C
	SERVICE OPERATIONS MANAGEMENT	3	0	0	3

Preamble

This course helps the learner understand how service performance can be improved by studying services operations management.

Prerequisites for the course:

Students should have basic knowledge about Service industries.

Objectives

1. To understand the role of services in economic development.

2. To enable the students to understand the service design and management.

3. To familiarize the students in the area of service productivity.

UNIT I	UNDERSTANDING SERVICES	9

Role of services in the economy, Nature of services, Service Package - Types of services, Service strategy, Different service industries. Role of information technology;

Suggestive Activities:

Seminar : Types of services

UNIT II	SERVICE DESIGN	9

Service Design, Development and Automation, Service blue print, Technology in services, Service quality, and Process improvement in service encounter, Supporting facility and process Flows, Service facility Location.

Suggestive Activities:

Real time Study : Service Design, Development and Automation (one service oriented industry)

UNIT III	SERVICE QUALITY	9

Service Quality- Dimensions, Gap Model; Measuring Service Quality –SERVQUAL, Walk-through Audit, Quality service by design , Service Recovery, Service Guarantees. Process Improvement – productivity improvement – DEA.

Suggestive Activities:

Debate : SERVQUAL

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- Service facility Design and Facility Location

Suggestive Activities:

Case-Study: Common Conduit's New Layout (Facility Layout Design)

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- Globalisation of services- Determining the value of customer, Customer Relationship Management Strategies – customer delight - Customer Loyalty

Suggestive Activities:

Group discussion : Customer delight - Customer Loyalty

Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment(30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment Case Analysis Mini Project	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	BLOOM'S LEVEL
CO.1 Examine the service strategies and the role of services in an economy.	Analyse
CO.2 Infer the technology in services and process flow.	Analyse
CO.3 Analyse Service Design, Development and Automation.	Analyse
CO.4 Examine the quantitative models for service management.	Analyse
CO.5 Infer the service productivity and measurement of performance.	Analyse

Text Books

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

Reference Books

1. Metters, King Metters and Pullman, Successful Service Operations Management, New
2. Delhi: Thomson Learning, 2007.
3. Davis M and Heinke J, Managing Services, New Delhi: McGraw Hill, 2005.
4. Zeithaml and Bitner, Service Marketing: Integrating Customer Focus Across the Firm, New Delhi: McGraw Hill, 2008.

Web Resources

https://www.marketing91.com/servqual/

https://www.worldscientific.com/doi/pdf/10.1142/9789813209459_0002

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	1	3		2	
2	1	2	3		2	3
3	1	2		3	1	3
4	2	3		2	2	2
5	1	2	2		2	
6	1	2		3	1	3

21BA3723	**SUPPLY CHAIN MANAGEMENT**	L	T	P	C
		3	0	0	3

Preamble:

This course will provide students with knowledge, understanding and skills in logistics and supply chain management and its environment.

Prerequisite for the course

Students should have knowledge on Operations Management.

Objectives

1. To understand the basic concepts in Supply Chain.

2. To give insight into the Supply chain network.

3. To provide an overview of the network design.

4. To understand the concepts of transportation in Supply Chain.

5. To provide a platform to evolve a supply chain performance.

UNIT I	INTRODUCTION	9

Supply Chain – Fundamentals, Evolution, Role in Economy, Importance, Decision Phases, Enablers & Drivers of Supply Chain Performance; Supply chain strategy; Supply Chain Performance Measures.

Suggestive Activities:

Case Study: Rise and fall of Subhiksha (Sunil chopra, Pearson Pg 48)

UNIT II	SUPPLY CHAIN NETWORK	9

Distribution Network Design – Role in supply chain, Influencing factors, design options, online sales and distribution network, Distribution Strategies; Network Design in supply chain – Role, influencing factors, framework for network design, Impact of uncertainty on Network Design.

Suggestive Activities:

Case Study: Blue Nile and diamond retailing (Sunil chopra, Pearson Pg 122)

UNIT III	PLANNING DEMAND, INVENTORY AND SUPPLY	9

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

Suggestive Activities:

Case Study: Managing Inventories at ALKO Inc (Sunil chopra, Pearson Pg 390)

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UNIT IV	LOGISTICS	9

Transportation – Role, Modes and their characteristics, transport documentation, trade-offs in transportation design, intermodal transportation. Logistics Outsourcing – catalysts, benefits, value proposition. 3PL, 4PL, 5PL, 6PL;

Suggestive Activities:

Assignment: Transportation challenges faced by e-retailers.

UNIT V	SUPPLY CHAIN INNOVATIONS	9

Supply Chain Integration, SC process restructuring, IT in Supply Chain; Agile Supply Chains, Legible supply chain, Green Supply Chain, Reverse Supply chain; Supply chain technology trends.

Suggestive Activities:

Assignment: Role of IT in managing agile supply chain

	Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions	Assignment	Descriptive Type Questions
Multiple Choice Questions	Seminar Presentation	Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level
CO.1 Examine the concepts behind Supply Chain management.	Analyze
CO.2 Analyze the skills in distribution network in Supply Chain.	Analyze
CO.3 Examine the planning, demand, and inventory in the supply chain	Analyze
CO.4 Analyze the different transportation networks	Analyze
CO.5 Dissect the various Fore casting techniques and Information Technology in supply chain management.	Analyze

Text Books

1. Sunil Chopra, Peter Meindl (2016), Supply Chain Management: Strategy, Planning, and Operation (VI Edition) Pearson Education Limited.
2. Shah Janat (2016). Supply Chain Management: Text and Cases (II Edition), Pearson Education.

Reference Book

1. SudalaiMuthu, S. Anthony Raj (2015) Logistics management for International Business: Text and cases (I Edition) New Delhi: Prentice-Hall India.

2. V.V. Sople (2015). Logistics Management (II Edition) Pearson Limited, New Delhi.

Web Resource

https://www.iimu.ac.in/blog/what-is-the-difference-between-logistics-and-supply-chain-management/

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	2	2	1	2	1
2	2	1		2	2	
3	1		3	1	1	1
4	2	2	2	1	1	
5	2	2	3	2	2	1

21BA3724	LEAN SIX SIGMA	L	T	P	C
		3	0	0	3

Preamble:

This course Lean Six Sigma is a synergized managerial concept of Lean and Six Sigma. Students can focuses on eliminating the waste and Six Sigma focuses on improving process output quality by identifying and removing the causes of defects and minimizing variability in processes.

Prerequisite for the course

Students should have basic knowledge of operations management.

Objectives

1. To understand lean management principles & provide an understanding of factors that contribute to organizational wastes, examine ways to eliminate wastes, & develop & implement improved organizational processes, for significant impact on the company's bottom line.

2. To understand how lean management today represents a profound change in the competitive Business culture and a leading indicator of excellence in the organization.

3. To understand how lean management principles are developed from Toyota Production System (TPS)

UNIT I	UNDERSTANDING LEAN SIX SIGMA	9

Lean Thinking - Basics, principles; Six Sigma Methodology -Identification, Prioritization and Selection of Improvement opportunities; Six Sigma implementation - Overview, Roles & Responsibilities; Tools - DMAIC, DFSS , DMADV.

Suggestive Activities:

Case Study on Toyota

UNIT II	DEVELOPMENT OF BUSINESS CASES	9

Cost of Poor Quality (COPQ), Cost of Doing Nothing, CTQ Tree, Translating the needs of the customer into the specific requirements - Development of Project Team and Charter, Define and Map Processes to be improved (SIPOC / COPIS); Voice of Customer, Identification of Critical to Customer (CTC) / Critical to Business (CTB) characteristics.

Suggestive Activities:

Case Study: Six Sigma implementation through DMAIC

UNIT III	SCOPE OF TOOLS AND TECHNIQUES	9

Data Collection planning, Understanding of Prioritization Matrix , FMEA, Type of Data, Measurement System Evaluation (Gauge R&R) for variables as well as attribute data, Understanding variation - special causes vs. common causes through dot plots, box plots, histogram and control charts, Stratification methods through Pareto, Bar Diagrams, stratified dot plot, etc; Evaluation of Process Capability and Sigma level.

Suggestive Activities:
Case Study: Implementing Lean Six Sigma: A Case Study In Concrete Panel Production

UNIT IV	PROCESS MAPPING ESSENTIALS	9

Activity flow chart, identification of Value-added and Non-value-added activities (Lean Sigma), Organizing for potential causes - Cause and effect diagram, Verification/validation of causes using workplace investigation - GEMBA, Statistical tools; Concepts of industrial experimentation.

Suggestive Activities:
Exercise: Minitab

UNIT V	EVALUATION AND CONTINUOUS IMPROVEMENT METHODS	9

Deploying Lean Six Sigma, Selection and prioritization of solutions - Concept of risk analysis, pilot and full-scale implementation. process control plans, Evaluation, monitoring mechanism (SPC), process audits, the economics of six sigma quality Return on six Sigma (ROSS), ROI, comparison of results after implementation of the solutions, institutionalization and integration of the solutions, closing of the project.

Suggestive Activities:
Exercise: Minitab

	Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment Seminar Presentation	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level
CO.1 Interpret the concept of lean and tools involved in stockless production.	Analyze
CO.2 Apply lean techniques in value stream mapping of current and future	Apply

state.	
CO.3 Analyse how lean techniques can be applied to the manufacturing & service industry.	Analyze
CO.4 Extend six sigma concepts and their technical aspects.	Analyze
CO.5 Analysing six sigma implementations and challenges involved.	Analyze

Text Books

1. Womack J. P., Jones D.T., and Roos D. (2015) – 'The Machine that Changed the World: the Story of Lean Production' (II Edition)– Simon & Schuster, New York

2. Liker J. K. (2015) Becoming Lean (Special Indian Edition), Industrial Engineering and Management Press.

Reference Books

1. Thomas Pyzdek, The Six Sigma Hand Book

2. Frank Vochl, Prem CRC, The Lean Six Sigma Black Belt Hank Book Tools

3. Six Sigma for Managers, Nishikantha, MGH PUBLISHERS.

4. Womack J. P. and Jones D. T. (2003) – Lean Thinking (I Edition)– Simon & Schuster, USA.

5. Rother M. and Shook J (1999) – 'Learning to See' (I Edition) - The Lean Enterprise Institute, Brookline, USA.

Web Resource

https://www.sixsigmacouncil.org/wp-content/uploads/2018/08/Six-Sigma-A-Complete-Step-by-Step-Guide.pdf

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	1	2		1		1
2	1	1	1		1	
3	2			2		1
4	1	1		2		
5	2	1			1	

PROFESSIONAL ELECTIVE V – ENTREPRENEURSHIP

21BA3725	SOCIAL ENTREPRENEURSHIP	L	T	P	C
		3	0	0	3

Preamble:

The course will expose the students about Social Entrepreneurship and drivers of social entrepreneurship and enable them to design business models and to finance social enterprises.

Prerequisites for the course

The students should have the knowledge on entrepreneurship and awareness about social responsibilities.

Objectives

1. To impart the knowledge about Social Entrepreneurship and drivers of social entrepreneurship.

2. To enable understanding about managing people and the need for collaboration in social entrepreneurship.

3. To design business models and to market social enterprises.

4. To impart knowledge about financing of social enterprises and to measure the outcomes.

5. To provide information about scaling strategies and its implications.

UNIT I	Role of Social Entrepreneurship	9

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.

Suggestive Activities:

Collect information about social entrepreneurs and their activities in Tamil Nadu

UNIT II	Managing People & Collaborating	9

Managing people in Social Enterprises – Role of Volunteer – Motivation of Volunteers – Meaning of Egoism – Motives of Egoism –Implications for Volunteer Management. Collaborations and Partnerships – Reasons – Collaborating with Public/Private/Civil Sector – Specific Types of Collaborations – Potential Risks and Challenges –Guidelines to Establish collaboration.

Suggestive Activities:

Collect the information from the social enterprise about managing people in a social enterprise.

UNIT III	Business Models & Marketing Social Enterprises	9

Opportunities for Social Entrepreneurs – 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.

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Suggestive Activities:

Identify the opportunities for starting a social enterprise

Develop a Business Model for the proposed social enterprise

UNIT IV	**Financing & Impact Measurement**	9

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

Suggestive Activities:

Identify the sources of financing the social enterprise

Measure the outcomes of the social enterprise

UNIT V	**Scaling Up & Impact of Social Entrepreneurship**	**9**

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.

Suggestive Activities:

Explore the opportunities for Social Franchising

Identify the barriers and solutions for social entrepreneurship

	Total Periods	**45**

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	**Formative Assessment (10 Marks)**	**End Semester Exams (60 Marks)**
Descriptive Type Questions Multiple Choice Questions	Case Study Assignment	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	**Bloom's Level**
CO.1Examine the role of social entrepreneurship.	Analyse
CO.2 Identifying the personnel required for managing the social enterprise and the collaborations needed to take the concern forward.	Apply
CO.3 Design a business model for a social enterprise.	Create
CO.4 Identifying the various sources through which finance can be mobilised for a social enterprise.	Apply

CO.5 Choose proper scaling strategy and to assess the implications of same for a social enterprise	Evaluate

Text Books

Christine K.Volkmann., Kim Oliver Tokarski., Kati Ernst (2012). Social Entrepreneurship and Social Business: An Introduction and Discussion with Case Studies. SpringerGabler.

Reference Books

1. 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.

2.David Bornstein and Susan Davis. (2010). Social Entrepreneurship: What Everyone needs to know. Oxford,USA.

3.Thomas S.Lyons. (2013). Social Entrepreneurship: How Businesses Can Transform Society vol2: Approaches to Financing Social Entrepreneurship. ABC- CLIO,USA.

4.Ryszard Prasxkier., Andrzej Nowak. (2012). Social Entrepreneurship: Theory and practice. Cambridge,USA.

Web Resources

- https://jeffreyrobinsonphd.com/wp-content/uploads/2017/06/Social-Entrepreneurship-Palgrave-Macmillan-1.pdf
- Social%20Entrepreneurship/Books/EBook%207%20Introduction%20to%20social%20entrepreneurship%20by%20Chahine,%20Teresa%20(z-lib.org).pdf
- https://www.managementstudyguide.com/social-entrepreneurship.htm
- http://www.businessworld.in/article/Scaling-And-Replication-Of-Social-Enterprises-In-India/04-05-2020-191089/
- https://www.toppr.com/guides/business-management-and-entrepreneurship/social-entrepreneurship/how-to-identify-a-social-entrepreneurship-opportunity/
- https://course.oeru.org/seda301/learning-pathways/drivers-of-social-entrepreneurship/drivers-of-social-entrepreneurship

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	1	1	1	1	2
2	2	2	2	2	2	2
3	2	2	2	2	2	2
4	3	3	3	3	3	3
5	3	3	3	3	3	3

21BA3726	MICRO, MEDIUM AND SMALL BUSINESS MANAGEMENT	L	T	P	C
		3	0	0	3

Preamble:

The course will impart knowledge about the different types of intellectual property rights, the legal formalities for granting the rights on IP, international treaties governing IPR and to manage IPRs

Prerequisites for the course

Basic understanding and knowledge about business and its functions.

Objectives

1. To develop and strengthen the knowledge about small enterprises and its role in economic development.
2. To give input about the growth strategies in small enterprises and the institutional support to small enterprises.
3. To create awareness about the taxation benefits to small enterprises.
4. To impart knowledge about export potentials of small enterprises and the documents involved in the export of goods and services.
5. To give understanding about E-Commerce suitability for Small Enterprises and its challenges.

UNIT I	Introductory framework of Small Enterprises	9

Definition- Characteristics- Relationship between small and Large units- Rationale- Objectives-Scope-Role of small enterprise in Economic development-Problems of small enterprises.

Suggestive Activities:

Gather information relating to different types of IPR with case studies

Collect the legal procedures for relating to filing of IPR

UNIT II	Growth Strategies in Small Business & Institutional Support	9

Objectives of growth- Stages of Growth- Types of Growth Strategies-Expansion-Diversification-Joint Venture- Merger- Sub-Contracting- Franchising- Need for Institutional Support to small entrepreneurs- NSIC-SIDO-SISI-DIC-Industrial Estates.

Suggestive Activities:

Collect case studies relating to different categories of patent

Gather details regarding patenting in foreign countries

UNIT III	Taxation Benefits to Small Enterprises	9

Need for Tax benefits- Tax Holidays- Tax Concessions to small enterprises in rural areas- Tax concessions to small enterprises in backward areas.		

Suggestive Activities:

Gather case studies relating to TRIPS

Write a report about the functioning of World Intellectual Property Organisation

UNIT IV	**Small Enterprises in International Business and Export Documents and Procedures**	9

Export Potential of small enterprises- Food Processing Industries-Leather goods- Electronic Goods- Plastic goods- Types of export documents- Regulatory documents- Exports assistance documents- Documents required by importing countries- Processing of Export order

Suggestive Activities:

Gather information relating to IPR relating to traditional knowledge

UNIT V	**Electronic Commerce and Small Enterprises**	9

.Meaning of E-Commerce-Benefits- E-Commerce suitability for Small Enterprises- Challenges.

Suggestive Activities:

Prepare an assignment on ownership and valuation of intellectual property rights

Draft a report relating to Technology Transfer and Licensing

	Total Periods	**45**

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	**Formative Assessment Test (10 Marks)**	**End Semester Exams (60 Marks)**
Descriptive Type Questions Multiple Choice Questions	Assignments Case Study	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	**Bloom's Level**
CO.1 Examine the role of small enterprises in the economic development.	Analyse
CO.2 Choose appropriate growth strategy for the development of the small enterprises and know the institutional support to small enterprises	Apply
CO.3 Examine the taxation benefits to small enterprises	Analyse
CO.4 Formulate the export potentials of small enterprises and understand the documents to be prepared while exporting the goods	Create
CO.5 Examine the E-Commerce opportunities for small enterprises	Analyse

Text Books

Khanka S.S. (2007). Entrepreneurial Development. S.Chand& Company Ltd, New Delhi.

Reference Books

1. Hisrich. (2014). Entrepreneurship. Tata McGraw Hill.

2. P. C Jain. (2009). Handbook for New Entrepreneurs. EDII, Oxford University Press.

3. Prasanna Chandra. (2014). Projects – Planning, Analysis, Selection, Implementation and Reviews. Tata McGraw-Hill Publishing Company Limited.

4. SubrotoBagchi.(2016). The High-Performance Entrepreneur. Penguin Books.

5. Thomas W. Zimmerer, Norman M. Scarborougih and Doug Wilson. (2007). Essential of Entrepreneurship and Small Business Management. Prentice Hall of India.

6. Madhurimalall and Shikhasahai. (2008). Entrepreneurship. Excel Books.

7. Arya Kumar. (2012). Entrepreneurship. Pearson.

Web Resources

1.https://www.mckinsey.com/industries/public-and-social-sector/our-insights/unlocking-growth-in-small-and-medium-size-enterprises

2.https://www.yourarticlelibrary.com/tax/10-tax-benefits-available-to-small-scale-industries-in-india/41023

3.http://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S000023MA/P001403/M016043/ET/1465204780M-23-Q-I.pdf

4.https://www.exidelife.in/funds/knowledge-centre/blogs-and-articles/5-tax-benefits-every-entrepreneur-in-india-must-know-about

5.http://dcmsme.gov.in/Export_promotion_strategy(MSME).pdf

6.http://dcmsme.gov.in/Export_promotion_strategy(MSME).pdf

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8.https://www.bigcommerce.com/blog/small-business-ecommerce/#small-businesses-need-an-ecommerce-component

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	1	1	1	1	2
2	2	1	1	2	2	2
3	2	2	2	2	2	2
4	3	3	3	3	3	3
5	3	3	3	3	3	3

21BA3727	**EMERGING AREAS IN ENTREPRENEURSHIP**	**L**	**T**	**P**	**C**
		3	**0**	**0**	**3**

Preamble:

This course will impart knowledge about evolution of enterprise and its modelling and make them understand the process of innovation and strategies to develop a business. Moreover, the students will be enlighten on globalisation and challenges in international trade.

Prerequisites for the course

 Basic understanding about business and the society**.**

Objectives

1. To create an understanding about role of women and ecosystem for women entrepreneurship.
2. To impart knowledge about rural entrepreneurship and the role of government in rural entrepreneurship
3. To understand the growth of family businesses and issues in family businesses
4. To highlight the emerging strategies for growing entrepreneurial mindset.
5. To understand the gaps in domine knowledge and current development in entrepreneurship education

UNIT I	**Women Entrepreneurship**	**9**

Evolution of Enterprise – Evolution Modelling- Start Stage-Sustenance Stage- Scaling Stage- Balancing of scaling and sustenance- Stalling and Stagnation Stage-Sick Enterprises- Dimensions of Maturity

Suggestive Activities:

Assignment on successful Indian women entrepreneurs and their success stories

UNIT II	**Rural Entrepreneurship**	**9**

Meaning of rural entrepreneurship- Need for rural entrepreneurship- Challenges to rural entrepreneurship – Role of government in rural entrepreneurship- Opportunities in rural entrepreneurship – Benefits of rural entrepreneurship.

Suggestive Activities:

 Identifying entrepreneurial opportunities in the rural areas and conducting a market survey.

UNIT III	**Family Business and Entrepreneurship**	**9**

Evolution of family business in Indian context – Characteristics of a family business- Advantages

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of family businesses – Growth of family businesses- Pitfalls in family businesses – Challenges and issues in family businesses.		

Suggestive Activities:

Preparing a business plan for the rural business opportunity.

UNIT IV	Growing the Business	9
Collaboration- Collaboration in entrepreneurship-Approaches to effective collaboration – Networking- Popular networking forums- Stages of networking- Approaches towards networking – Franchising- Modes of franchising- Franchising as a tool for growth – Franchising across boarders		

Suggestive Activities:

Gather the case studies on the Franchising.

UNIT V	Entrepreneurship Education and Research	9
Gaps in domain knowledge- Need for education and research in entrepreneurship- Entrepreneurship education and its goal- Obstacles to entrepreneurship education - Opportunities in entrepreneurial research – Responsibility for proper research and education.		

Suggestive Activities:

Prepare an assignment on the Opportunities in entrepreneurial research.

	Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment Test (30 Marks)	Formative Assessment Test(10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Case studies Assignments	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level
CO.1 Explain the role of women and ecosystem for women entrepreneurship.	Analyse
CO.2 Classify the need for rural entrepreneurship and the role of government in rural entrepreneurship	Analyse
CO.3 Extend the growth of family businesses and issues in family businesses.	Analyse
CO .4 Explain the strategies for growing entrepreneurial mindset.	Analyse
CO.5 Infer the gaps in domine knowledge and current development in	Analyse

entrepreneurship education.	

Text Books

Raj Shankar, Entrepreneurship Theory and Practice, Vijay Nicole Imprints Private Limited, Chennai, 2012.

Reference Books

1.SatishTaneja. (2010). Entrepreneur Development. Himalaya Publishing House.

2.Vasant Desai. (2011). The Dynamics of Entrepreneurial Development and Management. Himalaya Publishing House.

3.Khanna S.S. (2012). Entrepreneurial Development. S.Chand& Co Ltd.

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https://www.yourarticlelibrary.com/women/women-entrepreneurship/women-entrepreneurship/99813

https://www.thirdway.org/report/promoting-rural-entrepreneurship-and-rural-economic-development

https://www.businessmanagementideas.com/entrepreneurship-2/rural-entrepreneurship/21624

https://businessjargons.com/family-business.html

https://hbr.org/2020/05/is-the-next-generation-of-your-family-business-entrepreneurial-enough

https://www.researchgate.net/publication/228429515_Entrepreneurship_Education_And_Research_Emerging_Trends_And_Concerns

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	1	1	1	1	2
2	2	1	1	2	2	2
3	2	2	2	2	2	2
4	3	3	3	3	3	3
5	3	3	3	3	3	3

21BA3728	BUILDING A SUSTAINABLE ENTERPRISE	L	T	P	C
		3	0	0	3

Preamble:

This course will impart knowledge about evolution of enterprise and its modelling and make them understand the process of innovation and strategies to develop a business. Moreover, the students will be enlighten on globalisation and challenges in international trade.

Prerequisites for the course

Basic understanding and knowledge about business environment

Objectives

1. To impart knowledge about evolution of enterprise and evolution modelling.
2. To make them understand the concept and process of innovation.
3. To understand the strategies to develop a business.
4. To impart knowledge about globalisation and challenges in international trade.
5. To understand the climate change and the need for sustainability in Business.

UNIT I	Evolution of a Start-Up	9

Evolution of Enterprise – Evolution Modelling- Start Stage-Sustenance Stage- Scaling Stage-Balancing of scaling and sustenance- Stalling and Stagnation Stage-Sick Enterprises- Dimensions of Maturity.

Suggestive Activities:

Prepare an assignment on evolution of enterprise modeling

Collect the case studies relating to sick enterprises

UNIT II	Innovation for Business Growth	9

Concept of innovation- Challenges in implementing innovation – Setting up the Innovation Process- Managing the innovation process – Benefits of innovation.

Suggestive Activities:

Write a report about recent innovative business opportunities

Identify an innovative business opportunity for your proposed business

UNIT III	Entrepreneurial Growth Strategies	9

Approaches to Strategy – Assuming a Strategic Position- Strategy and Small Business- Strategy Cycle- Strategic Growth Routes- Mergers and Acquisition- Reasons for Mergers- Merger Challenges and solutions.

Suggestive Activities:

Prepare an assignment on strategic growth routes

Collect the case studies on the recent mergers and acquisitions in India

UNIT IV	**Globalisation and Virtual Enterprises**	**9**

Introduction to globalization – Factors motivating globalisation- challenges- trends towards globalisation- Challenges in International trade- Virtual Enterprises.

Suggestive Activities:

Gather the case studies on the Impact of Globalisation

Write an assignment to analyse the impact of globalisation on virtual enterprises

UNIT V	**Sustainability, Climate Change and Entrepreneurship**	9

Understanding Climate change- Impact of Global Warming- Need for sustainability in Business- Creating buy-in to practice sustainable businesses- Entrepreneurship and sustainability.

Suggestive Activities:

Collect case studies relating to impact of global warming

Prepare an assignment on the strategies to sustain the business enterprises

	Total Periods	**45**

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	**Formative Assessment (10 Marks)**	**End Semester Exams (60 Marks)**
Descriptive Type Questions Multiple Choice Questions	Assignment Case Study	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	**Bloom's Level**
CO.1 Examine the evolution of enterprise and evolution modelling.	Analyse
CO.2 Analyse the process of innovation and its need to sustain a business.	Analyse
CO.3 Examine the business strategies and its applications.	Analyse
CO .4 List Out the impact of globalisation on business	Analyse
CO2.5 Analyse the need for sustainability in business.	Analyse

Text Books

Raj Shankar (2012). Entrepreneurship Theory and Practice. Vijay Nicole Imprints Private Limited, Chennai.

Reference Books

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1.Charles W L, Hill & Gareth and R Jones. (2015). Strategic Management an Integrated Approach. Biztantra Publishers, New Delhi.

2.Elias M and Award (2015). Electronic Commerce – From Vision to Fulfilment. Prentice Hall of India, New Delhi.

3.James C Collins & Jerry I Porras. (2016). Built to Last. London: Random House Business Books/Hooper Business.

Web Resources

https://www.entrepreneur.com/article/252029

https://www.masterclass.com/articles/why-innovation-is-essential-for-business-success

https://www.act.com/blog/gb/business-growth-strategies/

https://kar.kent.ac.uk/17130/

https://discover.hubpages.com/business/Globalization-and-Virtual-Organizations-Introduction-to-Virtual-Organizations

https://www.un.org/en/chronicle/article/sustainable-development-and-climate-changea-business-perspective

https://kursuskatalog.cbs.dk/2019-2020/BA-BDMAO2003U.aspx

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	1	1	1	1	2
2	2	1	1	2	2	2
3	2	2	2	2	2	2
4	3	3	3	3	3	3
5	3	3	3	3	3	3

21BA3729	INTELLECTUAL PROPERTY RIGHTS	L	T	P	C
		3	0	0	3

Preamble:

The course will impart knowledge about the different types of intellectual property rights, the legal formalities for granting the rights on IP, international treaties governing IPR and to manage IPRs

Prerequisites for the course

Knowledge about business and Intellectual property

Objectives

1. To impart knowledge about the nature of the intellectual property rights.
2. To give knowledge about patents and its legalities.
3. To expose the international treaties governing IPR.
4. To impart knowledge about management of IPRS.
5. To give information about ownership and valuation of Intellectual Property Rights.

UNIT I	Introduction to Intellectual Property Rights	9

Concepts of Intellectual Property- Types of Intellectual Property -Nature of Intellectual Property-Life Cycle of an Intellectual Property- Creation Stage-Registering the IP- Using the IP Renew or release Phase

Suggestive Activities:

Gather information relating to different types of IPR with case studies

Collect the legal procedures for relating to filing of IPR

UNIT II	Patents, Trademarks, Copyrights and Geographical Indications	9

Meaning of Patent- Pre-requisites for patenting- Categories of patents-Trademarks, Copyrights and Geographical Indications- Indian Patent System, Procedure for grant of rights on intellectual property, Patenting under PCT, Patenting in foreign countries.

Suggestive Activities:

Collect case studies relating to different categories of patent

Gather details regarding patenting in foreign countries

UNIT III	Conventions and International Treaties on IPR	9

Trade-Related Aspects of Intellectual Property Rights (TRIPS Agreement) and World Intellectual Property Organization (WIPO) - International Treaties and Conventions on IPRs, The Indian IPR Acts.

Suggestive Activities:

Gather case studies relating to TRIPS

Write a report about the functioning of World Intellectual Property Organisation

UNIT IV	Strategic Management of IPR	9

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

Suggestive Activities:

Gather information relating to IPR relating to traditional knowledge

UNIT V	Valuation of Intellectual Property	9

Concept of ownership, IP valuation- Cost method- Market method-Income method -Pre-requisites for undertaking IP Valuation- Factors influencing IP Valuation-Technology Transfer and Licensing.

Suggestive Activities:

Prepare an assignment on ownership and valuation of intellectual property rights

Draft a report relating to Technology Transfer and Licensing

	Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment Case Study	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level
CO.1 Examine the concept of intellectual property rights.	Analyse
CO.2 Interpret the knowledge about patent and the Indian Patent system.	Analyse
CO.3 Examine the International Treaties and conventions regarding patents.	Analyse
CO.4 List Out the strategies to be followed before investing in R&D.	Analyse
CO.5 Examine the concept of ownership and valuation of IPR	Analyse

Text Books

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

Reference Books

1. Anita Rao R & Bhanoji Rao. Intellectual Property Rights- A Primer. Lastian Book Company.

2. Derek Bosworth and Elizabeth Webster. (2006). The Management of Intellectual Property. Edward Elgar Publishing Limited.

3.Raj Shankar. (2012). Entrepreneurship Theory and Practice. Vijay Nicole Imprints Private Limited, Chennai.

4.www.wipo.int, WIPO Intellectual Property Handbook.

Web Resources

1.https://ipindia.gov.in/

2.https://www.mondaq.com/india/trademark/772158/what-is-intellectual-property-valuation

3.https://www.financialexpress.com/archive/ipr-management-concepts-challenges-for-india/49133/

4.https://www.researchgate.net/publication/283614488_Strategic_management_of_intellectual_property

5.https://sloanreview.mit.edu/article/strategic-management-of-intellectual-property/

6.https://www.wipo.int/export/sites/www/sme/en/documents/pdf/ip_panorama_11_learning_points.pdf

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	1	1	1	1	2
2	2	1	1	2	2	2
3	2	2	2	2	2	2
4	3	3	3	3	3	3
5	3	3	3	3	3	3

21BA3730	CREATIVITY AND INNOVATION	L	T	P	C
		3	0	0	3

Preamble:

This course will impart knowledge about creativity, methods of enhancing creativity and problem-solving process. This will throw light on innovation management, business idea generation techniques and basic knowledge and understandings about business modelling.

Prerequisites for the course

Basic understanding and knowledge about creativity and innovation.

Objectives

1. To provide knowledge about creativity and its process.
2. To impart understanding about methods of enhancing creativity and problem-solving process.
3. To give inputs on innovation management.
4. To develop understanding about business idea generation techniques.
5. To impart basic knowledge and understandings about business modelling.

UNIT I	Creativity	9

Meaning and Definition of creativity – Features of Creativity – Elements of Creativity – Factors affecting creativity – Creative Process

Suggestive Activities:

*Prepare list of creative ideas which can be used for developing business establishment

*Identify the creativity in the emerging areas in business

UNIT II	Fostering and Enhancing Creativity	9

Fostering Creativity – Methods of Enhancing Creativity – Importance of Creativity – Creative Problem Solving – Problem Solving Process – Problem Solving Techniques.

Suggestive Activities:

*Identify the creativity in the new product development

*Identify any one of the present social problem and apply problem solving technique to find a feasible solution

UNIT III	Innovation	9

Meaning and Definition – Essential Ingredients of Innovation – Sources of Innovation – Innovation Process. Fostering Innovation- Importance of Innovation

Suggestive Activities:

*Identify the various sources of innovation in the recent context

*Explore the innovative business ideas for starting a concern

UNIT IV	Business Idea Generation Techniques	9

Opportunity Analysis- Ideation Techniques- Focus group- Brain stroming- Creative writing- Wish Lists – Ideal Scenario- campaigns -Introspection- TRIZ- Time Machine- Catch Ball- Scientific Method

Suggestive Activities:

*Identify the business opportunities and use the ideation techniques to evaluate the proposed Opportunities

UNIT V	Business Model	9

Introduction to Business Model – Functions of Business Model – Business Modelling – Benefits of Business Modelling- From Business Models to Business Plan

Suggestive Activities:

*Develop a business model for the proposed business opportunity

*Prepare a business plan for the identified business opportunity

	Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	Formative Assessment (20 Marks)	End Semester Exams (50 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment Business Plan	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level
CO.1 Examine the process of creativity	Analyse
CO.2 Examine methods of enhancing creativity and the problem-solving process	Analyse
CO.3 Apply Innovation Management	Apply
CO.4 Infer the business idea generation techniques	Analyse
CO. 5 Develop a business model	Apply

Text Books

Ravi Shankar. (2013). Essentials of Entrepreneurship. Vijay Nicole Imprints Private Limited.

Reference Books

1. Peter Drucker. Innovation and Entrepreneurship.

2. Harvard Buisiness Essential Serier. Managing Creativity and Innovation. HBS Press.

3. Consise Adair. Creativity and Innovation. Edited by Neil Thomas.

4. PrahaladC.K, and Mashelkar R.A. (2010). Innovation's Holy Graill. Harvard Business Review.

5. Gerard George and Adam J. Bock. (2011). Entrepreneurship: Theory & Practice.

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https://www.apa.org/gradpsych/2009/01/creativity

https://www.lead-innovation.com/english-blog/what-is-innovation-management

https://alcorfund.com/insight/the-innovation-process-importance-steps-types-examples-and-risks-involved/

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https://thepeakperformancecenter.com/.../lateral-thinking-techniques

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CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	1	1	1	1	2
2	2	1	1	2	2	2
3	2	2	2	2	2	2
4	3	3	3	3	3	3
5	3	3	3	3	3	3

PROFESSIONAL ELECTIVE VI – SYSTEMS

21BA3731	e – BUSINESS	L	T	P	C
		3	0	0	3

Preamble:

This course will introduce concepts, tools and approaches to electronic business. Further, the subject will help to develop skills to manage businesses in the digital world. The course will cover technology infrastructure, business applications, payment security and legal aspects of E-Business Systems.

Prerequisite for the course:

Students are required have knowledge in Management Information Systems

UNIT I	INTRODUCTION TO e-BUSINESS	9

e-business, e-business vs e-commerce, Economic forces – advantages – myths – ebusiness models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce

Suggestive Activities:

Case study (evolution of amazon e-business)

Flipped Classroom

Assignment

UNIT II	TECHNOLOGY INFRASTRUCTURE	9

Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software.

Suggestive Activities:

Case study (Strategies followed by Amazon and Flipkart)

Assignment

Presentation(Internet)

UNIT III	BUSINESS APPLICATIONS	9

Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, email marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals – social media marketing

Suggestive Activities:

Case study (Lenskart.com: Setting Its Sight on the Indian Eyewear Market)

Assignment

Flipped classroom

UNIT IV	e-BUSINESS PAYMENTS AND SECURITY	9

E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.

Suggestive Activities:

Case study (Google Pay(Tez) a well-designed app)

Assignment

Real time study (Paytm 's Foray into Payments Banking)

UNIT V	LEGAL AND PRIVACY ISSUES	9

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

Suggestive Activities:

Case study (Snapdeal's strategic mistakes)

Assignment

Quizzes

Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment Seminar	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level
CO.1 Build and manage an e-business.	APPLY
CO.2 Develop Technology Infrastructure	APPLY
CO.3 Experiment with customer-oriented business applications	APPLY
CO.4 Analyse e business payment protocols and security	ANALYSE
CO.5 Dissect ethical, legal , privacy issues and encryption policies.	ANALYSE

Text Books

1. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.

2. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce –A managerial perspective, Pearson Education Asia, 2010.

Reference Books

1. Parag Kulkarni, SunitaJahirabadkao, Pradeep Chande, e business, Oxford University Press, 2012.

2. Hentry Chan &el , E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2007.

3. Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007.

4. Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition. Tata McGraw Hill Publications, 2009

5. KamleshK.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGraw Hill Publications, 7th reprint, 2009.

6. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 20

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	1	1		1	
2	3	2	2	2	3	2
3	3	2	2		1	
4	2	2	1	1	2	
5	2	1		2		

21BA3732	DATA MINING FOR BUSINESS INTELLIGENCE	L	T	P	C
		3	0	0	3

Preamble:

This course focuses on various data mining techniques, a process in business intelligence, prediction techniques involved in data mining clustering techniques, machine learning and AI in business intelligence.

Prerequisite for the course:

Students should have the knowledge in Business Analytics

UNIT I	INTRODUCTION	9

Data mining, Text mining, Web mining, Spatial mining, Process mining, Data ware house and data marts.

Suggestive Activities:

Case studies (Samsung used data to jumpstart a $1B product launch)

Assignments

Flipped Classroom

UNIT II	DATA MINING PROCESS	9

Data mining process – KDD, CRISP-DM, SEMMA and Domain-Specific, Classification and Prediction performance measures -RSME, MAD, MAP, MAPE, Confusion matrix, Receiver Operating Characteristic curve & AUC; Validation Techniques - hold-out, k-fold cross validation, LOOCV, random sub sampling, and bootstrapping.

Suggestive Activities:

Case studies (Zoho Analytics)

Assignments

Flipped classroom

UNIT III	PREDICTION TECHNIQUES	9

Data visualization, Time series – ARIMA, Winter Holts, Vector Autoregressive analysis, Multivariate regression analysis.

Suggestive Activities:

Case study (Lotte.com: BI Increases Company Revenue in South Korea)

Assignment

Presentation(Data visualization)

UNIT IV	CLASSIFICATION AND CLUSTERING TECHNIQUES	9

Classification- Decision trees, k nearest neighbour, Logistic regression, Discriminate analysis; Clustering; Market basket analysis.

Suggestive Activities:

Case study (Coco cola makes use of Big data from social networks)

Assignment

Flipped Classroom

UNIT V	MACHINE LEARNING AND AI	9

Genetic algorithms, Neural network, Fuzzy logic, Support Vector Machine, Optimization techniques – Ant Colony, Particle Swarm, DEA

Suggestive Activities:

Case study (Netflix's secret of 148 million subscribers)

Assignment

Applications in real-time problems (Uber's AI)

Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment Seminar Presentation	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level
CO.1 Learn to apply various data mining techniques into various areas of different domains.	APPLY
CO.2 2 Be able to interact competently on the topic of data mining for business intelligence.,	ANALYZE
CO.3 Apply various prediction techniques.	APPLY
CO.4 Identify supervised and unsupervised learning techniques	APPLY
CO. 5 Develop and implement a basic trainable neural network (or) a fuzzy logic system to design and manufacturing	APPLY

Text Books

1. Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers 2006

2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2008.

Reference Books

1. W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India pvt. Ltd. 2005.

2. Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 3 rd edition,2013.

3. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc, 2nd Edition, 2011.

4. Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2011.

5. G. K. Gupta, Ïntroduction to Data mining with Case Studies, Prentice hall of India, 2011.

6. Giudici, Applied Data mining – Statistical Methods for Business and Industry, John Wiley. 2009.

7. Elizabeth Vitt, Michael LuckevichStaciaMisner, Business Intelligence, Microsoft, 2011.

8. Michalewicz Z., Schmidt M. Michalewicz M and Chiriac C, Adaptive Business Intelligence, Springer – Verlag, 2007.

9. GalitShmueli, Nitin R. Patel and Peter C. Bruce, Data Mining for Business Intelligence – Concepts, Techniques and Applications Wiley, India, 2010.

Web Resources

https://doc.lagout.org/Others/Data%20Mining/Business%20Intelligence%20and%20Data%20Mining%20%5BMaheshwari%202014-12-31%5D.pdf

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	2	1	1	2	
2		2	2	2	2	1
3	3	2	2	1	2	1
4	2	2	2	2	2	1
5	2			2	2	1

		L	T	P	C
21BA3733	**DEEP LEARNING AND ARTIFICIAL INTELLIGENCE**	3	0	0	3

Preamble:

This course will expose various algorithms related to Deep Learning and Artificial Intelligence. Students can apply suitable algorithm for the specified applications.

Prerequisite for the course:

Students should have the knowledge in Business Analytics

UNIT I	DEEP NETWORKS	9

Deep Networks: Modern Practices: Deep Forward Networks: Example: Learning XOR - Gradient-Based Learning - Hidden Units - Architecture Design - Regularization for Deep Learning.

Suggestive Activities:

Case study (FintechOS On Microsoft Azure Cognitive Services)

Assignment

Quizzes

UNIT II	MODELS	9

Optimization for Training Deep Models: How Learning Differs from Pure Optimization - Challenges in Neural Network Optimization - Basic Algorithms - Parameter Initialization Strategies - Algorithms with Adaptive Learning Rates - Approximate Second-Order Methods - Optimization Strategies and Meta-Algorithms.

Suggestive Activities:

Case study (PureTech Global On Amazon Forecast)

Assignment

Flipped Classroom

UNIT III	INTELLIGENT SYSTEMS	9

Introduction to Artificial Intelligence: Intelligent Systems - Foundations of AI - Applications - Tic-Tac-Toe Game Playing - Problem Solving: State-Space Search and Control Strategies: Introduction - General Problem Solving - Exhaustive Searches - Heuristic Search Techniques.

Suggestive Activities:

Case study (20th Century Studios On Google Cloud AI)

Assignment

Real time applications (Microsoft's AI for Accessibility)

UNIT IV	KNOWLEDGE REPRESENTATION	9

Advanced Problem-Solving Paradigm: Planning: Introduction - Types of Planning Systems - Knowledge Representation: Introduction - Approaches to Knowledge Representation - Knowledge Representation using Semantic Network - Knowledge Representation using Frames.

Suggestive Activities:

Case study (Intel – AI for cardiology treatment)

Assignment

Presentation (Knowledge Representation)

UNIT V	APPLICATIONS	9

Expert Systems and Applications: Blackboard Systems - Truth Maintenance Systems - Applications of Expert Systems - Machine-Learning Paradigms: Machine-Learning Systems - Supervised and Unsupervised Learnings.

Suggestive Activities:

Case study (Canon – Application of automation in the office environment)

Assignment

Flipped classroom

Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment Seminar Presentation	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level
CO.1 Infer Algorithms of Deep Learning & Artificial Intelligence.	ANALYZE
CO.2 Applying Algorithm to specified applications.	APPLY
CO.3 Identify intelligent systems and Heuristic Search Techniques	APPLY
CO.4 Analyze representation, Semantic Networks and Frame	ANALYZE
CO.5 Infer expert systems, applications and Machine learning	APPLY

Text Books

1. Ian Goodfellow, YoshuaBengio, Aaron Courville, "Deep Learning", MIT Press, 2016.
2. Li Deng and Dong Yu, "Deep Learning Methods and Applications", Foundations and Trends in Signal Processing.

Reference Books

1. YoshuaBengio, "Learning Deep Architectures for AI", Foundations and Trends in Machine Learning.
2. SarojKaushik, "Artificial Intelligence", Cengage Learning India Pvt. Ltd.
3. Deepak Khemani, "A First Course in Artificial Intelligence", McGraw Hill Education(India) Private Limited, NewDelhi.
4. Elaine Rich, Kevin Night, Shivashankar B Nair, "Artificial Intelligence" Third Edition, McGraw Hill, 2008.

Web Resources

https://www.routledge.com/rsc/downloads/AI_FreeBook.pdf

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	2	1	1	2	
2		2	2	2	2	1
3	3	2	2	1	2	1
4	2	2	2	2	2	1
5	2			2	2	1

		L	T	P	C
21BA3734	**BLOCK CHAIN TECHNOLOGY**	3	0	0	3

Preamble:

This course of Block chain technology will help the students to understand block chain and its main applications related to crypto currency, ethereal and hyper ledger activities.

Prerequisite for the course:

Students should have the knowledge in Business Analytics

UNIT I	INTRODUCTION	9

Distributed Database, Two General Problem, Byzantine General problem and Fault Tolerance, Hadoop Distributed File System, Distributed Hash Table, ASIC resistance, Turing Complete. Cryptography: Hash function, Digital Signature - ECDSA, Memory Hard Algorithm, Zero Knowledge Proof.

Suggestive Activities:

Case study (SCM tracebility)

Assignment

Flipped Classroom

UNIT II	BLOCKCHAIN & APPLICATIONS	9

Introduction to Block chain, Gartner's Hype Curve and Evolution of Block chain Technology, Block chain Need & Genesis, Key Characteristics of Block chain, Block chain Structure, Block chain types and Network, Mining and Consensus, How Block chain Works, Bitcoin Whitepaper, Understanding Bitcoin, Components of a Block, Forks: soft & hard forks, Ummer blocks, Different forks from Bitcoin, Wallets, Transactions, Public & Private keys, Block chain Applications : Internet of Things, Medical Record Management System, Do-main Name Service and future of Block chain.

Suggestive Activities:

Case study (Smart contracts)

Assignment

Real time Applications

UNIT III	CRYPTOCURRENCY	9

History, Distributed Ledger, Bitcoin protocols - Mining strategy and rewards, Ethereum - Construction, DAO, Smart Contract, GHOST, Vulnerability, Attacks, Side chain, Name coin. Crypto currency Regulation: Stakeholders, Roots of Bitcoin, Legal Aspects – Crypto currency Exchange, Black Market and Global Economy.

Suggestive Activities:
Case study (Online Cash currency Bitcoin)
Assignment
Flipped classroom

UNIT IV	**ETHEREU**	**9**
Need of Ethereum, Ethereum Foundation, Ethereum Whitepaper, How Ethereum Works, Ethereum network, Ethereum Virtual Machine, Transactions and Types, Mining & Consensus, Smart Contracts.		

Suggestive Activities:
Case study
Assignment
Presentation (Ethereu)

UNIT V	**HYPERLEDGER FABRIC**	**9**
Hyperledger, Hyperledger Fabric, Comparison between Fabric & Other Technologies, Fabric Architecture, Components of Hyperledger Fabric, Advantages of Hyperledger Fabric Block chain, How Hyperledger Fabric Works.		

Suggestive Activities:
Case study (Block chain eases trade finance: Marco Polo Network)
Assignment
Real time applications problem solving

Total Periods	**45**

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	**Formative Assessment (10 Marks)**	**End Semester Exams (60 Marks)**
Descriptive Type Questions Multiple Choice Questions	Case discussion Seminar Presentation	Descriptive Type Questions Multiple Choice Questions

Outcomes	
Upon completion of the course, the students will be able to:	**Bloom's Level**
CO.1 Infer the concept of block chain technology	ANALYSE
CO.2 Examine the key features, different types of platforms & languages of block chain technology	ANALYSE
CO.3 Infer crypto currency concepts.	APPLY

CO.4 Dissect the design principles of ethereum.	ANALYSE
CO.5 Interpret about hyper ledger fabric model and its architecture.	ANALYSE
CO.6 Identify the system maintenance and development	APPLY

Text Books

1. Imran Bashir, Mastering Blockchain, Packt Publishing, March 2017

2. DebajaniMohanty, BlockChain : From Concept to Execution, BPB Publications, 2nd edition, 2018

Reference Books

1. Artemis Caro, Blockchain: Bitcoin, Ethereum&Blockchain: The Beginners Guide to Understanding the Technology Behind Bitcoin & Cryptocurrency, 2017

2. Andreas M. Antonopoulos, Gavin Wood, Mastering Ethereum: Building Smart Contracts and DApps, O'REILLY, 2018

3. Nitin Gaur, Luc Desrosiers, Venkatraman Ramakrishna, Petr Novotny, Dr. Salman A. Baset and Anthony O'Dowd, Hands-on Blockchain with Hyperledger, Packt Publishing, 2018

Web Resources

https://www.buffalo.edu/content/dam/www/ubblockchain/files/basics/001%20What%20is%20Blockchain.pdf

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	2	1	1	2	
2		2	2	2	2	1
3	3	2	2	1	2	1
4	2	2	2	2	2	1
5	2			2	2	1

21BA3735	CLOUD COMPUTING	L	T	P	C
		3	0	0	3

Preamble:

This course will help the students to focus on the frontier areas of Cloud Computing. This will provide an in-depth and comprehensive knowledge of the Cloud Computing fundamental issues, technologies, applications and implementations, Security issues in Cloud Computing and Cloud Standards

Prerequisite for the course:

Students should have the knowledge in Business Analytics

UNIT I	HISTORY OF CLOUD COMPUTING	9

History of Centralized and Distributed Computing - Overview of Distributed Computing, Cluster computing, Grid computing. Technologies for Network based systems- System models for Distributed and cloud computing- Software environments for distributed systems and clouds.

Suggestive Activities:

Case study (Netflix on AWS)

Assignment

Quizzes

UNIT II	INTRODUCTION TO CLOUD COMPUTING	9

Introduction to Cloud Computing- Cloud issues and challenges - Properties - Characteristics - Service models, Deployment models. Cloud resources: Network and API - Virtual and Physical computational resources - Data-storage. Virtualization concepts - Types of Virtualization- Introduction to Various Hypervisors - High Availability (HA)/Disaster Recovery (DR) using Virtualization, Moving VMs .

Suggestive Activities:

Case study (Airbnb)

Assignment

Real time problem solving

UNIT III	CLOUD COMPUTING APPLICATIONS	9

Cloud Programming and Software Environments – Parallel and Distributed Programming paradigms – Overview on Amazon AWS and Microsoft Azure – Overview on Google App Engine – Emerging Cloud software Environment.

Suggestive Activities:

Case study (NASA)

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Assignment		
Presentation (AWS / Azure)		
UNIT IV	**CLOUD SECURITY**	**9**
Cloud Access: authentication, authorization and accounting - Cloud Provenance and metadata - Cloud Reliability and fault-tolerance - Cloud Security, privacy, policy and complianceCloud federation, interoperability and standards.		
Suggestive Activities:		
Case study (Huawei Cloud Computing)		
Assignment		
Flipped Classroom		
UNIT V	**GOVERNANCE AND THE FUTURE OF CLOUD**	**9**
Organizational Readiness and Change Management in the Cloud Age, Legal Issues in Cloud Computing, Achieving Production Readiness for Cloud Services, How Cloud Will Change Operating Systems, Future of Cloud TV & Cloud-Based Smart Devices, Cloud and Mobile, Home-Based Cloud Computing		
Suggestive Activities:		
Case study (Siemens adopting AWS)		
Assignment		
Quizzes		
Total Periods		**45**
Suggestive Assessment Methods		

Summative / Continuous Assessment (30 Marks)	**Formative Assessment (10 Marks)**	**End Semester Exams (60 Marks)**
Descriptive Type Questions Multiple Choice Questions	Case Study Seminar Presentation	Descriptive Type Questions Multiple Choice Questions

Outcomes	
Upon completion of the course, the students will be able to:	**Bloom's Level**
CO. 1 Infer the cloud computing models	ANALYZE
CO.2 Identify the architecture and infrastructure of cloud computing, including SaaS, PaaS, IaaS, public cloud, private cloud, hybrid cloud, etc	APPLY
CO.3 Provide the appropriate cloud computing solutions and recommendations according to the applications used.	ANALYZE

CO.4 Solve the core issues of cloud computing such as security, privacy.	APPLY
CO.5. Infer about the future of cloud computing.	ANALYSE

Text Books

1. Kai Hwang, Geoffrey C. Fox and Jack J. Dongarra, Distributed and cloud computing from Parallel Processing to the Internet of Things, Morgan Kaufmann, Elsevier, 2012.
2. RajkumarBuyya, James Broberg and Andrzej Goscinski, Cloud Computing – Principles and Paradigms, John Wiley & Sons, 2011.

Reference Books

1. Kris Jamsa, Cloud Computing, Jones & Bartlett Learning, 2013.
2. Kumar Saurahb, Cloud Computing – Insights into new era infrastructure, Wiley India, 2nd Edition, 2012.
3. Barrie Sosinsky, " Cloud Computing Bible" John Wiley & Sons, 2011.
4. Tim Mather, Subra Kumaraswamy, and Shahed Latif, Cloud Security and Privacy An Enterprise Perspective on Risks and Compliance, O'Reilly 2009.

Web Resources

https://www.tutorialspoint.com/cloud_computing/cloud_computing_tutorial.pdf

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	1		1		
2	3	2	2	2	2	2
3	3	2	2	2	2	
4	2	2			2	
5	2					

21BA3736	INTERNET OF THINGS	L	T	P	C
		3	0	0	3

Preamble:

This course will help the students to experiment the technical aspects of Internet of Things. And this focuses on IoT architecture, IoT data platform with real world examples.

Prerequisite for the course:

Students should have the knowledge in Business Analytics

UNIT I	INTRODUCTION	9

Introduction to Internet of Things - Physical Design of IoT - Logical Design of IoT - IoT Enabling Technologies - IoT Levels and Deployment Templates - Domain Specific to IoTs.

Suggestive Activities:

Case study (Tesla – an IoT Car)

Assignment

Quizzes

UNIT II	IoT ARCHITECTURE	9

ETSI, IETF, OGC architectures - IoT reference model - Domain model - information model - functional model - communication model - IoT reference architecture

Suggestive Activities:

Case study (Smart Cities)

Assignment

Flipped Classroom

UNIT III	BUILDING IoT	9

IoT Systems - Logical Design using Python - IoT Physical Devices and Endpoints: What is an IoT Device - Basic building blocks of an IoT device - Exemplary Device: Raspberry Pi - Programming Rash berry Pi with Python - Other IoT Devices.

Suggestive Activities:

Case study (The Supermarket of future)

Assignment

Presentation (Raspberry Pi)

UNIT IV	IoT DATA PLATFORM	9

Data Analytics for IoT: Introduction - Apache Hadoop - Using Hadoop Map Reduce for Batch Data Analysis - Apache Oozie - Apache Spark - Tools for IoT - Introduction - Chef: Setting up Chef.

Suggestive Activities:

Case study (IoT for electronic medical records)

Assignment

Flipped Classroom

UNIT V	CASE STUDIES AND REAL-WORLD APPLICATIONS	9

IoT Physical Servers & Cloud Offerings - Case Studies Illustrating IoT Design: Introduction - Home Automation – Smart Cities - Environment - Agriculture - Productivity Applications.

Suggestive Activities:

Case study (Smart traffic systems)

Assignment

Flipped Classroom

Total Periods	45

Suggestive Assessment Methods

Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Case discussion Seminar Presentation	Descriptive Type Questions Multiple Choice Questions

Outcomes

Upon completion of the course, the students will be able to:	Bloom's Level
CO.1 Make use of technical knowledge of Internet of Things	APPLY
CO.2 Develop an IoT Architecture	APPLY
CO.3 Identify the building blocks of IoT	APPLY
CO.4 Utilize the deep insights about IoT Data Platform	APPLY
CO.5 Infer real-world applications using IoT	ANALYZE

Text Books

1. ArshdeepBahga, Vijay Madisetti, - Internet of Things - Ahands-on approach, University Press, 2015

2. Dieter Uckelmann, Mark Harrison, Michahelles, Florian (Eds), —Architecting the Internet of Things, Springer, 2011

Reference Books

1. Honbo Zhou, ―The Internet of Things in the Cloud: A Middleware Perspective, CRC Press, 2012.

2. Jan Ho¨ller, VlasiosTsiatsis , Catherine Mulligan, Stamatis , Karnouskos, Stefa. Avesand. David Boyle, "From Machine-to-Machine to the Internet of Things - Introduction to a New Age of Intelligence", Elsevier, 2014.

3. Olivier Hersent, David Boswarthick, Omar Elloumi , ―The Internet of Things – Key applications and Protocol, Wiley, 2012.

4. Adrian McEwen and Hakim Cassimally, "Designing the Internet of Things", John Wiley & Sons, 2013.

5. CunoPfister, "Getting Started with the Internet of Things: Connecting Sensors and Microcontrollers to the Cloud", Maker Media, 2011.

Web Resources

https://www.tutorialspoint.com/internet_of_things/internet_of_things_tutorial.pdf

CO Vs PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6
1	2	2	1	1	2	
2		2	2	2	2	1
3	3	2	2	1	2	1
4	2	2	2	2	2	1
5	2			2	2	1