

# MBA DEGREE PROGRAMME

## 2021 Regulations, Curriculum & Syllabi

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### **BANNARI AMMAN INSTITUTE OF TECHNOLOGY**

An Autonomous Institution Affiliated to Anna University - Chennai • Approved by AICTE • Accredited by NAAC with "A+" Grade

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## **REGULATIONS 2021**

### **M.B.A PROGRAMME**

#### **(CHOICE BASED CREDIT SYSTEM)**

NOTE: The Regulations hereunder are subject to amendments as may be decided by the Academic Council of the Institute from time to time. Any or all such amendments will be effective from such date and to such batches of students including those already in the middle of the Programme as may be decided by the Academic Council.

#### **1. ELIGIBILITY FOR ADMISSION**

Candidates for admission to the first semester of the MBA Degree Programme shall be required to have passed an appropriate Under-Graduate Degree Examination of Anna University or equivalent as specified under qualification for admission as per the Tamil Nadu Common Admission (TANCA) criteria from time to time.

#### **2. DURATION OF THE PROGRAMME**

- i. **Minimum Duration:** The programme will lead to the Degree of Master of Business Administration (M.B.A.) of the Anna University, Chennai and extend over a period of two Academic years consisting of four semesters.
- ii. **Maximum Duration:** A Candidate shall complete all the passing requirements of the M. B. A. degree programme within a maximum period of 4 years / 8 semesters, these periods being reckoned from the commencement of the semester to which the student was first admitted.

#### **3. STRUCTURE OF THE PROGRAMME**

- i. **The Curriculum:** The Curriculum for the M.B.A programme includes Theory Courses, Practical Courses, Theory Courses with Lab Components, Elective Courses, Industry Linked / Field Works, and Audit Course etc. with detailed syllabi prescribed by the Board of Studies from time to time.
- ii. **Theory Courses with Lab Component:** These courses are theory courses blended with related lab exercises. This would enable the students to gain knowledge coupled with practical hands-on laboratory exercises.
- iii. **Professional Electives:** Every student shall opt for Dual Specialization from the list of specializations offered in consultation with the Head of the Department
- iv. **Competitive Edge Courses:** Competitive Edge Courses are Capsule Courses offered in the topics that are creating a buzz in the field of Management. These Courses are aimed at imparting skills that will enable the students to gain a competitive edge over other Management Graduates. These courses will be offered in Semesters I and II. Two courses will be offered in a semester. A Basket of Courses would be given to the students to select from, and a particular course will be offered only if 50% of the students on roll opt for the course. For a particular course, if more than 50% of the students have opted, the other course will be offered for the rest of the students. But not more than two courses will be offered in a semester and the students have to select one course for a semester from the basket of courses which are proposed to be offered in that semester. Certain courses are offered in two modules, module 1 of the course in the I semester and module II of the

course in the II semester. If students opt for such courses, they can take up module I alone in the semester I just to know the basic outline of the course and opt for a different course in semester II skipping the module II. But if the students wish to pursue module II of courses offered in modules I and II then it is mandatory for them to complete module I of the course.

- v. **Community Connect Project:** To instill concern for Society and contribution for Community Development among the students. This community connect project is to be undertaken by the students in Semesters I and II. Students can take up this project individually or as teams (not more than 3 members in a team). The project can include, but not restricted to Activities may include Conduct of Awareness Programmes, Surveys, Lifestyle Studies, Initiatives Aimed at Increment Improvements through Provision of Basic Necessities, Visit to Homes (Old age, Orphanages), Implementation of Projects to Upscale Lifestyle and Livelihood of Underprivileged, Knowledge Sharing to NGO's and SHGs, Visit to Schools to Conduct Awareness Programmes, Organisation of Camps in association with Social Welfare Organizations, Action Research, Conduct of Stress Relief and Relationship Bonding Initiatives at Special Homes and NGOs etc.
- vi. **Corporate Classroom Alignment Project:** This initiative is to ensure that the students are in constant touch with the industry and get updated on the business practices followed in industry. This project intends to close the gap between concepts learnt in the classroom and the know-how of practical application of the same in practice. For this project, students have to associate themselves with a business organization in a business sector of their choice (Manufacturing / Services / Banking Financial Services and Insurance (BFSI) etc.) during Semester I and II of the program. The Students have to observe from the associated organization, the practical applicability and knowing the concepts and methods of applications which they learn from the courses in semester I and II. The Students are required to make a presentation on the same at the end of semester I and II.
- vii. **Audit Course:** The department offers an Audit Course on "Value Education and Ethics" to inculcate the importance of being ethical and making decisions in professional and personal life. Registration for this course is mandatory for all the students enrolled in the program.
- viii. **Internship:** Every student shall undertake an Internship in the summer vacation, between second and third semester, for duration of four weeks, in consultation with the faculty supervisor and the Head of the Department. Report of the Internship is to be submitted by the students within 15 days from the commencement of the third semester.
- ix. **Project:** Every student shall undertake a Project Work in the fourth semester in consultation with the faculty supervisor and the Head of the Department. The nature of the project work can be Independent Study/ Problem Study / IDP Based Study /Social Related Problems or Issues. In case of Project Work at industrial / research organization, the same shall be jointly supervised by a faculty supervisor and an expert from the organization. Students will be allowed to go for data collection with a maximum of two weeks' duration in the mid of the final semester.
- x. **Value Added / Certificate Courses:** Students can opt for value added courses offered by the department in Semesters I, II and III. A separate certificate will be issued on successful completion of the course. These courses completed by the students will not be considered for calculation of CGPA but will appear separately in the consolidated mark statement. Based on the performance of the Students, they will be categorized as Excellent (>80 Marks), Good (61<= Marks<=80), Satisfactory (>=60 Marks).
- xi. **Credit Assignment:** Each course is normally assigned a certain number of credits with 1 credit per lecture hour per week, 1 credit for 2 hours of practical session per week, 1 credit for 1 hour of

tutorial per week, 2 credits for Internship and 6 credits for the Project. The exact numbers of credits assigned to the different courses are decided by the Boards of Studies.

- xii. **Minimum Credits:** For the award of the degree, the student shall earn a minimum number of credits as prescribed by the Board of Studies in the Curriculum and by passing the prescribed courses of study as given in Section 3 (i).

#### **4. COURSE ENROLMENT AND REGISTRATION**

- i. Each student, on admission shall be assigned to a Faculty Advisor, (vide Section 6) who shall advise and counsel the student about the details of the academic programme and the choice of courses considering the student's academic background and career objectives.
- ii. Every student shall enroll for the course(s) of the succeeding semester in the current semester. However, the student shall confirm the enrolment by registering for the courses within the first five working days after the commencement of the concerned semester.
- iii. After registering for a course, a student shall attend the classes, satisfy the attendance requirements, earn Continuous Assessment Marks and appear for the End Semester Examinations.
  - a. Each student on admission to the programme shall register for all the courses prescribed in the curriculum in the student's First Semester of Study.
  - b. The enrolment for all the courses of the Semester II will commence 10 working days prior to the last working day of Semester I. The student shall confirm the enrolment by registering for the courses within the first five working days after the commencement of the Semester II. However, the student is allowed to register the course(s) after the said time limit for which the student has not enrolled, if those are the courses in which the student has failed.
  - c. The enrolment for the courses of the III Semester and Final Semester will commence 10 working days prior to the last working day of the preceding semester. If the student wishes, the student may drop course (vide Section 4.1) within five working days after the commencement of the concerned semester and complete the registration process duly authorized by the Faculty-in-Charge of the Programme and The Head of the Department. The student is allowed to register for courses for which the student has not enrolled, if those are the courses in which the student has failed.
  - d. A student who has passed all the courses prescribed in the curriculum for the award of the degree shall not be permitted to re-enroll to improve the student's marks in a course or the aggregate marks / CGPA.

##### **4.1 Flexibility to Add / Drop courses**

- i. A student has to earn the total number of credits specified in the curriculum of the respective Programme of study in order to be eligible to obtain the degree.
- ii. From the II to final semesters, the student has the option of registering for additional courses or dropping existing courses. Total number of credits of such courses cannot exceed 8. However, the maximum number of credits the student can register in a particular semester cannot exceed 34 credits (including courses for which the student has done reappearance registration vide Section 4.3)

## **4.2 Credit Transfers**

Students are permitted to transfer the credits earned by taking up an online course with the approval of the Head of the Department. The maximum number of credits that can be transferred by completing an online course is four credits. For this, only one online course from SWAYAM for duration of 16 weeks will be considered. Online courses which are similar to the courses offered in the curriculum will not be considered for credit transfers and the online course should be selected from the list of courses prescribed by the Board of Studies. Students need to complete the course and obtain certificate authenticating that the students have passed in the online course they had enrolled. Such students completing the online course successfully can transfer the credits earned in the online course against any one of the professional electives for 4 credits after completion of the final examination conducted at the institute.

This credit transfer is applicable only once in the entire duration of the programme and the transfer can be made against only in the professional elective courses offered in Semester III and IV.

The Head of the Department may constitute a Departmental Consultative Committee for the course, which is responsible for the authentication process. Students have the flexibility to transfer the credits they have earned through completion of online courses against any of the professional electives in Semester III and IV.

They can complete the online course during Semester III and can transfer the credits earned against any of the professional electives offered in Semester IV.

The selection of the online courses shall be finalized in discussion with the nominated faculty member and the courses that are part of the curriculum cannot be taken in the online mode.

The students can attend or skip the classes for the elective course for which they are planning to compensate with credits earned from online course. They can also skip the continuous assessment for the course they are planning to compensate. But if the students fail to meet the passing requirements in the online course they had enrolled, the course they had planned to compensate with the online course (for which they had skipped the classes and continuous assessment) would be treated as an arrear and they will have to clear the course following the requirements for reappearance for a course mentioned in Section 4.3(v).

## **4.3 Reappearance Registration**

- i. If a student fails in a theory course(s), the student shall do reappearance registration for that course(s) in the subsequent semesters or when it is offered in future.
- ii. On registration, a student may attend the classes for the reappearing the registered course(s), if the student wishes. However, the attendance requirement (vide Section 5) is not compulsory for such course(s).
- iii. If the theory course(s), in which the student has failed, is an elective, the student may register for the same elective course(s) in the subsequent semesters or when it is offered in future.
- iv. The student who fails in any Lab shall register for the same when it is offered in future, and repeat the course. In this case, the student shall attend the classes, satisfy the attendance requirements

(vide Section 5) and appear for the all the continuous assessments as mentioned in scheme of valuation for Laboratory courses. The facility of Reappearance Registration is not available for such course(s).

- v. If a student is prevented from writing End Semester Examination of a course(s) due to lack of attendance or any other reasons, the student has to register for that course(s) again, when offered in future, attend the classes and fulfill the attendance requirements as per Section 5. If the course(s), in which the student has lack of attendance, is an Elective course(s), the student may register for the same Elective course(s) in the subsequent semesters or when offered in future.

#### **5. REQUIREMENTS FOR APPEARING FOR THE END SEMESTER EXAMINATION**

- i. A student who has the required percentage of attendance (vide Section 5 (ii)) shall be deemed to have satisfied the attendance requirements for appearing for End Semester Examination of a particular course. Each semester shall normally consist of 90 working days (including examination days) or 540 contact sessions. Each contact session would be for a duration of 50 minutes.
- ii. Ideally every student is expected to attend all the contact sessions and earn 100% attendance. However, a student shall secure not less than 80% attendance (Physical presence) course wise taking into account the number of contact sessions required for that course as specified in the curriculum.
- iii. If a student secures attendance between 70% and 79% in any course(s) in the current semester due to medical reasons (prolonged hospitalization / accident / specific illness) or participation in Institution/ University/ State/ National/ International level Extra and Co- Curricular Activities, with prior permission from the Head of the Department, he / she shall be permitted to appear for the current semester examinations subject to the condition that the student shall submit the medical certificate / participation certificate attested by the Head of the Department. Such certificates shall be forwarded to the Controller of Examinations for verification and for the permission to attend the examinations.
- iv. A student shall normally be permitted to appear for End Semester Examination of a course if the student has satisfied the attendance requirements (vide Section 5 (i, ii & iii)) and has registered for examination in those courses of that semester by paying the prescribed fee.
- v. A Student who does not satisfy Section 5 (i) and 5 (ii) and who secure less than 70% attendance in a course will not be permitted to write the End-Semester Examination of that course. The student has to register and repeat the particular course in the subsequent semester or when it is offered in future (vide Section 4.2 (v)).
- vi. A student who has already appeared for a course in a semester and passed the examination is not entitled to reappear in the same course for improvement of grades / marks.

#### **6. FACULTY ADVISOR**

To help the students in planning their courses of study and for general advice on the academic programme, the Head of the Department will attach a certain number of students to a Faculty member of the Department who shall function as Faculty Advisor for those students. The Faculty Advisor shall advise and guide the students in registering of courses, reappearance of courses, monitor their attendance and progress and counsel them periodically. If necessary, the Faculty Advisor may also discuss with or inform the parents about the progress / performance of the students concerned.

## **7. CLASS COMMITTEE MEETING**

- i. For all the courses taught, prescribed in the curriculum, Class Committee meeting shall be convened three times in a semester, comprising all faculty members handling courses and six student representatives from the class.
- ii. One of the members of the faculty (not handling any courses to that class), nominated by the Head of the Department, shall coordinate the activities of this committee. During these meetings, the student members shall meaningfully interact and express their opinions and suggestions of all the students to improve the effectiveness of the teaching-learning process. It is the responsibility of the student representatives to convey the proceedings of these meetings to all other students.

## **8. ASSESSMENT AND PASSING REQUIREMENTS**

### **i. Assessment:**

The assessment will comprise of continuous assessment and final examination, carrying marks as specified in the scheme (Section 13). Continuous assessment will be conducted as per the guidelines framed by the Institute from time to time. All assessments will be done on absolute marks basis. However, for the purpose of reporting the performance of a candidate, letter grades and grade points will be awarded as per Section 8 (v).

### **ii. End Semester Examinations:**

End Semester Examinations will normally be conducted as per the timetable circulated by the Office of the Controller of Examination. A student will be permitted to appear for the End Semester Examination of a semester only if he / she has completed the study of that semester satisfying the requirements given in Section 5 and has registered simultaneously for the examinations of the highest semester eligible and all the courses which he / she has got arrears. A student, who is not permitted to appear for the End Semester Examination of a semester, is not permitted to proceed to the following semester. A student who is not permitted to appear for the End Semester Examination of any semester has to register for and redo the course(s) of that semester at the next available opportunity.

### **iii. Re-joining the Programme:**

A candidate who has not completed the study of any semester as per Section 5 or who is allowed to re-join the programme after a period of discontinuance as per Section 12 or who on his/her own request is permitted to repeat the study of any semester, may join the semester which he/she is eligible or permitted to join, only at the time of its normal commencement for a regular batch of candidates and after obtaining the approval from the Director of Technical Education and Anna University, Chennai. No candidate will however be enrolled in more than one semester at any point of time. In the case of repeaters, the earlier Continuous Assessment in the repeated courses will be disregarded.

### **iv. Internship and Project Work:**

Every candidate shall submit reports on Internship and Project on dates announced by the Institute / Department through the faculty guide to the Head of the Department.

If a candidate fails to submit the reports of any of these courses on or before the specified date, he/she is deemed to have failed in it. Every candidate shall present report/papers in each of the relevant semesters about the Internship and Project. The reports/papers shall be presented in before a review committee constituted by the Head of the Department. Internship and Project will be evaluated based on the presentations, reports and viva-voce examinations. In case of the Internship, evaluation will be carried out in the third semester by a team of internal examiners appointed by the Head of the Department. In case of Project, the viva-voce examination will be carried out by a team usually consisting of an internal examiner, the supervisor and an external examiner appointed by the Principal / Controller of Examinations.

**v. Letter grade and grade point:**

The letter grade and the grade point are awarded based on percentage of total marks secured by a candidate in an individual Course as detailed below:

<b>Range of Percentage of Total Marks</b>	<b>Grade Point (g)</b>	<b>Letter Grade</b>
91 to 100	10	O(Outstanding)
81 to 90	9	A <sup>+</sup> (Excellent)
71 to 80	8	A (Very Good)
61 to 70	7	B <sup>+</sup> (Good)
56 to 60	6	B (Above average)
50 to 55	5	C (Satisfactory)
0 to 49	0	U (Reappearance)
Shortage of Attendance	0	SA
Withdrawal	0	W
Absent	0	AB

A student is deemed to have passed and acquired the corresponding credits in a particular course if he/she obtains any one of the following grades: “O”, “A<sup>+</sup>”, “A”, “B<sup>+</sup>”, “B”, “C”.

‘SA’ denotes shortage of attendance and hence prevented from writing the end semester examinations. ‘SA’ will appear only in the result sheet.

“U” denotes that the student has failed to pass in that course. “W” denotes withdrawal from the exam for the particular course. The grades U and W will figure both in the Grade Sheet as well as in the Result Sheet. In both cases, the student has to appear for the End Semester Examinations.

If the grade U is given to Theory Courses/ Theory with Laboratory Courses, it is not required to satisfy the attendance requirements but has to appear for the end semester examination and fulfil the passing requirements to earn a pass in the respective courses. If the grade U is given to Competitive Edge Courses / Employability Enhancement Courses / Laboratory Courses / Internship (except Project Work), which are evaluated only through internal assessment, the student shall register for the course again in the subsequent semester, fulfill the passing requirements to earn pass in the course. However, attendance requirement need not be satisfied.



After completion of the evaluation process, Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA) is calculated using the formula:

$$SGPA/CGPA = \frac{\sum_1^n C_i * g_i}{\sum_1^n C_i}$$

Where

C<sub>i</sub>: Credit allotted to the course.

g<sub>i</sub>: Grade Point secured corresponding to the course.

n : number of courses successfully cleared during the particular semester in the case of SGPA and all the semesters, under consideration, in the case CGPA.

A student can apply for revaluation of his/her semester examination answer paper in a theory course, within 3 working days from the declaration of results, on payment of a prescribed fee along with prescribed application to the Controller of Examinations through the Head of the Department. The revaluation results will be intimated to the student. Revaluation is not permitted for Practical Courses, Competitive Edge Courses, CommunityConnect Projects, and Corporate Classroom Alignment Projects.

**vi. Passing a Course:**

A candidate who secures grade point 5 or more in any Course of study will be declared to have passed that Course, provided a minimum of 45% is secured in the End Semester examination of that Course of study. A candidate, who is absent for the End Semester Examination or had withdrawn from End Semester Examination or secures a letter grade U (Grade point 0), the Continuous Assessment (CA) marks obtained by the candidate in the first appearance shall be retained and considered valid for one more subsequent attempt. From the third attempt onwards, the candidate shall be declared to have passed the examination if he/she secures a minimum of 5 grade point (50% Marks) in the course prescribed for the End Semester Examinations alone.

If a candidate fails in the end semester examinations of Internship or Project Work, he/she has to resubmit the report within 30 days from the date of declaration of the results. The resubmission of the report and the subsequent viva voce examination will be considered as reappearance with payment of exam fee. In case if a student fails to resubmit the report within the stipulated period and fails in the subsequent viva-voce examination, the student shall register for the course again, in the subsequent semester.

**9. QUALIFYING FOR THE AWARD OF DEGREE**

A student will be declared to have qualified for the award of the Degree of Master of Business Administration provided:

- i. He / She has successfully completed the course requirements and has passed all the prescribed courses of study as per the programme structure.
- ii. No disciplinary action is pending against the student.

## **10. CLASSIFICATION OF DEGREE**

### **i. First Class with Distinction:**

A student who satisfies the following conditions shall be declared to have passed the examination in First class with Distinction:

- Should have passed the examination in all the courses of all the four semesters in the student's First Appearance within three years. Withdrawal from examination will not be considered as an appearance.
- Should have secured a CGPA of not less than 8.50.
- One-year authorized break of study (if availed of) is included in the three years for award of First class with Distinction.
- Should NOT have been prevented from writing end semester examination due to lack of attendance in any semester.

### **ii. First Class:**

A student who satisfies the following conditions shall be declared to have passed the examination in First class:

- a. Should have passed the examination in all the courses of all four semesters within three years.
- b. One-year authorized break of study (if availed of) or prevention from writing the End Semester examination due to lack of attendance (if applicable) is included in the duration of three years for award of First class.
- c. Should have secured a CGPA of not less than 6.50.

### **iii. Second Class:**

All other students who qualify for the award of the degree shall be declared to have passed the examination in Second Class.

## **11. WITHDRAWAL FROM EXAMINATION:**

A student may, for valid reasons, be granted permission to withdraw from appearing for the examination in any course or courses of only one semester examination during the entire duration of the degree programme. Also, only one application for withdrawal is permitted for that semester examination in which withdrawal is sought. Withdrawal application shall be valid only if the student is otherwise eligible to write the examination and if it is submitted 15 days prior to the commencement of the semester examinations and also recommended by the Head of the Department and the Principal. Withdrawal shall not be construed as an opportunity for appearance in the examination for the eligibility of a student for First Class with Distinction.

## **12. BREAK-OF-STUDY FROM THE PROGRAMME**

- i. A student is permitted to go on break of study for a maximum period of one year either as two breaks of one semester each or a single break of one year.
- ii. A student, who would like to avail the break-of-study, shall apply to the Head of the Institution through the Head of the Department, in any case, not later than the last date for registering for the semester. The application (available with the Controller of Examinations) duly filled by the student shall be submitted through the Head of the Department.

- iii. The students permitted to re-join the programme after break of study / prevention due to lack of attendance, shall be governed by the Curriculum and Regulations in force at the time of re-joining. A committee constituted by the Head of the Institution shall prescribe additional/equivalent courses, if any, from any semester of the regulations in-force, so as to bridge the curriculum in-force and the old curriculum.
- iv. The total period for completion of the programme reckoned from, the commencement of the first semester to which the student was admitted shall not exceed the maximum period specified in the Section 2 irrespective of the period of break of study in order that the student maybe eligible for the award of the degree (vide Section 8 and 9).
- v. In case, there is any period of break-of-study for more than the permitted duration, the student shall be permitted to continue the programme only if the approval is obtained from the Directorate of Technical Education and the Affiliating University.
- vi. If a student does not report back to the Institute, even after the extended Break of Study, the name of the student shall be removed permanently from the college enrolment. Such candidates are not entitled to seek readmission under any circumstances.

### 13. SCHEME OF ASSESSMENT

<b>I THEORY COURSES</b>	<b>Marks</b>
<b>Continuous Assessment</b>	<b>40</b>
<b>Distribution of marks for Continuous Assessment</b>	
Periodical Test I (12)	
Periodical Test II (12)	
Innovative Practices (16)	
<b>End Semester Examination</b>	<b>60</b>
<b>Total Marks</b>	<b>100</b>
<b>II THEORY COURSES WITH LAB COMPONENT</b>	<b>Marks</b>
<b>Continuous Assessment</b>	<b>50</b>
<b>Distribution of marks for Continuous Assessment</b>	
Periodical Test I (15)	
Periodical Test II (15)	
Lab Exam and Report (20)	
<b>End Semester Examination</b>	<b>50</b>
<b>Total Marks</b>	<b>100</b>
<b>III LABORATORY COURSES</b>	<b>Marks</b>
<b>Continuous Assessment</b>	<b>100</b>
<b>Distribution of marks for Continuous Assessment</b>	
Exercises (30)	
Periodical Test I (20)	
Periodical Test II (20)	
Record (10)	
Final Viva – Voce (20)	
<b>Total Marks</b>	<b>100</b>

<b>IV COMPETITIVE EDGE COURSE</b>	<b>Marks</b>
<b>Continuous Assessment</b>	<b>100</b>
<b>Distribution of marks for Continuous Assessment</b>	
Mid-course Evaluation (MCQs/ Exercises / Case Analysis / Presentations /Individual Assignments/ Field Study / Exam with Descriptive Questions)	<b>50</b>
End Course Evaluation (MCQs/ Exercises / Case Analysis / Presentations /Individual Assignments/ Group Assignments / Field Study / Exam with Descriptive Questions/ Viva-Voce)	<b>50</b>
<b>Total Marks</b>	<b>100</b>
<b>V COMMUNITY CONNECT PROJECT</b>	<b>Marks</b>
<b>Continuous Assessment</b>	<b>100</b>
<b>Distribution of marks for Continuous Assessment</b>	
Progress Evaluation (Presentations, Reports, Proof of activities carried out etc.)	<b>50</b>
Final Evaluation Report of the works undertaken (30) (Report should include Details of the works undertaken, Beneficial Fallout, Testimonies, Certificate of Appreciation (if applicable) etc.) Viva – Voce (20)	<b>50</b>
<b>Total Marks</b>	<b>100</b>
<b>VI CORPORATE CLASSROOM ALIGNMENTPROJECT</b>	<b>Marks</b>
<b>Continuous Assessment</b>	<b>100</b>
<b>Distribution of marks for Continuous Assessment</b>	
Associating concepts to practical applicability in Business Entities (50) Record (10) Presentation (20) Viva – Voce (20)	<b>100</b>
<b>Total Marks</b>	<b>100</b>
<b>VII AUDIT COURSE</b>	<b>Marks</b>
<b>Continuous Assessment</b>	<b>100</b>
<b>Distribution of marks for Continuous Assessment</b>	
Mid-course Evaluation Assignment / Article / Case Presentation	<b>50</b>
End – Course EvaluationTest (QP pattern of Periodical Test for theory courses)	<b>50</b>
<b>Total Marks</b>	<b>100</b>

<b>VIII INTERNSHIP</b>	<b>Marks</b>
<b>Continuous Assessment</b>	<b>100</b>
<b>Distribution of marks for Continuous Assessment</b>	
Mid - Review (20)	
Review of weekly reports (20)	
Industry feedback (10)	
Report (25)	
Viva voce (25)	
<b>Total Marks</b>	<b>100</b>
<b>IX PROJECT</b>	<b>Marks</b>
<b>Continuous Assessment</b>	<b>50</b>
<b>Distribution of marks for Continuous Assessment</b>	
Review 1(10)	
Review 2(10)	
Identification of problem (5)	
Literature Survey (5)	
Research Methodology (5)	
Data collection and Analysis (10)	
Findings and Conclusion (5)	
<b>End Semester Examination</b>	<b>50</b>
Report (20)	
Viva – Voce (30)	
<b>Total Marks</b>	<b>100</b>
<b>X COMPREHENSIVE VIVA –VOCE</b>	<b>Marks</b>
<b>Continuous Assessment (Viva Voce)</b>	<b>100</b>
Comprehending Questions (20) Ability to answer all the questions (20)Accuracy of Answers (20)	
Answers with relevant examples (20)	
Clarity in communication (20)	
<b>Total Marks</b>	<b>100</b>

### Question Paper Pattern for Theory Examinations

Type	Questions	Marks
Part A	2 Mark Questions (10 x 2 Marks)	20
Part B	12 Mark Questions - either or pattern (5 x 12 Marks)	60
Part C	20 Mark Question (Case Study) (1 x 20 Marks)	20
<b>Total</b>		<b>100</b>

### Question Paper Pattern for Periodical Tests

Type	Questions	Marks
Part A	2 Mark Questions (5 x 2 Marks)	10
Part B	5 Mark Question (1 x 5 Marks)& 10 Mark Questions (2 x 10 Marks)- either or pattern	25
Part C	15 Mark Question (Case Study) (1 x 15 Marks)	15
<b>Total</b>		<b>50</b>

**Optional Test:** A student becomes eligible to appear for the one optional test conducted after the Periodical Test II, only under the following circumstances, if absent for Test I or Test II or both, on account of (i) medical reasons (hospitalization/ accident / specific illness) (ii) participation in the College / University / State / National / International level Sports events with prior permission from the Head of the Institution and (iii) on satisfying the conditions (i) or (ii), the student should have registered for the Optional Test, through the concerned faculty member who handles the course or through the respective Head of the Department and the same should be submitted to the Controller of Examinations. Such Optional Tests are conducted for the courses under the categories 13 (I) and (II) listed above.

#### 14. DISCIPLINE

Every student is required to observe disciplined and decorous behaviour both inside and outside the college and not to indulge in any activity which will tend to bring down the reputation of the Institution. All the students are informed to follow the rules related to the Institution and Hostels as given in the Academic Calendar.

### **VISION**

- To be a Center of Excellence for developing corporate leaders who make a difference in the globally competitive market through their professional competence blended with due social concern and a high value system.

### **MISSION**

- Offer quality management education through appropriate pedagogy.
- Equip students with strong analytical foundations for better decision making in a challenging environment.
- Expose the students to international business practices through collaborations.

### **PROGRAM EDUCATIONAL OBJECTIVES (PEOs)**

- I. Graduates are bestowed with managerial, problem solving and decision making skills applying appropriate management concepts, practices, theories to handle business problems and challenges
- II. Acquire competitive edge with strong analytical skills, research acumen and the ability to apply the right management research tools to arrive at objective solutions for functional managerial situations
- III. Competence in contemporary business practices in the global scenarios enabling to take up managerial and entrepreneurial roles demanding the application of managerial skills in a global and cross-cultural scenario.
- IV. Exhibit an ideal situational leadership style entwined by values, ethics, societal concerns and imbedding inquisitiveness for continuous learning.

### **GRADUATE ATTRIBUTES**

1. Profound Domain Knowledge
2. Research Competencies
3. Critical, Creative and Innovative Thinking
4. Problem Solving
5. Effective Communication
6. Teamwork and Leadership
7. Cross Cultural and Global Adaptability
8. Societal Concern and Ethics
9. Entrepreneurship

### PROGRAM OUTCOMES

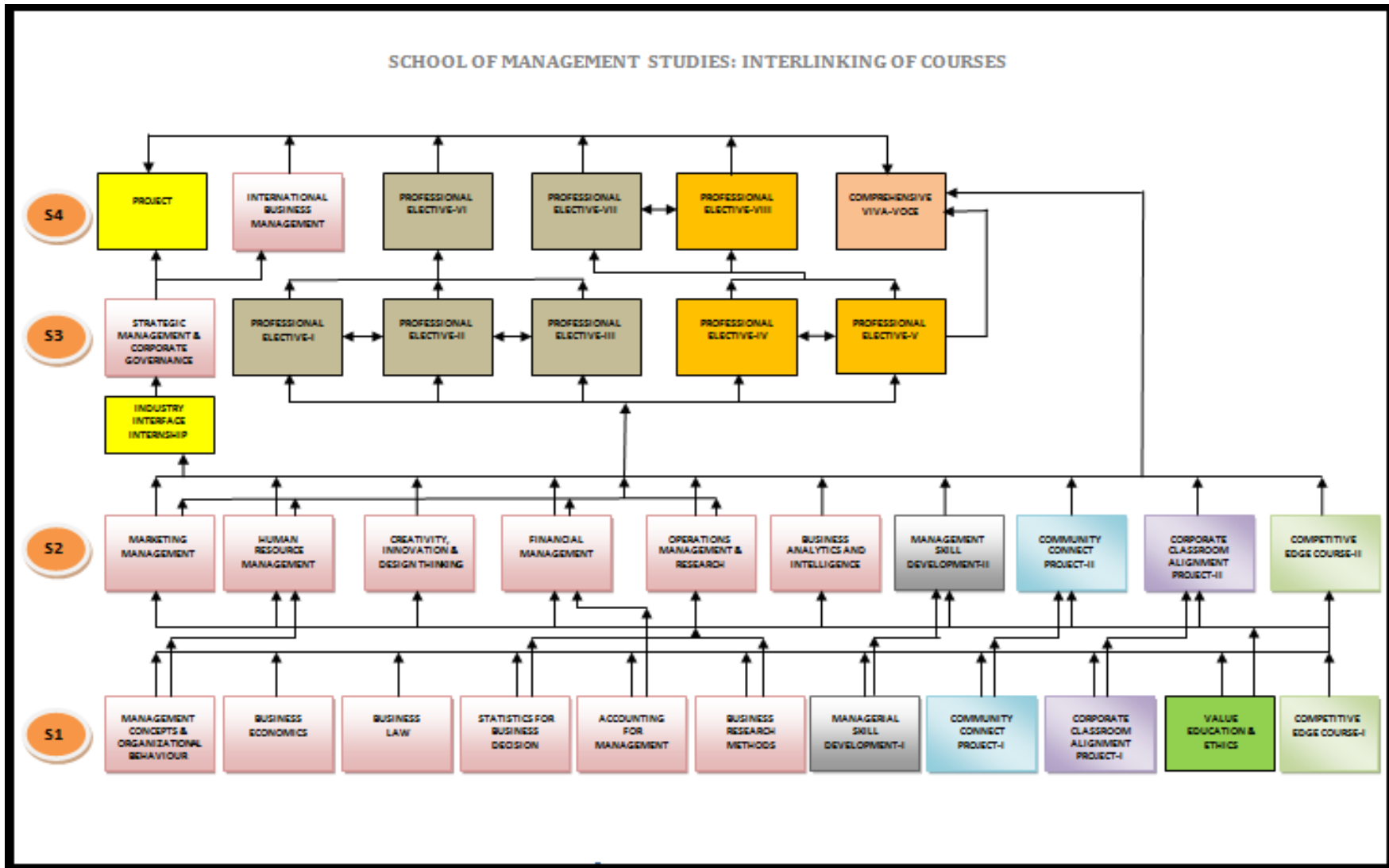
- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
- b. Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management
- c. Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmarkpractices to continuously solve business problems
- e. Adept in using various modes of communication coupled with listening skills, interpersonal skills andinfluential communicative skills to speak the mind
- f. Understand the inescapable role of right leadership for the success of any business entity, collaboratewith teams by being a contributing member and lead teams
- g. Exhibit a global perspective that fosters the ability to understand global business scenario and schemebusiness decision making considering multicultural views and diversity
- h. Being observant to social issues, exploring solutions to solve issues, discriminating ethical and unethical decisions, have a commitment to take ethical decisions
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

### MAPPING OF PEOs AND POs

PEO	POa	POb	POc	POd	POe	POf	POg	POh	POi
I	X	X		X	X				
II		X	X		X				
III					X		X		X
IV					X	X		X	



Connectivity Chart



**CURRICULUM**  
**Minimum Credits to be earned – 102**

<b>FIRST SEMESTER</b>							
Course Code	Course	Objectives & Outcomes		L	T	P	C
		PEO(s)	PO(s)				
21MB101	Management Concepts and Organizational Behaviour	I	a,f,i	3	0	0	3
21MB102	Business Economics	I	a,d,i	3	0	0	3
21MB103	Business Law	I,IV	a,h,i	3	0	0	3
21MB104	Statistics for Business Decisions	I,II	a,b	3	1	0	4
21MB105	Accounting for Management	I	a,i	3	1	0	4
21MB106	Business Research Methods	I,II	a,b,d	3	0	2	4
21MB107	Managerial Skill Development – I	III	E	0	0	4	2
21MB108	Community Connect Project-I	IV	H	0	0	0	1
21MB109	Corporate Classroom Alignment Project- I	III	I	0	0	0	1
21MB110	Value Education and Ethics	IV	H	1	0	0	-
	Competitive Edge Course- I	III		0	0	2	1
				19	2	8	26
<b>SECOND SEMESTER</b>							
Course Code	Course	Objectives & Outcomes		L	T	P	C
		PEO(s)	PO(s)				
21MB201	Marketing Management	I	a,g,i	3	0	0	3
21MB202	Human Resource Management	I	f,h	3	0	0	3
21MB203	Creativity, Innovation and Design Thinking	I,II	c,d, i	3	0	0	3
21MB204	Financial Management	I	a,i	3	1	0	4
21MB205	Operations Management and Research	I	a,b	3	0	2	4
21MB206	Business Analytics and Intelligence	I,II	a,b,d	3	0	2	4
21MB207	Managerial Skill Development – II	III	b,d,i	0	0	4	2
21MB208	Community Connect Project - II	IV	H	0	0	0	1
21MB209	Corporate Classroom Alignment Project – II	III	I	0	0	0	1
	Competitive Edge Course - II	III		0	0	2	1
				18	1	10	26

<b>THIRD SEMESTER</b>							
Course Code	Course	Objectives & Outcomes		L	T	P	C
		PEO(s)	PO(s)				
21MB301	Strategic Management	I	A	4	0	0	4
	Professional Elective I (Stream I)	-	-	4	0	0	4
	Professional Elective II (Stream I)	-	-	4	0	0	4
	Professional Elective III (Stream I)	-	-	4	0	0	4
	Professional Elective IV (Stream II)	-	-	4	0	0	4
	Professional Elective V (Stream II)	-	-	4	0	0	4
21MB302	Industry Interface Internship	III	a,i				2
				24	0	0	26
<b>FOURTH SEMESTER</b>							
Course Code	Course	Objectives & Outcomes		L	T	P	C
		PEO(s)	PO(s)				
21MB401	International Business Management	I,III	a,g	4	0	0	4
	Professional Elective VI (Stream I)	-	-	4	0	0	4
	Professional Elective VII (Stream II)	-	-	4	0	0	4
	Professional Elective VIII (Stream II)	-	-	4	0	0	4
21MB402	Comprehensive Viva-Voce	I	A				2
21MB403	Project (Independent Study/ Problem Study / IDP based study)	III	b,d,i				6
				16	0	0	24
<b>Total Credits</b>							<b>102</b>

<b>LIST OF PROFESSIONAL ELECTIVES</b>							
Stream / Specialization: <b>Marketing</b>							
Course Code	Course	Objectives & Outcomes		L	T	P	C
		PEO(s)	PO(s)				
21MM101	Brand Management	I	a, d, i	4	0	0	4
21MM102	Customer Relationship Management	I	a, d, g, i	4	0	0	4
21MM103	Digital Marketing	I	a, c, d, i	4	0	0	4
21MM104	Event Management and Marketing	I	a, d, i	4	0	0	4
21MM105	Integrated Marketing Communications and Promotion	I	a, d, e, i	4	0	0	4

21MM106	Marketing Metrics and Analytics	I	a, b, d, i	4	0	0	4
21MM107	Neuro Marketing – Understanding Consumer Behaviour	I	a, d, g, i	4	0	0	4
21MM108	Omni Channel Retail Management and Analytics	I	a, b, d, i	4	0	0	4
21MM109	Rural Marketing	I	a, d, g, i	4	0	0	4
21MM110	Sales and Distribution Management	I	a, d, i	4	0	0	4
21MM111	Semiotics in Marketing Communications and Branding	I	a, e, d, i				
21MM112	Services Marketing	I	a, d, i	4	0	0	4
<b>Stream / Specialization: Finance</b>							
Course Code	Course	Objectives & Outcomes		L	T	P	C
		PEO(s)	PO(s)				
21MF101	Banking System and Practices	I	a, g, i	3	1	0	4
21MF102	Equity Derivatives and Risk Management	I	a, d, i	3	1	0	4
21MF103	Merchant Banking and Financial Services	I	a, d, i	3	1	0	4
21MF104	Mergers, Acquisitions and Restructuring	I	a, d	3	1	0	4
21MF105	Project Finance	I	a, b, d	3	1	0	4
21MF106	Investment Analysis and Portfolio Management	I	a, d	3	1	0	4
21MF107	Goods and Services Tax	I	a, h, i	3	1	0	4
21MF108	Financial Modeling	I	a, b, d, i	3	1	0	4
21MF109	Behavioural Finance	I	a, d, i	3	1	0	4
21MF110	Corporate Accounting	I	a, d	3	1	0	4
21MF111	Corporate Valuation	I	a, d	3	1	0	4
<b>Stream / Specialization: Human Resource Management</b>							
Course Code	Course	Objectives & Outcomes		L	T	P	C
		PEO(s)	PO(s)				
21MH101	Industrial Relations and Labour Laws	I	f, h	4	0	0	4
21MH102	Managerial Behaviour and Effectiveness	I, II	a, f	4	0	0	4
21MH103	Organisational Change and Intervention Strategy	I, II	f, h	4	0	0	4
21MH104	Performance Management	I	f, h	4	0	0	4
21MH105	Behaviour Modification and Management	I, II	f, h	4	0	0	4
21MH106	Learning and Development	I	a, f	4	0	0	4
21MH107	Competency Mapping and Development	I	a, f	4	0	0	4
21MH108	Social Psychology	I	f, h	4	0	0	4

21MH109	HR Analytics	I, II	a, f	4	0	0	4
21MH110	Political Behaviour and Impression Management	I	a, f	4	0	0	4
<b>Stream / Specialization: Operations Management</b>							
Course Code	Course	Objectives & Outcomes		L	T	P	C
		PEO(s)	PO(s)				
21MO101	Business Process Reengineering	I	b, d	4	0	0	4
21MO102	Advanced Maintenance Management	I	b, d	4	0	0	4
21MO103	Lean Manufacturing	I	b, d	4	0	0	4
21MO104	Purchase and Materials Management	I	e, f	4	0	0	4
21MO105	Service and Operations Management	I	f, h	4	0	0	4
21MO106	Supply chain and logistics Management	I	f, g	4	0	0	4
21MO107	Total Quality Management	I	b, d	4	0	0	4
21MO108	Six Sigma	I	f, h	4	0	0	4
<b>Stream / Specialization: Commercial Bank Management</b>							
Course Code	Course	Objectives & Outcomes		L	T	P	C
		PEO(s)	PO(s)				
21MC101	Fundamentals of Commercial Bank Management	I	a, g, i	4	0	0	4
21MC102	Resource Mobilization – Deposit	I	a, h, i	4	0	0	4
21MC103	Resource Development – Small Loans	I	a, i, j	4	0	0	4
21MC104	Resource Deployment – Commercial Advances	I	a, j, k	4	0	0	4
21MC105	Export and Import Financing	I	a, k, i	4	0	0	4
21MC106	Management of Non-performing Assets	I	a, g, i	4	0	0	4
21MC107	Risk Management in Banks	I	a, g, i	4	0	0	4
<b>Stream / Specialization: Entrepreneurship Development</b>							
Course Code	Course	Objectives & Outcomes		L	T	P	C
		PEO(s)	PO(s)				
21ME101	Entrepreneurship and Small Business Management	III	d, i	4	0	0	4
21ME102	Creativity, Innovation and Entrepreneurship	III	c, i	4	0	0	4
21ME103	Legal and Regulatory framework for Entrepreneurship	III	d, i	4	0	0	4
21ME104	Soft Skills for Entrepreneurship	III	e, i	4	0	0	4
21ME105	Business Plan	III	a, i	4	0	0	4
21ME106	Building a Sustainable Enterprise	III	g, i	4	0	0	4
21ME107	Intellectual Property Rights	I, II	d, i	4	0	0	4

Stream / Specialization: <b>Systems</b>							
Course Code	Course	Objectives & Outcomes		L	T	P	C
		PEO(s)	PO(s)				
21MS101	Information Systems Design and Development	I	a, i	4	0	0	4
21MS102	Relational Database Management Systems	I	a, i	4	0	0	4
21MS103	E-Business	I	a, h	4	0	0	4
21MS104	Business Intelligence	I	a, d	4	0	0	4
21MS105	Big Data Analytics	I	a, d, i	4	0	0	4
21MS106	Software Project Management	I	a, d, i	4	0	0	4
21MS107	Artificial Intelligence for Managers	I	a, d, i	4	0	0	4
21MS108	Enterprise Resource Planning	I	a, d, i	4	0	0	4
COMPETITIVE EDGE COURSE I							
Course Code	Course	Objectives & Outcomes		L	T	P	C
		PEO(s)	PO(s)				
21MX001	R Programming I	III	b,d,i	0	0	2	1
21MX002	Visual Analytics I	III	a,b,d	0	0	2	1
21MX003	Introduction to Google Apps	III	d,e,i	0	0	2	1
21MX004	Management Information Systems	III	a,d,i	0	0	2	1
21MX005	Applied Psychology	III	e,f,i	0	0	2	1
21MX006	Insurance law and practices	III	a,d	0	0	2	1
21MX007	Digital Banking	III	a,c	0	0	2	1
21MX008	Entrepreneurship	III	c,f,h	0	0	2	1
COMPETITIVE EDGE COURSE II							
Course Code	Course	Objectives & Outcomes		L	T	P	C
		PEO(s)	PO(s)				
21MX009	R Programming II	III	b,d,i	0	0	2	1
21MX010	Visual Analytics II	III	a,b,d	0	0	2	1
21MX011	E-Recruitment & Virtual Onboarding	III	e,f	0	0	2	1
21MX012	FINTECH	III	g,i	0	0	2	1
21MX013	Wealth Management	III	g,i	0	0	2	1
21MX014	Business Consulting	III	e,g,i	0	0	2	1
21MX015	Cognitive Psychology	III	c,e	0	0	2	1
21MX016	Programmatic Advertising	III	a,d,i	0	0	2	1

**Audit Course**

1. 21MB110 Value Education and Ethics

**Value Added Course**

1. 21MY001 Selling Skills
2. 21MY002 Mutual Funds

**21MB101 MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOUR**

**3 0 0 3**

**Course Objectives**

- Provide insights on the fundamental concepts and theories of management
- Acquaint with the concepts required to manage individual behaviour in work settings
- Give inputs on how individual’s behaviour is influenced by group

**Course Outcomes**

1. Apply management concepts and the underlying principles of management theories intaking better managerial decisions
2. Design business processes and organizational set-up with the understanding of thefunctions of management
3. Discover the factors influencing individual’s behaviour in organizations and manageindividual behaviour effectively
4. Assess the people’s behaviour and adopt suitable motivation strategies to contributeto organization’s goals
5. Choose appropriate conflict resolution strategy to resolve conflicts and reap the bestresults of group effort

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment
- f. Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>								<b>1</b>
<b>CO 2</b>	<b>3</b>								<b>1</b>
<b>CO 3</b>						<b>3</b>			<b>1</b>
<b>CO 4</b>						<b>3</b>			<b>1</b>
<b>CO 5</b>						<b>3</b>			<b>1</b>

**UNIT I**

**5 Hours**

**INTRODUCTION TO MANAGEMENT**

Management: Meaning, Levels, Evolution –Management Theories –Manager: Roles, Functions, Skills, Changing role of a manager

**7 Hours**

**UNIT II**

**FUNCTIONS OF MANAGEMENT**

Planning: Importance, Types, Steps, MBO – Organizing: Organizational Structure, Types,Span of Control – Decision Making: Process, Types of decisions, Techniques

**UNIT III**

**7 Hours**

**MANAGING INDIVIDUAL BEHAVIOUR**

OB: Meaning, Importance – Personality: Types, Traits, Determinants – Values – Beliefs – Attitude: Components, Functions, Types (Job related Attitudes)

**UNIT IV**

**5 Hours**

**MOTIVATION AND PERCEPTION**

Motivation: Meaning, Theories, Motivation and Job performance – Perception: Meaning, Importance, Process, Managing perceptions

**6 Hours**

**UNIT V**

**MANAGING GROUP BEHAVIOUR**

Groups: Types, Stages in formation, Group dynamics, Group cohesiveness – Conflict: Meaning, Sources, Types, Resolution techniques – Introduction to organizational culture – Change Management: Types – Process

**Suggested Self-Study Topics**

Line vs. Staff authority, Centralization vs. Decentralization in organizational structure, John Holland's Theory of career choice, Emotions, Felt vs. Expressed emotions, Learning, Classical conditioning, Operant conditioning, Group Thinking, Strong vs. Weak organizational culture

**Total: 30 Hours**

**References**

1. Harold Koontz and Heinz Weihrich, Essentials of Management: An International, Innovation, And Leadership Perspective, 10th edition, Tata McGraw-Hill Education, 2015
2. Charles W.L Hill and Steven L McShane, Principles of Management, McGraw Hill Education, Special Indian Edition, 2017.
3. P.Stephen Robbins, Organizational Behaviour, New Delhi: Prentice Hall India, 2016
4. Fred Luthans, Organizational Behaviour, New Delhi: Tata McGraw Hill, Latest Edition, 2013
5. Uma Sekaran, Organizational Behaviour, New Delhi: Tata McGraw Hill, 2016



**21MB102 BUSINESS ECONOMICS**

**3 0 0 3**

**Course Objectives**

- To provide a basic knowledge into production, demand forecasting, supply and demand.
- To give inputs of analyzing different market conditions
- To explicate the basic decision-making process and role of psychology in it and behavioral approaches to studying economics

**Course Outcomes**

1. Indicate the advantages of Internal Economies of Scale
2. Assess the demand and supply functions for creating a favorable impact on business operations
3. Integrate the different strategies of perfect and imperfect market
4. Compare the role of monetary policy and fiscal policy to control inflation
5. Illustrate the behavioral perspectives on economic rationality

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>			<b>1</b>					
<b>CO 2</b>	<b>3</b>			<b>1</b>					
<b>CO 3</b>	<b>2</b>								<b>2</b>
<b>CO 4</b>	<b>2</b>								<b>2</b>
<b>CO 5</b>	<b>2</b>			<b>1</b>					

**UNIT I**

**4 Hours**

**INTRODUCTION**

Objectives of Organizations - Production Possibility Curve - Economy & Diseconomies of scale - Business Decision Making - Production Analysis and Cost Analysis.

**UNIT II**

**6 Hours**

**DEMAND AND SUPPLY**

Demand Function - Law of Demand - Demand Shift - Elasticity of Demand - Demand Forecasting - Supply Function - Law of Supply - Supply Shift - Equilibrium Price Determination.

**UNIT III**

**6 Hours**

**MARKET STRUCTURE**

Market Structure - Perfect Competition - Shut Down Point - Monopoly - Economic Inefficiency of Monopoly - Monopolistic Competition – Oligopoly.

**UNIT IV**

**6 Hours**

**MACRO ECONOMIC INDICATORS**

Price Indices - Inflation - Deflation - Business Cycle and Stabilization Policies - Monetary Policy - Fiscal Policy - Limitations and Effectiveness of Monetary and Fiscal policies

**UNIT V**

**8 Hours**

**INTRODUCTION TO BEHAVIORAL ECONOMICS**

Nature of Behavioral economics -Methodological approach: Theory and evidence -Origins of behavioral economics- Neo-classical and behavioral approaches to studying economics.

**Suggested Self-Study Topics**

Utility analysis, Barometric Indicators, Price Discrimination, Economical aspects of taxation, Self-evaluation and projection bias.

**Total :30 Hours**

**References**

1. Geetika, Piyali Ghosh and Purba Roy Choudhury "Managerial Economics", New Delhi: Tata McGraw-Hill, 2017
2. D.N.Dwivedi , "Macro Economics Theory and Policy", New Delhi: Tata McGraw Hill, 2017
3. Mankiw, "Principles of Economics", New Delhi: Thomson Learning, 2016
4. Nick Wilkinson and Matthias Hales, An Introduction to Behavioral Economics, 2<sup>nd</sup> Edition, Palgrave Macmillan 2012
5. Erik Angner, A Course in Behavioral Economics, Palgrave Macmillan 2012

**21MB103 BUSINESS LAW**

**3 0 0 3**

**Course Objectives**

- To instill the students an awareness of legal framework of a Contract
- To understand the basics of special contracts and Sale of Goods ACT
- To gain an insight into Negotiable Instruments Act and Companies Act

**Course Outcomes**

1. Understand the fundamental aspects of a legal Contract
2. Assess the need of Special Contracts and its implementation in Commercial Transaction.
3. Differentiate the Rights of Buyers and Sellers under the Sale of Goods Act.
4. Outline the functional aspects of Negotiable Instruments
5. Show the various aspects involved in forming a Company.

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
- h. Being observant to social issues, exploring solutions to solve issues, discriminating ethical and unethical decisions, have a commitment to take ethical decisions
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>							<b>2</b>	<b>2</b>
<b>CO 2</b>	<b>3</b>							<b>2</b>	<b>3</b>
<b>CO 3</b>	<b>3</b>							<b>2</b>	<b>2</b>
<b>CO 4</b>	<b>3</b>							<b>2</b>	<b>2</b>
<b>CO 5</b>	<b>3</b>							<b>2</b>	<b>3</b>

**UNIT I**

**6 Hours**

**LAW OF CONTRACT**

Meaning and Essentials of a Valid Contract, Classification, Offer and Acceptance, Free Consent, Capacity, Consideration, Performance of Contract, Discharge and Remedies for Breach.

**UNIT II**

**6 Hours**

**SPECIAL CONTRACTS**

Indemnity and Guarantee, Bailment and Pledge, Contract of Agency, Partnership – Formation of Partnership, Registration of Firms, Relations of Partners, Dissolution of Partnership and Firm, Introduction to Cyber Law.

**UNIT III**

**6 Hours**

**SALE OF GOODS**

Formation of Contract of Sale of Goods, Conditions and Warranties, Transfer of Property, Performance of Contract, Rights of an Unpaid Seller, Introduction to Consumer Protection Act.

**UNIT IV**

**6 Hours**

**NEGOTIABLE INSTRUMENTS**

Features of Negotiable Instruments, Promissory Note, Cheque, Bill of Exchange, Holder in Due Course, Types of Negotiation.

**UNIT V**

**6 Hours**

**COMPANIES ACT**

Nature, Kinds, Formation, Articles and Memorandum of Association, Prospectus, Board of Directors – Appointment and Powers.

**Suggested Self-Study Topics**

Implication of contract with minor, Limited Liability Partnership, Caveat Emptor, Foreign Bills, One Man Company.

**Total :30 Hours**

**References**

1. Kapoor N D, “Elements of Mercantile Law”, New Delhi: Sultan Chand & Sons Pvt. Ltd., 2020.
2. Akhileshwar Pathak, “Legal Aspects of Business”, New Delhi: Tata McGraw Hill, 2018
3. P. C.Tulsian, “Business and Corporate Law for CA PE – II”, New Delhi: Tata McGraw Hill, 2012
4. Padhi, P. K., “Legal Aspects of Business”, New Delhi: PHI Learning, 2012
5. S.Yatindra, “Cyber Laws”, New Delhi: Universal Law Publishing Co, 2016

**21MB104 STATISTICS FOR BUSINESS DECISIONS**

**3 1 0 4**

**Course Objectives**

- To enable the students to have an insight into basic statistical techniques.
- To gain an understanding about hypothesis testing, using tools such as Z test, F test, ANOVA, chi-square tests, regression & correlation analysis and non-parametric tests.
- To enable the students to draw conclusions from the analysis for better decisionmaking.

**Course Outcomes**

1. Analyze the collected information using descriptive and inferential statistics to interpret the collected data.
2. Generate Hypothesis to draw meaningful conclusions.
3. Analyze the collected data using univariate and bivariate statistical tools.
4. Produce the future sales / profit and other variables forecast using correlation and regression.
5. Apply non-parametric test for drawing meaningful conclusions.

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment.
- b. Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>1</b>	<b>3</b>							
<b>CO 2</b>	<b>1</b>	<b>3</b>							
<b>CO 3</b>	<b>1</b>	<b>3</b>							
<b>CO 4</b>	<b>1</b>	<b>3</b>							
<b>CO 5</b>	<b>1</b>	<b>3</b>							

**UNIT I**

**8 Hours**

**DESCRIPTIVE STATISTICS**

Introduction to Statistics, Measures of Central Tendency - Mean, Median, Mode, Weighted Mean, Geometric Mean, Harmonic Mean, Measures of Position – Percentiles, Quartiles, Decile. Measures of Variability- Range, Inter-Quartile Range, Variance, Standard Deviation, Coefficient of Variation.

**UNIT II**

**7 Hours**

**EXPERIMENTS AND SAMPLE SPACE**

Basic Probability concepts –Events and Sample Spaces, Contingency Tables and Venn diagrams ,Simple Probability, Joint Probability, Marginal Probability, General Additional Rule, Conditional Probability – Computing Conditional Probabilities ,Decision Trees, Independence, Multiplication rules ,Marginal Probability using General Multiplication rule, Bayes theorem.

**UNIT III**

**8 Hours**

**COVARIANCE, CORRELATION AND REGRESSION**

Dependent vs. Independent Variables, Correlation Coefficient (Pearson and Spearman’s Rank Correlation), Interpretation of Covariance, Simple Linear Regression.

**UNIT IV**

**9 Hours**

**DISTRIBUTION, ESTIMATION & PARAMETRIC TESTS**

Distribution – Probability Distribution, Normal Distribution Point Estimates, Interval Estimates and Confidence Intervals. Hypothesis Testing, Level of Significance, Type I, Type II Error, Z- Test, t-test (One Sample and Two Sample) and ANOVA (One Way) – Basic computation.

**UNIT V**

**8 Hours**

**NON PARAMETRIC TESTS**

Chi-Square Test, Mann-Whitney U Test, Wilcoxon Rank Signed Test and Kruskal-Wallis Test, Friedman Test.

**Suggested Self-Study Topics**

Z Scores, Counting Rules, Binomial Distribution, Degrees of Freedom, Chi-square test of Independence.

**Total :40 Hours**

**References**

1. Basic Business Statistics: Concepts and Applications, Mark L Berenson, David M. Levine, Kathryn A. Szabat, David F. Stephan, Fourteenth Edition (Global Edition) Published by Pearson Education, 2019.
2. Discovering Statistics using IBM SPSS Statistics by Andy P. Field, Sage Publishers, November 2019.
3. Statistics for Business and Economics, Thirteenth edition by James T. McClave, P. George Benson, Terry Sincich, Pearson Education 2018.
4. Statistics for Dummies by Deborah J. Rumsey – June 2016.
5. Business Statistics in Practice using Data, Modeling and Analytics by Bruce Bowerman, Richard O'Connell, Emily Murphree, 2019 Edition.

**21MB105 ACCOUNTING FOR MANAGEMENT**

**3 1 0 4**

**Course Objectives**

- To acquaint the students with the fundamental principles of accounting
- To enable the students to read and understand financial statements
- To enhance the knowledge of students in costing, budgeting and decision making

**Course Outcomes**

1. Generate the financial statements by applying accounting principles
2. Analyze and interpret the financial statements for effective decision making
3. Describe the fundamental concepts of cost accounting and Analyze reports to makesound pricing decisions
4. Evaluate the overheads and other costs across various products
5. Gain insights about Break Even Analysis and applications of marginal costing

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>								<b>2</b>
<b>CO 2</b>	<b>3</b>								<b>2</b>
<b>CO 3</b>	<b>3</b>								<b>3</b>
<b>CO 4</b>	<b>3</b>								<b>1</b>
<b>CO 5</b>	<b>3</b>								<b>2</b>

**UNIT I**

**8 Hours**

**INTRODUCTION TO FINANCIAL ACCOUNTING**

Introduction, Meaning, Branches and Objectives of Accounting, Concepts and Conventions of Accounting, An Overview of Journal, Ledger and Trial Balance, Depreciation Accounting, Preparation of financial statements, Financial reporting (IGAAP and IFRS)

**UNIT II**

**8 Hours**

**FINANCIAL STATEMENT ANALYSIS**

Financial Statements, Characteristics, Limitations, Methodical Classification, Analysis of financial statements with managerial perspective: Comparative Balance Sheet, Common Size Statement, Ratio Analysis, Trend Analysis, Fund Flow Statement and Cash Flow Statement (Basic problems)

**UNIT III**

**8 Hours**

**COST ACCOUNTING**

Cost Accounting, Meaning & Objectives, Classification & Elements of Costs, Cost Concepts, Preparation of Cost Sheet, Apportionment of Cost, An Overview of Activity Based Costing.

**UNIT IV**

**8 Hours**

**BUDGET AND BUDGETARY CONTROL**

Budget and Budgetary Control, Cash Budget, Functional Budgets and Flexible Budget

**UNIT V**

**8 Hours**

**CVP AND ALTERNATIVE BUSINESS DECISIONS**

Cost Volume Profit Analysis, Break Even Analysis, Application of Marginal Costing Techniques in Managerial Decision Making.

**Suggested Self-Study Topics**

Ind AS (Indian Accounting Standards), Recent Developments in Management Accounting, Inventory Valuation Methods - FIFO, LIFO, Average Cost Method, Zero based budgeting, Multi product firm and BEP

**Total :40 Hours**

**References**

1. N. Ramachandran Ram Kumar Kakani, "Financial Accounting for Management", New Delhi: Tata McGraw Hill, 2015.
2. R. Narayanaswamy, "Financial Accounting - A Managerial Perspective", New Delhi: Prentice Hall India, 2016.
3. M.Y. Khan and P. K. Jain, "Management Accounting- Text, Problems and Cases", New Delhi: Tata McGraw Hill, 2016.
4. Godwin, Alderman, Sanyal, "Financial ACCT - Financial Accounting", Cengage Learning, 2016.
5. Sawyers, Jackson, Jenkins, Arora Jenkins, Arora, "Managerial ACCT – Managerial Accounting", Cengage Learning, 2016



**21MB106 BUSINESS RESEARCH METHODS**

**3 0 2 4**

**Course Objectives**

- To introduce the concept of scientific research and the methods of conducting scientific enquiry
- To familiarize the students with the application of basic analytical tools with SPSS software
- To develop the skills for scientific communications

**Course Outcomes**

1. Execute research on a scientific basis and select appropriate research design
2. Develop measurement tools and test for its validity and reliability
3. Use appropriate data collection method and sampling technique
4. Organize the data and choose the appropriate analytical tools for analysis
5. Generate the research report adopting the right tools for enhancing the quality of presentation

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment
- b. Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>2</b>	<b>2</b>		<b>3</b>					
<b>CO 2</b>	<b>2</b>	<b>3</b>		<b>1</b>					
<b>CO 3</b>	<b>2</b>	<b>3</b>		<b>1</b>					
<b>CO 4</b>	<b>1</b>	<b>3</b>		<b>2</b>					
<b>CO 5</b>	<b>2</b>	<b>2</b>		<b>1</b>					

**UNIT I**

**4 Hours**

**INTRODUCTION**

Business Research: Concepts, Process, Types of Research. Research Design: Exploratory, Descriptive and Causal Research Design

**UNIT II**

**7 Hours**

**SCALING AND MEASUREMENT**

Fundamentals of Measurement and Scaling: Measurement of Variables, Developing Scales Guidelines for Questionnaire Design, Validity and Reliability Testing

**UNIT III**

**6 Hours**

**SAMPLING AND DATA COLLECTION**

Sampling Techniques, Determination of Sample Size, Development of Hypothesis and Testing, Types of Data, Data Collection Methods

**UNIT IV**

**8 Hours**

**DATA PREPARATION AND ANALYSIS**

Data Preparation: Editing, Coding, Data Entry, Basic theoretical framework on Data Analysis and Statistical Tools

**UNIT V** **5 Hours**  
**REPORT PREPARATION**

Types of Research report, Contents of report, Executive summary, Report format, Software for research report preparation

**Suggested Self-Study Topics**

Research Problem Identification, Post Facto Research, Multi-Dimensional Scaling, Ethics in Research, Literature survey for Research

**LABORATORY EXERCISE I** **2 Hours**

Transcribing data in SPSS

**LABORATORY EXERCISE II** **2 Hours**

Exploring Data – Histogram, Box and Whisker Plot, Scatter Plot

**LABORATORY EXERCISE III** **2 Hours**

Descriptive Statistics

**LABORATORY EXERCISE IV** **2 Hours**

Checking for Reliability, Normality and Homogeneity of Variance

**LABORATORY EXERCISE V** **2 Hours**

Correlation and Regression

**LABORATORY EXERCISE VI** **2 Hours**

Conducting Parametric Tests

**LABORATORY EXERCISE VII** **2 Hours**

Conducting Non-Parametric Tests

**LABORATORY EXERCISE VIII** **2 Hours**

Conducting Factor Analysis

**LABORATORY EXERCISE IX** **2 Hours**

Conducting Discriminant Analysis

**LABORATORY EXERCISE X** **2 Hours**

Conducting Cluster Analysis

**Total :50 Hours**

**References:**

1. Donald R. Cooper and Pamela S. Schindler, "Business Research Methods", New Delhi: Tata McGraw Hill Publishing Company Limited, 2015
2. Uma Sekaran, "Research Methods for Business", New Delhi: Wiley India, 2016
3. Naresh K. Malhotra, "Marketing Research - An Applied Orientation", Noida: Pearson Education, 2015.
4. Alan Bryman and Emma Bell, Business Research methods, 4th Edition, Oxford University Press, New Delhi, 2015.
5. William G. Zikmund, "Business Research Methods", New Delhi: Thomson Learning, 2015

**21MB107 MANAGERIAL SKILL DEVELOPMENT - I**

**0 0 4 2**

**Course Objectives**

- To make the participants adept at handling issues related to communication in an outside the work place
- To explore issues related to personal effectiveness and happiness and to facilitate students to work with those issues towards greater clarification and action planning
- To Develop Personal Brand Building with content and conversation around professional value using various tools of marketing and social media

**Course Outcomes**

1. To formulate individual communication strategies to cope with and manage complex situations.
2. Understand and imbibe skills and competencies required to work through difficult communication situations.
3. To sensitize students to the emerging perspectives from positive psychology, spirituality and wisdom approaches for personal effectiveness and leadership.
4. To provide a conceptual framework for understanding Human behavior using Neuro Linguistic Programming.
5. To understand Image and Personality Branding and creating their own digital footprint and to market them as a brand.

**Program Outcome(s)**

- e. Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>					<b>3</b>				
<b>CO 2</b>					<b>1</b>				
<b>CO 3</b>					<b>3</b>				
<b>CO 4</b>					<b>2</b>				
<b>CO 5</b>					<b>1</b>				

**ACTIVITY / EXERCISE I**

**4 Hours**

Exercises on Planning communication – Exploring Why (Purpose), who audience and How (content) through examples of business or business related communication

**ACTIVITY / EXERCISE II**

**4 Hours**

Exercises on the following areas in Conversational Intelligence – Conveying Personal Identity, intelligence and Image, Developing Customer Orientation, Handling Criticality.

**ACTIVITY / EXERCISE III**

**4 Hours**

Exercises and Activities on Cognitive Bias in Communication – Discussing examples or scenarios involving cognitive bias, Persuasion and Influence in communication, Effective listening and feedback

**ACTIVITY / EXERCISE IV**

**4 Hours**

An Introduction to logical and critical thinking, Exercises on Analytical thinking as critical thinking and on rational decision making process

**ACTIVITY / EXERCISE V**

**2 Hours**

Exercises on Understanding Thinking Process using Neuro Linguistic Programming

**ACTIVITY / EXERCISE VI** **4 Hours**  
Exercises on Emotional Intelligence and Managerial Effectiveness – Role of Emotions, Emotions and Childhood, Emotions and Attitudes, Ethics for Managers

**ACTIVITY / EXERCISE VII** **4 Hours**  
Exercises on Personnel Effectiveness and Leadership – Positive Psychology, New Science of Happiness, The Winning Edge Mind Set, Beliefs as Self Fulfilling Prophecies

**ACTIVITY / EXERCISE VIII** **4 Hours**  
Exercises on Goal Setting, Perfectionism and Time Management Activities related to Understanding Mind Body Connection, Self Esteem and Coping with Stress

**ACTIVITY / EXERCISE IX** **4 Hours**  
Exercises on Business Networking and on Networking as a Strategic Tool

**ACTIVITY / EXERCISE X** **6 Hours**  
Exercises on Personality Branding, Framework of SWOC, Identify your competitors- Substitutes, Peers, Career Objectives Presentation, Vision and Mission of a Person – Exercises /Activities on Branding of a person –Tools of Personality Branding, Using Social Media to Create Personal Branding, Tools, Need to Reinvent yourself, career changes

**Total :40 Hours**

#### **References**

1. Understanding Communication, Communicating for Managerial Effectiveness :Problems, Strategies and Solutions, Clampitt P.G.(2017), Sixth Edition, Sage Publications Inc.
2. The analytical frame of Mind, Rosen Wasser D and Stephen J (2015) Cengage Learning.
3. Positive Psychology Coaching –Putting the Science of Happiness to work for your Clients Rober Biswas Diener and Ben Dean, 2007, Wiley 1<sup>st</sup> Edition.
4. Never Eat Alone and Other Secrets to Success one relationship at a time, Keith Ferrazzi and Tahl Raz, 2014, Currency Publication.
5. You Branding Personal Branding Book –It’s all about you, Mark Cijo (2015), Create Space Independent Publication.

**21MB201 MARKETING MANAGEMENT**

**3 0 0 3**

**Course Objectives**

- To provide insights on the basic concepts of marketing and the various marketing environment factors that impact formulation of marketing strategies
- To disseminate clear understanding about STP in marketing and deciding on the appropriate marketing mix
- To facilitate understanding about the dynamics of consumer behaviour and the utility of marketing research

**Course Outcomes**

1. Interpret the various marketing concepts, marketing philosophies and marketing environment factors
2. Apply the concept of STP and examine the dynamics of buyer behaviour in arriving at marketing decisions
3. Choose the right marketing mix with appropriate use of the marketing mix elements
4. Build effective branding strategies
5. Respond to marketing challenges by understanding contemporary marketing practices

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
- g. Exhibit a global perspective that fosters the ability to understand global business scenario and scheme business decision making considering multicultural views and diversity
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>								<b>1</b>
<b>CO 2</b>									<b>1</b>
<b>CO 3</b>							<b>3</b>		<b>2</b>
<b>CO 4</b>	<b>3</b>						<b>3</b>		<b>1</b>
<b>CO 5</b>							<b>2</b>		<b>1</b>

**UNIT I**

**5 Hours**

**INTRODUCTION**

Marketing – Marketing Management – Core Concepts – Philosophies / Orientations - Marketing Environment – Marketing Mix

**UNIT II**

**7 Hours**

**STP & BUYER BEHAVIOUR**

Segmenting: Levels, Bases – Targeting: Strategies – Positioning: Differentiation, Positioning Strategies – Understanding and Influencing Buyer Behaviour

**UNIT III**

**8 Hours**

**ELEMENTS OF MARKETING MIX**

Product: Levels, New Product Development, Product Life Cycle, Product Decisions– Pricing: Methods, Responding to Price changes– Marketing Channels: Levels, Channel Management- Promotion: Marketing Communication Process, Modes of Communication, Media

**UNIT IV**  
**BRANDING**

**5 Hours**

Branding : Introduction and Basics – Name Decisions – Strategy Decisions – Brand Love and Love marks

**UNIT V**  
**CONTEMPORARY CONCEPTS**

**5 Hours**

Digital Marketing – Social Media Marketing – Neuro Marketing – Inbound and Outbound Marketing – Marketing Analytics – Marketing Information System

**Suggested Self-Study Topics**

Marketing Scenario Analysis, Above the line and Below the line Marketing, Marketing Plan, Strategic Marketing, Recent trends in Marketing Research, Branded Contents, Sensory Marketing

**Total :30 Hours**

**References**

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, and MithileswarJha, "Marketing Management "A South Asian Perspective", Noida: Pearson, 2015.
2. Lamb, Hair, Sharma, McDaniel, "MKTG: A South-Asian Perspective", New Delhi, Cengage Learning, 2016
3. Rajan Saxena, "Marketing Management", New Delhi, McGraw Hill, Edition 6 (2019)
4. Gupta Prachi, Aggarwal Ashita, "Marketing Management : Indian Cases ", Noida, Pearson, Edition 1 (2017)
5. V. S. Ramaswamy, S. Namakumari, "Marketing Management: Indian Context Global

**21MB202 HUMAN RESOURCE MANAGEMENT**

**3 0 0 3**

**Course Objectives**

- To enable the students to understand the various HR functions in-depth.
- To familiarize students with contemporary practices.
- To equip the students with required competencies in the field of human resources.

**Course Outcomes**

1. Execute policies and systems for all HR sub-functions.
2. Analyze the factors to deal with multi-cultural workforce.
3. Implement training methods for developing workforce to meet dynamic environment.
4. Assess the performance of workforce in organization.
5. Comprehend the different methods of compensation.

**Program Outcome(s)**

- f. Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams
- h. Being observant to social issues, exploring solutions to solve issues, discriminating ethical and unethical decisions, have a commitment to take ethical decisions

<b>Articulation Matrix</b>									
	<b>POa</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>Poe</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>						<b>3</b>		<b>2</b>	
<b>CO 2</b>						<b>3</b>		<b>2</b>	
<b>CO 3</b>						<b>3</b>		<b>2</b>	
<b>CO 4</b>						<b>3</b>		<b>1</b>	
<b>CO 5</b>						<b>3</b>		<b>1</b>	

**UNIT I**

**6 Hours**

**INTRODUCTION**

HRM-Nature, Scope, Definition, Objectives and Functions of HRM, Models of HRM, HR policies, HRM in the changing environment.

**UNIT II**

**6 Hours**

**STAFFING**

Human Resource Planning, Job Analysis, Job Description, Job Specification, Job Design, Recruitment, Selection, Induction, Placement.

**UNIT III**

**6 Hours**

**TRAINING AND DEVELOPMENT**

Training and Development, Principles of Learning, Objectives, Training need Analysis, Training calendar, Training Methods, Training evaluation, Management Development: Meaning, Scope, Objectives and Methods.

**UNIT IV**

**6 Hours**

**PERFORMANCE MANAGEMENT**

Performance Appraisal: Introduction, Identification of issues in performance appraisal, Uses & limitations of Performance Appraisal, Methods of appraisal. Performance Management, Career Management.

**UNIT V**

**6 Hours**

**COMPENSATION MANAGEMENT**

Compensation – Concepts and Principles, Influencing Factors, Current Trends in Compensation – Methods of Payment – Incentives and Rewards. Job Evaluation-Concepts &Methods.

**Suggested Self-Study Topics**

IHRM, HRIS, e-Learning, Changing roles of HR during the transition from Local to Global, Competencies required for International Managers.

**Total :30 Hours**

**References**

1. K.Aswathappa,"Human Resource and Personnel Management- Text and Cases", New Delhi: Tata McGraw Hill, 8th Edition 2019.
2. Biswajeet Pattanayak,"Human Resource Management", New Delhi: Prentice Hall of India, 2015.
3. Dessler Human Resource Management, Pearson Education Limited, 14th Edition, 2015.
4. Bernardin H John, "Human Resource Management-An experiential Approach", New Delhi: Tata McGraw Hill, 2015.
5. Denisi, Griffin, Sarkar, Human Resource Management, 2nd edition Cengage Learning, 2016



**21MB203 CREATIVITY, INNOVATION AND DESIGN THINKING**

**3 0 0 3**

**Course Objectives**

- To emphasize the significance and necessity of creativity and innovation for individuals and organizations
- To learn about methods and techniques to be creative and innovative
- To introduce the concepts of Design Thinking and Business Canvas Model as tools to be innovative in presenting new business ideas

**Course Outcomes**

1. Interpret the significance of creativity in survival and sustainability of today's organizations
2. Discover and cultivate creativity in self, others and organization
3. Develop a comprehensive understanding about being innovative
4. Respond to business problems with design thinking
5. Build a business model in a candid and structured way

**Program Outcome(s)**

- c. Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>			<b>2</b>	<b>2</b>					<b>2</b>
<b>CO 2</b>			<b>3</b>	<b>2</b>					<b>2</b>
<b>CO 3</b>			<b>3</b>	<b>3</b>					<b>2</b>
<b>CO 4</b>			<b>1</b>	<b>2</b>					<b>3</b>
<b>CO 5</b>			<b>1</b>	<b>2</b>					<b>2</b>

**UNIT I**

**5 Hours**

**CREATIVITY**

Creativity: Introduction, Selected Definitions, Contrasting creativity, invention and innovation, Significance for organisational success

**UNIT II**

**7 Hours**

**CREATIVE THINKING**

Creative Diversity – Creativity: Types, Stages, Tools to foster individual and group creativity, Ideation Methods, Ideation Evaluation Techniques

**UNIT III**

**7 Hours**

**INNOVATION**

Innovation: Introduction, Linking creativity and innovation, Types, Lifecycle, Challenges, Management practices to foster innovation, Building a culture of innovation

**UNIT IV**

**6 Hours**

**DESIGN THINKING**

Design Thinking: Introduction, Significance and Relevance, History, Frameworks, Stages, Design Thinking in Teams, Methods and Tools

**UNIT V**

**5 Hours**

**BUSINESS MODEL CANVAS**

Business Model Canvas: Introduction, Salient features, Parts, Process – Related tools: Value Proposition Canvas, Persona Canvas, Customer Journey Canvas

**Suggested Self-Study Topics**

Lateral Thinking, Lateralization of brain function, Innovation and Entrepreneurship, Levels of Change, Ethics of creativity and innovation, Companies that adopt innovative culture and their business models

**Total :30 Hours**

**References**

1. Edward De Bono, “Lateral Thinking: A Textbook of Creativity”, Penguin Publishers, 2016
2. Mihaly Csikszentmihalyi, “Creativity: The Psychology of Discovery and Invention”, Harper Perennial, Reprint Edition 2013
3. Joe Tidd, John R. Bessant, “Managing Innovation: Integrating Technological, Market and Organizational Change”, Wiley, Edition 5
4. Clayton M. Christensen, “The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail”, Harvard Business Review Press; Illustrated Edition (2016)
5. Marc Stickdorn, Markus Edgar Hormess, Adam Lawrence, Jakob Schneider, “This Is Service Design Doing: Applying Service Design Thinking in the Real World”, O'Reilly Media; Edition 1 (2018)

**21MB204 FINANCIAL MANAGEMENT**

**3 1 0 4**

**Course Objectives**

- To enable the students to understand the concepts of Financial Management.
- To understand the corporate financial resources and utilization of funds for effective decision making
- To help the students to identify the working capital requirements

**Course Outcomes**

1. Comprehend the role of financial manager, objectives of financial management and sources of finance.
2. Formulate the best investments decisions among alternatives using capital budgeting techniques
3. Estimate the cost of capital, capital structure and its implications on leverage
4. Evaluate the value of the firm through Dividend decisions
5. Predict the requirements of working capital to create policies for financing current assets

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>								<b>1</b>
<b>CO 2</b>	<b>3</b>								<b>2</b>
<b>CO 3</b>	<b>3</b>								<b>2</b>
<b>CO 4</b>	<b>3</b>								<b>2</b>
<b>CO 5</b>	<b>3</b>								<b>2</b>

**UNIT I**

**8 Hours**

**INTRODUCTION TO FINANCIAL MANAGEMENT**

Functions, Goals, Emerging role of finance manager, Organization of finance function, Time Value of Money - Future Value and Present Value of Money, Sources of Finance, Financial Planning: Introduction, Objectives, Benefits, Guidelines, Steps in Financial Planning, Factors affecting financial planning, Estimation of financial requirements of a firm, Capitalisation - Financial management environment.

**UNIT II**

**8 Hours**

**CAPITAL BUDGETING**

Principles and Nature of Capital Budgeting, Evaluation Techniques: Payback Period, Discounted payback period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Capital rationing

**UNIT III**

**8 Hours**

**COST OF CAPITAL AND CAPITAL STRUCTURE**

Concept of Cost of Capital, Measurement of Specific Costs and Overall Cost of Capital, Factors determining Capital Structure, Operating, Financial Leverage and Combined leverage.

**UNIT IV** **8 Hours**  
**DIVIDEND THEORY**

Dividend Policy, Dividend Theories, Determinants of Dividend Policy, Forms of Dividend

**UNIT V** **8 Hours**  
**PRINCIPLES OF WORKING CAPITAL**

Principles and Determinants of Working Capital, Operating Cycle, Estimation of Working Capital, Policies for Financing Current Assets.

**Suggested Self-Study Topics**

Real and Nominal Interest Rate, Modified Internal Rate of Return (MIRR), EBIT-EPS Analysis, Share Split and Bonus shares, Tax aspects of dividend, Working capital committees.

**Total :40 Hours**

**References**

1. I. M. Pandey, "Financial Management", New Delhi: Vikas Publishing House Pvt. Ltd., 2016.
2. M. Y. Khan and P. K. Jain, "Financial Management- Text, Problems and Cases", New Delhi: Tata McGraw Hill Publishing Company Ltd, 2018.
3. Prasanna Chandra, "Financial Management- Theory and Practice", New Delhi: Tata McGraw-Hill Publishing Company Ltd, 2017.
4. Stephen Ross, Randolph Westerfield, Bradford Jordan, "Corporate Finance", 11<sup>th</sup> edition, Tata McGraw Hill Publishing Company Ltd, 2016.
5. Brigham and Houston, "Fundamentals of Financial Management", New Delhi: Thomson Learning, 2015.

**21MB205 OPERATIONS MANAGEMENT AND RESEARCH**

**3 0 2 4**

**Course Objectives**

- To enable the students to understand the various concepts and techniques used in Operations Management.
- To enable the students to learn the various quantitative techniques used in Management and decision making and to understand how they are applied in various real time Management Problems.
- To develop analytical skills in students where they apply various operations research techniques to all kinds of decision making problems.

**Course Outcomes**

1. Understand Productions and Operations Management and Execute the Linear Programming for Profit maximization and cost minimization.
2. Understand Production Capacity, Plant Location and Layout and analyse the transportation and Assignment technique for optimization.
3. Apply the tools and techniques of CPM and PERT under various conditions in Project Management
4. Evaluate various techniques in Inventory Management
5. Apply the various techniques of game theory and queuing model for enhancing operational Efficiency

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
- b. Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>2</b>	<b>3</b>							
<b>CO 2</b>	<b>2</b>	<b>3</b>							
<b>CO 3</b>	<b>2</b>	<b>3</b>							
<b>CO 4</b>	<b>2</b>	<b>3</b>							
<b>CO 5</b>	<b>2</b>	<b>3</b>							

**UNIT I**

**4 Hours**

**PRODUCTIONS AND OPERATIONS MANAGEMENT**

Functions of Production Management, Types of Production Processing: Product Focused, Process Focused, Group Technology/Cellular Manufacturing, Line Balancing.

**UNIT II**

**6 Hours**

**PRODUCTION CAPACITY, LOCATION AND LAYOUT, PROCESS PLANNING**

Definition of Production Capacity, Measurement of Capacity, Forecasting Capacity Demand, Ways of Changing Capacity. Facility Location – Factors Affecting Location decisions. Types of Facilities, Facility Layouts. Process Planning: Characteristics and Functions, Capacity Requirement Planning: Methodology Aggregate planning: Methodology. Master Production Schedule, Material Requirement Planning. Manufacture Resource Planning (MRP) II. Managing capacity and demand in service, Service supply relationship.

**UNIT III** **6 Hours**

**LINEAR PROGRAMMING, TRANSPORTATION AND ASSIGNMENT**

Introduction to Operations Research: Linear Programming, Formulation, Solving LPP Through: Graphical method, Simplex method Duality in Linear Programming, Sensitivity Analysis. Specially Structured Linear Programming: Transportation Problems-North-West Corner Solution, least cost, Vogel's Approximation method (VAM), Test of optimality - MODI method. Assignment Problem: Hungarian method. Travelling Salesmen Algorithm.

**PROJECT MANAGEMENT AND INVENTORY MANAGEMENT** **7 Hours**

Introduction- Phases of project management, Guidelines for network Construction-Critical Path Method-CPM float calculations-PERT analysis. Nature of Inventories, Fixed Order Quantity System(Q System) ,Determining Economic Order Quantities Fixed Order Period Systems ( P System) ,Techniques of Inventory Control – ABC Analysis, Just In time and Lean Manufacturing.

**GAME THEORY AND QUEUING THEORY** **7 Hours**

Game Theory-Two person Zero sum games-Saddle point, Dominance Rule Queuing Theory – Structure and Characteristics of Queuing System, Solution to the practical problems on Poisson – exponential, single server model infinite population.

**Suggested Self-Study Topics**

Linear Programming Big M-Method and Two –Phase Method, Economic Interpretation of Dual, Unbalanced Transportation Problems, Prohibited Routes, Unique Vs. Multiple Optimal Solutions, Inventory Model with Planned Shortages, Solution of  $m \times n$  Games –Formulation and Solution as an LPP, Multistage Decision Making problems.

**LABORATORY EXERCISE 1** **2 Hours**

Construct a Linear Programming model and solve it Graphically.

**LABORATORY EXERCISE 2** **2 Hours**

Solve the Assignment Model Problem.

**LABORATORY EXERCISE 3** **2 Hours**

Determine an initial basic feasible solution to the following transportation problem by using

- (i) North West Corner Method( ii) Least Cost Method
- (iii) Vogel's Approximation Method.

**LABORATORY EXERCISE 4** **2 Hours**

Solve the Travelling Salesman Problem.

**LABORATORY EXERCISE 5** **2 Hours**

Draw a network diagram for a sequence of activities.

**LABORATORY EXERCISE 6** **2 Hours**

Draw the network diagram showing the interrelations between the various activities of the Project and find identify the critical path and the critical activities.

**LABORATORY EXERCISE 7** **2 Hours**

Using EOQ model is then to find the order size that minimizes the cost function  $T(Q)$

**LABORATORY EXERCISE 8** **2 Hours**

Perform ABC analysis.

**LABORATORY EXERCISE 9**

**2 Hours**

Determine the value of the game using Game Theory.

**LABORATORY EXERCISE 10**

**2 Hours**

Applying Queuing Theory.

**Total :50 Hours**

**References**

1. Hamdy A Taha, "Operations Research- An Introduction", New Delhi: Pearson Education, 2017.
2. J.K.Sharma, "Operations Research - Theory and Applications", Laxmi Publications, 2016.
3. N.D.Vohra, "Quantitative Techniques in Management", New Delhi: 5<sup>th</sup> Edition McGrawHill Publishing Co. Ltd, 2017.
4. Frederick S.Hillier and Gerald J. Lieberman, Bodhibrata Nag, Preetam Basu "Introduction to Operations Research", McGraw Hill, 10<sup>th</sup> Edition, 2017.
5. Operations Research Theory and Practice by N V S Raju CRC Press (Taylor and Francis Group) 2019

**21MB206 BUSINESS ANALYTICS AND INTELLIGENCE**

**3 0 2 4**

**Course Objectives**

- To acquaint the students with the basics of Business Intelligence.
- To enable the students to understand Data Integration and Multidimensional DataModelling.
- To enhance the knowledge of students in Measures, Metrics, KPIs, PerformanceManagement and Basics of Enterprise Reporting.

**Course Outcomes**

1. Differentiate and handle the Structured and Semi Structured Data.
2. Apply appropriate Data Models for OLTP and OLAP.
3. Extract, Transform and Load the Data into the Data Model.
4. Construct Multidimensional Data Model.
5. Check and Measure Key Performance Indicators.

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
- b. Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.
- d. Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.

<b>Articulation Matrix</b>									
	<b>POa</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>Poe</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>	<b>3</b>		<b>3</b>					
<b>CO 2</b>	<b>3</b>	<b>3</b>		<b>3</b>					
<b>CO 3</b>	<b>3</b>	<b>3</b>		<b>3</b>					
<b>CO 4</b>	<b>3</b>	<b>3</b>		<b>3</b>					
<b>CO 5</b>	<b>3</b>	<b>3</b>		<b>3</b>					

**UNIT I**

**6 Hours**

**INTRODUCTION**

IT in Business - Characteristics of Internet-Ready IT Applications - Information Users and Their Requirements. Types of Digital Data; Structured Data, Unstructured Data and Semi-Structured Data - Difference between Semi-Structured and Structured Data.

**UNIT II**

**6 Hours**

**BASICS OF BUSINESS INTELLIGENCE**

Introduction to On-Line Transaction Processing (OLTP), On-Line Analytical Processing (OLAP), Different OLAP Architectures, Data Models for OLTP and OLAP, Role of OLAP Tools in the BI Architecture. Evolution of Business Intelligence (BI) and Role of DSS, EIS, MIS and Digital Dashboard -Question About BI Where, When, and What? - Data from Many Perspective -BI Frame Work - BI Applications -BI Users.

**UNIT III**

**6 Hours**

**BASICS OF DATA INTEGRATION**

Data Warehouse and its need, Data Mart, Constitution of Data Warehouse, Extract-Transform-Load (ETL), Data Integration and its Technologies, Data Quality and Data Profiling.



**UNIT IV** **6 Hours**  
**MULTIDIMENSIONAL DATA MODELLING**

Basics of Data Modeling, Types of Data Model, Data Modeling Techniques, Fact Table, Dimension Table, Typical Dimensional Models, Dimensional Modeling Life Cycle.

**UNIT V** **6 Hours**  
**MEASURES, METRICS AND KPIS**

Basics of Measures and Performance, Measurement System Terminology, Role of Metrics and Metrics Supply Chain, Fact-Based Decision Making and KPIS, KPI usage in companies, Sources of Business Metrics and KPIS. Reporting Perspectives Common to All Levels of Enterprise, Report Standardization and Presentation Practices, Enterprise Reporting Characteristics in OLAP World, Balanced Scorecard and Dashboards.

**Suggested Self-Study Topics**

Extracting Data, BI for Past, Present and Future, Common Approaches of Data Integration, Designing the Dimensional Model, Funnel and Distribution channel Analysis.

**LABORATORY EXERCISE I** **2 Hours**

Basic Report Preparation using Pivot Table

**LABORATORY EXERCISE II** **2 Hours**

Percentage Calculations in Pivot Table

**LABORATORY EXERCISE III** **2 Hours**

Calculations in Pivot Table

**LABORATORY EXERCISE IV** **2 Hours**

Pivot Chart and Dashboard Preparation

**LABORATORY EXERCISE V** **2 Hours**

Extraction and Cleaning of Structured and Semi Structured Data from Spreadsheet

**LABORATORY EXERCISE VI** **2 Hours**

Transformation of Structured and Semi Structured Data from Spreadsheet

**LABORATORY EXERCISE VII** **2 Hours**

Data Modelling – Star Schema

**LABORATORY EXERCISE VIII** **2 Hours**

Data Modelling – Snowflake Schema

**LABORATORY EXERCISE IX** **2 Hours**

Report Standardization and Presentation Practices

**LABORATORY EXERCISE X** **2 Hours**

Presenting the data and KPIS graphically

**Total :50 Hours**

**References**

1. R N Prasad and Seema Acharya, "Fundamentals of Business Analytics", New Delhi: Willey, 2<sup>nd</sup> Edition, 2016.
2. Wayne L. Winston, "Data Analysis and Business Modeling", O'Reilly Media, Inc., California, 2017.
3. Rob Collie & Avichal Singh, "Power Pivot and Power BI the Excel User's Guide to the Data Revolution", Holy macro Books, Merritt Island, USA, 2017.
4. Jesper Thorlund Gert H.N. Laursen, "Business Analytics for Managers: Taking Business Intelligence Beyond Reporting", Willey, 2016.
5. Evans James R, "Business Analytics", New Delhi: Pearson, 2nd Edition, 2017.

**21MB207 MANAGERIAL SKILL DEVELOPMENT - II**

**0 0 4 2**

**Course Objectives**

- To familiarize students on the features of MS Word.
- To enable the students to use Excel in critical evaluation.
- To enable the students to construct models.

**Course Outcomes**

1. Create a Word Document effortlessly for different context.
2. Apply basic functions in Excel to analyze the data today data.
3. Analyze the data using Histogram and Descriptive Statistics.
4. Take a critical decision in Production, Marketing, HR and Finance by constructing models.
5. Simulate a scenario to take critical decision in Business Operations.

**Program Outcome(s)**

- b. Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.
- d. Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
	<b>POa</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>		<b>3</b>		<b>3</b>					<b>1</b>
<b>CO 2</b>		<b>3</b>		<b>3</b>					<b>1</b>
<b>CO 3</b>		<b>3</b>		<b>3</b>					<b>1</b>
<b>CO 4</b>		<b>3</b>		<b>3</b>					<b>1</b>
<b>CO 5</b>		<b>3</b>		<b>3</b>					<b>1</b>

**ACTIVITY / EXERCISE I** **4 Hours**

Prepare a Sales Report using various MS Word Features

**ACTIVITY / EXERCISE II** **2 Hours**

Draft an invitation for Annual General Body Meeting (AGM) using Mail Merger.

**ACTIVITY / EXERCISE III** **5 Hours**

Analyze the data using MS Excel Functions – Basic Math Function, Logical Function, Text Function and Date and Time Function.

**ACTIVITY / EXERCISE IV** **5 Hours**

Analyze the data using MS Excel Functions – Lookup and Reference Function, Database Function and Array Function.

**ACTIVITY / EXERCISE V** **4 Hours**

Summarizing Data Using Histogram and Descriptive Statistics.

**ACTIVITY / EXERCISE VI** **4 Hours**

Decide the Product Mix / Blending Mix Using LPP.

**ACTIVITY / EXERCISE VII** **4 Hours**

Construct a Transportation Model for Solving Travelling Salesman Problem / Transshipment Problem.

**ACTIVITY / EXERCISE VIII** **4 Hours**

Construct an Assignment Model for Workforce Scheduling / HR assignment Problems.

**ACTIVITY / EXERCISE IX** **4 Hours**

Construct a Make or Buy Decision Model / Financial Model using What If Analysis in Excel.

**ACTIVITY / EXERCISE X**

**4 Hours**

How can a Greeting Card Company determine how many cards to produce? Application of Monte Carlo Simulation.

**Total :40 Hours**

**References**

1. Joan Lambert, “Microsoft Word 2016 Step by Step”, Microsoft Press, Washington, 2015
2. Curtis Frye, “Microsoft Excel 2016, Step by Step”, Microsoft Press, Washington, 2015
3. Wayne L. Winston, “Microsoft Excel 2016 – Data Analysis and Business Modeling”, O’Reilly Media, Inc., California, 2017.
4. Michael Alexander Dick Kusleika, “Excel 2016 Formulas” John Wiley & sons, Inc., Indiana, 2016.
5. Michael Alexander and Dick Kusleika, “Excel 2019, BIBLE”, John Wiley & sons, Inc., Indiana, 2019.

**21MB301 STRATEGIC MANAGEMENT**

**3 1 0 4**

**Course Objectives**

- To help the students to learn the strategic management process
- To develop the capability of evolving strategies in competitive environments.
- To enable the students to have insight in implementation and control of strategies in an organization

**Course Outcomes**

1. Understand the strategic management concepts
2. Ability to apply the strategic management tools for doing environmental analysis
3. Develop conceptual, diagnostic and analytical and conceptual skills in strategy formulation
4. Assessing strategic performance of a firm
5. Develop their skills to think and execute their ideas strategically for the benefits of the organization

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>2</b>			<b>2</b>					<b>1</b>
<b>CO 2</b>	<b>3</b>			<b>2</b>					<b>1</b>
<b>CO 3</b>	<b>3</b>			<b>3</b>					<b>1</b>
<b>CO 4</b>	<b>2</b>			<b>2</b>					<b>1</b>
<b>CO 5</b>	<b>3</b>			<b>2</b>					<b>1</b>

**8 Hours**

**UNIT I**

**INTRODUCTION TO STRATEGIC MANAGEMENT**

Conceptual framework for Strategic Management, Importance of Strategic Management, Limitations of Strategic Management, Strategic Intent: Vision, Mission, Goals, Objectives. Strategic Management Model.

**UNIT II**

**8 Hours**

**ENVIRONMENTAL ANALYSIS**

Internal and External Environment Analysis: Core competence, Distinctive Competencies, SWOT Analysis, PESTAL Analysis, VRIO Framework, Competitive Profile Analysis - Porters Five Forces Model.

**UNIT III**

**8 Hours**

**STRATEGY FORMULATION**

Corporate Portfolio Analysis, Global and International Strategies, Strategy Formulation: Situation Analysis and Business Strategy, Corporate Strategy: Stability, Growth / Expansion, Retrenchment and Combination Strategies, Functional Strategy and Strategic Choice.

**UNIT IV**

**8 Hours**

**STRATEGY IMPLEMENTATION**

Stages of Corporate Development, Simple Organizational Structure, Advanced Organizational Structures, Organizational Life Cycle, Reengineering and Strategy Implementation, Designing jobs to implement Strategy.

**UNIT V**

**8 Hours**

**STRATEGY EVALUATION AND CONTROL**

Primary measures of corporate performance, Primary measures of divisional and functional performance, Strategic control systems.

**Suggested Self-Study Topics**

Strategic Decision Making, MoSCoW analysis, TOWS Matrix, International Issues in Strategy Implementation, Blue Ocean and Red Ocean Strategy

**Total: 40 Hours**

**References**

1. Thomas L. Wheelen, Alan N. Hoffman, J. David Hunger, Charles E. Bamford, Purva Kansal, "Strategic Management and Business Policy: Globalization, Innovation and Sustainability", 15<sup>th</sup> edition, Pearson Education, 2018.
2. Gregory. G. D, Gerry. M. C and Alan. E, "Strategic Management: Text and Cases", Mcgraw Hill, 8th Edition, 2018.
3. Hitt, Ireland, Hoskisson, Manikutty, "Strategic Management", 12<sup>th</sup> edition, Cengage Learning, 2016
4. Fred R. David, "Strategic Management – Concepts & Cases", 15<sup>th</sup> edition, Pearson Education, 2015
5. Bod de Wit, Ron Meyer, "Strategy - An International Perspective", 5<sup>th</sup> edition, Cengage Learning, 2014.

**21MB401 INTERNATIONAL BUSINESS MANAGEMENT**

**4 0 0 4**

**Course Objectives**

- To enable the students to understand the fundamentals of international business
- To provide competence to the students on making international business decisions
- To enable the students to understand the financial and promotional assistance available for exporters

**Course Outcomes**

1. Understand the intricacies of external market and various trade theories.
2. Understand the various environments affecting global business.
3. Determine the suitable strategies with respect to international business.
4. Analyze the foreign exchange market.
5. Use appropriate measures for export promotion and ethical issues.

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
- g. Exhibit a global perspective that fosters the ability to understand global business scenario and scheme business decision making considering multicultural views and diversity
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>						<b>2</b>		<b>2</b>
<b>CO 2</b>	<b>3</b>						<b>3</b>		<b>2</b>
<b>CO 3</b>	<b>3</b>						<b>3</b>		<b>2</b>
<b>CO 4</b>	<b>3</b>						<b>2</b>		<b>2</b>
<b>CO 5</b>	<b>3</b>						<b>2</b>		<b>2</b>

**UNIT I**

**8 Hours**

**INTRODUCTION**

Definition, Drivers of International Business, Domestic Vs. International Business, Trade and Investment Theories: Interventionist Theories, Free Trade Theories, Theories Explaining Trade Patterns: PLC Theory, The Porter Diamond, Factor Mobility Theory.

**UNIT II**

**9 Hours**

**GLOBALIZATION**

Globalization: Implications, Challenges - Protectionism: Tariff Barriers, Non-Tariff Barriers- Forms of Integration, Role of WTO and IMF in International Business, Economic, Political, Cultural and Technological Environments.

**UNIT III**

**8 Hours**

**INTERNATIONAL BUSINESS STRATEGIES**

Market Entry Strategies, Multinational Strategy, Production Strategy, Marketing Strategy, Human Resource Strategy.

**UNIT IV**

**8 Hours**

**FOREIGN EXCHANGE**

Foreign Exchange Market – Functions, Theories of Exchange Rate Determination, Exchange Rate Forecasting, Convertibility of Currency, Risks associated with Foreign Exchange.

**UNIT V**

**7 Hours**

**EXPORTS AND ETHICS IN INTERNATIONAL BUSINESS**

Exports – Risks, Management of Exports, Regulatory frameworks, Export financing, Countertrade, Ethics – Issues, Dilemma and Theory.

**Suggested Self-Study Topics:** Liberalization, GATT, Standardization Vs. Differentiation, FEMA, EXIM Policy **Total: 40 Hours**

**References:**

1. John D Daniels, Lee H.Radebaugh, and Sullivan, “International Business”, New Delhi: Pearson Education, 2018.
2. Charles W L Hill and Arun Kumar Jain, “International Business”, New Delhi: Tata McGraw Hill, 2017.
3. Francis Cherunilam, “International Business”, New Delhi: Prentice Hall of India, 2020.
4. Simon Collinson, Rajneesh Narula, Alan M. Rugman, “International Business”, New Delhi: Pearson Education, 2020.
5. K.Aswathappa, “International Business”, New Delhi: Tata McGraw Hill, 2020.

**21MM101 BRAND MANAGEMENT**

**4 0 0 4**

**Course Objectives**

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

**Course Outcomes**

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

**Program Outcome**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>			<b>2</b>					<b>2</b>
<b>CO 2</b>	<b>3</b>			<b>2</b>					<b>2</b>
<b>CO 3</b>	<b>3</b>			<b>2</b>					<b>2</b>
<b>CO 4</b>	<b>3</b>			<b>2</b>					<b>2</b>
<b>CO 5</b>	<b>3</b>			<b>2</b>					<b>2</b>

**7 Hours**

**UNIT I**

**INTRODUCTION**

Evolution, Products vs. Brands, Strategic Brand Management, Importance, Brand Management Framework. Brand Identity: Levels, Brand Identity Prism.

**UNIT II**

**9 Hours**

**BRAND BUILDING**

Building Brands: Tenets of Brand Building, Brand Communication: Brand Awareness, Brand Image, Brand Associations, Brand Personality. Brand Equity: David Aaker's Model, CBBE Model, Lovemark

**UNIT – III**

**8 Hours**

**BRANDING DECISIONS**

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

**UNIT – IV**

**10 Hours**

**MANAGING BRANDS**

Brand Positioning, Brand Positioning vs. Product Positioning, Brand Positioning Strategies. Creating Brand Positioning Statement: Guidelines, Components. Brand Re-positioning, Brand Revitalization. Brand Valuation: Methods. Brand Elimination



**UNIT – V**

**6 Hours**

**CONTEMPORARY PRACTICES**

Building Retail Brands, Emotional Branding, Green Branding, Digital Branding: ZMOT, Co-Creation of Brands.

**Total Hours: 40**

**Suggested Self-Study Topics**

Destination Branding, Lifestyle Branding, Brand Journalism, Personal Branding, Protecting Brands from Digital Piracy, Sensory Branding, Managing Brand Bashing, Branded Contents

**References:**

1. Kirti Dutta, Brand Management Principles and Practices, New Delhi: Oxford University Press.
2. Sharad Sarin, Strategic Brand Management for B2B Markets, New Delhi: Sage Publications.
3. Kevin Lane Keller, Strategic Brand Management, New Delhi: Prentice Hall of India
4. Jamesr Gregory, The Best of Branding, New Delhi: Tata McGraw Hill
5. David A Aaker, Managing Brand Equity, USA: Free press

**21MM102 CUSTOMER RELATIONSHIP MANAGEMENT**

**4 0 0 4**

**Course Objectives**

- To enable the students to understand the fundamentals of Customer Relationship Management
- To impart knowledge on the process of CRM strategy development
- To acquaint the students with the issues and challenges in CRM implementation, tools of CRM in various sectors such as manufacturing and service oriented.

**Course Outcomes**

1. Apply the concept of CRM, the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented.
2. Implement various technological tools for data mining and also successful implementation of CRM in the organisations
3. Analyze how the technologies of CRM and its practices enhance the achievement of marketing, sales and service objectives throughout the customer life-cycle
4. Design customer relationship management strategies by understanding customer’s preferences for the long-term sustainability of the organizations.

**Program Outcome**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
- g. Exhibit a global perspective that fosters the ability to understand global business scenario and scheme business decision making considering multicultural views and diversity
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>			<b>2</b>			<b>2</b>		<b>2</b>
<b>CO 2</b>	<b>3</b>			<b>2</b>			<b>2</b>		<b>2</b>
<b>CO 3</b>	<b>3</b>			<b>2</b>			<b>2</b>		<b>2</b>
<b>CO 4</b>	<b>3</b>			<b>2</b>			<b>2</b>		<b>2</b>
<b>CO 5</b>	<b>3</b>			<b>2</b>			<b>2</b>		<b>2</b>

**7 Hours**

**UNIT I**

**CONCEPTUAL FOUNDATION**

Relationship Marketing: Evolution, Stages, Types, Purpose, Importance. Concepts of Customer Value. Strategic CRM: Emergence, Significance, Growth, Elements, Developing CRM Strategies

**UNIT II**

**8 Hours**

**CRM PROCESS AND IMPLEMENTATION**

Customer Retention Management, Customer Experience Management, Loyalty Programs: Design, Drivers, Issues. Campaign Management, Customer Complaint Management, Role of Marketing Channels in CRM, Employee Factors in CRM

**UNIT – III**

**10 Hours**

**CRM ANALYTICS**

Customer Acquisition Metrics, Customer Activity Metrics, Customer Based Value Metrics, Strategic Customer Based Value Metrics, Customer Selection Strategies

**UNIT – IV**

**8 Hours**

**INFORMATION TECHNOLOGY AND CRM**

e-CRM: Introduction, Features, Advantages, Technologies. CRM Software Programs, Implementation, IT Tools in CRM: Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, EPOS, Sales Force Automation

**7 Hours**

**UNIT – V**

**CRM DIMENSIONS**

CRM in Different Markets and Sectors: B2B, B2C, Rural Markets, Services Sector: Banking, Insurance, Telecom, Hospitality and Aviation. Managing CRM Roadblocks, CRM in Social Media, Sentiment Analysis

**Total Hours: 40**

**Suggested Self-Study Topics**

Self Service CRM, IoT and CRM, Impact of Blockchain in CRM, Mobile CRM, AR & VR in customer journey, Gen Z CRM

**References:**

1. Alok Kumar Rai, Customer Relationship Management Concept & Cases, Prentice Hall of India Private Limited, New Delhi
2. V. Kumar & Werner J., Customer Relationship Management, Willey India
3. Alok Kumar, Chhabi Sinha, Rakesh Sharma, Customer Relationship Management –Concepts and Application, Biztantra.
4. G Shainesh & Jagdish N Sheth, Customer Relationship Management-A Strategic Approach, Macmillan India, New Delhi.
5. Judith W.Kincaid (2007) Customer Relationship Management- Getting it Right, Pearson Education

**21MM103 DIGITAL MARKETING**

**4 0 0 4**

**Course Objectives**

- To introduce the concept of Digital Marketing.
- To make the students explore the various online modes of reaching customers and market the products and brand effectively.
- To analyse the online promotional media using appropriate analytical tools.

**Course Outcomes**

1. Understand the basic concepts in digital marketing
2. Identify the advantages and disadvantages of digital display advertising.
3. Use the various social media marketing platforms to reach consumers.
4. Analyze mobile marketing and SMS strategy.
5. Compare and choose among the various analytical tools to assess the performance of websites.

**Program Outcome**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment
- b. Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>		<b>2</b>	<b>2</b>					<b>2</b>
<b>CO 2</b>	<b>3</b>		<b>2</b>	<b>2</b>					<b>2</b>
<b>CO 3</b>	<b>3</b>		<b>2</b>	<b>2</b>					<b>2</b>
<b>CO 4</b>	<b>3</b>		<b>2</b>	<b>2</b>					<b>2</b>
<b>CO 5</b>	<b>3</b>		<b>2</b>	<b>2</b>					<b>2</b>

**6 Hours**

**UNIT I**

**INTRODUCTION**

Digital Marketing: Need, Significance, Terminologies, Traditional vs Digital Marketing, 4 Cs of Digital Marketing, Process, Essential Ingredients, Designing Digital Marketing Plan

**UNIT II**

**9 Hours**

**ONLINE PRESENCE**

Online Presence: Modes. Website Planning and Development: Types of Websites, Keywords, Domain Name, Webhosting, Building Websites using CMS

**UNIT – III**

**8 Hours**

**TRAFFIC**

Display Advertising, Pay-Per-Click Advertising, Referral Traffic, Affiliate Marketing, E-mail Campaigns, Search Engine Marketing, Social Media Marketing, LinkedIn Marketing

**UNIT – IV**

**9 Hours**

**INSIGHTS**

Search Engine Optimization: Introduction, Keyword Planner Tools, Website Indexing and Keyword Placement, Content Optimization, Off –Page SEO Techniques, Google Analytics

**UNIT – V**  
**CONVERSION**

**8 Hours**

Ad words, Landing Pages, Types of Campaign Goals, Bidding Strategies, Design of various Campaigns and Monitoring Traffic Behaviour

**Total Hours: 40**

**Suggested Self-Study Topics**

WhatsApp Business API, Facebook Audience Insights, Video Marketing, Shoppable Contents, Geofencing, BERT, Vernacular SEO

**References:**

1. Seema Gupta, "Digital Marketing", McGraw Hill
2. Damian Ryan, "Understanding Digital Marketing - Marketing Strategies for Engaging the Digital Generation", 3rd Edition, Kogan Page Ltd.
3. Ian Dodson (2016), The Art of Digital Marketing: The Definitive Guide to Creating Strategic, targeted and Measurable Online Campaigns, John Wiley & Sons.
4. Vandana Ahuja, Fundamentals of Digital Marketing, Pearson Education
5. Puneet Singh Bhatia, Fundamentals of Digital Marketing, Pearson Education

**21MM104 EVENT MANAGEMENT AND MARKETING**

**4 0 0 4**

**Course Objectives**

- Apply a systematic approach to the research, design, planning, implementation, and evaluation of an event marketing strategy
- Segment, target, and develop an event market
- Assess potential threats to an event's success and build clear competitive advantages within the total event design

**Course Outcomes**

1. Understand the overview of event marketing, its types and structure of event industry
2. Apply the event marketing mix to events and show the key drivers of executing events
3. Implement appropriate pricing strategies for the events and analyze the profits
4. Organize various promotional events to market the brand and manage the public relations
5. Evaluate the effectiveness of events after delivery and resolve the event related issues through proper market research.

**Program Outcome**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>			<b>2</b>					<b>2</b>
<b>CO 2</b>	<b>3</b>			<b>2</b>					<b>2</b>
<b>CO 3</b>	<b>3</b>			<b>2</b>					<b>2</b>
<b>CO 4</b>	<b>3</b>			<b>2</b>					<b>2</b>
<b>CO 5</b>	<b>3</b>			<b>2</b>					<b>2</b>

**6 Hours**

**UNIT I**

**BASICS**

Events: Introduction, Scope, Types, Characteristics. Growth of Event Industry in India, Event Management Competencies, Role of Event Manager

**UNIT II**

**EVENT PLANNING**

Marketing Research for Events, Sourcing and Understanding Clients, Feasibility Assessment, B-Plan Preparation, Bidding for Events: Components, Proposal. Event Management: Laws, Permits, Licenses, Contracts

**10 Hours**

**UNIT – III**

**EVENT DESIGNING AND ORGANIZING**

Event Design, Estimating Costs and Budget Preparation, Human Resource Planning, Logistics Planning, Organizing Events: Venue, Timelines, Protocols, Hospitality, Evaluation

**10 Hours**

**UNIT – IV**

**EVENT MARKETING**

Marketing Mix for Events, Defining Target Markets, Events Life Cycle Analysis, Branding: Issues and Strategies, Pricing Decisions, Sponsorship Decisions

**7 Hours**

**UNIT – V**

**7 Hours**

**PROMOTING EVENTS**

Event Campaign Management, Event Advertising, Publicity and Public Relations, Promotion Tools, Media Tools

**Total: 40 Hours**

**Suggested Self-study Topics**

Event Apps, Experimental Marketing, Digital Swag Bags, Live Events, Event Planning Software's

**References:**

1. Julia Rutherford Silvers and Joe Goldblatt, Professional Event Coordination, John Wiley
2. Allison Saget, The Event Marketing Handbook: Beyond Logistics & planning, Kaplan Publishing
3. Shannon Kilkenny, The complete guide to successful Event Planning: A guide book to producing Memorable Events, Atlantic Publishing Company.
4. Judy Allen, Event Planning, Wiley India
5. Leonard H.Hoyle, Event Marketing: How to successfully promote Events, Festivals, Conventions and Exposition, John Wiley and Sons.

**21MM105 INTEGRATED MARKETING COMMUNICATION AND PROMOTION**

**4 0 0 4**

**Course Objectives**

- To enable the students to understand the fundamentals of advertising and sales promotion.
- To familiarize the students about various media for advertising and media planning.
- To throw light on the various sales promotion techniques.

**Course Outcomes**

1. Design an effective advertising campaign.
2. Carry out various advertising media strategies to reach customers.
3. Design and develop media specific advertisements and measure their effectiveness.
4. Construct result oriented innovative sales promotion techniques.
5. Organize effective promotional campaigns to increase customer base

**Program Outcome**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
- e. Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>			<b>2</b>	<b>2</b>				<b>2</b>
<b>CO 2</b>	<b>3</b>			<b>2</b>	<b>2</b>				<b>2</b>
<b>CO 3</b>	<b>3</b>			<b>2</b>	<b>2</b>				<b>2</b>
<b>CO 4</b>	<b>3</b>			<b>2</b>	<b>2</b>				<b>2</b>
<b>CO 5</b>	<b>3</b>			<b>2</b>	<b>2</b>				<b>2</b>

**6 Hours**

**UNIT I**

**INTRODUCTION AND ADVERTISING**

IMC: Overview, Role, IMC Mix - Advertising: Concept, Definition, Setting Objectives-DAGMAR - Advertising Agencies: Structure, Functions – Advertising Campaigns

**UNIT II**

**10 Hours**

**MEDIA PLANNING**

Advertising Media: Types, Pros and Cons, Measuring Reach, Deciding on Frequency, Measuring Impact, Cost Appraisal, Media Strategy and Scheduling.

**UNIT – III**

**11 Hours**

**DESIGNING MARKETING COMMUNICATIONS**

TV Commercials: Different Appeals, Story Board, Message Development. Print AD: Layout, Design, Appeal, Copy Structure. Ratio Advertising, Advertising in Digital Platforms. Testing Validity and Reliability of advertisements.

**UNIT – IV**

**7 Hours**

**PROMOTION MANAGEMENT**

Definition, Role, Objectives, Promotion Mix. Techniques: Trade Oriented, Customer Oriented.



**UNIT – V**

**6 Hours**

**PLANNING PROMOTIONAL CAMPAIGNS**

Requirement Identification, Deciding on Promotion Campaigns. On-Line Sales Promotion

**Total Hours: 40**

**Suggested Self-study Topics**

Programmatic Advertising, Ad fatigue, Banner Blindness, Click Frauds, Advergates, In-game advertising

**References:**

1. George E Belch and Michael A Belch, Advertising and Promotion, New Delhi: Tata McGraw Hill, 2012.
2. Jaishri Jeth Waney and Shruti Jain, Advertising Management, New Delhi: Oxford University Press, 2013.
3. O. Guinn Allen Semenik, Advertising and Integrated Brand Promotion, Singapore: Thomson South Western, 2011.
4. David A Aaker and John G Myers, Advertising Management, New Delhi: Prentice Hall of India.
5. Larry Percy and Richard Rosenbaum - Elliott, Strategic Advertising Management, New Delhi: Oxford University Press, 2012.

**21MM106 MARKETING METRICS AND ANALYTICS**

**4 0 0 4**

**Course Objectives**

- To introduce to the key concepts of marketing performance management.
- To understand how marketing metrics can be used effectively within the business environments marketers.
- To develop the analytical understanding and skills needed to make fact-based decisions in managing marketing performance.

**Course Outcomes**

1. Understand the creation of opportunities, performance and accountability using marketing metrics
2. Determine the profit margins through contribution analysis
3. Construct product portfolio and brand equity metrics
4. Choose appropriate sales force and logistics channel to reach out the customers
5. Implement the right pricing strategy to increase return on investment

**Program Outcome**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decisions-making capabilities in highly volatile business environment
- b. Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>	<b>2</b>		<b>2</b>					<b>2</b>
<b>CO 2</b>	<b>3</b>	<b>2</b>		<b>2</b>					<b>2</b>
<b>CO 3</b>	<b>3</b>	<b>2</b>		<b>2</b>					<b>2</b>
<b>CO 4</b>	<b>3</b>	<b>2</b>		<b>2</b>					<b>2</b>
<b>CO 5</b>	<b>3</b>	<b>2</b>		<b>2</b>					<b>2</b>

**6 Hours**

**UNIT I**

**INTRODUCTION**

Marketing Metrics – Key Concepts, Importance, Utility. Opportunities, Performance and Accountability. Data availability, Sources of Data, Big Data, Key Marketing Metrics

**UNIT II**

**10 Hours**

**MARGINS AND PROFITS**

Selling Price and Channel margins, Average price, Cost structures and profit, Contribution analysis, Target volume analysis.

**UNIT – III**

**10 Hours**

**PRODUCT PORTFOLIO MANAGEMENT**

Trial, Repeat, Penetration and Volume projection, Brand Valuation, Brand Equity metrics, Conjoint analysis.

**UNIT – IV**

**7 Hours**

**SALES FORCE MANAGEMENT**

Setting Sales force-goals, Evaluating Results, Compensation plans, Pipeline analysis, Distribution coverage and logistics, Inventory turns.

**UNIT – V**

**7 Hours**

**PRICING STRATEGY**

Price premium, Reservation price, Optimal prices, Price elasticity and Demand.

**Total Hours: 40**

**Suggested Self-study Topics**

Ad Intel, CLV Modeling, Image Mining, Marketing Analytics Softwares, Customer Experience Analysis

**References:**

1. Marketing Metrics, 2nd Edition, Paul W. Farris , Neil T. Bendle , Phillip E. Pfeifer 2010
2. Marketing Analytics: Data–Driven Techniques with Microsoft Excel 2014 Wayne L. Winston.
3. Marketing Analytics: Strategic Models and Metrics 2013 Stephan Sorger
4. Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know, 2010, Mark Jeffery (Author)
5. Marketing and Sales Analytics: 2017by Brea Cesar.

**21MM107 NEUROMARKETING – UNDERSTANDING CONSUMER BEHAVIOUR**

**4 0 0 4**

**Course Objectives**

- To enable the students to understand the dynamic nature of Consumer Behaviour.
- To give insight on the various external and internal influences on Consumer Behaviour.
- To let them understand how individual consumers and organizational buyers differ in making purchase decisions.

**Course Outcomes**

1. Summarize the basic concepts in consumer behaviour.
2. Indicate the attitude, perception and personality type of individual consumers and analyse the impact of these factors on the purchase decisions.
3. Analyze the external factors that influence a particular purchase decision.
4. Compute methods to influence the consumer decision making process.
5. Determine the organizational buyer behaviour and changing consumer behavior

**Program Outcome**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decisions-making capabilities in highly volatile business environment
- b. Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>			<b>2</b>			<b>2</b>		<b>2</b>
<b>CO 2</b>	<b>3</b>			<b>2</b>			<b>2</b>		<b>2</b>
<b>CO 3</b>	<b>3</b>			<b>2</b>			<b>2</b>		<b>2</b>
<b>CO 4</b>	<b>3</b>			<b>2</b>			<b>2</b>		<b>2</b>
<b>CO 5</b>	<b>3</b>			<b>2</b>			<b>2</b>		<b>2</b>

**7 Hours**

**UNIT I**

**INTRODUCTION**

Neuro marketing: Meaning, Definition, Process, Challenges. Concepts of Consumer Behaviour. Approaches to the Study of Consumer Behaviour, Role of Neuro marketing in understanding consumer behavior

**UNIT II**

**9 Hours**

**UNDERSTANDING NEUROMARKETING**

Emergence: Neuroscience, Scientific background: fMRI, QEEG, Potential Impact on Advertisements, Product development, Design, Packaging and Distribution, Ethical Concerns – Hype and reality

**UNIT – III**

**9 Hours**

**INTERNAL INFLUENCES ON CONSUMER BEHAVIOUR**

Motivation, Personality, Perception- Dynamics of perception, Learning, Attitude-Formation, Changing Consumer Attitudes.

**UNIT – IV** **9 Hours**

**EXTERNAL INFLUENCES ON CONSUMER BEHAVIOUR**

Reference Groups, Family, Social Class, Culture, Sub Culture, Marketing Communications, Personal Influence and Opinion Leadership.

**6 Hours**

**UNIT – V**

**DECISION PROCESS AND POST- PURCHASE BEHAVIOUR**

Consumer Decision Making Process, Diffusion of Innovations. Post Purchase Behaviour: Post Purchase Dissonance, Product Use, Product Disposition, Purchase Evaluation and Consumer Satisfaction.

**Total Hours: 40**

**Suggested Self-study Topics**

Priming, Sensory Marketing, Social Proofs, Political Neuromarketing, Neuroeconomics

**References:**

1. G. Schiffman and Leslie Lazar Kanuk, Consumer Behaviour, New Delhi: Pearson Education, 2012.
2. Jay D Lindquist and M Joseph Sirgy, Shopper, Buyer & Consumer Behaviour, New Delhi: Biztantra Publication, 2010.
3. David L Loudon and Albert J Della Bitta, Consumer Behaviour, New Delhi: Tata McGraw Hill, 2010.
4. Sheth and Mittal, Consumer Behaviour, A Managerial Perspective, Singapore: Thomson South Western, 2011.
5. Tanusree Dutta, Manas Kumar Mandal, “Neuromarketing in India: Understanding the Indian Consumer”, Taylor & Francis Books India Pvt. Ltd, 2018

**21MM108 OMNI CHANNEL RETAIL MANAGEMENT AND ANALYTICS**

**4 0 0 4**

**Course Objectives**

- To give an understanding to the students about the significant role of retailing in the marketing system.
- To give inputs to gain insights on the issues involved in organizing and establishing a retail format.
- To enable the students to understand the merchandise management, pricing and promotion strategies in retailing.

**Course Outcomes**

1. Understand the functions of retailing and the role of store manager
2. Implement effective segmentation for a proposed retail format.
3. Structure the length of product assortment based on the store format and shoppers' profile.
4. Outline the nuances of product and merchandise management
5. Execute various promotion and pricing strategies in the retail chain

**Program Outcome**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment
- b. Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>	<b>2</b>		<b>2</b>					<b>2</b>
<b>CO 2</b>	<b>3</b>	<b>2</b>		<b>2</b>					<b>2</b>
<b>CO 3</b>	<b>3</b>	<b>2</b>		<b>2</b>					<b>2</b>
<b>CO 4</b>	<b>3</b>	<b>2</b>		<b>2</b>					<b>2</b>
<b>CO 5</b>	<b>3</b>	<b>2</b>		<b>2</b>					<b>2</b>

**7 Hours**

**UNIT I**

**INTRODUCTION**

Retailing, Functions, Retail formats, Retailing in India, Functions of a Store Manager, Impact of FDI on retailing. Omni Channel Retail Strategy, Building Omni channel strategy, Managing Customer Experience in Omni Channel Strategy.

**UNIT II**

**8 Hours**

**UNDERSTANDING CUSTOMERS**

Shopping Behavior, Profile of Indian Shoppers, Shopping Process, Influences on Shopping Behavior, Retail market segmentation

**UNIT – III**

**9 Hours**

**LOCATION AND SPACE MANAGEMENT**

Location Decision, Importance, Levels, Types, Trade Area Analysis, Site Analysis. Atmospherics: Role, Components, Space Management.

**UNIT – IV** **9 Hours**

**RETAIL MARKETING MIX**

Product Management, Brand Management, Merchandise Management, Category Management.  
Pricing: Influences, Strategies. Promotion: Promotion Mix.

**7 Hours**

**UNIT – V**

**RETAIL ANALYTICS**

Value chain in Retailing. Retail Analytics – Introduction, Big Data in Retailing, Retail Analysis Process, Software's for Retail Analytics, Retail Analytics Utility: Supply Chain Decisions, Pricing Decisions, Inventory Decisions, Customer Experience

**Total Hours: 40**

**Suggested Self-study Topics**

Social Commerce, Online stores in Offline Spaces, AR powered Shopping, IoT and AI in Retailing

**References:**

1. Chetan Bajaj, Rajni Tulsi and Nandhi V Srivastava, Retail Management, New Delhi: Oxford University Press, 2010.
2. Pradhan Swapna, Retailing Management, New Delhi: Tata McGraw Hill, 2010.
3. Barry Berman and Joel R Evans, Retail Management Strategic Approach, New Delhi: Prentice Hall of India, 2013.
4. Piyush Kumar Sinha and Dwarika Prasad Uniyal, Managing Retailing, New Delhi: Oxford University Press, 2010.
5. Andrew J Newman and Peter Cullen, Retailing Environment and Operations, New Delhi: Thomson Learning, 2009.

**21MM109 RURAL MARKETING**

**4 0 0 4**

**Course Objectives**

- To enable the students to get a comprehensive understanding of the distinct nature of Rural markets
- To make them understand the difference between Urban and Rural markets
- To understand about the rural specific marketing mix

**Course Outcomes**

1. Ability to analyze and sense the dynamic rural marketing environment
2. Ability to inculcate the complex and odd purchase behavior exhibited by rural consumers.
3. Ability to devise rural specific marketing strategies.
4. Identify the challenges and opportunities in the field of rural marketing for the budding managers
5. Apply adaptations to the rural marketing strategies to meet the needs of rural consumers by conducting research in the rural market

**Program Outcome**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment
- b. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
- d. Exhibit a global perspective that fosters the ability to understand global business scenario and scheme business decision making considering multicultural views and diversity
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>			<b>2</b>			<b>2</b>		<b>2</b>
<b>CO 2</b>	<b>3</b>			<b>2</b>			<b>2</b>		<b>2</b>
<b>CO 3</b>	<b>3</b>			<b>2</b>			<b>2</b>		<b>2</b>
<b>CO 4</b>	<b>3</b>			<b>2</b>			<b>2</b>		<b>2</b>
<b>CO 5</b>	<b>3</b>			<b>2</b>			<b>2</b>		<b>2</b>

**8 Hours**

**UNIT I**

**INTRODUCTION**

Rural Marketing, Concepts, Scope, Opportunities and Challenges. Rural Market Profile: Rural Consumers, Characteristics.

**UNIT II**

**8 Hours**

**SEGMENTATION, TARGETING AND POSITIONING**

Segmentation: Concepts, Levels, Effective Segmentation, Basis for Segmentation. Targeting. Positioning.

**UNIT – III**

**8 Hours**

**MARKET RESEARCH AND BUYER BEHAVIOR**

Rural Market Research, New Research Tools. Rural Consumer Behavior: Challenges, Buyer Characteristics, Buying decision Process, Influences.

**UNIT – IV**

**8 Hours**

**PRODUCT AND PRICING STRATEGIES**

Product Classifications, Product Mix Decision, Product Item Decision, Product Strategies. Pricing: Concepts, Policies, Strategies.



**UNIT – V**

**8 Hours**

**PROMOTION AND DISTRIBUTION STRATEGIES**

Media Choice, Target Audience Profile, Promotion Strategies. Distribution: Channels, New Approaches, Strategies.

**Total Hours: 40**

**Suggested Self-study Topics**

Rural Women Entrepreneurship, Role of SHGs, Role of NGOs, Project Sakthi, Community Marketing

**References:**

1. Krishnamacharyulu, C S G., and Lalitha Ramakrishnan., “Rural Marketing Text & Cases”, Pearson Education Pvt Ltd, New Delhi
2. Ruchika Ramakrishnan., “Rural Marketing in India: Strategies and Challenges” New Century Publication, New Delhi
3. Singh, Awadhesh Kumar, and Satyaprakash Pandey., “Rural marketing Indian Perspective”, New age International Ltd, New Delhi
4. Sanal Kumar Velayudam, “Rural Marketing: Targeting on Non-Urban Consumers” Sage Publications, New Delhi
5. Balram, and Dogra, “Rural Marketing: Concepts and Practice”, Tata McGraw Hill, New Delhi: 2007 Edition.

**21MM110 SALES AND DISTRIBUTION MANAGEMENT**

**4 0 0 4**

**Course Objectives**

- To understand the professional sales process and sales force management
- Build awareness of current sales management practices and relevant managerial issues
- To gain how to manage and motivate a professional sales force thereby gaining insights into the multi-faceted nature of the sales person

**Course Outcomes**

1. Understand roles & responsibilities of a sales manager
2. Recognize the importance of sales territories & quotas
3. Apply the ways to recruit, select and train the sales people
4. Understand how to motivate and compensate sales people
5. Apply the ways to control the sales persons.

**Program Outcome**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>			<b>2</b>					<b>2</b>
<b>CO 2</b>	<b>3</b>			<b>2</b>					<b>2</b>
<b>CO 3</b>	<b>3</b>			<b>2</b>					<b>2</b>
<b>CO 4</b>	<b>3</b>			<b>2</b>					<b>2</b>
<b>CO 5</b>	<b>3</b>			<b>2</b>					<b>2</b>

**7 Hours**

**UNIT I**

**NATURE OF SALES MANAGEMENT**

Introduction to Sales Management: Sales management: Its nature and responsibilities – Functions of a Sales manager, Sales management skills, Sales person to sales manager, Social, Ethical and legal responsibilities – Managing the sales team – ethical behavior. Strategic sales planning.

**UNIT II**

**SALES ORGANIZATION**

Sales organizational design, Sales organizational structure, Forecasting market demand, Forecasting process, Forecasting Methods, Sales budgets - Sales Force Budgeting Methods, Design and size of sales territories – Designing sales territories, Approaches, Sales objectives and quota - Types of quotas, Selling By Objectives.

**7 Hours**

**UNIT – III**

**PLANNING AND RECRUITING SALES PEOPLE**

Job analysis, Job description, Recruitment, Selection and placement of sales personnel - Selection process, Evaluating selection and placement decisions, Management of sales training and development - Purpose of sales training, Methods, Sales training model, Contents of Sales Training Program – Sales knowledge development, Sales Skills Development, Sales process.

**10 Hours**

**UNIT – IV**

**9 Hours**

**MOTIVATING SALESPEOPLE**

Understanding Sales force motivation, Sales culture, needs of sales people, Salesperson's behavioral model, Personal side of motivation, Compensation for high performance - Designing a compensation program, Types of compensation plans, Fringe benefits, Leading the sales Team - Nature of leadership, Sales manager's behavior and activities.

**UNIT – V**

**7 Hours**

**CONTROLLING THE SALES TEAM**

Controlling the sales Team - Analysis of sales and marketing costs - Marketing Audit, Sales force audit, Net sales volume analysis, Marketing Cost Analysis, Evaluation of salespeople's performance - Performance Appraisal - processes and procedures, Conducting the appraisal, Providing Feedback.

**Total Hours: 40**

**Suggested Self-study Topics**

Sales force Metrics, Outsourcing Sales Functions, Social Selling, Selling to Micromarkets, Sales Trend Analysis

**References:**

1. Charles M. Futrell, "Fundamentals of Selling: Customers for life through service", (12th ed.), Tata McGraw Hill, New Delhi, 2014.
2. Edward W. Cundiff, Norman A.P. Govoni, Richard R. Still, "Sales Management: Decisions, Strategies and Cases", (5th ed.), Pearson Education India, 2007.
3. David Jobber and Geoffrey Lancaster, "Selling and Sales Management", (7th ed.), Pearson Education India, 2009.
4. David Lambert and Keith Dugdale, "Smarter Selling: How to grow sales by building trusted relationships", (2nd ed.), Pearson Education India, 2011.
5. William L. Cron, "Sales management: Concepts and Cases", (10th ed.), Wiley India, 2009.

**21MM111 SEMIOTICS IN MARKETING COMMUNICATIONS AND BRANDING**

**4 0 0 4**

**Course Objectives**

- To understand the basic principles of semiotics as well as semiotic thinking thereby examining the role of semiotics in communicating the brand
- To provide an in-depth understanding the marketing communication concepts
- To evaluate an organization’s marketing and promotional situation in order to develop effective communication strategies and programmes

**Course Outcomes**

1. Understand an effective marketing communication plan to build brands
2. Select from various design thereby delivering value and create relationships in the marketplace
3. Understand the use of marketing communications to promote causes and deal with societal problems
4. Execute the theory and techniques applicable to the major marketing communication functions
5. Deepen the understanding of the need to influence consumers through marketing

**Program Outcome**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment
- b. Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>			<b>2</b>	<b>3</b>				<b>2</b>
<b>CO 2</b>	<b>3</b>			<b>2</b>	<b>3</b>				<b>2</b>
<b>CO 3</b>	<b>3</b>			<b>2</b>	<b>3</b>				<b>2</b>
<b>CO 4</b>	<b>3</b>			<b>2</b>	<b>3</b>				<b>2</b>
<b>CO 5</b>	<b>3</b>			<b>2</b>	<b>3</b>				<b>2</b>

**6 Hours**

**UNIT I**

**INTRODUCTION TO COMMUNICATIONS & BRANDING**

Evolution of Communications & Branding – past and present positioning, Brand Values – brand heritage, Brand Building

**UNIT II**

**9 Hours**

**ELEMENTS OF SEMIOTICS**

Signifier and Signified, Redundancy and Noise, Polysemy and Synonymy, Symbolic and Semi Symbolic, Arbitrary and Convention, Single/Repeated signs, Semiotic Silence, Successive Signs

**UNIT – III**

**9 Hours**

**ROLE OF SEMIOTICS IN MARKETING**

Reach to customers - Verbal, Visual and Performative actions, Touch Points – Logos, Rituals, Cultural symbols, Colors, Iconic individuals, text, advertisements, websites, Physical environments

**UNIT – IV**

**10 Hours**

**TECHNIQUES TO RUN SEMIOTIC ANALYSIS**

Stages – Grouping, Independent Analysis of groups, Inclusive analysis of groups, Comparison of independent and inclusive analysis of groups, Wrap-up of analysis; Techniques – Questions, probing, abstract questions, projective techniques, craft stationery

**6 Hours**

**UNIT – V**

**APPLY FINDINGS FROM ANALYSIS**

Case Studies from Indian Companies and MNCs

**Total Hours: 40**

**Suggested Self-study Topics**

Sub-fields of Semiotics, Semiotic Codes, Arbitrariness and Archetypes in Semiotics, Psychology behind fonts and colours

**References:**

1. Using Semiotics in Marketing: How to achieve Consumer Insight for brand Growth and Profits by Rachel Lawes published by Kogan Page, 3<sup>rd</sup> March 2020.
2. Creating Value: The Theory and Practice of Marketing Semiotics Research by Laura R. Oswald published by OUP Oxford, 22<sup>nd</sup> January 2015.
3. Marketing Semiotics: Signs, Strategies and Brand Value by Laura R. Oswald published by OUP Oxford, 16<sup>th</sup> February 2012.
4. Daniel Chandler, “Semiotics: The Basics”, Taylor and Francis, 2007
5. Laura R. Oswald, “Doing Semiotics: A Research Guide for Marketers at the Edge of Culture”, Oxford University Press, 2020

**21MM112 SERVICES MARKETING**

**4 0 0 4**

**Course Objectives**

- To enable the students to understand the differences between marketing of products and services.
- To give insight to them on various aspects of Services Marketing.
- To enable them to effectively design and deliver services.

**Course Outcomes**

1. Understand the customers through effective communication about the service concept
2. Summarize the influencing factors of customer expectations and perceptions
3. Select appropriate service recovery strategies to retain the customers
4. Design service development model with adequate customer standards
5. Execute effective delivery of services by closing the expectation gaps

**Program Outcomes**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>			<b>2</b>					<b>2</b>
<b>CO 2</b>	<b>3</b>			<b>2</b>					<b>2</b>
<b>CO 3</b>	<b>3</b>			<b>2</b>					<b>2</b>
<b>CO 4</b>	<b>3</b>			<b>2</b>					<b>2</b>
<b>CO 5</b>	<b>3</b>			<b>2</b>					<b>2</b>

**7 Hours**

**UNIT I**

**INTRODUCTION TO SERVICES**

Definition, Services vs. Goods, Characteristics, Service Marketing Mix, Current Trends, Gaps Model.

**UNIT II**

**9 Hours**

**CUSTOMER EXPECTATIONS AND PERCEPTIONS**

Customer Expectations, Meaning, Types, Levels, Influencing Factors. Customer Perceptions: Influencing Factors, Satisfaction, Service Quality, Building Blocks.

**UNIT – III**

**8 Hours**

**CUSTOMER RELATIONS**

Goals, Benefits, Life Time Value of a Customer, Factors, Estimation, Retention Strategies. Service Recovery: Impact of Service Failure, Response of Customers, Recovery Strategies, Service Guarantees.

**UNIT – IV**

**8 Hours**

**SERVICE DESIGN**

New service Development, Stages, Service Blueprinting, Service Redesign. Customer Defined Service Standards: Factors, Guidelines. Physical Evidence: Types, Role.

**UNIT – V**

**8 Hours**

**DELIVERING AND PERFORMING**

Employee's Role, Customers' Role, Managing Demand and Capacity, Managing Service Promises, Closing the Gaps.

**Total Hours: 40**

**Suggested Self-study Topics**

Flower of Service, Tangibility spectrum, SERVQUAL survey, Recovery paradox, Types of new services, Customer co-creation

**References:**

1. Valarie A Zei Thaml and Mary Jo Bitner, Service Marketing, New Delhi: Tata McGraw Hill, 2011.
2. Christopher Lovelock, Services Marketing People, Technology, Strategy, New Delhi: Pearson Education, 2010.
3. Govind Apte, Services Marketing, New Delhi: Oxford University Press, 2009.
4. Steve Baron, Service Marketing, New Delhi: Sage Publications, 2010.
5. R. Srinivasan, Services Marketing – The Indian Context, New Delhi: Prentice Hall of India, 2012.

**21MF101 BANKING SYSTEM AND PRACTICES**

**3 1 0 4**

**Course Objectives**

- To introduce the concept of Banking and its growth in India
- To make the students understand various types of deposits & advances.
- To create awareness on the broad contours of export & import credit and expose the students to the recent developments in banking in India.

**Course Outcomes**

1. Ability to understand Banking Process
2. Evaluate a loan proposal submitted by the customer
3. Analyze Non-Performing Assets.
4. Assist the customers to choose appropriate financial products.
5. Gain insight into the Electronic Payment System, Net Banking and Mobile Banking.

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
- g. Exhibit a global perspective that fosters the ability to understand global business scenario and scheme business decision making considering multicultural views and diversity.
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>								<b>1</b>
<b>CO 2</b>	<b>3</b>								<b>1</b>
<b>CO 3</b>	<b>3</b>								<b>1</b>
<b>CO 4</b>	<b>3</b>						<b>2</b>		<b>1</b>
<b>CO 5</b>	<b>3</b>						<b>2</b>		<b>1</b>

**8 Hours**

**UNIT I**

**INTRODUCTION TO BANKING**

Role of banks, Evolution of Banking, Structure of banking sector in India, Rationale of Banking Sector Reforms, Basle Committee recommendations, An overview of Financial Statement of banks.

**UNIT II**

**8 Hours**

**DEPOSITS AND ADVANCES**

Deposits: Banker Customer Relationship, BCSBI, Various Types of Deposits, Advances: Principles of Sound Lending, Methods of Granting Advances, CIBIL, MCLR, Secured Advances, Modes of Creating Charges, Types of Advances. Bank Guarantees.

**UNIT III**

**8 Hours**

**PRIORITY SECTOR LENDING & NPA NORMS**

Rationale of Priority Sector Lending, Different Segments of Priority Sector Advances. CGTMSE, Classification of Advances: NPA Norms, SMA, Recovery of Advances.

**UNIT IV**

**8 Hours**

**EXPORT CREDIT**

Introduction to UCPDC, Exports – Pre-shipment and Post – Shipment Credit, Import Financing, RBI Role in Promoting Export Credit, EXIM Bank, ECGC.



**UNIT V**

**8 Hours**

**RECENT DEVELOPMENTS IN BANKING**

Retail Banking, ATM, EFT, Tele Banking, Credit Cards, Debit Cards, Smart Cards, e-banking, Cheque Truncation System, Ancillary Businesses: Drafts, Safe Custody, PARA Banking, CRM in banking.

**Suggested Self-Study Topics**

Rationale of Banking Sector Reforms, Flexi Deposits, Current Trend in Advances, Role of ECGC, Mobile banking

**Total: 40 Hours**

**References**

1. Sukvinder Mishra, Banking Law and Practice, S. Chand Publishing, 2018
2. Kanhaiya Singh and Vinay Dutta, Commercial Bank Management, McGraw Hill, 2017.
3. Padmalatha Suresh and Justin Paul, Management of Banking, Pearson Education, 4th Edition, 2017.
4. JyostnaSethi and Nishwan Bhatia, Elements of Banking and Insurance, New Delhi: Prentice Hall of India, 2013.
5. Donald R Fraser, Benton E Gup and James W Kolari, Commercial Banking, The Management of Risk, Singapore: Wiley, 2010.

**21MF102 EQUITY DERIVATIVES AND RISK MANAGEMENT**

**3 1 0 4**

**Course Objectives**

- To know about the Derivative Instruments in the Financial Market and role of Stock Exchange
- To understand the concept of Forward and Futures Contract, Options and Swaps.
- To know about the Commodity Derivative Instruments in India.

**Course Outcomes**

1. Use Forward Contract, Futures Contract, Options and Swap to hedge the unsystematic risk
2. Ability to analyze the Future and Forward Prices
3. Ability to calculate the intrinsic value and time value of options
4. Estimate and decide the various Interest Rate Risks
5. Ability to ensure the compliance of Derivative Markets.

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
- d. Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>			<b>2</b>					<b>1</b>
<b>CO 2</b>	<b>3</b>			<b>2</b>					<b>1</b>
<b>CO 3</b>	<b>3</b>			<b>2</b>					<b>1</b>
<b>CO 4</b>	<b>3</b>			<b>2</b>					<b>1</b>
<b>CO 5</b>	<b>3</b>			<b>2</b>					<b>1</b>

**8 Hours**

**UNIT I**

**INTRODUCTION TO EQUITY DERIVATIVES**

Introduction to Financial Derivatives – Types of Derivatives – Forwards, Futures, Swaps, Options - Application of derivatives in Risk Management

**UNIT II**

**8 Hours**

**FORWARDS AND FUTURES**

Forwards & Futures market - Mechanics of futures markets - Different categories of Forwards & Futures – Valuation - Determination of forward and futures prices - Risk management using Forwards and Futures

**UNIT III**

**8 Hours**

**OPTIONS**

Basics of Options, Pay-off chart for options, Options pricing, Options spreads, Straddle, Strangle, Covered call, Protective put, Collar, Butterfly spread

**UNIT IV**

**8 Hours**

**SWAPS**

Characteristics of Swaps- Categories of Swaps - Mechanics of interest rate swaps - Currency swaps – Application - Valuation - Usage of Swaps in Risk Management

**UNIT V**

**8 Hours**

**TRADING SYSTEMS AND REGULATORY ENVIRONMENT**

Trading System, Clearing and Settlement Mechanism, Selection criteria of stocks for trading, Selection criteria of index for trading, Adjustments for Corporate Actions, Position limit, Regulations in Trading, Regulations in Clearing & Settlement and Risk Management

**Suggested Self-Study Topics**

Rolling and Settlement, Strike Price, Intrinsic Value of derivative instruments, Fixed and Floating Interest Rate SWAP, Exchange Traded Funds

**Total: 40 Hours**

**References**

1. Hull.c.John. and Sankarshan Basu, "Options, Futures and Other Derivatives", 10th edition, Pearson Education, Chennai, 2018.
2. Gupta S L, "Financial Derivatives: Theory, Concepts and Problems", 2nd edition, PHI learning, New Delhi, 2017.
3. Sundaram Das, "Derivatives Principles and Practice", Tata McGraw Hill Education, 2017
4. Don M. Chance, Robert Brooks, "An Introduction to Derivatives and Risk Management", 10th edition, Cengage Learning, 2015.
5. Rajiv Srivatsava, "Derivatives and Risk Management", Oxford University Press, 2015.

**21MF103 MERCHANT BANKING AND FINANCIAL SERVICES**

**3 1 0 4**

**Course Objectives**

- To provide an understanding of various Financial Services.
- Make students to understand regulatory framework governing the Financial Services.
- Expose the procedures involved in handling Financial Services.

**Course Outcomes**

1. Apply the rules and regulations of SEBI while handling Financial Services
2. Ability to administer Pre and Post Issue activities.
3. Ability to provide Fee Based Financial Services.
4. Evaluating the Leasing and Hire Purchasing and its Tax Implications
5. Ability to administer Fund Based Financial Services.

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
- d. Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>			<b>2</b>					<b>1</b>
<b>CO 2</b>	<b>3</b>			<b>2</b>					<b>1</b>
<b>CO 3</b>	<b>3</b>			<b>2</b>					<b>1</b>
<b>CO 4</b>	<b>3</b>			<b>2</b>					<b>1</b>
<b>CO 5</b>	<b>3</b>			<b>2</b>					<b>1</b>

**8 Hours**

**UNIT I**

**MERCHANT BANKING**

Introduction, Definition, Functions, SEBI Regulations - Procedure for Inspection and Action in case of Default, Code of Conduct, Registration, and SEBI Guidelines

**UNIT II**

**8 Hours**

**ISSUE MANAGEMENT**

Capital Market Instruments, Capital Structure Decisions, Public Issue Management, Marketing New Issue, Post – Issue Activities, Prospectus, Underwriting of Securities, Role and Responsibilities of Intermediaries.

**UNIT III**

**8 Hours**

**OTHER FEE BASED MANAGEMENT**

Portfolio Management Services, Credit Syndication, Depository Receipts, Credit Rating, DEMAT Services, Mutual Funds, e-Stamp, e-KYC.

**UNIT IV**

**8 Hours**

**FUND BASED FINANCIAL SERVICES**

Leasing and Hire Purchasing - Basics, Financial Evaluation and Tax Implication

**UNIT V**

**8 Hours**

**OTHER FUND BASED FINANCIAL SERVICES**

Consumer Finance, Real Estate Financing, Bills Discounting, Factoring and Forfeiting, Venture Capital

**Suggested Self-Study Topics**

Latest SEBI Amendments, Appointment of Intermediaries, Active and Passive Portfolio, Accounting Procedures, e-Commerce Pay Later Services

**Total: 40 Hours**

**References:**

1. Dr S. Gurusamy, Merchant Banking and Financial Services, New Delhi: Tata McGraw Hill, 2019.
2. M.Y.Khan, Financial Services, New Delhi: Tata McGraw-Hill, 2019.
3. Frederic S.Mishkin and Tusli Jayakumar, Financial Markets and Institutions, New Delhi: Pearson, 2017.
4. Siddaiah, Financial Services, New Delhi, Pearson, 2016.
5. Mathews Sasidharan, Financial Services and System, Tata McGraw Hill, 2016.

**21MF104 MERGERS, ACQUISITIONS AND RESTRUCTURING**

**3 1 0 4**

**Course Objectives**

- To understand Mergers and Acquisitions as a powerful tool to build new generation companies to compete successfully in the global markets
- To describe how Mergers and Acquisitions are financed.
- To know the corporate restructuring process in the business world.

**Course Outcomes**

1. Applying SEBI Guidelines and legal frame works at the time of Mergers.
2. Ability to decide the appropriate type of Merger.
3. Ability to tap the appropriate source of financing for Merger and Acquisition.
4. Capable of managing Pre and Post Merger Process.
5. Scientifically estimating the impact of restructuring on the value of the firm.

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
- d. Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>2</b>			<b>3</b>					
<b>CO 2</b>	<b>3</b>			<b>2</b>					
<b>CO 3</b>	<b>3</b>			<b>2</b>					
<b>CO 4</b>	<b>2</b>			<b>3</b>					
<b>CO 5</b>	<b>3</b>			<b>2</b>					

**8 Hours**

**UNIT I**

**INTRODUCTION TO MERGERS**

Meaning, Need and Objectives of Mergers, Acquisitions, Basic Difference between Mergers and Acquisition, SEBI Guidelines, Legal framework.

**UNIT II**

**8 Hours**

**TYPES AND PROCESS**

Types of Mergers, Acquisitions and Takeovers, Process of Mergers and Acquisitions, Value Creation

**UNIT III**

**8 Hours**

**FUNDING**

Funding of Mergers and Acquisitions, Financing Techniques, Various sources of financing.

**UNIT IV**

**8 Hours**

**PRE-MERGER AND POST-MERGER OF FIRMS**

Determining Pre-Merger and Post Merger Values of the firms- Valuation of shares, Ascertaining the benefits to the Stakeholders of both the Firms out of Mergers and Acquisition, Problems Faced during the Mergers, Acquisitions and Takeovers.

**UNIT V**

**8 Hours**

**INTRODUCTION TO RESTRUCTURING**

Need and Objectives of restructuring, Process of restructuring, Impact of restructuring on the value of the firm.

**Suggested Self-Study Topics**

Amalgamation, M & A - Indian Scenario, Role of Financial Institutions, Implication of various Methods of Valuation of Firms, Essentials of Restructuring

**Total: 40 Hours**

**References:**

1. S. Shiva Ramu, Corporate Growth through Mergers and Acquisitions, Virginia: Landmark Ltd, 2017.
2. Chandrashekar, Krishnamurti, and S.R.Vishwanath, Merger, Acquisitions and Corporate Restructuring, New Delhi: Sage publication, 2016.
3. Fred J Weston, Kwang S. Chung, and Susan E. Hoag, Mergers, Restructuring and Corporate Control, New Delhi: PHI Learning Private Ltd, 2016.
4. Enrique R. Arzac, Valuation for Mergers, Buyouts and Restructuring, New Delhi: Wiley India (P) Ltd, 2016.
5. A. Gaughan Patrick, Mergers, Acquisitions and Corporate Restructuring, Singapore: John Wiley, 2016

**21MF105 PROJECT FINANCE**

**3 1 0 4**

**Course Objectives**

- Introduce the Students to the Purpose, Principles, Problems, Challenges, Concepts, Techniques, and Practice of Project Management and its various facets.
- Impart skills in Project Planning, Execution and Control Methods
- Introduce students to Project Management Software and its Applications.

**Course Outcomes**

1. Ability to generate and screen the Project Ideas.
2. Ability to analyze the Market, Technical and Financial feasibility of Projects.
3. Estimating the Project Cash Flows and Performing Risk Analysis using various tools.
4. Selecting appropriate sources of Project Financing.
5. Creating Work Breakdown Structure.

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
- b. Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management
- d. Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>	<b>2</b>		<b>1</b>					
<b>CO 2</b>	<b>3</b>	<b>3</b>		<b>3</b>					
<b>CO 3</b>	<b>3</b>	<b>3</b>		<b>3</b>					
<b>CO 4</b>	<b>3</b>	<b>2</b>		<b>2</b>					
<b>CO 5</b>	<b>3</b>	<b>2</b>		<b>2</b>					

**8 Hours**

**UNIT I**

**INTRODUCTION**

Project Management Concepts, Project Organizational Structures, Types of Capital Investments, Phase of Capital Budgeting, Levels of Decision Making, Facets of Project Analysis, Project Formulation: Generation and Screening of Project Ideas.

**UNIT II**

**8 Hours**

**ANALYSIS OF PROJECTS**

Feasibility Study, Market and Demand Analysis, Technical Analysis, Financial Estimates and Projections.

**UNIT III**

**8 Hours**

**SELECTION OF PROJECTS**

Basic Techniques - Investment Criteria and Project Cash Flows, Advanced Techniques Risk Analysis, Sensitivity Analysis, Scenario Analysis, Break-even Analysis, Simulation Analysis, Firm Risk and Market Risk.



**UNIT IV  
FINANCING**

**8 Hours**

Financing of Projects, Financing Infrastructure Projects, Venture Capital, and Private Equity.

**UNIT V**

**8 Hours**

**IMPLEMENTATION AND REVIEW OF PROJECTS**

Planning and Sequencing of Project, Creating the Project Schedule (WBS), Resource Planning for Internal and External Resources, Executing the Project Plan and Keeping the Project on Track, Network Techniques for Project Management. (PERT and CPM), Project Review

**Suggested Self-Study Topics**

Nature of Capital Investment, Demand Forecasting Techniques, Goal Seek, Angel Financing, Gantt Chart Construction

**Total: 40 Hours**

**References**

1. Prasanna Chandra, Project Management, New Delhi: Tata McGraw Hill India Ltd, 2019
2. P. Gopalakrishann and V. E. Rama Moorthy, Project Management, New Delhi: Macmillan India Ltd, 2019.
3. Graham D. Vinter, Gareth Pierce, Project Finance, New Delhi: Thomson, 2019
4. Tim Pyron, Using Microsoft Office Project 2016 – The only Project 2016 Book You Need, New Delhi: Que Edition – Techmedia, 2017
5. Richman Larry, Project Management: Step by Step, New Delhi: Prentice Hall India (Microsoft Press Release), 2016.

**21MF106 INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT**

**3 1 0 4**

**Course Objectives**

- To understand the functioning of Indian Capital Markets
- To understand the different forms of Investment and the relationship between risk and return
- To know the techniques available for analyzing the Securities and understand the management of a Portfolio.

**Course Outcomes**

1. Capable of making an appropriate Investment Decision.
2. Able to handle the new issue market.
3. Ability to do the Fundamental Analysis and Technical Analysis.
4. Performing Technical Analysis to strike a fine balance between risk and return of shareholders.
5. Constructing and Maintaining Active / Passive Portfolios scientifically.

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
- d. Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>2</b>			<b>2</b>					
<b>CO 2</b>	<b>3</b>			<b>3</b>					
<b>CO 3</b>	<b>3</b>			<b>3</b>					
<b>CO 4</b>	<b>2</b>			<b>2</b>					
<b>CO 5</b>	<b>3</b>			<b>3</b>					

**7 Hours**

**UNIT I**

**INTRODUCTION**

Investment, Speculation, Securities, Sources of Investment Information, Investment Alternatives, Securities and Exchange Board of India, Investor Protection measures of SEBI, Securities Contract (Regulation) Act

**UNIT II**

**7 Hours**

**OVERVIEW OF INDIAN CAPITAL MARKET**

Primary Market, Secondary Market, Grey Market, Pricing of Securities, Listing of Securities, Stock Market Indices, Fund Raising through Overseas Market.

**UNIT III**

**9 Hours**

**FUNDAMENTAL ANALYSIS**

Economic Analysis: Forecasting Techniques, Industry Analysis: Industry Classification, Industry life cycle. Company Analysis: Measuring Earnings, Forecasting Earnings, Applied Valuation Techniques.

**UNIT IV**

**9 Hours**

**TECHNICAL ANALYSIS**

Fundamental Analysis Vs Technical Analysis, Charting Methods, Market Indicators: Trend, Trend Reversals, Patterns, Simple Moving Average (SMA), Exponential Moving Average (EMA), MACD, Oscillators: ROC, RSI, Bollinger Bands and Fibonacci Retracement

**UNIT V**

**8 Hours**

**PORTFOLIO MANAGEMENT**

Portfolio Theory, Portfolio Construction, Performance Evaluation, Portfolio Revision, SEBI Guidelines for Portfolio Management Services

**Suggested Self-Study Topics**

SEBI amendments, International Stock Market Indices, P/E Ratio, Bollinger bands, Efficient Frontier

**Total: 40 Hours**

**References**

1. Prasanna Chandra, Investment Analysis and Portfolio Management, New Delhi: Tata McGraw Hill, 2017
2. Dhanesh Kumar Khatri, Security Analysis and Portfolio Management, New Delhi: Macmillan, 2016.
3. Donald E Fischer and Ronald J Jordan, Security Analysis & Portfolio Management, New Delhi: Prentice Hall of India Private Ltd, 2016.
4. S. Kevin, Security Analysis & Portfolio Management, New Delhi: Prentice-hall of India Pvt Ltd, 2016
5. Shalini Talwar, “Security Analysis and Portfolio Management”, Cengage Learning, 2016

**21MF107 GOODS AND SERVICES TAX**

**3 1 0 4**

**Course Objectives**

- To enable the students to understand the basics of Supply of Goods and Services.
- To understand the Payment of GST Mechanism.
- To enrich the knowledge of Input Tax Credit and IGST in GST

**Course Outcomes**

1. Ability to understand the GST Network and Council
2. Able to Register, File Monthly Returns and Apply Revisions.
3. Ability to make a payment of GST
4. Capable of calculate the Input Tax Credit
5. Determine the Place of Supply of Goods and Services in the Inter State Sales.

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
- h. Being observant to social issues, exploring solutions to solve issues, discriminating ethical and unethical decisions, have a commitment to take ethical decisions
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>							<b>1</b>	<b>3</b>
<b>CO 2</b>	<b>3</b>							<b>1</b>	<b>3</b>
<b>CO 3</b>	<b>3</b>							<b>1</b>	<b>3</b>
<b>CO 4</b>	<b>3</b>							<b>1</b>	<b>3</b>
<b>CO 5</b>	<b>3</b>							<b>1</b>	<b>3</b>

**7 Hours**

**UNIT I**

**OVERVIEW OF GOODS AND SERVICES TAX**

Overview of GST, Implementation of GST, Liability of the Taxpayer, GST Network, G S T Council. Levy of an Exemption from Tax - Levy of GST – Introduction, Composition Scheme, Remission of Tax / Duty. Registration – Introduction, Registration Procedure, Important Points, Special Persons, Cancellation.

**UNIT II**

**7 Hours**

**SUPPLY**

Meaning and Scope of Supply - Taxable Supply, Supply of Goods and Supply of Services, Course or Furtherance of Business, Special Transactions. Time of Supply - Time of Supply–Goods, Time of Supply –Services, Other Points. Valuation in GST - Transaction Value

**UNIT III**

**9 Hours**

**PAYMENT OF GST**

E waybill generation. Payment of GST - Introduction, Time of GST Payment, How to make payment, Challan Generation & CPIN, TDS & TCS. Electronic Commerce – Introduction, Tax Collected at Source (TCS), Procedures for E-commerce Operator, Reverse Charge Mechanism.

**UNIT IV**

**9 Hours**

**INPUT TAX CREDIT**

Input Tax Credit – Introduction, Important Points, Job Worker. Input Service Distributors - Concept of Input Service Distributor, Legal Formalities for an ISD, Distribution of Credit. Matching of Input Tax Credit -Returns, GSTR 1, 2A, 2B, and 3B, Other Taxable Persons.

**8 Hours**

**UNIT V**

**IGST**

Overview of the IGST Act – Overview, Other Provisions, Place of Supply of Goods & Services – Introduction, Registered and Unregistered Persons. GST Portal -Introduction, GST Eco-system, GST Suvidha Provider (GSP).

**Suggested Self-Study Topics**

Amendments, Valuation Rules, Job Work, Annual Return, Electronic Cash, Credit and Liability Ledger

**Total: 40 Hours**

**References**

1. Vashishtha Chaudhary Ashu Dalmia Shaifaly Girdharwal, Taxmann's GST - A Practical Approach, 3rd Edition 2020,
2. CA Alok Pareek, A Practitioner's Guide to Input Tax Credit under GST, Edition: 2020, Bloomsbury India
3. Nitya Tax Associates, Basics of GST, Edition: August 2019, Taxmann Technologies, New Delhi
4. Jayaram Hiregange, Deepak Rao, India GST for Beginners, 2nd Edition, June 2019, White Falcon Publishing, Chandigarh
5. Frequently Asked Question by Central Board of Excise & Customs, New Delhi.

**21MF108 FINANCIAL MODELING**

**3 1 0 4**

**Course Objectives**

- To acquaint the students with the Excel Tools for Financial Modeling.
- To enable the students to do the Descriptive Analysis
- To enhance the knowledge of students in the Financial Modeling.

**Course Outcomes**

1. Ability to choose appropriate Excel Tools for Financial Modeling.
2. Analyze the data using Charts.
3. Choose appropriate Functions to construct models
4. Ability to apply Descriptive Statistics in Financial Analysis
5. Able to apply Linear Programming and Simulation in Financial Analysis.

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
- b. Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management
- d. Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>	<b>2</b>		<b>3</b>					<b>1</b>
<b>CO 2</b>	<b>3</b>	<b>2</b>		<b>3</b>					<b>1</b>
<b>CO 3</b>	<b>3</b>	<b>2</b>		<b>3</b>					<b>1</b>
<b>CO 4</b>	<b>3</b>	<b>2</b>		<b>3</b>					<b>1</b>
<b>CO 5</b>	<b>3</b>	<b>2</b>		<b>3</b>					<b>1</b>

**8 Hours**

**EXCEL FEATURES AND TECHNIQUES**

Excel Formulae, Usage of Names to Make Formulas Easier, Excel Formatting, Data Formats, Excel Functions, Excel Charts, Dynamic Graphs, Conditional Formatting, Linking Worksheets, Data Validation, Data Tables, Splitting Screens to Facilitate Working Between Several Worksheets, Excel Protection Option

**UNIT II**

**8 Hours**

**ADVANCED EXCEL FEATURES AND TECHNIQUES**

COUNTIF, SUMIF, SUMPRODUCT, HLOOKUP, VLOOKUP – Excel Database Functions – DCOUNT, DSUM, DPRODUCT, DMAX, DMIN, DAVERAGE, DSTDEV, DSTDEVP, DVAR, DVARP, DGET. Use of Pivot Tables. Excel Finance Functions – PV, FV, PMT, PPMT, NPER, EFFECT, ISPMT, NPV, XNPV, IRR, and XIRR. What If Analysis. Amortization Table Preparation.

**UNIT III**

**8 Hours**

**ANALYSIS TOOLPAK**

Descriptive Statistics, Histograms, Correlation and Covariance, Regression Analysis, Hypothesis Testing

**UNIT IV**

**8 Hours**

**MATRIX ALGEBRA AND RELATED FUNCTIONS IN EXCEL**

Array Handling, Adding Matrices, Multiplying Matrices, Transposing a Matrix, Matrix Inversion  
Array Functions in Excel – MMULT, TRANSPOSE, MINVERSE, FREQUENCY, LINDST

**UNIT V**

**8 Hours**

**OPTIMIZATION USING SOLVER**

Linear Programming using Solver, Portfolio Optimization, Optimization using Matrix Functions,  
Generating Efficient Frontier, Monte Carlo Simulation

**Suggested Self-Study Topics**

Controls – Combo Boxes and Buttons, User Forms and Controls, Outline, Random Number  
Generation, Array formula syntax, Application of Simtool

**Total: 40 Hours**

**References**

1. Wayne L Winston, “Microsoft Excel 2019 – Data Analysis and Business Modeling”, Microsoft Press, O’Reilly Media, Inc. California, 2019
2. John S. Tjia, “Building Financial Models”, Mc Graw Hill, New York, 2019
3. Danielle Stein Fairhurst, “Using Excel for Business Analysis: A Fundamental Approach to Financial Modelling”, Wiley Finance, April 2020.
4. “Financial Modelling Fundamentals”, Best Practice Modelling, Australia.
5. [www.Bestpracticemodelling.com](http://www.Bestpracticemodelling.com)

**21MF109 BEHAVIOURAL FINANCE**

**3 1 0 4**

**Course Objectives**

- To acquaint the students with the Fundamentals of Behavioral Finance.
- To enable the students to understand the Cognitive Psychology.
- To enhance the knowledge of students in the Corporate Behavioral Finance.

**Course Outcomes**

1. Ability to apply Behavioral Finance in Market Strategies.
2. Able to apply Behavioral Finance Theories in Decision Making Process.
3. Analyze the Rationality from Economics Perspective.
4. Able to analyze the Investor Behavior
5. Ability to apply Behavior Corporate Finance.

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>			<b>2</b>					<b>1</b>
<b>CO 2</b>	<b>3</b>			<b>2</b>					<b>1</b>
<b>CO 3</b>	<b>3</b>			<b>2</b>					<b>1</b>
<b>CO 4</b>	<b>3</b>			<b>2</b>					<b>1</b>
<b>CO 5</b>	<b>3</b>			<b>2</b>					<b>1</b>

**8 Hours**

**UNIT I**

**INTRODUCTION**

Behavioural Finance: Nature, Scope, Objectives and Significance & Application, History of Behavioural Finance. Psychology: Concept, Nature, Importance, The Psychology of Financial Markets, The Psychology of Investor Behaviour, Behavioural Finance Market Strategies, Prospect Theory, Loss Aversion Theory under Prospect Theory and Mental Accounting.

**UNIT II**

**BUILDING BLOCK OF BEHAVIOURAL FINANCE**

Cognitive Psychology and Limits to Arbitrage. Demand by Arbitrageurs: Definition of Arbitrageur, Long-Short Trades, Risk vs. Horizon, Transaction Costs and Short Selling Costs, Fundamental Risk, Noise-Trader Risk, Professional Arbitrage, Destabilizing Informed Trading (Positive Feedback, Predation), Expected Utility as a Basis for Decision-Making

**8 Hours**

**UNIT III**

**THEORIES**

Ellsberg's Paradoxes, Rationality from an Economics and Evolutionary Prospective. Different Ways to Define Rationality: Dependence on Time Horizon, Individual or Group Rationality, Herbert Simon and Bounded Rationality. Demand by Average Investors: Definition of Average Investor, Belief Biases, Limited Attention and Categorization, Non-Traditional Preferences – Prospect Theory and Loss Aversion

**8 Hours**



**UNIT IV**

**8 Hours**

**EXTERNAL FACTORS AND INVESTOR BEHAVIOUR**

Fear & Greed in Financial Market, Emotions and Financial Markets: Geomagnetic Storm, Statistical Methodology for Capturing the Effects of External Influence on the Stock Market Returns.

**UNIT V**

**8 Hours**

**BEHAVIOURAL CORPORATE FINANCE**

Empirical Data on Dividend Presence or Absence, Ex-Dividend Day Behaviour, Timing of Good and Bad Corporate News Announcement. Systematic Approach of Using Behavioural Factors in Corporate Decision-Making. Neurophysiology of Risk-Taking. Personality Traits.

**Suggested Self-Study Topics**

Investors Disposition Effect, The Evolution of Theories Based on Expected Utility Concept, Bubbles and Systematic Investor Sentiment, Crowd Psychology, Risk Attitudes in Different Domains

**Total: 40 Hours**

**References**

1. Singh Ranjit, "Behavioural Finance", PHI Learning Private Limited, Delhi, 2020.
2. Prasanna Chandra, "Behavioural Finance", Mc Graw Hill, Delhi, 2020.
3. Shuchita Singh, Shilpa Bahl, "Behavioural Finance", Vikas Publishing House Pvt Ltd, Noida, Delhi, 2019.
4. M. M. Sulphrey, "Behavioural Finance", PHI Learning Private Limited, Delhi, 2019.
5. William Forbes, "Behavioural Finance", Wiley & Sons Ltd, 2019.

**21MF110 CORPORATE ACCOUNTING**

**3 1 0 4**

**Course Objectives**

- To give an insight of accounting procedures followed by the corporates
- To provide adequate knowledge about the financial statements prepared by corporates
- To understand about the liquidation procedures of corporates

**Course Outcomes**

1. Assess the accounting procedures for the issue, forfeiture and reissue of shares
2. Analyze the accounting procedure of redemption of shares and debentures
3. Examine the financial statements prepared by corporates
4. Evaluate the different shares and goodwill of the corporates
5. Apply the knowledge of accounting on the liquidation of corporates

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>			<b>2</b>					
<b>CO 2</b>	<b>3</b>			<b>3</b>					
<b>CO 3</b>	<b>3</b>			<b>2</b>					
<b>CO 4</b>	<b>3</b>			<b>2</b>					
<b>CO 5</b>	<b>3</b>			<b>3</b>					

**8 Hours**

**UNIT I**

**INTRODUCTION**

Issue of shares: Par, Premium and Discount - Forfeiture - Reissue – Surrender of Shares – Right Issue – Underwriting

**UNIT II**

**8 Hours**

**SECURITIES REDEMPTION**

Redemption of Preference Shares - Debentures – Issue – Redemption: Sinking Fund Method

**UNIT III**

**8 Hours**

**ACCOUNTING FOR COMPANIES**

Final Accounts of Companies (new format) - Calculation of Managerial Remuneration.

**UNIT IV**

**8 Hours**

**VALUATION**

Valuation of Goodwill and Shares – Need – Methods of valuation of Goodwill and Shares.

**UNIT V**

**8 Hours**

**LIQUIDATION**

Liquidation of Companies - Statement of Affairs -Deficiency Account

**Suggested Self-Study Topics**

Accounting for issue of securities, Non-cumulative preference shares, Managerial Remuneration under companies act 2013, Valuation of tangible and intangible assets, Liquidation process

**Total: 40 Hours**

**References:**

1. Dr. M.A. Arulanandam, Dr. K.S. Raman, “Advanced Accountancy, Part-I”, Himalaya Publications, New Delhi, 2019
2. Maheshwari S N, Suneel K Maheshwari and Sharad K Maheshwari, “Financial Accounting”, 6th Edition, Vikas Publishing House, New Delhi, 2018
3. Gupta R.L. & Radhaswamy M, “Corporate Accounts- Theory Method and Application”, Sultan Chand & Co., New Delhi, 2018
4. S.P. Jain & K.L. Narang, “Advanced Accountancy Principles of Accounting”, Kalyani Publications, New Delhi, 2016
5. Shukla M.C., Grewal T.S. & Gupta S.L., “Advanced Accountancy – Volume II”, 19th Edition, S. Chand & Co., New Delhi, 2016

**21MF111 CORPORATE VALUATION**

**3 1 0 4**

**Course Objectives**

- To give an insight about the business valuation and methods used for valuation
- To provide adequate skills on the Discounted and Non-discounted cash flow techniques used for valuation
- To understand about the valuation of intangible assets

**Course Outcomes**

1. Assess the valuation procedures used for business valuation
2. Analyze the business valuation by using enterprise discounted cash flow models
3. Examine the securities issued by the organization using discounted cash flow models
4. Evaluate the business using non-discounted cash flow models
5. Analyze the intangible assets of an organization by using appropriate models

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>			<b>2</b>					
<b>CO 2</b>	<b>3</b>			<b>3</b>					
<b>CO 3</b>	<b>3</b>			<b>2</b>					
<b>CO 4</b>	<b>3</b>			<b>2</b>					
<b>CO 5</b>	<b>3</b>			<b>3</b>					

**8 Hours**

**UNIT I**

**FUNDAMENTALS OF BUSINESS VALUATION**

Context of valuation, Approaches to valuation, Features of the valuation process, information needed for valuation, refinements in valuation, intrinsic value and the stock market, importance of knowing intrinsic value.

**UNIT II**

**8 Hours**

**ENTERPRISE DCF MODEL**

**Analyzing historical performance, forecasting performance, Estimating the continuing value, calculating and interpreting results**

Enterprise DCF Valuation Models: Two Stage and Three Stage Growth Models, Relative Valuation

**UNIT III**

**8 Hours**

**OTHER DCF MODELS**

Valuation of Debentures, Valuation of Equity Shares, Valuation of Preference Shares, Models for Enterprise Valuation: Dividend Discount Model, FCFE Model, Adjusted Present Value (APV).

**UNIT IV**

**8 Hours**

**NON-DCF MODELS**

Book value approach, stock and debt approach, strategic approach to valuation, Guidelines for corporate valuation

**UNIT V**

**8 Hours**

**VALUATION OF INTANGIBLE ASSETS**

Definition and classification of Intangible Assets, Purpose and Bases of Valuation, Identification of Key Information Requirements, Risk Analysis, Verification of valuation data, valuation of Goodwill, valuation reporting

**Suggested Self-Study Topics**

Income Approach, Option valuation, Economic Profit Model, Expected present value, Issues in valuation

**Total: 40 Hours**

**References:**

1. Vikash Goel, "Business Valuation: A Practitioner's Guide to Valuation of Companies", Bloomsbury Professional India, 1<sup>st</sup> Edition, 2021
2. Prasanna Chandra, "Corporate Valuation: Text and Cases", McGraw-Hill Education Private Limited, 2<sup>nd</sup> Edition, 2020
3. Stephen Ross, Randolph Westerfield, Jeffrey Jaffe, Bradford Jordan, "Corporate Finance" McGraw-Hill Education Private Limited, 2<sup>nd</sup> Edition, 2020
4. Patrick A. Gaughan, "Mergers, Acquisitions, and Corporate Restructurings", Wiley India Private Ltd, 7<sup>th</sup> Edition, 2018
5. Pradip Kumar Sinha, "Mergers, Acquisitions and Corporate Restructuring", Himalaya Publishing House, 1<sup>st</sup> Edition, 2016

**21MH101 INDUSTRIAL RELATIONS AND LABOUR LAWS**

**4 0 0 4**

**Course Objectives**

- To provide basic knowledge in industrial relations.
- To enable the students to understand the various provisions of Trade Unions.
- To impart knowledge on Labour Laws.

**Course Outcomes**

1. Apply statutory measures to settle Industrial Relation issues.
2. Analyze the trade union problems based on legal provisions.
3. Capable to understand the provisions relating to safety measures.
4. Analyze the various provisions of social security measures.
5. Evaluate the various benefits available to the employees in the organization.

**Program Outcome**

- f. Understand the inescapable role of right leadership for the success of any business entity collaborate with teams by being a contributing members and lead teams.
- h. Being observant to social issues, exploring solutions to solve issues, discriminating ethical and unethical decisions, have a commitment to take ethical decisions.

<b>Articulation Matrix</b>									
	<b>POa</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>Poe</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>						<b>3</b>		<b>2</b>	
<b>CO 2</b>						<b>3</b>		<b>2</b>	
<b>CO 3</b>						<b>3</b>		<b>2</b>	
<b>CO 4</b>						<b>3</b>		<b>2</b>	
<b>CO 5</b>						<b>3</b>		<b>2</b>	

**8 Hours**

**UNIT I**

**INDUSTRIAL RELATIONS**

Concepts, Importance, Objectives, Scope, Approach to Industrial Relations, Evolution, Conditions for Successful Industrial Relations, Causes of Poor Industrial Relations.

**UNIT II**

**TRADE UNION**

Objectives, Applicability, Evolution, Theories, Provisions of the Act, 1926, Registration of Trade Union, Duties and Liabilities of Registered Trade Union, Rights and Privileges of Registered Trade Unions, Amalgamation and Dissolution, Submission of Returns, Penalties and Fines, Power to Make Regulations.

**9 Hours**

**UNIT III**

**LABOUR LEGISLATION –I**

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

**7 Hours**

**UNIT IV**

**LABOUR LEGISLATION –II**

Minimum Wages Act 1948, Payment of wages Act, 1936, Payment of Bonus Act, 1965, Maternity Benefit Act 1961.

**8 Hours**

**UNIT V**

**8 Hours**

**LABOUR LEGISLATION –III**

Employees' Provident Funds and Miscellaneous Provisions Act, 1952, Employees State Insurance Act, 1948. Payment of Gratuity Act, 1972, Workmen Compensation Act, 1923.

**Suggested Self-Study Topics**

Indian Constitution, Industrial Relations in Government and Private Sector, Industrial Relations in service sector, Trade Union in Indian Scenario, Recent amendments pertaining to above acts.

**Total: 40 Hours**

**References**

1. P.R.N. Sinha , Sinha Indu Bala , Shekhar Seema Priyadharshini ,Industrial Relations, Trade Unions and Labour Legislation , Third Edition Pearson , 2017
2. Sharma R.C. ,Industrial Relations and Labour Legislation,2016
3. S C Srivastava,Industrial Relations And Labour Laws, 7E ,2020
4. C.S. Venkata Ratnam & Manoranjan Dhal Industrial Relations 2017
5. Parul Gupta,Industrial Relations and Labour Laws for Managers , 2019

**21MH102 MANAGERIAL BEHAVIOR AND EFFECTIVENESS**

**4 0 0 4**

**Course Objectives**

- To understand the dimensions of managerial job.
- To enable the students to become effective managers.
- To develop the winning arge among the students.

**Course Outcomes**

1. Analyse the issues of managerial jobs.
2. Able to apply an appropriate style of managerial behaviour and approach to manage people.
3. Capable to apply different managerial style in work environment.
4. Determine the personality attributes of employees to enhance the competence.
5. Apply winning attitude, competitive spirit and creativity for success.

**Program Outcome**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
- f. Understand the inescapable role of right leadership for the success of any business entity collaborate with teams by being a contributing members and lead teams.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>Poe</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>1</b>					<b>3</b>			
<b>CO 2</b>	<b>1</b>					<b>3</b>			
<b>CO 3</b>	<b>1</b>					<b>3</b>			
<b>CO 4</b>	<b>1</b>					<b>3</b>			
<b>CO 5</b>	<b>1</b>					<b>3</b>			

**8 Hours**

**UNIT I**

**INTRODUCTION**

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

**UNIT II**

**DESIGNING THE MANAGERIAL JOB**

Identifying Managerial Talent, Managerial Skills Development, Pay and Rewards, Managerial Motivation, Effective Management Criteria, Balanced Scorecard, Feedback, Career Management, Current Practices.

**8 Hours**

**UNIT III**

**MANAGERIAL EFFECTIVENESS**

Definition, The Person, Process, Product Approaches, Bridging the Gap, Measuring Managerial Effectiveness, Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

**8 Hours**

**UNIT IV**

**ENVIRONMENTAL ISSUES**

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

**8 Hours**



**UNIT V**

**8 Hours**

**DEVELOPING THE WINNING EDGE**

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

**Suggested Self-Study Topics**

Changing role of Managers, Workforce Diversity, Talent Management, Managerial Effectiveness in Government and Private Sector, Leadership Styles, Personality Attributes, Cross Cultural Management.

**Total: 40 Hours**

**References:**

1. K Minraj, Managerial Behaviour and Effectiveness , 2020
2. Senyo Adjibolosoo, The Human Factor Approach to Managerial and Organizational Efficiency and Effectiveness Paperback – Import, 17 May 2018
3. Peter Drucker, Management, New York: Harper Row, 2012.
4. Milkovich and Newman, Compensation, New Delhi: McGraw-Hill International, 2011.
5. Blanchard and Thacker, Effective Training Systems, Strategies and Practices, New Delhi: Pearson Education, 2010.

**21MH103 ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGY**

**4 0 0 4**

**Course Objectives**

- To facilitate students to understand the organizational change process.
- To enable students to understand organization development and Interventions.
- To help students understand Change Management Strategies.

**Course Outcomes**

1. Analyze the environment that forces the change.
2. Apply the various change models during the change process.
3. Understand the need of intervention strategy.
4. Capable of applying the strategic change.
5. Able to act as change agents.

**Program Outcome**

- f. Understand the inescapable role of right leadership for the success of any business entity collaborate with teams by being a contributing members and lead teams.
- h. Being observant to social issues, exploring solutions to solve issues, discriminating ethical and unethical decisions, have a commitment to take ethical decisions

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>Poe</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>						<b>3</b>		<b>1</b>	
<b>CO 2</b>						<b>3</b>		<b>1</b>	
<b>CO 3</b>						<b>3</b>		<b>1</b>	
<b>CO 4</b>						<b>3</b>		<b>1</b>	
<b>CO 5</b>						<b>3</b>		<b>1</b>	

**8 Hours**

**UNIT I**

**ORGANIZATIONAL CHANGE**

Forces, Types, Frameworks, Process. Resistance to Change, Overcoming Resistance, Organizational ethics and change.

**UNIT II**

**PERSPECTIVES ON ORGANIZATIONAL CHANGE**

Models, Integration, Need for Change - Environmental Pressures, Organizational Pressures - Organizational Culture and Change, Change Management Process.

**UNIT III**

**CHANGE MANAGEMENT**

Diagnosis for Change, Modelling Organizations, Component Analysis, Diagnosing Readiness, Role of Managers in Change management

**UNIT IV**

**OD INTERVENTION**

Types: Human Process, Techno Structural, Human Resource Management, Strategic Change, Designing Interventions, Future of OD.

**UNIT V**

**IMPLEMENTING CHANGE**

Strategies for Communicating, Implementation Process: Approaches, Managing Skills, Consolidating Change, Evaluation.

**Suggested Self-Study Topics**

Fear of Change, Formal Culture, Unfreezing change, Manipulation, Managing Transformation in a Non-Profit Organization, Implication of Technical Changes, Perspective on changes, Role and style of Consultant, Role of Communication in change and OD.

**Total: 40 Hours**

**References:**

1. Darren McCabe, Changing Change Management: Strategy, Power and Resistance (Routledge Studies in Organizational Change & Development) ,2020
2. Ruth Tearle, How to change business paradigms: 10 organizational development interventions: 3 (Organizational Development Interventions Library), 2021
3. William J. Rothwell , Sohel M. Imroz, et al., Organization Development Interventions: Executing Effective Organizational Change, 2021
4. Ian Palmer, Richard Dunford and Gide Akin, Managing Organizational Change, New Delhi: Tata McGraw Hill, 2012.
5. Donald L. Anderson , Organization Development - International Student Edition: The Process of Leading Organizational Change, 2019

**21MH104 PERFORMANCE MANAGEMENT**

**4 0 0 4**

**Course Objectives**

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

**Course Outcomes**

1. To synthesize a Performance Management Process.
2. To develop an effective performance measurement tool.
3. To analyze and evaluate a Performance Management System.
4. Capable to understand the need of monitoring and feedback.
5. Gain insight on rewards and pays.

**Program Outcome**

- f. Understand the inescapable role of right leadership for the success of any business entity collaborate with teams by being a contributing members and lead teams.
- h. Being observant to social issues, exploring solutions to solve issues, discriminating ethical and unethical decisions, have a commitment to take ethical decisions

<b>Articulation Matrix</b>									
	<b>POa</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>Poe</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>						<b>3</b>		<b>1</b>	
<b>CO 2</b>						<b>3</b>		<b>2</b>	
<b>CO 3</b>						<b>3</b>		<b>2</b>	
<b>CO 4</b>						<b>3</b>		<b>1</b>	
<b>CO 5</b>						<b>3</b>		<b>1</b>	

**8 Hours**

**UNIT I**

**INTRODUCTION**

Definition, Importance, Purpose, Performance appraisal Vs Performance Management

**UNIT II**

**PROCESS**

Performance Management Process, Performance Planning, Performance Dimensions, Feedback Management in Performance management- Performance Counselling

**8 Hours**

**UNIT III**

**MEASURING PERFORMANCE**

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

**9 Hours**

**UNIT IV**

**IMPLEMENTATION AND MONITORING**

Pilot Study, Monitoring, Methods of Monitoring, Giving Feedback, Development Plans, Counseling and Coaching

**7 Hours**

**UNIT V**

**REWARDS AND EVALUATION**

Rewards and Recognition, Traditional pay plans, Contingent pay plans, Areas of Evaluation

**8 Hours**

**Suggested Self-Study Topics**

Ideal Characteristics of Performance Management System, Prerequisites, Rater Biases, Communication Plan, Methods of Evaluation, Performance Agreements, Ethics in Performance Management

**Total: 40 Hours**

**References:**

1. T V Rao, Performance Management: Toward Organizational Excellence, 2015
2. Kohli A S, Deb T, "Performance Management", New Delhi: Oxford University Press, 2010
3. Robert Bacal, "Performance Management", New Delhi: McGraw-Hill, 2011
4. Franklin Hartle, "Transforming the Performance Management Process", London: Kogan Page Limited, 2012
5. Herman Aguinis., "Performance Management", New Delhi: Pearson International, 2012.

**21MH105 BEHAVIOUR MODIFICATION AND MANAGEMENT**

**4 0 0 4**

**Course Objectives**

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

**Course Outcomes**

1. Able to differentiate Spirituality and Religion.
2. Suggest strategies to develop a spiritually inclined organization and overcome stress.
3. Able to develop emotional intelligence.
4. Capable to understand the quality of life in workplace.
5. Analyze the importance spiritual and emotional intelligence in organization.

**Program Outcome**

- f. Understand the inescapable role of right leadership for the success of any business entity collaborate with teams by being a contributing members and lead teams.
- h. Being observant to social issues, exploring solutions to solve issues, discriminating ethical and unethical decisions, have a commitment to take ethical decisions

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>Poe</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>						<b>3</b>		<b>1</b>	
<b>CO 2</b>						<b>3</b>		<b>1</b>	
<b>CO 3</b>						<b>3</b>		<b>1</b>	
<b>CO 4</b>						<b>3</b>		<b>1</b>	
<b>CO 5</b>						<b>3</b>		<b>1</b>	

**8 Hours**

**UNIT I**

**YOGA**

Purpose, Properties of Yoga, Eight Limbs of Yoga, Seven Chakras and its Characteristics, Types of Yoga, Importance of Breath and Quality of life

**UNIT II**

**SPIRITUAL INTELLIGENCE**

Definition, Spirituality Vs Religion, Goals of Life, Strategies to develop a Spiritually Inclined Organization

**9 Hours**

**UNIT III**

**EMOTIONAL INTELLIGENCE**

Definition, Factors of Emotional Intelligence, Analysis of Thoughts, Basing of Desires, Neutralization of Anger, Eradication of Worries, Overcoming Fear, Harmony and Happiness in Life, Attachment, Detachment and Moderation in Enjoyment

**8 Hours**

**UNIT IV**

**STRESS**

Understanding Stress: Meaning, Work Related Stress, Individual Stress, Strategies to Cope-up Stress, Importance of Work-Life Balance

**7 Hours**

**UNIT V**

**8 Hours**

**TRANSACTION ANALYSIS AND GOAL SETTING**

Transaction Analysis, Kinds of Transactions, Strokes, Types of Scripts, Time Structuring, Achieving Goals

**Suggested Self-Study Topics**

Influence of EI & SI in Workforce, Benefits of Yoga in workplace, Spiritual Inclination, Importance of EI in Workplace, Symptoms of stress, Setting Goals, Strengthening Behaviors through Reinforcement, Measurement of Behavior and Behavior Change and Reinforcement, Behavioral Skills Training.

**Total: 40 Hours**

**References:**

1. Garry Martin, Joseph Pear -Behavior Modification, Taylor & Francis Group, 2014
2. Raymond Miltenberger ,Behavior Modification: Principles and Procedures, Wadsworth Publishing Co Inc; 6th edition ,2015
3. Swami Ranganathananda, Eternal Values for a changing society, Bharatiya VidyaBhavan, 2005.
4. R Nandagopal and R N AjithSankar, Indian Ethos and Values in Management, Tata McGraw Hill, 2011
5. Guru ,Stress Simplified: A Guide to Controlling and Reducing Stress Effectively Paperback – 16 July 2021

**21MH106 LEARNING AND DEVELOPMENT**

**4 0 0 4**

**Course Objectives**

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

**Course Outcomes**

1. Able to understand the need of Learning.
2. Design a Training program.
3. Execute a Training program.
4. Evaluate a training program.
5. Apply the different training methods for development of individuals and organization.

**Program Outcome**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
- f. Understand the inescapable role of right leadership for the success of any business entity collaborate with teams by being a contributing members and lead teams.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>Poe</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>1</b>					<b>3</b>			
<b>CO 2</b>	<b>1</b>					<b>3</b>			
<b>CO 3</b>	<b>1</b>					<b>3</b>			
<b>CO 4</b>	<b>1</b>					<b>3</b>			
<b>CO 5</b>	<b>1</b>					<b>3</b>			

**8 Hours**

**UNIT I  
LEARNING**

Learning, Meaning and significance, The Forces Influencing Working and Learning, classification of learning capabilities, learning theories.

**UNIT II  
TRAINING**

**8 Hours**

Scope, Objectives, Importance, Training Process, benefits, Need Assessment Process, Organizational Analysis, Person Analysis and Task Analysis

**UNIT III  
TRAINING DESIGN AND IMPLEMENTATION**

**8 Hours**

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

**UNIT IV  
APPROACHES TO MANAGEMENT DEVELOPMENT**

**8 Hours**

Methods of Development, Designing Development Programme, Team Building Exercises

**UNIT V  
EVALUATION OF TRAINING AND DEVELOPMENT**

**8 Hours**

Overview, Evaluation process, Outcome, Evaluation design, Challenges in Training and Development



**Suggested Self-Study Topics**

Learning Environment, Learning Process, Learning Cycle, Importance of need analysis, Outsourcing, Management Games, Return on Investment

**Total: 40 Hours**

**References:**

1. Raymond A Noe, Amitabh Deo Kodwani Employee Training and Development, New Delhi: Tata McGraw Hill Education Private Limited, 7e, 2018.
2. Steven A. Beebe, Timothy P. Mottet, et al., Training & Development : Communicating for Success ,Second Edition , By Pearson ,2019
3. Dr Arpita Kaul Sunita Chhabra, Training and Development, JSR Publishing House LLP; First edition ,2019
4. Dr. Pawan Kumar Sharma, Training and Development , Galgotia Publishing Company, 2016
5. Randy L Desimone and John M Werner, Human Resource Development, New Delhi: Thomson Publishing, 2011.

**21MH107 COMPETENCY MAPPING AND DEVELOPMENT**

**4 0 0 4**

**Course Objectives**

- To make the students comprehend the basic concepts in competency mapping
- To understand the role and importance of competency mapping in the development of an organization
- To figure out the steps involved in developing a competency mapping model

**Course Outcomes**

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

**Program Outcome**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
- f. Understand the inescapable role of right leadership for the success of any business entity  
 Collaborate with teams by being a contributing members and lead teams.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>Poe</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>1</b>					<b>3</b>			
<b>CO 2</b>	<b>1</b>					<b>3</b>			
<b>CO 3</b>	<b>1</b>					<b>3</b>			
<b>CO 4</b>	<b>1</b>					<b>3</b>			
<b>CO 5</b>	<b>1</b>					<b>3</b>			

**8 Hours**

**UNIT I**

**INTRODUCTION**

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

**UNIT II**

**COMPETENCY CATEGORIES**

Threshold Competencies, Differentiating Competencies, Functional or Technical Competencies, Leadership or Managerial Competencies, Organizational Competencies.

**8 Hours**

**UNIT III**

**DEVELOPING COMPETENCY MODEL**

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

**8 Hours**

**UNIT IV**

**COMPETENCY MODELS**

Leadership and Managerial Competency Models, Recommended Actions to address resistance, Competencies and Generic Indicators, HR Generic Competency Model, Supervisory Generic Competency Model

**8 Hours**

**UNIT V**

**8 Hours**

**IMPLEMENTATION AND DEVELOPMENT**

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

**Suggested Self-Study Topics**

Uses of competency mapping, Generic or Key Competencies, Data Gathering, Causes for Resistance against Competency mapping, Competency based Pay, Challenges in Implementation of Competency Mapping, Competency Based Career & Succession Planning.

**Total: 40 Hours**

**References:**

1. Sudhir Warier ,Competency Management – A Practitioner's Handbook: Develop Self, Businesses, Communities & Societies ,Notion Press; 1st edition, 2019
2. Sharma, 360 Degree Feedback, Competency Mapping and Assessment Centres for Personal & Business, Mc Graw Hill Education (India), 2011.
3. Sumati Ray Anindya Basu Roy,Competency Based Human Resource Management, SAGE Publications India Pvt Ltd; First edition ,2019
4. Seema Sanghi ,The Handbook Of Competency Mapping: Understanding, Designing And Implementing Competency Models In Organizations , Sage Publications India Private Limited; Third edition,2016
5. Shyam Bhatawdekar ,Dr Kalpana Bhatawdekar -Competency Management: Competency Matrix and Competencies, Createspace Independent Publication, 2015

**21MH108 SOCIAL PSYCHOLOGY**

**4 0 0 4**

**Course Objectives**

- To study social interaction and social influence.
- To understand the behavior and mental processes and enhances the ability to apply empirical knowledge to improve the lives of people.
- To create awareness about influence of social Psychology in business.

**Course Outcomes**

1. Gain insight about development of social behaviour and social thoughts.
2. Ability to perceive and understand other in the society.
3. Organize the role of cognition in social world.
4. Apply Interpersonal relationship to have higher interdependence in the social environment.
5. Analyze the compliance and social issues.

**Program Outcome**

- f. Understand the inescapable role of right leadership for the success of any business entity collaborate with teams by being a contributing members and lead teams.
- h. Being observant to social issues, exploring solutions to solve issues, discriminating ethical and unethical decisions, have a commitment to take ethical decisions

<b>Articulation Matrix</b>									
	<b>POa</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>POe</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>						3		1	
<b>CO 2</b>						3		1	
<b>CO 3</b>						3		1	
<b>CO 4</b>						3		1	
<b>CO 5</b>						3		1	

**8 Hours**

**UNIT I**

**INTRODUCTION**

Social Psychology – Origin and development – Social behaviour and social thought - Applications in society and business.

**UNIT II**

**PERCEIVING AND UNDERSTANDING OTHERS**

Social perception – Nonverbal communication – Attribution – Impression formation- Impression management.

**9 Hours**

**UNIT III**

**COGNITION IN THE SOCIAL WORLD**

Social cognition – Schemas – Heuristics – Errors – Attitudes - Factors leading to success or failure of attitude change & Behaviour – Persuasion – Cognitive dissonance – Self, Self Esteem

**8 Hours**

**UNIT IV**

**INTERPERSONAL RELATIONS**

Self & Social identity – Prejudice – Discrimination – Aggression – Interpersonal attraction.

**7 Hours**

**UNIT V**

**APPLIED SOCIAL PSYCHOLOGY**

Social Influence – Conformity – Compliance – Social Influence - Prosocial behaviour – Groups – Socialissues.

**8 Hours**

**Suggested Self-Study Topics**

Evaluating the Applications of Social Psychology, Prosocial Behavior, Micro Expressions, Social Comparison, Workplace Interplace Relationship, Social Tension

**Total: 40 Hours**

**References**

1. Elliot Aronson, Timothy D. Wilson , Samuel R. Sommers, Veena Tucker ,Social Psychology, Tenth Edition, By Pearson,2020
2. Arun Kumar Singh, Social Psychology , PHI Learning Pvt. Ltd.; 2nd edition, 2019
3. R. Branscombe Nyla, A. Baron Robert, Kapur Preeti,Social Psychology Fourteenth Edition By Pearson , 2017
4. Richard J. Crisp and Rhiannon N. Turner ,Essential Social Psychology (India) , SAGE Publications India Pvt Ltd; Third edition,2017
5. Frank W (Author), Schneider,Applied Social Psychology: Understanding and Addressing Social and Practical Problems , SAGE South Asia; Second Edition,2012

**21MH109 HR ANALYTICS**

**4 0 0 4**

**Course Objectives**

- To enable the students to identify need of HR metrics and Analytics.
- To help the students in understanding staffing utility.
- To estimating pay offs from learning and development.

**Course Outcomes**

1. Differentiate Traditional versus contemporary HR measures.
2. Evaluate the influence of employee’s absenteeism and turnover in the organization.
3. Assess the cost and benefits of employee well-being.
4. Impact of Employees attitude and behavior in financial outcome.
5. Measure the Benefits of HR Development program

**Program Outcome**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
- f. Understand the inescapable role of right leadership for the success of any business entity collaborate with teams by being a contributing members and lead teams.

<b>Articulation Matrix</b>									
	<b>POa</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>Poe</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>1</b>					<b>3</b>			
<b>CO 2</b>	<b>1</b>					<b>3</b>			
<b>CO 3</b>	<b>1</b>					<b>3</b>			
<b>CO 4</b>	<b>1</b>					<b>3</b>			
<b>CO 5</b>	<b>1</b>					<b>3</b>			

**8 Hours**

**UNIT I**

**STRATEGIC ROLE OF HR METRICS**

Connecting measures and organizational effectiveness- HR measurement approaches - Traditional versus contemporary HR measures.

**UNIT II**

**8 Hours**

**ABSENTEEISM AND SEPARATION**

Employee Absenteeism- how absenteeism creates costs – analytics and measures for Employee Absenteeism- Employee separation: Turnover, separation and acquisition – computation of turnover rates– Analytics – handling turnover costs

**UNIT III**

**8 Hours**

**EMPLOYEE ASSISTANCE AND WORKSITE HEALTH**

Assessment of cost and benefit of health, wellness and promotions – Analytics for decision making.

**UNIT IV**

**8 Hours**

**EMPLOYEE ATTITUDE AND ENGAGEMENT**

The logic connecting attitude, behavior and financial outcome- employee engagement and service climate – Estimating the financial impact of employee attitude

**UNIT V**

**8 Hours**

**STAFFING UTILITY & BENEFITS OF HR DEVELOPMENT PROGRAMS**

The concept and measurement: staffing measurement - staffing decisions through utility analysis-  
Cost and benefit of HR Development program: Estimating pay offs from learning and development

**Suggested Self-Study Topics**

HR Analytics Function, HR dashboard, Workplace counseling, Machine Impact in HR Analytics,  
Recruitment utility analysis, Statistical analysis for HR.

**Total: 40 Hours**

**References**

1. Dr. Michael Walsh ,HR Analytics Essentials You Always Wanted To Know (Self-Learning Management Series), Vibrant Publishers,2021
2. Shonna D. Waters PhD, Valerie Streets, et al. ,The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions, Society For Human Resource Management,2018
3. Manish Gupta Pratyush Banerjee, Jatin Pandey,Practical Applications of HR Analytics: A Step-by-Step Guide ,SAGE Publications India Pvt Ltd; First edition,2019
4. Dr Martin Edwards , Kirsten Edwards,Predictive HR Analytics: Mastering the HR Metric ,Kogan Page; 2nd edition, 2019
5. Jac FITZ-ENZ ,The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments , Amacom ,2018

**21MH110- POLITICAL BEHAVIOUR AND IMPRESSION MANAGEMENT**

**4 0 0 4**

**Course Objectives**

- To provide basic knowledge in organizational politics and Impression Management.
- To enable the students to understand the tactics to deal politics.
- To impart knowledge on social networking.

**Course Outcomes**

1. Able to understand the influence of organization politics.
2. Suggest strategies to deal organizational politics.
3. Able to develop tactics to overcome the organizational politics.
4. Capable to understand the dysfunctional politics.
5. Analyze the importance social networking in the Organisation.

**Program Outcome**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
- f. Understand the inescapable role of right leadership for the success of any business entity collaborate with teams by being a contributing members and lead teams.

**Articulation Matrix**

	<b>POa</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>POe</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>1</b>					<b>3</b>			
<b>CO 2</b>	<b>1</b>					<b>3</b>			
<b>CO 3</b>	<b>1</b>					<b>3</b>			
<b>CO 4</b>	<b>1</b>					<b>3</b>			
<b>CO 5</b>	<b>1</b>					<b>3</b>			

**6 Hours**

**UNIT I**

**INTRODUCTION**

Impression Management, Power and Politics in organizational Life, Framework for Effective Use of organizational Politics, Ethics of Organizational Politics, Ethical Lobbying.

**UNIT II**

**10 Hours**

**STRATEGIES & TACTICS OF POSITIVE POLITICS**

Initiatives for Acquiring Power-Power Dynamics in Negotiations, Development and Transfer of Power across Organizational Levels. Upward Relations-The politics of Impression Management in Organizations: Contextual Effects, Managing Your Boss. Lateral Relations-Political Tactics to Enhance Team Play, Protective Impression Management, Relationship Quality & Relationship Context, Building a Savvy Team. Downward Relations-The Symbiosis of Organizational Politics and Democracy, Team Trust/Competence Grid, Antecedents, Processes and Outcomes of Collective Politics in Organizations

**UNIT III**

**8 Hours**

**INFLUENCE TACTICS**

Organizational Politics: Building Positive Political Strategies in Turbulent Times, Influence Tactics Used by Subordinates, The Impact of Political Skill on Impression Management Effectiveness, Role of Subordinate Political Skill on Supervisor's Impressions



**UNIT IV**

**8 Hours**

**SOCIAL NETWORKS WITHIN ORGANIZATIONS**

Social Network Theory, Weaving a Safety Network, Capabilities of the Consummate Net-worker, Competent Jerks, Lovable Fools and the Formation of Social Networks

**UNIT V**

**8 Hours**

**MANAGING DYSFUNCTIONAL POLITICS**

Negative Tactics & Blunders-Negative Political Tactics, Detecting Power Dynamics, Agendas and Unwritten Rules, Rethinking Political Correctness. Controlling Dysfunctional Politics-Consequences of Dysfunctional Impression Management, Forging a High Integrity Politics Culture, The Bigger Picture: A Societal Wake-Up Call.

**Suggested Self-Study Topics**

Understanding Office Politics & Your Tendency to Play Organizational Politics, Impression Management through Story Telling, Creating an Impression of Power, Engaging in Effective Flattery, High-Quality Exchanges with Co-worker's, Effective Downward Relations: Appropriate Mix of Humanistic and Politically Astute Impressions, HBR Simulation, Building Your Network Blunder Recovery and Damage Control, Confronting a Backstabber.

**Total: 40 Hours**

**References**

1. Gerald R. Ferris , Darren C. Treadway, Politics in Organizations: Theory and Research Considerations (SIOP Organizational Frontiers Series), December 2017
2. Eran Vigoda-Gadot , Amos Drory ,Handbook of Organizational Politics:2nd edition ,29 September 2017
3. Karen Dillon,HBR Guide to Office Politics (HBR Guide Series), Harvard Business Review Press ,2014
4. Jeffery Pfeffer ,Power: Why Some People Have It—and Others Don't, HarperCollins e-books; 1st edition , 2010
5. Marie G. McIntyre, Secrets to Winning at Office Politics: How to Achieve Your Goals and Increase Your Influence at Work , St. Martin's Griffin; 1st edition , 2005

**21MO101 BUSINESS PROCESS REENGINEERING**

**4 0 0 4**

**Course Objectives**

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

**Course Outcomes**

1. To applying the concept of Kaizen relevant to Business Process Reengineering.
2. To relate business process reengineering with Total Quality Management.
3. To assess the process to be reengineered and designed.
4. To identify the pitfalls in organization environment during BPR.
5. To manage change in Business Process Reengineering.

**Program Outcome**

- b. Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems

<b>Articulation Matrix</b>									
	<b>POa</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>Poe</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>		<b>2</b>		<b>3</b>					
<b>CO 2</b>		<b>2</b>		<b>3</b>					
<b>CO 3</b>		<b>2</b>		<b>3</b>					
<b>CO 4</b>		<b>2</b>		<b>3</b>					
<b>CO 5</b>		<b>2</b>		<b>3</b>					

**8 Hours**

**UNIT I**

**BUSINESS PROCESS REENGINEERING AND KAIZEN**

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

**UNIT II**

**9 Hours**

**BUSINESS PROCESS REENGINEERING AND OTHER MANAGEMENT CONCEPTS**

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

**UNIT III**

**7 Hours**

**IMPLEMENTATION OF BUSINESS PROCESS REENGINEERING**

Business vision and process objectives, Identification of processes to be reengineered, Measurement of processes, Design, BPR Life Cycle Methodology

**UNIT IV**

**8 Hours**

**REENGINEERING STRUCTURE AND PITFALLS**

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

**UNIT V**

**8 Hours**

**CHANGE MANAGEMENT IN BUSINESS PROCESS REENGINEERING**

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

**Suggested Self-Study Topics**

New developments in BPR, Benefits of ISO standards, Evaluation of process prototype, Appraisal system, Role of IT in BPR

**Total: 40 Hours**

**References**

1. B.R.Dey , “Business Process Reengineering and change Management” ,Biztantra, 2004
2. John Jeston and Johan Nelis, “Business Process Management: Practical Guidelines to Successful Implementations”, Singapore: Elsevier Ltd, 2008.
3. David J. Sumanth, “Total Productivity Management”, USA: CRC Press Ltd., 2006.
4. P.N. Rastogi, “Re- engineering and Re-inventing the Enterprise”, New Delhi: Wheeler Publications, 2007.
5. H. Harrington, “Business Process Improvement: The Breakthrough Strategy for Total Quality, Productivity and Competitiveness”, New Delhi: Tata McGraw Hill, 2005.

**21MO102 ADVANCED MAINTENANCE MANAGEMENT**

**4 0 0 4**

**Course Objectives**

- To introduce the functions of maintenance.
- To familiarize the students with Total Productive Maintenance.
- To enable the students to understand the concept of optimum overhaul.

**Course Outcomes**

1. Ability to predict maintainability
2. Ability to plan for maintenance
3. Frame maintenance policy
4. Design the system for maintenance.
5. Apply Reliability Centered Maintenance (RCM) and Total Productive Maintenance

**Program Outcome**

- b. Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems

<b>Articulation Matrix</b>									
	<b>POa</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>Poe</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>		<b>2</b>		<b>3</b>					
<b>CO 2</b>		<b>2</b>		<b>3</b>					
<b>CO 3</b>		<b>2</b>		<b>3</b>					
<b>CO 4</b>		<b>2</b>		<b>3</b>					
<b>CO 5</b>		<b>2</b>		<b>3</b>					

**8 Hours**

**UNIT I**

**MAINTENANCE CONCEPTS**

Objectives and functions of maintenance, types, Maintenance strategies. Organization for maintenance. Five Zero concept

**8 Hours**

**UNIT II**

**FAILURE DATA ANALYSIS**

MTBF, MTTF, Useful life, Survival curves, Repair time distribution, Break down time distributions, Poisson, Exponential and Normal distribution. Availability of repairable Systems, Maintainability prediction, Design for maintainability.

**8 Hours**

**UNIT III**

**MAINTENANCE PLANNING**

Overhaul and repair: Meaning and difference, optimal overhaul / Repair / Replace maintenance policy, Re placement Decisions: Optimal Interval.

**8 Hours**

**UNIT IV**

**MAINTENANCE SYSTEMS**

Fixed time maintenance, Condition based maintenance, Operate to failure, Opportunity maintenance, Design out maintenance, Total Productive Maintenance.

**8 Hours**

**UNIT V**

**ADVANCED TECHNIQUES**

Reliability Centered Maintenance (RCM) – Total Productive Maintenance (TPM)- Philosophy and implementation, Signature analysis - Expert systems – Concept of Terro technology, Reengineering Maintenance Process, Concept of reliability, Reliability improvement, Concept of maintainability and maintainability improvement- Asset Management Techniques.

**Suggested Self-Study Topics**

New Developments in Maintenance, Preventive Maintenance, Group Replacement, Reduction of Maintenance Cost, Maintenance Management Information System & Technical Audit

**Total: 40 Hours**

**References**

1. R.C.Mishra and K.Pathak, “Maintenance Engineering & Management”, New Delhi: PrenticeHall India, 2006.
2. P. Gopalakrishnan, A.K.Banerji, “Maintenance and Spare Parts Management”, New Delhi: Prentice Hall of India, 2006.
3. Kelly and M.J. Harris, “Management of Industrial Maintenance”, Butterworth and Company Limited, 2008.
4. A.K.S.Jardine, “Maintenance, Replacement and Reliability”, Pitman Publishing, 2006.
5. U.K. Singh and J.M. Dewan, “Maintenance Management”, New Delhi: Common Wealth Publishers, 2007.

**21MO103 LEAN MANUFACTURING**

**4 0 0 4**

**Course Objectives**

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

**Course Outcomes**

1. To understand the modern applications of Lean system.
2. Ability to prepare demand process flow and layout.
3. Apply Kanban strategies to reduce inventory.
4. Ability to implement lean philosophy.
5. To optimize the lean line management.

**Program Outcome**

- b. Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems

<b>Articulation Matrix</b>									
	<b>POa</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>Poe</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>		<b>3</b>		<b>2</b>					
<b>CO 2</b>		<b>3</b>		<b>2</b>					
<b>CO 3</b>		<b>3</b>		<b>2</b>					
<b>CO 4</b>		<b>3</b>		<b>1</b>					
<b>CO 5</b>		<b>3</b>		<b>1</b>					

**8 Hours**

**UNIT I**

**BENEFITS OF LEAN MANUFACTURING SYSTEM**

History and modern applications, MRP and their impact, Lean manufacturing model, Kanban Methodology, Continuing evaluation, Strategic Business Analysis

**8 Hours**

**UNIT II**

**UNDERSTANDING PRODUCT, PROCESS AND DEMAND**

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

**8 Hours**

**UNIT III**

**KANBAN STRATEGIES**

Process, Single, Multi Card system, Inventory Management, Team Establishment: Commitment, Physical facilitation, Management Structure, Application of Kanban

**8 Hours**

**UNIT IV**

**LEAN IMPLEMENTATION AND MILESTONES**

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

**8 Hours**

**UNIT V**

**LEAN LINE MANAGEMENT**

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

**Suggested Self-Study Topics**

Concept of IoT to improve Lean Manufacturing, Kanban Signaling, Transformation process  
perpetual inventory, Lean implementation in services- Banks, Flexibility and rewards

**Total: 40 Hours**

**References:**

1. Dennis P.Hobbs, Lean Manufacturing Implementation, J.Ross Publishing, 2009.
2. Liker, The Toyota Way, New Delhi: Tata McGraw Hill, 2004.
3. Garry Conner, Lean Manufacturing for the Small Shop, Society of Manufacturing Engineers, 2008.
4. Michael L.George, Lean Six Sigma, Tata McGraw Hill, 2002.
5. Allan, Robinson and Stewart, Lean Manufacturing – A Plant Floor Guide, Society of Manufacturing Engineers, 2001.

**21MO104 PURCHASING AND MATERIALS MANAGEMENT**

**4 0 0 4**

**Course Objectives**

- To introduce purchase and materials management practices.
- To enable the students to understand supply sources.
- To familiarize warehouse management.

**Course Outcomes**

1. To understand the importance and functions of purchasing.
2. Ability to make purchase decisions.
3. Ability to plan for material requirements.
4. To maintain good relationship between buyer and seller.
5. Ability to analyze inventory.

**Program Outcome**

- e. Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind
- f. Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>Poe</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>					<b>3</b>	<b>2</b>			
<b>CO 2</b>					<b>3</b>	<b>2</b>			
<b>CO 3</b>					<b>3</b>	<b>2</b>			
<b>CO 4</b>					<b>3</b>	<b>2</b>			
<b>CO 5</b>					<b>3</b>	<b>2</b>			

**8 Hours**

**UNIT I**

**PURCHASING FUNCTIONS**

Relationship of purchasing Department with other departments, Procurement, Supply management activities, Purchasing objectives and policies, Operating procedures, Purchasing cycles, Objectives of materials management.

**UNIT II**

**SUPPLY SOURCES**

Importance of source selection, Vendor development & maintenance, Vendor rating, Competitive bidding, selecting the source, Negotiation: Objectives, Process, Techniques, Price negotiation, Purchasing of capital goods, Seasonal commodities, Insurance spares.

**8 Hours**

**UNIT III**

**MATERIALS PLANNING**

Materials Codification: Evolution of codes, Classification, Methodology, Advantages, Standardization: Definition, Specification, Advantages, Techniques, Pricing Principles: Price analysis, Discounts.

**9 Hours**

**UNIT IV**

**MATERIALS MANAGEMENT**

Materials management, Legal aspects of buying, Buyer-Seller relationship, ethics in material management.

**7 Hours**



**UNIT V**

**8 Hours**

**WAREHOUSING MANAGEMENT**

Stores management, Incoming material Control, Stores documentation & accounting, Materials Management Information System (MMIS).

**Suggested Self-Study Topics**

Organization of material function, Contract management, Economic consideration in determining the right price, Industry ethical practices in Materials, New developments in MMIS.

**Total: 40 Hours**

**References:**

1. S.Chatterjee, “Applied Materials Management”, New Delhi: SAGE Publications, 2004.
2. Tony Arnold J R and Stephen N Chapman, “Introduction to Materials Management”, NewDelhi: Prentice Hall of India, 2009.
3. Gopalakrishnan P and Sundaresan M, “Material Management: An Integrated Approach”, New Delhi: Prentice Hall of India Pvt Ltd, 2004.
4. A.K. Datta, “Materials Management Procedures, Text and Cases”, New Delhi: Prentice Hall of India Pvt. Ltd, 2009.
5. P. Gopalakrishnan, “Purchasing and Materials Management”, New Delhi: Tata McGraw Hill Publishing Company Limited, 2001.

**21MO105 SERVICE OPERATIONS MANAGEMENT**

**4 0 0 4**

**Course Objectives**

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

**Course Outcomes**

1. To understand about service strategies.
2. Able to design the service Blueprint.
3. Ability to manage service operations.
4. Ability to use quantitative models for service management.
5. Ability to measure performance of service operations.

**Program Outcome**

- f. Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams
- h. Being observant to social issues, exploring solutions to solve issues, discriminating ethical and unethical decisions, have a commitment to take ethical decisions

<b>Articulation Matrix</b>									
	<b>POa</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>Poe</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>						<b>3</b>		<b>1</b>	
<b>CO 2</b>						<b>3</b>		<b>1</b>	
<b>CO 3</b>						<b>3</b>		<b>1</b>	
<b>CO 4</b>						<b>3</b>		<b>1</b>	
<b>CO 5</b>						<b>3</b>		<b>1</b>	

**8 Hours**

**UNIT I**

**UNDERSTANDING SERVICES**

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

**UNIT II**

**DESIGNING THE SERVICE ENTERPRISE**

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

**9 Hours**

**UNIT III**

**MANAGING SERVICE OPERATIONS**

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

**8 Hours**

**UNIT IV**

**QUANTITATIVE MODELS FOR SERVICE MANAGEMENT**

Capacity Planning and Queuing Models, Forecasting Demand for Services, Managing facilitating Goods.

**7 Hours**

**UNIT V**

**SERVICE PRODUCTIVITY AND MEASUREMENT OF PERFORMANCE**

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

**8 Hours**

**Suggested Self-Study Topics**

Different service industries, Service facility Location, Managing project, Application of queuing models in different services, Scoring systems.

**Total: 40 Hours**

**References**

1. J.A. Fitzsimmons, Fitzsimmons and J. Mona, Service Management: Operations, Strategy and Information Technology, New Delhi: McGraw Hill, 2010.
2. Metters, King Metters and Pullman, Successful Service Operations Management, New Delhi: Thomson Learning, 2007.
3. Davis M and Heinke J, Managing Services, New Delhi: McGraw Hill, 2005.
4. Hacksever, Render, Russell and Murdick, Service Management and Operations, New Delhi: Prentice Hall of India, 2000.
5. Zeithaml and Bitner, Service Marketing: Integrating Customer Focus across the Firm, New Delhi: McGraw Hill, 2008.

**21MO106 SUPPLY CHAIN AND LOGISTICS MANAGEMENT**

**4 0 0 4**

**Course Objectives**

- To introduce the concept of supply chain and logistics.
- To familiarize the key drivers of supply chain performance.
- To enable the students to understand the analytical tools necessary to solve supply chain problems.

**Course Outcomes**

1. Ability to use key strategic drivers of supply chain performance for effective results.
2. Ability to explain the strategic role of a supply chain in the business process.
3. Design the models for facility location and capacity planning.
4. Ability to analyze the analytic methodologies for supply chain.
5. Assess the impact of technology in supply chain.

**Program Outcome**

- f. Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams
- g. Exhibit a global perspective that fosters the ability to understand global business scenario and scheme business decision making considering multicultural views and diversity

<b>Articulation Matrix</b>									
	<b>POa</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>Poe</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>						<b>1</b>	<b>3</b>		
<b>CO 2</b>						<b>1</b>	<b>3</b>		
<b>CO 3</b>						<b>1</b>	<b>3</b>		
<b>CO 4</b>						<b>1</b>	<b>3</b>		
<b>CO 5</b>						<b>1</b>	<b>3</b>		

**8 Hours**

**UNIT I**

**SUPPLY CHAIN**

Fundamentals, Importance, Decision Phases, Process view, 'Supplier- Manufacturer-Customer chain', Supply chain performance: Drivers, Structuring supply chain

**8 Hours**

**UNIT II**

**OVERVIEW OF DEMAND FORECASTING IN THE SUPPLY CHAIN**

Aggregate planning, Managing predictable variability. Managing supply chain cycle inventory, Uncertainty, safety inventory, Determination of optimal level of product availability

**8 Hours**

**UNIT III**

**DISTRIBUTION NETWORK DESIGN**

Role, factors influencing network, options, Value Addition. Models for facility location and capacity planning. Network design: Impact of uncertainty, decisions using decision trees. Distribution centre location models. Supply chain network optimization models

**8 Hours**

**UNIT IV**

**LOGISTIC SYSTEM**

Evolution, Infrastructure and Networks. Freight Management, Route Planning, Containerization. Modal Characteristics, Inter-modal operators and transport economies. Ocean carrier management, import- export logistics management. Logistics outsourcing, 3PL / 4PL, Importance of Insurance

**UNIT V**

**8 Hours**

**TRANSACTIONAL LOGISTICS**

Framework and role of supply chain in e- business and b2b practices. Supply Chain IT Framework. International supply chain, GPS, tracking system

**Suggested Self-Study Topics**

Overview of supply chain models, Coordination in the Supply Chain, New developments in network designs, Reverse logistics, Software Packages in Supply Chain, AI based techniques in supply chain and logistics management

**Total: 40 Hours**

**References:**

1. Sunil Chopra and Peter Meindl, Supply Chain Management, New Delhi: Pearson Education, New Delhi, 2010.
2. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi and Ravi Shankar, Designing and Managing the Supply Chain, New Delhi: Tata McGraw Hill Ltd, 2007.
3. Jeremy F Shapiro, Modelling the Supply Chain, New Delhi: Cengage India, 2006.
4. David N. Burt, Donald W. Dobler and Stephen L. Starling , World Class Supply Management: The Key to Supply Chain Management, New Delhi: McGraw-Hill, 2010
5. Sople Vinod V, Logistics Management – The Supply Chain Imperative, New Delhi: Pearson Education, 2007.

**21MO107 TOTAL QUALITY MANAGEMENT**

**4 0 0 4**

**Course Objectives**

- To make the students understand the basic concepts of TQM and appreciate its importance in today's business environment.
- To enable them to acquire required diagnostic skills and use various quality tools.
- To familiarize the students about the Quality Management System.

**Course Outcomes**

1. Able to understand the dimensions of quality.
2. Capable of applying TQM concepts for improving the quality of products and services.
3. Assess the process approach in TQM.
4. Use tools and techniques of TQM for continuous improvement in quality.
5. Implement Quality Management System.

**Program Outcome**

- b. Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems

<b>Articulation Matrix</b>									
	<b>POa</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>Poe</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>		<b>3</b>		<b>1</b>					
<b>CO 2</b>		<b>3</b>		<b>1</b>					
<b>CO 3</b>		<b>3</b>		<b>1</b>					
<b>CO 4</b>		<b>3</b>		<b>1</b>					
<b>CO 5</b>		<b>3</b>		<b>1</b>					

**8 Hours**

**UNIT I**

**INTRODUCTION**

Introduction and basic concepts, Definition of quality, Dimensions of quality, Evolution of TQM, TQM frame work

**UNIT II**

**TQM IMPLEMENTATION**

Leadership for TQM, Deming's quality principle, TQM implementation, PDSA cycle, Quality Circles, Quality Council

**8 Hours**

**UNIT III**

**PROCESS APPROACH TO TQM**

Process approach, Juran's Trilogy, Taguchi's loss function, Kaizen, Quality by design, 5S,ESI (Early Supplier Involvement)

**8 Hours**

**UNIT IV**

**TOOLS AND TECHNIQUES**

7 Old quality control tools, Total productive maintenance, Failure mode and effect Analysis, POKAYOKE, Six Sigma

**8 Hours**

**UNIT V**

**8 Hours**

**QUALITY MANAGEMENT SYSTEMS**

Management systems for TQM, ISO 9000 & 14000 Quality management systems, Auditing and certification Process, Korean and American QMS

**Suggested Self-Study Topics**

Cost of Quality, Supplier Partnership, 5M, Toyota and Six Sigma, Quality Awards.

**Total: 40 Hours**

**References:**

1. Dale H. Besterfieldetal, “Total Quality Management”, New Delhi: Pearson Education, 2011.
2. Subburaj Ramasamy, “Total Quality Management”, New Delhi: Tata McGraw Hill Publishing Co. Ltd, 2008.
3. J.R. Evans and W.M. Lindsay, “Quality control and Management”, New Delhi: CengageLearning 2010.
4. Barrie G Date, Ton Van Der Wiet and Jos Van Iwaarden, “Management Quality”, New Delhi: Wiley Publications, 2012.
5. Greg Brue, “Six Sigma for Managers”, New Delhi: Tata McGraw Hill Publishing Co. Ltd, 2002

**21MO108 SIX SIGMA**

**4 0 0 4**

**Course Objectives**

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

**Course Outcomes**

1. To understand the importance of six sigma.
2. Ability to define and measure the stages.
3. Ability to analysis and improve the stages.
4. Assess the six sigma measurements.
5. Ability to identify the quality control charts.

**Program Outcome**

- f. Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams
- h. Being observant to social issues, exploring solutions to solve issues, discriminating ethical and unethical decisions, have a commitment to take ethical decisions

<b>Articulation Matrix</b>									
	<b>POa</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>POe</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>						<b>3</b>		<b>1</b>	
<b>CO 2</b>						<b>3</b>		<b>1</b>	
<b>CO 3</b>						<b>3</b>		<b>1</b>	
<b>CO 4</b>						<b>3</b>		<b>1</b>	
<b>CO 5</b>						<b>3</b>		<b>1</b>	

**8 Hours**

**UNIT I**

**INTRODUCTION**

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

**UNIT II**

**DEFINE AND MEASURE STAGE**

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

**9 Hours**

**UNIT III**

**ANALYSIS AND IMPROVE STAGE**

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

**8 Hours**

**UNIT IV**

**CONTROL STAGE AND SIX SIGMA MEASUREMENTS**

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

**7 Hours**



**UNIT V**

**8 Hours**

**CONTROL CHARTS**

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

**Suggested Self-Study Topics**

DMAIC methodology, Measurement System Analysis, Value stream analysis tools, Defects per million Opportunities(DPMO), Quality Control Charts

**Total: 40 Hours**

**References:**

1. Paul Keller, Six Sigma Demystified- Tata McGraw Hill, 2015
2. Eugene L.Grant, Richard S.Leevenworth, Statistical Quality Control- Tata McGraw hill, 2016
3. Forrest W.Breyfogle III, John, Implementing Six Sigma, Wiley & Sons.2014
4. Jay Arthur, Lean Six sigma Demystified, Tata McGraw Hill, 2015
5. Peter S. Pandey, The Six Sigma Way, S.Chand & Co, 2014

**21MC101 FUNDAMENTALS OF COMMERCIAL BANK MANAGEMENT**

**4 0 0 4**

**Course Objectives**

- To understand the process of financial intermediation.
- To understand the basic concepts of advances, deposits and Negotiable Instruments Act.
- To understand the nuances of modern banking.

**Course Outcomes**

1. Able to understand the basis of banking and BASEL Norms.
2. Ability to process & pass cheques and interpret the clauses of Negotiable Instruments Act.
3. Capable of opening various types of deposit accounts following the RBI norms and monitor the transactions in the account.
4. Ability to create charges and levy interest for various types of advances.
5. Able to know the latest technologies being used in the field of banking and their other services.

**Program Outcomes**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment
- g. Exhibit a global perspective that fosters the ability to understand global business scenario and scheme business decision making considering multicultural views and diversity
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
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<b>CO 2</b>	<b>3</b>						<b>2</b>		<b>2</b>
<b>CO 3</b>	<b>3</b>						<b>2</b>		<b>2</b>
<b>CO 4</b>	<b>3</b>						<b>2</b>		<b>2</b>
<b>CO 5</b>	<b>3</b>						<b>2</b>		<b>2</b>

**8 Hours**

**UNIT I**

**INTRODUCTION TO BANKING**

Role of Banks - Brief History of Banking in India - Structure of Banking Sector in India - Rationale of Banking Sector Reforms - BASEL Committee Recommendations and Norms - Banker Customer Relationship - RBI and Banking Regulation Act (Salient Features).

**UNIT II**

**8 Hours**

**NEGOTIABLE INSTRUMENTS AND BANKING ETHICS**

Meaning – Characteristics – Crossing – Endorsement - Duties of Paying Banker - Duties of Collecting Banker – Cheque Bounce – Cheque Truncation System - Ethics of Banks and Bankers.

**UNIT – III**

**8 Hours**

**DEPOSITS**

Opening of Bank Accounts - Types of Deposit Accounts: Savings Account - Current Account - Fixed Deposit - Recurring Deposit - Certificate of Deposit - KYC, e-KYC and AML Norms.

**UNIT – IV**  
**ADVANCES**

**8 Hours**

Principles of Sound Lending - Methods of granting advances - Types of securities - Modes of creating charges - Bank guarantees - Interest rates: Base rate - MCLR - Fixed vs. floating rates - Registration of charges with ROC.

**UNIT – V**

**8 Hours**

**BANKING TECHNOLOGY AND ANCILLARY SERVICES**

Modern Banking Technologies - ATM – EFT - E-Banking - M-Banking(including UPI Application in Mobile Platform)- Legacy Modernization, Digital Banking - Ancillary Businesses: DD - Safe Deposit Lockers - Credit Cards - Debit Cards - Smart Cards - NEFT - RTGS - SWIFT - Call Centre - Cross selling

**Total: 40 Hours**

**Suggested Self Study Topics**

Latest Recommendations of BASEL Committee, Liabilities of Paying and Collecting Banks  
Monthly Income Plan, RBI Norms on Bank Charges, NEFT

**References**

1. Dr S. Gurusamy, Merchant Banking and Financial Services, New Delhi: Tata McGraw Hill, 2019.
2. Dr. B.P. Narasa Reddy and Prof. Himachalam Dasaraju, Dynamics of Commercial Banks in India, Florida: Associated Publishers, 2011.
3. Justin Paul and Padmalatha Suresh, Management of Banking and Financial Services, New Delhi: Pearson Education, 2010.
4. Timothy W. Koch and S. Scott Macdonald, Bank Management, Bangalore: Thomson South-Western, 2009.
5. Benton E. Gup and James W. Kolari, Commercial Banking: The Management of Risks, New Delhi: Wiley India, 2005.

**21MC102 RESOURCE MOBILIZATION – DEPOSITS**

**4 0 0 4**

**Course Objectives**

- Know the banker customer relationship and KYC norms
- Know the basics of low cost, no cost and high cost deposits
- Recognize the importance of nomination and the rules governing non-resident accounts.

**Course Outcomes**

1. Determine the documents necessary for opening of various deposit accounts.
2. Ability to guide customers in the operation of various deposit accounts.
3. Able to find the difference and usage of different deposit accounts.
4. Settle the balance in decreased accounts.
5. Analyze the various other facilities provided by banks related to deposit accounts.

**Program Outcomes**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment
- h. Exhibit a global perspective that fosters the ability to understand global business scenario and scheme business decision making considering multicultural views and diversity
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
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<b>CO 3</b>	<b>3</b>						<b>2</b>		<b>2</b>
<b>CO 4</b>	<b>3</b>						<b>2</b>		<b>2</b>
<b>CO 5</b>	<b>3</b>						<b>2</b>		<b>2</b>

**7 Hours**

**UNIT I**

**OPENING OF DEPOSIT ACCOUNTS**

Relationship with Customers - Opening of Accounts: Individuals - Illiterate Persons – Minors - Blind Persons – Firms - Associations - Limited Companies - HUF.

**UNIT II**

**9 Hours**

**SAVINGS DEPOSITS**

Introduction - Savings Bank Account Rules – Passbooks/ Statement of Accounts - Payment of Cheques - Collection of Cheques - Payment of Interest and Service Charges - Closing of Accounts.

**UNIT – III**

**8 Hours**

**CURRENT DEPOSITS**

Introduction - Current Account Rules - Procedure of Return of Unpaid Cheques - Minimum Balance - Service Charges - Closing of Accounts - Savings Account vs. Current Account.

**UNIT – IV**

**8 Hours**

**TERM DEPOSITS**

Introduction - Various Types of Term Deposits: Fixed Deposit - Monthly Income Plan - Recurring Deposit - Payment of Deposit: On Due Date - Pre-Payment - Renewal of Deposits - Advances Against Banks' Own Deposit.

**UNIT – V**

**8 Hours**

**OTHER ASPECTS**

Nomination Facilities - Deceased Accounts - DEAF Accounts - Inoperative Accounts - Accounts of Non-Residents: NRE, NRO and FCNR Accounts - DICGCI (Deposit Insurance Alone).

**Total: 40 Hours**

**Suggested Self Study Topics**

HUF, Issue of Cheque Books, Statement of Current Accounts, Base rate, NRI

**References**

1. JyotsnaSethi and Nishwan Bhatia, Elements of Banking and Insurance, New Delhi: Prentice Hall of India, 2013.
2. D. Muraleedharan, Modern Banking: Theory and Practice, New Delhi: Prentice Hall of India, 2009.
3. Peter S. Rose and Sylvia C. Hudgins, Bank Management & Financial Services, New Delhi: Tata McGraw-Hill, 2012.
4. Reserve Bank of India, Non-Resident Accounts, Mumbai: Foreign Exchange Dealers' Association of India, 2000
5. G. Mavrotas, Domestic Resource Mobilization and Financial Development (Studies in Development Economics and Policy), Palgrave Macmillan, 2008.

**21MC103 RESOURCE DEPLOYMENT – SMALL LOANS**

**4 0 0 4**

**Course Objectives**

- Understand the purpose of lending and the elements of income for banks.
- Understand the types of credit facilities and the procedure for granting various types of advances.
- Understand the different types of securities and the methods of creating charges.

**Course Outcomes**

1. Able to understand the fundamentals of loans and advances.
2. Manage profitability of banks by working on spread and burden
3. Create charges in respect of single bank and consortium advances.
4. Capable of learning about the priority sector loans and the bills used in business.
5. Grant retail loans and determine the terms and conditions for the various types of advances.

**Program Outcomes**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment
- i. Exhibit a global perspective that fosters the ability to understand global business scenario and scheme business decision making considering multicultural views and diversity
- j. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
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<b>CO 3</b>	<b>3</b>						<b>2</b>		<b>2</b>
<b>CO 4</b>	<b>3</b>						<b>2</b>		<b>2</b>
<b>CO 5</b>	<b>3</b>						<b>2</b>		<b>2</b>

**8 Hours**

**UNIT I**

**INTRODUCTION TO ADVANCES**

Lending – Profit Maximization: Spread – Burden – Net Interest Income – Net Interest Margin – Net Interest Expenses – Non-Interest Expenses – Non-Interest Income.

**UNIT II**

**8 Hours**

**CREDIT FACILITIES AND SECURITIES**

CRAR – CRR – SLR – Repo Rate – Reverse Repo Rate – P2P Lending – MUDRA – Floating Charge – Consortium Lending – Credit Syndication – Latest Loan Schemes by Central Government.

**UNIT – III**

**8 Hours**

**PRIORITY SECTOR ADVANCES**

Rationale of Priority Sector Advances – Targets and Sub-Targets Under Priority Sector Advances – Agricultural Lending: Direct and Indirect Finance – Micro and Small Enterprises – Weaker Sections – Roles and Responsibilities of Lead Banks and Fintech Companies.

**UNIT – IV**

**8 Hours**

**BILLS BUSINESS**

Introduction to Bills – Bills Purchased (Clean Bills) – Bills Purchased (Demand Documentary Bills) – Bills Discounting (Usance Bills).

**UNIT – V**

**8 Hours**

**RETAIL LENDING**

Home Loans – Educational Loans – Credit Cards – Consumer Loans – Other Personal Loans (Vehicle and Mortgage Loans) – MUDRA Scheme – Calculation of EMI: Effect of Quantum of Advance – Repayment Period and Interest Rates on EMI.

**Total: 40 Hours**

**Suggested Self Study Topics**

Cost Minimization, Pledge of Shares, SIDBI, Foreign Bills, Impact of Fixed and Floating Rates

**References:**

1. Master Circular on Lending to Priority Sector, [www.rbi.org.in](http://www.rbi.org.in)
2. Prasanna Chandra, Finance Sense: An Easy Guide for Non- Finance Executives, New Delhi: Tata McGraw – Hill, 2000.
3. M.P. Narayanan and Vikram K. Nanda, Finance for Strategic Decision Making: What Non-Financial Managers Need to Know, New Delhi: Wiley, 2013.
4. Stewart C. Myers and Richard A. Brealey, Brealey Myers: Principles of Corporate Finance, New Delhi: Tata McGraw-Hill, 2011.
5. Joshua A Bell and Carl M Richardson, Small Business Lending Fund (Business Economics in a Rapidly-changing World), Nova Science Publishers Inc, 2012.

**21MC104 RESOURCE DEPLOYMENT – COMMERCIAL ADVANCES**

**4 0 0 4**

**Course Objectives**

- The procedure of pre-sanction appraisal and the care to be taken for creating viable advances
- The ways of granting working capital and term loans
- The importance of managing receivables by corporates and mechanism for enhancing the return

**Course Outcomes**

1. Ability to conduct pre- sanction appraisal of large advances.
2. Arrive at the working capital requirement of corporates.
3. Capable of learning about the various aspects of term lending.
4. Grant bank guarantees and other non-fund based advances.
5. Able to understand about the various aspects of factoring services.

**Program Outcomes**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment
- j. Exhibit a global perspective that fosters the ability to understand global business scenario and scheme business decision making considering multicultural views and diversity
- k. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
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<b>CO 3</b>	<b>3</b>						<b>2</b>		<b>2</b>
<b>CO 4</b>	<b>3</b>						<b>2</b>		<b>2</b>
<b>CO 5</b>	<b>3</b>						<b>2</b>		<b>2</b>

**UNIT I**

**8 Hours**

**PRE-SANCTION APPRAISAL**

Introduction to Pre-Sanction Appraisal - Borrower Appraisal - Management Appraisal - Financial Appraisal - Market Appraisal - Environmental Appraisal.

**UNIT II**

**8 Hours**

**WORKING CAPITAL FINANCE**

Net Working Capital - Operating Cycle Theory - Tandon Committee Norms: First Method of Lending - Second Method of Lending - Third Method of Lending - Nayak Committee Recommendations.

**UNIT – III**

**8 Hours**

**TERM LENDING**

Purpose of Term Loans - Project Appraisal: Breakeven Point - Interest Coverage Ratio - Debt Coverage Ratio - Sensitivity Analysis - Fixing Repayment Schedule - Moratorium Period.

**UNIT – IV**

**8 Hours**

**NON- FUND BASED ADVANCES**

Introduction to Bank Guarantees - Types of Guarantees - Financial Guarantees - Performance Guarantees - Deferred Payment Guarantees - Appraisal and Fixing of Guarantee Limits - Security to be Obtained for Non-Fund Based Advances.



**UNIT – V**

**8 Hours**

**FACTORING SERVICES**

Receivables: Collection Policy by Corporates - Factoring Services: Role of Factors and Types of Factoring Services - Forfeiting.

**Total: 40 Hours**

**Suggested Self Study Topics**

Pre-Sanction Inspection, Gross Working Capital, Telescopic Repayment Period, Guarantee Commission, Factoring Subsidiaries

**References:**

1. R. Viswanathan, Industrial Finance, New Delhi: Macmillan India Limited, 2002.
2. Hrishikes Bhattacharya, Working Capital Management: Strategies and Techniques, New Delhi: PHI, 2009.
3. Joseph P. Ogden, Frank C. Jen and Philip F. O'Connor, Advanced Corporate Finance: Policies and Strategies, New Delhi: Pearson Education, 2003.
4. Richard A Brealey, Stewart C Myers, Franklin Allen and Pitabas Mohanty, Principles of Corporate Finance, New Delhi, Tata McGraw-Hill, 2013.
5. Aswath Damodaran, Corporate Finance: Theory and Practice, New Delhi: Wiley, 2013.

**21MC105 EXPORT AND IMPORT FINANCING**

**4 0 0 4**

**Course Objectives**

- Understand the basics of Uniform Customs and Practices for Documentary Credits (UCPDC)
- Understand the procedure for granting export and import credit
- Know the agencies involvement in promoting export credit and their roles in enhancing the external trade.

**Course Outcomes**

1. Able to understand the basics of documentary credit.
2. Analyze the risks faced by the exporters and guide them to mitigate the risks.
3. Grant pre and post shipment credit by adopting suitable safeguards.
4. Ability to learn the concept of ECGC and its various features.
5. Interpret the provisions of EXIM policy for promoting exports.

**Program Outcomes**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment
- k. Exhibit a global perspective that fosters the ability to understand global business scenario and scheme business decision making considering multicultural views and diversity
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
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<b>CO 3</b>	<b>3</b>						<b>2</b>		<b>2</b>
<b>CO 4</b>	<b>3</b>						<b>2</b>		<b>2</b>
<b>CO 5</b>	<b>3</b>						<b>2</b>		<b>2</b>

**8 Hours**

**UNIT I**

**INTRODUCTION TO DOCUMENTARY CREDITS**

FEMA Rules and Regulations - Documentary Credits - Letters of Credit - Parties to Letters of Credit - Types of Letters of Credit - Documents in Documentary Credit - International Banking System.

**UNIT II**

**8 Hours**

**EXPORT FINANCE - PRE-SHIPMENT ADVANCE**

Pre-Shipment Finance - Types of Pre-Shipment Finance - Disbursements of Packing Credit Advance - Overdue Packing Credit Advances and Follow-Up - Packing Credit in Foreign Currency (PCFC).

**UNIT – III**

**8 Hours**

**EXPORT FINANCE - POST-SHIPMENT ADVANCE**

Post-Shipment Finance - Rules Governing Post-Shipment Finance - Types of Post-Shipment Finance - Crystallization of Overdue Export Bills and Follow-Up.

**UNIT – IV**

**8 Hours**

**IMPORTS**

Import Letter of Credit - Rules Governing Import Credit - Forward Exchange Contracts for Imports - Payment for Import of Goods.

**UNIT – V**

**8 Hours**

**ECGC AND EXIM BANK**

Export and Import Policy of India – Incentives by Government of India for Exports, Role of RBI in Promoting Export Credit - ECGC – Types of Policies - EXIM Bank – Role and Promotional Activities of EXIM.

**Total: 40 Hours**

**Suggested Self Study Topics**

FOB, CIF, C&F, Trans-Shipment, Forward Cover, Technology Imports, Foreign Trade Shows

**References**

1. Reserve Bank of India, Trade and Exchange Control Regulations Relating to Imports, Mumbai: Foreign Exchange Dealers' Association of India, 2000.
2. Thummuluri Siddaiah, International Financial Management, New Delhi: Pearson, 2010.
3. Dun and Bradstreet, Foreign Exchange Markets, New Delhi: Tata McGraw-Hill, 2007.
4. Jordan J Hillman, The Export-Import Bank at Work: Promotional Financing in the Public Sector, Praeger Publishers Inc, 2016
5. Belay Seyoum, Export-Import Theory, Practices, and Procedures, Routledge, 2013.

**21MC106 MANAGEMENT OF NON-PERFORMING ASSETS**

**4 0 0 4**

**Course Objectives**

- Able to know the impact of sickness on industries and ways & means of preventing sickness
- Able to know the procedure for classification of assets
- Able to know the process of recovery of advances and the role of Credit Guarantee Corporation.

**Course Outcomes**

1. Identify the symptoms of sickness and initiate appropriate measures to avoid sickness.
2. Classify advances into standard, substandard, doubtful and loss assets.
3. Able to understand the rehabilitation process of sick units.
4. Cover the loans under the credit guarantee schemes.
5. Ability to learn the role of credit guarantee corporation in loan schemes.

**Program Outcomes**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment
- g. Exhibit a global perspective that fosters the ability to understand global business scenario and scheme business decision making considering multicultural views and diversity
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
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<b>CO 2</b>	<b>3</b>						<b>2</b>		<b>2</b>
<b>CO 3</b>	<b>3</b>						<b>2</b>		<b>2</b>
<b>CO 4</b>	<b>3</b>						<b>2</b>		<b>2</b>
<b>CO 5</b>	<b>3</b>						<b>2</b>		<b>2</b>

**UNIT I**

**7 Hours**

**SICKNESS AND ITS PREVENTION**

Causes and Detection of Sickness – Follow-up of Advances – Post-Sanction Inspection - ABC Norms - Sick Industrial Companies Act – BIFR - Risks in Sick Account to Bank and Bank Employees (PNB and SBI Scam).

**UNIT II**

**9 Hours**

**NON-PERFORMING ASSETS**

Introduction to NPAs - Income Recognition - Asset Classification: Standard – Sub Standard - Doubtful and Loss Assets - Provisioning of NPAs - Write – Off of Advances - NPA Resolutions (IBC, S4A and ARC).

**UNIT – III**

**8 Hours**

**REHABILITATION OF SICK UNITS**

Classification of Units as Viable and Non-Viable - Guidelines for Drawing Rehabilitation Scheme - Revival by Mergers and Amalgamations - Concessions Under Income Tax Act for Mergers.

**UNIT – IV**

**8 Hours**

**RECOVERY OF DUES**

Corporate Debt Restructuring - Civil Suits - Debt Recovery Tribunal - Securitization and Reconstruction of Financial Assets and Securities Interest Act (SARFASI) - Asset Reconstruction Company - Compromise Agreements.

**UNIT – V**

**8 Hours**

**CREDIT GUARANTEE CORPORATION**

Objectives of Credit Guarantee Corporation - Small Loans Guarantee Scheme - Small Loans (SSI) Guarantee Scheme - Accounting Practices.

**Total: 40 Hours**

**Suggested Self Study Topics**

Risk Averseness, Gross NPA and Net NPA, Unwillingness to Pay and Inability to Pay, CIBIL  
Crop Insurance

**References**

1. Master Circular on NPA – Norms for Classification of Advances, [www.rbi.org.in](http://www.rbi.org.in)
2. Master Circular on Prudential Norms on Capital Adequacy, [www.rbi.org.in](http://www.rbi.org.in)
3. Master Circular on A Guide to Deposit Insurance, [www.dicgc.org.in](http://www.dicgc.org.in)
4. Ciaran Walsh, Key Management Ratios: How to Analyze, Compare and Control the Figures that Drive Company Value, New Delhi: Macmillan India Ltd., 2006.
5. Indian Institute of Banking and Finance, Banker's Handbook on Credit Management, Taxmann; 2nd Edition 2018.

**21MC107 RISK MANAGEMENT IN BANKS**

**4 0 0 4**

**Course Objectives**

- The meaning of risk and the various types of risks the banks are exposed to
- The basics of market risk & credit risk and the method of minimizing these risks.
- The basics of off-balance sheet risks, Forex risk and their impact on banks.

**Course Outcomes**

1. Ability to re-price assets and liabilities of bank.
2. Measure the impact of various risks on banks profitability.
3. Able to compare and differentiate between various risks faced by banks.
4. Apply appropriate tools to minimize the impact of various risks on bank.
5. Capable of finding the off-balance sheet risks and other risks of banks.

**Program Outcomes**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment
- g. Exhibit a global perspective that fosters the ability to understand global business scenario and scheme business decision making considering multicultural views and diversity
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
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<b>CO 4</b>	<b>3</b>						<b>2</b>		<b>2</b>
<b>CO 5</b>	<b>3</b>						<b>2</b>		<b>2</b>

**7 Hours**

**UNIT I**

**INTRODUCTION TO RISKS**

Risk - Introduction to Various Risks Faced by Banks - Impact of Risks on Banks' Profitability - Regulations of RBI to Mitigate Risks - Cyber Crime and Digital Frauds.

**UNIT II**

**9 Hours**

**MARKET RISKS**

Interest Rate Risks - Rate Sensitive Assets - Rate Sensitive Liabilities - Re-Pricing Risks - Liquidity Risk - Asset Liability Management Committee: Role and Purpose.

**UNIT – III**

**8 Hours**

**CREDIT RISK**

Credit Quality Problems – Wilful Default and Inability of Borrower: Meaning - Measurement of Credit Risk - Credit Scoring Models - Loan Portfolio and Concentration Risk.

**UNIT – IV**

**8 Hours**

**OFF-BALANCE SHEET RISKS**

Commercial Letters of Credit - Standby Letters of Credit – Guarantees - Derivative Contracts: Basics of Reducing Off-Balance Sheet Risks.

**UNIT – V**

**8 Hours**

**OTHER RISKS**

Operational Risk - Foreign Exchange Risk - Country / Sovereign Risk - Technology Risk - Insolvency Risk - Capital Adequacy Norms.

**Total: 40 Hours**

**Suggested Self Study Topics**

Zero Risk Assets, Maturity Buckets, Discriminant Analysis, Notes on Accounts, Sovereign Rating by Credit Rating Agencies, Investment Risk Analysis

**References**

1. Jayadev, Commercial Bank Management, New Delhi: Tata McGraw-Hill, 2011.
2. Mark S. Dorfman, Introduction to Risk Management and Insurance, New Delhi: PHI, 2009.
3. Ciby Joseph, Credit Risk Analysis: A Tryst with Strategic Prudence, New Delhi: Tata McGraw-Hill, 2007.
4. Dun and Bradstreet, Financial Risk Management, New Delhi: Tata McGraw-Hill, 2007.
5. Rene M. Stulz, Risk Management and Derivatives, New Delhi: Thomson South-Western, 2006.

**21ME101 ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT**

**4 0 0 4**

**Course Objectives**

- To develop entrepreneurial competence among the students.
- To enable the students to take up self-employment by exposing them to entrepreneurial competence and environment.
- To make the students understand business plan, launching of small business and management of small business.

**Course Outcomes**

1. Acquire the qualities of a successful entrepreneur.
2. Use the facilities provided by various agencies to successfully run the enterprise
3. Select a best business idea by using appropriate methods to assess financial viability.
4. Deploy the resources for a sustainable growth.
5. Overcome the pitfalls encountered by a start-up

**Program Outcomes**

- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>				<b>1</b>					<b>3</b>
<b>CO 2</b>				<b>1</b>					<b>3</b>
<b>CO 3</b>				<b>1</b>					<b>3</b>
<b>CO 4</b>				<b>2</b>					<b>3</b>
<b>CO 5</b>				<b>2</b>					<b>3</b>

**8 Hours**

**UNIT I**

**ENTREPRENEURIAL COMPETENCE**

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

**UNIT II**

**8 Hours**

**ENTREPRENEURIAL ENVIRONMENT**

Business Environment, Role of Family and Society, Institutional Support for Small Entrepreneurs, Central and State Government Industrial Policies and Regulations, Indian Start-up Eco-system, Tamilnadu Start-up community.

**UNIT – III**

**8 Hours**

**BUSINESS PLAN PREPARATION**

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

**UNIT – IV**

**8 Hours**

**MANAGEMENT OF SMALL BUSINESS**

Monitoring and Evaluation of Business, Causes of Sickness, Detecting and Preventing Sickness, Rehabilitation of Business Units.



**8 Hours**

**UNIT – V**

**INTELLECTUAL PROPERTY RIGHTS FOR SMALL BUSINESS**

Importance of IPR in Small Business, IPR Legislation in India-TRIPS, WTO, GATT. Patents, Trademark, Copy Right and Geographical Indications.

**Total: 40 Hours**

**Suggested Self Study Topics**

Real time Social Entrepreneurs, Accelerators, Start-up India, Co-Working Spaces and TBIs, Sensitivity Analysis of DSCR and Unicorn Start-ups, SARFAESI Act, Documentation Process

**References:**

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

**21ME102 CREATIVITY, INNOVATION AND ENTREPRENEURSHIP**

**4 0 0 4**

**Course Objectives**

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

**Course Outcomes**

1. Generating the alternatives using lateral thinking and brain storming
2. Selecting the best business opportunities through value analysis
3. Handling the patent, copy right and trade mark issues
4. Capable of applying TRIZ to solve the problem based on logic and data
5. Eliminating the egos and dramatically reduce the amount of time spent in meetings through Six Thinking Hats.

**Program Outcomes**

- c. Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>			<b>3</b>						<b>3</b>
<b>CO 2</b>			<b>3</b>						<b>3</b>
<b>CO 3</b>			<b>2</b>						<b>3</b>
<b>CO 4</b>			<b>2</b>						<b>3</b>
<b>CO 5</b>			<b>2</b>						<b>3</b>

**8 Hours**

**UNIT I**

**BUSINESS OPPORTUNITY GUIDANCE**

Business Opportunity Identification, Opportunities into Ideas, Idea screening ,Creativity and Innovation, Value Analysis

**8 Hours**

**UNIT II**

**CREATIVITY**

Lateral Thinking, Lateral vs. Vertical Thinking, Use of Lateral Thinking, Techniques – Generation of Alternatives, Fractionation, Reversal Method, Analogies.

**8 Hours**

**UNIT – III**

**INNOVATION**

Sources of Innovation, Types of Innovation, Goals of Innovation, Diffusion of Innovation, Basics of TRIZ, Innovation Management, Innovation Driven Enterprises.

**8 Hours**

**UNIT – IV**

**SIX THINKING HATS**

Brainstorming, Six Hats, Using the Hats, Benefits of Six Thinking Hats.

**8 Hours**

**UNIT – V**

**INTELLECTUAL PROPERTY RIGHTS**

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

**Total: 40 Hours**

**Suggested Self Study Topics**

TOWS Analysis, Pitch Fests, Misconceptions and Myths about Creativity & Innovation, Mechanism of Diffusion, Thinking Out of the Box, Registering a Trademark

**References**

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

**21ME103 LEGAL AND REGULATORY FRAME WORK FOR ENTREPRENEURSHIP**

**4 0 0 4**

**Course Objectives**

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

**Course Outcomes**

1. Availing the incentives and subsidies by fulfilling the registration formalities
2. Choosing the opt form of organization
3. Capable of setup a suitable enterprise
4. Filling the tax returns
5. Practicing corporate governance

**Program Outcomes**

- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>				<b>1</b>					<b>2</b>
<b>CO 2</b>				<b>1</b>					<b>2</b>
<b>CO 3</b>				<b>1</b>					<b>2</b>
<b>CO 4</b>				<b>1</b>					<b>2</b>
<b>CO 5</b>				<b>1</b>					<b>2</b>

**8 Hours**

**UNIT I**

**MICRO, SMALL AND MEDIUM, AND LARGE ENTERPRISES**

Definition of Tiny, Small, Medium and Large Enterprises, Procedure for Setting Up these Enterprises, Registration Formalities, Incentives and Subsidies.

**UNIT II**

**8 Hours**

**FORMS OF ORGANIZATION**

Sole Proprietorship, Partnership, Public Limited and Private Limited Companies, Limited Liability partnership – Formation, Registration, Uniqueness, Conversion of Partnership, Private / Unlisted Public Companies into LLP.

**UNIT – III**

**8 Hours**

**GOODS AND SERVICE TAX (GST) AND VAT**

Indirect Taxes, GST, GST Mechanism, GST and its Impact on Various Sectors, VAT – Rules Regulations Governing VAT, Filing of Tax Returns, Taxation with Special Reference to MSME.IT

**UNIT – IV**

**8 Hours**

**INCOME TAX**

Direct Tax – Personal Income and Corporate Tax, Deductions and Rebates, Taxability of Capital Gains, Investments, Filing of Tax Returns

**UNIT – V**

**8 Hours**

**CORPORATE GOVERNANCE**

Governance Committee, Audit Committee, Compensation Committee – Roles and Responsibilities, Independent Directors, Whistle Blowing, RTI Act, Insider Trading.

**Total: 40 Hours**

**Suggested Self Study Topics**

Recent Amendments and Changes, Limiting Benefits of LLP, Role in VAT, Tax Planning, Ethics in Entrepreneurship, OPC, Special Tax Holidays for Startups

**References**

1. Akhileshwar Pathak, “Legal Aspects of Business”, New Delhi: Tata McGraw Hill, 2016.
2. Ramani K K& Jain N C, “Limited Liability Partnership (LLP)-Tax Planning, Law and Practice”,
3. Kamal Garg, “Goods & Service Tax”, New Delhi: Bharat Law House Pvt. Ltd., 2015.
4. Ram Charan, “Owning up-The 14 Questions Every Board Member Needs to Ask”, New Delhi: Wiley India Pvt. Ltd, 2015.
5. Legal Framework, [www.rbi.org.in](http://www.rbi.org.in)

**21ME104 SOFT SKILLS FOR ENTREPRENEURS**

**4 0 0 4**

**Course Objectives**

- To heighten the awareness of developing emotional intelligence that may influence the running of business.
- To enable the students to manage their time effectively.
- To equip them in building rapport and being ethical towards society.

**Course Outcomes**

1. Influence people without losing emotional balance.
2. Will win and allow others to win.
3. Can easily connect with people.
4. Create an organization, which is ethically and socially upright.
5. Ability to follow business etiquettes

**Program Outcomes**

- e. Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>					<b>2</b>				<b>1</b>
<b>CO 2</b>					<b>2</b>				<b>1</b>
<b>CO 3</b>					<b>2</b>				<b>1</b>
<b>CO 4</b>					<b>2</b>				<b>1</b>
<b>CO 5</b>					<b>2</b>				<b>1</b>

**8 Hours**

**UNIT I**

**EMOTIONAL INTELLIGENCE**

Introduction, Perceiving Emotions, Understanding Emotions, Managing Emotions, Developing Emotional Intelligence, Persuasion.

**UNIT II**

**SELF-DEVELOPMENT**

Johari Window, Building Interpersonal Skills – Transactional Analysis, Time Management – Steven Covey Model, Power of Trust – Competencies for Building Trust.

**8 Hours**

**UNIT – III**

**COACHING AND MENTORING**

Coaching – Methods, Executive Coaching, Mentoring vs. Counselling, Being an Effective Mentor, Reverse Mentoring, Techniques of Counselling, Leadership Coaching.

**8 Hours**

**UNIT – IV**

**NETWORKING**

Importance of Networking, Making Contacts, Getting Connected, Building Rapport, Building the Bond, Business Etiquette, Connecting on the Phone, Connecting in Writing, Social Networking.

**8 Hours**

**UNIT – V**

**BUSINESS ETHICS**

Does Ethics Pay- On Becoming an Ethical Manager, Building an Ethical Organization, Ethics towards Competitors, Corporate Social Responsibility.

**8 Hours**

**Total: 40 Hours**

**Suggested Self Study Topics**

Emotional Intelligence and Leadership Effectiveness, Delegation, Emergence of Personal Theory of Counselling, Social Networking Sites, Roots of Unethical Behaviour.

**References**

- 1 Daniel Goleman, “Emotional Intelligence”, New York: Bantam Books, 2016.
- 2 Joe Healey, “Radical Trust”, New Delhi: Wiley India Pvt. Ltd, 2015.
- 3 “Coaching and Mentoring”, Boston: Harvard Business School Publishing Corporation, 2014.
- 4 John Timperley, “Network Your Way to Success”, London: Piatkus, 2015.
- 5 ManiKutty S, “Being Ethical –IIMA Business Books”, Noida: Random House India, 2016.

**21ME105 BUSINESS PLAN**

**4 0 0 4**

**Course Objectives**

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

**Course Outcomes**

1. To analyze the various functions of a business
2. Conducting a feasibility study
3. Familiar in writing a business plan
4. To prepare a business plan
5. To present the business plan to investors

**Program Outcomes**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment.
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>								<b>2</b>
<b>CO 2</b>	<b>3</b>								<b>2</b>
<b>CO 3</b>	<b>3</b>								<b>2</b>
<b>CO 4</b>	<b>3</b>								<b>2</b>
<b>CO 5</b>	<b>3</b>								<b>2</b>

**8 Hours**

**UNIT I**

**BUSINESS PLAN PREPARATION**

Purpose of Business Plan, Benefits of a Business Plan, Elements of the Business Plan, Developing a Well-Conceived Business Plan, Guidelines to a Write a Business Plan.

**UNIT II**

**8 Hours**

**MARKETING**

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

**UNIT – III**

**8 Hours**

**HUMAN RESOURCES**

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

**UNIT – IV**

**8 Hours**

**FINANCE**

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



**UNIT – V**

**8 Hours**

**FEASIBILITY STUDY**

Pre-Feasibility Study, Project Profile Preparation, Feasibility Report Preparation and Evaluation, Operations Planning, Presenting a Business Plan Using the Business Canvas Model.

**Total: 40 Hours**

**Suggested Self Study Topics**

Format of Business Plan and Silicon Valley Models, Marketing Mix, Human Resource Planning Boot Strapping, Case studies of successful start-ups

**References**

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

**21ME106 BUILDING A SUSTAINABLE ENTERPRISE**

**4 0 0 4**

**Course Objectives**

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

**Course Outcomes**

1. To diversify and expand businesses
2. To develop strategies for growth of the business
3. Building business with the help of e-commerce
4. To successfully monitor and evaluate businesses
5. Planning for succession and internationalization

**Program Outcomes**

- g. Exhibit a global perspective that fosters the ability to understand global business scenario and scheme business decision making considering multicultural views and diversity
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>							<b>2</b>		<b>3</b>
<b>CO 2</b>							<b>2</b>		<b>3</b>
<b>CO 3</b>							<b>2</b>		<b>3</b>
<b>CO 4</b>							<b>2</b>		<b>3</b>
<b>CO 5</b>							<b>2</b>		<b>3</b>

**8 Hours**

**UNIT I**

**STRATEGIZING**

Concept of Strategy, Formulating Strategies for Competitive Advantage, MSME & Strategic Issues, Information Technology as a Growth Strategy.

**UNIT II**

**GROWTH STRATEGIES**

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

**8 Hours**

**UNIT – III**

**INTERNATIONALIZATION**

Export Potential, Constraints and Prospects, Support Organizations Promoting Exports and their Role, Entry into International Business, Impact of Culture in Business, Foreign Direct Investment, the Role of FIPB

**8 Hours**

**UNIT – IV**

**ELECTRONIC COMMERCE AND SUCCESSION PLANNING**

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

**8 Hours**

**UNIT – V**

**8 Hours**

**MANAGEMENT OF BUSINESS**

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

**Total: 40 Hours**

**Suggested Self Study Topics**

Human Resource and Innovation as Competitive Advantages, Introduction to Sustainable Development Goal, Vertical and Horizontal Integration ECGC and FIEO, Small business support by MNCs, Security Issues in E-Commerce, Challenges in Reviving Sick Units.

**References**

1. Charles W L, Hill & Gareth and R Jones, “Strategic Management an Integrated Approach”, New Delhi: Biztantra Publishers, 2015.
2. Elias M and Award, Electronic Commerce – From Vision to Fulfillment, New Delhi: PrenticeHall of India, 2015.
3. Export services, [www.eximbankindia.com](http://www.eximbankindia.com).
4. Efraim Turban, Jae Lee & David King and H. Michael Chung, “Electronic Commerce: A Managerial Perspective”, New Delhi: Prentice Hall, 2014.
5. James C Collins & Jerry I Porras, “Built to Last”, London: Random House BusinessBooks/Hooper Business, 2016.

**21ME107 INTELLECTUAL PROPERTY RIGHTS**

**4 0 0 4**

**Course Objectives**

- To enable the students to understand the legal rights available to innovators.
- To give an insight on the four main types of intellectual property.
- To create awareness amongst students with regard to penalties for infringement of rights.

**Course Outcomes**

- Adhere to the norms and procedures stated by various laws pertaining to IPR for getting the rights registered.
- Understand the relationship between intellectual property rights and economic development.
- Stop infringements of intellectual property rights and legally claim damages.
- Registering the rights under appropriate clauses.
- Protect the intellectual property exploit commercially the rights.

**Program Outcomes**

- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>				<b>1</b>					<b>2</b>
<b>CO 2</b>				<b>1</b>					<b>2</b>
<b>CO 3</b>				<b>1</b>					<b>2</b>
<b>CO 4</b>				<b>1</b>					<b>2</b>
<b>CO 5</b>				<b>1</b>					<b>2</b>

**8 Hours**

**UNIT I**

**INTRODUCTION**

Importance of IPR in Small Business, IPR Legislation in India. Patents, Trademark, Copy Right and Geographical Indications. Concept of Intellectual Property - Kinds of Intellectual Property - Economic Importance of Intellectual Property – Need for Protection – IPR Legislations in India – Introduction to Various Conventions – WIPO, TRIPS & TRIMS, Basal Conventions.

**UNIT II**

**8 Hours**

**PATENTS**

Introduction to Patents – Patentable Subject Matter - Patent Act 1970 – Amendments of the Act Procedure for Obtaining of Patents –License Agreement - Infringement – Remedies – Patent Cooperation Treaty (PCT)

**UNIT – III**

**8 Hours**

**TRADEMARKS AND GEOGRAPHICAL INDICATIONS**

Introduction to Trademarks – Provisions of the Indian Trademark Act 1999 - Kinds of Trademarks - Registration of Trademarks - Rights of Registered Trademark Owners Infringement of Trademarks - Introduction to GI – Trademarks and Geographical Indications – The Geographical Indications of Goods(Registration and Protection) Act, 2000 - Domain Names.

**UNIT – IV**

**8 Hours**

**COPYRIGHT**

Introduction to Copyright - Works Protected Under Copyright Law - Authorship and Ownership - Rights Conferred on Copyright Owners - Related Rights – Copyright in Digital Era – Infringement and Remedies.

**UNIT – V**

**8 Hours**

**INDUSTRIAL DESIGNS**

Introduction – Classification of Designs - The Industrial Designs Act 2000 - Subject Matter of Protection and Requirements – Registration Procedures – Piracy.

**Total: 40 Hours**

**Suggested Self Study Topics**

Western Theories on Private and IP, International Treaties on Patents, International Convention/Agreements on GI, Software Copyright, Offences and Penalties for Infringement

**References**

1. Shlomo Maital and D V R Seshadri, “Innovation Management”, New Delhi: Sage Publications, 2012.
2. Prabuddha Ganguli & Dr Kamil Idris, “Intellectual Property Rights: Unleashing the Knowledge Economy”, New Delhi: Tata McGraw-Hill Education, 2016.
3. Catherine Holland, Vito Canuso III, Diane Reed, Sabing Lee, Andrew Kimmel, Wendy Peterson, “Intellectual Property: Patents, Trademarks, Copyrights and Trade Secrets” McGraw Hill Education, 2016.
4. Stim Richard W, “Intellectual Property: Patents, Trademarks, and Copyrights”, Cengage Learning, 2012.
5. Jayashree Watal, “Intellectual Property Rights in the WTO and Developing Countries”, Oxford university press, 2010.

**21MS101 INFORMATION SYSTEMS DESIGN AND DEVELOPMENT**

**4 0 0 4**

**Course Objectives**

- To enable the students to understand the fundamentals of Information Systems.
- To understand the importance of e-Business and Database Management.
- To enrich knowledge in the area of System Analysis, Design and Implementation.

**Course Outcomes**

1. To understand the basic concepts of information systems
2. To design a Database.
3. To carry out a feasibility study on System Design.
4. To integrate web and business environments
5. To implement and evaluate the system

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	3								1
<b>CO 2</b>	3								1
<b>CO 3</b>	3								1
<b>CO 4</b>	3								1
<b>CO 5</b>	3								1

**UNIT – I**

**8 Hours**

**INTRODUCTION TO INFORMATION SYSTEMS**

Introduction and Fundamentals of Information Systems, Technical and Organizational Foundations of Information Systems, Building Information Systems, Managing Information Systems Resources.

**UNIT – II**

**8 Hours**

**E-BUSINESS AND DATABASE MANAGEMENT**

E-Business System Development – Key e-Business enabling Information Technologies. Database Management – Database design, Development and Administration, Database Systems and Applications, Logical Data Models, Relational Database Systems, Structured Query Language (SQL), Conceptual Modeling, Database Design, Web-Connected Databases.

**UNIT – III**

**8 Hours**

**SYSTEMS ANALYSIS AND DESIGN**

Systems Analysis and Design, Analysis Phase of Systems Development, Development Life Cycle, Feasibility Studies, Analysis of User Requirements, Development of Logical System Models.

**UNIT – IV**

**8 Hours**

**SYSTEMS IMPLEMENTATION**

Systems Implementation, Software Project Management, System / Database Design, GUI, Software Testing, Integrating Web and Business Environments.

**UNIT – V**

**8 Hours**

**INFORMATION SYSTEMS DEVELOPMENT**

Information Systems Development, User Requirement Analysis, Logical and Physical System Models, System Implementation and Maintenance, Project Valuation and Management.

**Suggested Self-Study Topics:**

Various Business Information Systems, E-Business, System Models, User Interface, Ethics in System development

**Total: 40 Hours**

**References**

1. V. Rajaraman, Analysis and Design of Information Systems, Prentice-hall of India: 2011
2. J.A. Senn, Analysis & Design of Information System, New Delhi: Tata McGraw Hill, 2009.
3. J. Becker; M.J. Shaw, Information Systems and e-Business Management, Springer, 2010
4. Alan Dennis, Systems Analysis and Design, Wiley Publications, 2012.
5. Gerald, V Post, Database Management Systems, New Delhi: Tata McGraw Hill, 2010.

**21MS102 RELATIONAL DATABASE MANAGEMENT SYSTEMS**

**4 0 0 4**

**Course Objectives**

- To enable the students to understand the concepts, structures and functions of a database.
- To enhance the knowledge of students in data storage and query evaluation.
- To help the students understand the issues involved in the operation of DBMS.

**Course Outcomes**

1. Understand the basics of database management.
2. Analyse the essential concepts and key issues involved in the design of a database.
3. Apply indexing technique for a database design.
4. Structure complex queries.
5. Compare the normalization techniques.

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	3								2
<b>CO 2</b>	3								2
<b>CO 3</b>	3								2
<b>CO 4</b>	3								2
<b>CO 5</b>	3								2

**UNIT – I**

**8 Hours**

**INTRODUCTION**

Database Systems vs. File Systems, View of Data, Data Models, Database Languages, Database Systems Structure, History of Database Systems, Database Systems Applications, Entity Relationship Model.

**UNIT – II**

**8 Hours**

**RELATIONAL DATABASES**

SQL: Basic Structure, Set Operations, Complex Queries, Joined Queries, DDL, Embedded SQL, Dynamic SQL, Other SQL Functions-Query by Example, Relational Database Design.

**UNIT – III**

**8 Hours**

**DATA STORAGE AND INDEXING**

Storage and File Structure, Disks, RAID, File Organization, Indexing and Hashing, B+ TREE, B- Tree, Static Hashing, Dynamic Hashing, Multiple Key Access.

**UNIT – IV**

**8 Hours**

**QUERY EVALUATION & OPTIMIZATION**

Query Processing-Selection Operation-Sorting-Join Operation, Evaluation of Expressions, Entity-Relationship model.



**UNIT – V**

**8 Hours**

**RELATIONAL DATABASE DESIGN**

Functional Dependencies, Pitfalls in Relational Database design, Decomposition, Proportions of Decomposition, Normal forms, 1NF, 2NF, 3NF, 4NF and Boyce-Codd Normal form.

**Suggested Self-Study Topics:**

Current Trend in DBMS, Uses of Relational Database Design, Index Schemes, Query Optimization, Trivial Functional Dependencies.

**Total: 40 Hours**

**References**

1. Abraham Silberschatz, Henry F Korth and Sudharshan S, Database System Concepts, New Delhi: Tata McGraw Hill, 2013.
2. Raghu Ramakrishnan, and Johannes Gehrke, Data Base Management Systems, New Delhi: McGraw Hill International, 2015.
3. C.J. Date, An Introduction to Database Systems, Addison Wesley, 2011.
4. Rajesh Narang, Database Management Systems, New Delhi: Prentice Hall of India, 2011.
5. Gerald, V Post, Database Management Systems, New Delhi: Tata McGraw Hill, 2010.

**21MS103 E-BUSINESS**

**4 0 0 4**

**Course Objectives**

- To enhance the level of practical knowledge about E-Business
- To understand the practices to start an online business.
- To be able to implement digital technologies in business.

**Course Outcomes**

1. Construct and manage an e-business
2. Assess the Technology Infrastructure.
3. Demonstrate customer-oriented business applications.
4. Parse the knowledge of e business payment protocols and security.
5. Understanding of ethical, legal, privacy issues and encryption policies.

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
- h. Being observant to social issues, exploring solutions to solve issues, discriminating ethical and unethical decisions, have a commitment to take ethical decisions
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	3							1	2
<b>CO 2</b>	3							1	2
<b>CO 3</b>	3							1	2
<b>CO 4</b>	3							1	2
<b>CO 5</b>	3							1	2

**UNIT – I**

**8 Hours**

**INTRODUCTION TO e-BUSINESS**

e-business, e-business vs e-commerce, Economic forces – advantages – myths, e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce.

**UNIT – II**

**8 Hours**

**TECHNOLOGY INFRASTRUCTURE**

Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software.

**UNIT – III**

**9 Hours**

**BUSINESS APPLICATIONS**

Consumer oriented e-business–e-tailing and models-Marketing on web–advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e- governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals–social media marketing.

**UNIT – IV**

**8 Hours**

**E-BUSINESS PAYMENTS AND SECURITY**

E-payments -Characteristics of payment of systems, protocols, e-cash, e-cheque, e-Wallets and Micro payment systems- internet security–cryptography –security protocols–network security

**UNIT – V**

**7 Hours**

**LEGAL AND PRIVACY ISSUES**

E-Commerce and Ethics, Privacy regulations and information rights – Indian and global perspectives, Taxation and encryption policies.

**Suggested Self-Study Topics:**

Growth of E-Commerce, Collaborative commerce, SEM, SEO, Greening the E-Business Supply Chain

**Total: 40 Hours**

**References**

1. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.
2. Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e business, Oxford University Press, 2012
3. Efraim Turban, Jae Lee & David King and H. Michael Chung, Electronic Commerce A Managerial Perspective, New Delhi: Prentice Hall, 2012.
4. Robert C Elsenpeter, E Business: A Beginner's Guide, New Delhi: Tata McGraw Hill, 2009.
5. Kenneth C. Laudon and Carol Guercio Traver, E-Commerce-Business. Technology. Society, Pearson Education, 2019

**21MS104 BUSINESS INTELLIGENCE**

**4 0 0 4**

**Course Objectives**

- To give an insight into Business Intelligence and its concepts.
- To enable the students in understanding project planning and application development.
- To introduce the students to modern information technology.

**Course Outcomes**

1. Understand the use of BI for Decision Support.
2. Execute a BI Project by proper planning and analysis.
3. Carry out Meta Data Repository Analysis.
4. Design, implement and evaluate the meta data application
5. Understand the modern information technology and its business opportunities.

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	2			3					1
<b>CO 2</b>	2			3					1
<b>CO 3</b>	2			3					1
<b>CO 4</b>	2			3					1
<b>CO 5</b>	2			3					1

**UNIT – I**

**8 Hours**

**INTRODUCTION**

Definition, BI process- Private and Public intelligence, BI Decision Support Initiatives, Business Drivers, Cost- Benefit analysis, Risk Assessment, Enterprise Infrastructure Evaluation-Technical and Non-technical.

**UNIT – II**

**9 Hours**

**PROJECT PLANNING AND DATA ANALYSIS**

BI Project planning, Requirements definition and gathering, deliverables, Business focused data analysis, Top-down Logical data Modeling, Bottom-up source data analysis, data cleansing, Prototyping.

**UNIT – III**

**7 Hours**

**METADATA REPOSITORY ANALYSIS AND DESIGN**

Meta Data models, Analysis, Database design, Extract/ Transform / Load (ETL) design, Meta data design, ETL development.

**UNIT – IV**

**8 Hours**

**APPLICATION DEVELOPMENT**

OLAP tools, Multidimensional analysis factors, architecture, Data mining, Risks, Metadata repository development, Implementation, Release evaluation.

**UNIT – V**

**8 Hours**

**MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES**

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

**Suggested Self-Study Topics:**

Use of Excel for BI, BI for advanced reporting, Data auditing, MDX, Data Mart.

**Total: 40 Hours**

**References**

1. Larissa T. Moss and Shaku Atre, Business Intelligence Roadmap: The complete project Lifecycle for Decision Support Applications, Addison Wesley, 2011.
2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2010.
3. Elizabeth Vitt and Michael Luckevich StaciaMisner, Business Intelligence, Microsoft, 2010.
4. Z. Michalewicz, M. Schmidt. M. Michalewicz and C. Chiriach, Adaptive Business Intelligence, Springer – Verlag, 2009.
5. GalitShmueli, Nitin R. Patel and Peter C. Bruce, Data Mining for Business Intelligence – Concepts, Techniques and Applications Wiley India, 2011.

**21MS105 BIG DATA ANALYTICS**

**4 0 0 4**

**Course Objectives**

- To understand the computational approaches to big data analytics
- To learn to use various techniques for mining data stream.
- To understand the various search methods and visualization techniques.

**Course Outcomes**

1. Understand the basics of big data in business applications.
2. Summarize the concepts, data model and architecture of streams.
3. Understand core technical concepts related to Big Data Analytics along with Hadoop Architecture.
4. Represent the various application in Big Data.
5. Understand the visualization techniques.

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	2			3					1
<b>CO 2</b>	2			3					1
<b>CO 3</b>	2			3					1
<b>CO 4</b>	2			3					1
<b>CO 5</b>	2			3					1

**UNIT – I**

**8 Hours**

**INTRODUCTION TO BIG DATA**

Introduction to Big Data Platform, Challenges of Conventional Systems, Intelligent data analysis, Nature of Data, Analytic Processes and Tools, Analysis vs Reporting.

**UNIT – II**

**8 Hours**

**MINING DATA STREAMS**

Introduction To Streams Concepts, Stream Data Model and Architecture, Stream Computing, Sampling Data in a Stream, Filtering Streams, Counting Distinct Elements in a Stream, Estimating Moments, Counting Oneness in a Window, Real time Analytics Platform (RTAP) Applications.

**UNIT – III**

**8 Hours**

**HADOOP**

History of Hadoop, Hadoop Distributed File System, Components of Hadoop, Analysing the Data with Hadoop, Scaling Out, Hadoop Streaming, Design of HDFS, Java interfaces to HDFS Basics, Developing a Map Reduce Application, How Map Reduce Works, Anatomy of a Map Reduce Job run, Failures, Job Scheduling, Shuffle and Sort, Task execution.

**UNIT – IV**

**8 Hours**

**FRAMEWORKS**

Applications on Big Data Using Pig and Hive, Data processing operators in Pig, Hive services, HiveQL, Querying Data in Hive, Fundamentals of HBase and ZooKeeper.

**UNIT – V**

**8 Hours**

**VISUALIZATION TECHNIQUES**

Predictive Analytics - Simple linear regression, Multiple linear regression, Interpretation of regression coefficients. Visualizations - Visual data analysis techniques, Interaction techniques, Systems and applications.

**Suggested Self-Study Topics:**

Decaying Window, Real Time Sentiment Analysis, Stock Market Predictions, Map Reduce Types and Formats, IBM Info Sphere Big Insights and Streams

**Total: 40 Hours**

**References**

1. Frank J Ohlhorst, “Big Data Analytics: Turning Big Data into Big Money”, Wiley and SAS Business Series, 2013.
2. Colleen Mccue, “Data Mining and Predictive Analysis: Intelligence Gathering and Crime Analysis”, Elsevier, Second Edition, 2015.
3. Bill Franks, “Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics”, Wiley and SAS Business Series, 2012.
4. Paul Zikopoulos, Chris Eaton “Understanding Big Data: Analytics for Enterprise Class Hadoop and Streaming Data”, McGraw Hill, 2012.
5. Jiawei Han, Micheline Kamber “Data Mining Concepts and Techniques”, Elsevier, Third Edition, 2011.

**21MS106 SOFTWARE PROJECT MANAGEMENT**

**4 0 0 4**

**Course Objectives**

- To learn various areas in project management.
- To be aware of the issues and the problems of IT development.
- To provide the knowledge and necessary skills for taking up quality related task in Software projects.

**Course Outcomes**

1. Recognize the concept of software project management.
2. Explain project management in terms of the software development process.
3. Find ways to reduce the risks involved in project management.
4. Apply the concepts in preparing the quality plan & documents.
5. Assess the quality of software product.

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	2			3					1
<b>CO 2</b>	2			3					1
<b>CO 3</b>	2			3					1
<b>CO 4</b>	2			3					1
<b>CO 5</b>	2			3					1

**UNIT – I**

**8 Hours**

**SPM CONCEPTS**

Definition, Components of SPM, Challenges and opportunities, Tools and techniques, Managing human resource and technical resource, Costing and pricing of projects, Training and development.

**UNIT – II**

**8 Hours**

**SOFTWARE MEASUREMENTS**

Monitoring & Measurement of SW development – cost, size and time metrics, Methods and tools for metrics, Issues of metrics in multiple projects.

**UNIT – III**

**8 Hours**

**SOFTWARE QUALITY AND RISK ISSUES**

Quality in SW development, Quality assurance, Quality standards and certifications, Risk issues in SW development and implementation, Identification of risks, Resolving and avoiding risks, Tools and methods for identifying risk management.



**UNIT – IV**

**8 Hours**

**QUALITY PLANNING**

Planning Concepts, Integrating Business and Quality Planning. Prerequisites to Quality Planning, The Planning Process - Define, Build, Implement and Improve Processes, Process Management Concepts.

**UNIT – V**

**8 Hours**

**QUALITY CONTROL PRACTICES**

Testing Concepts, Developing Testing Methodologies, Verification and Validation Methods, Software Change Control, Defect Management, Metrics and Measurement - Measurement Concepts, Measurement in Software, Variation and Process Capability.

**Suggested Self Study Topics:**

Software Project Life cycle, Project management techniques, Process Management Processes, CMMI Model, Conflict Management.

**Total: 40 Hours**

**References**

1. Bob Hughes, Mike Cotterell and Rajib Mall, Software Project Management, McGraw Hill Publishing Company, 6th Edition, 2017.
2. Roger S. Pressman, Software Engineering: A Practitioners Approach, McGraw Hill International Edition, New Delhi, 7th Edition, 2010
3. Alan Gillies, Software Quality – Theory and Management, Thomson Learning, 3rd edition, 2011
4. Stephen Kan, Metrics and Models in Software Quality Engineering, Pearson Education Asia, 8th Impression 2009
5. Richard H. Thayer (Edited), Software Engineering Project Management, IEEE, John Wiley & Sons, 2nd edition, 2001

**21MS107 ARTIFICIAL INTELLIGENCE FOR MANAGERS**

**4 0 0 4**

**Course Objectives**

- To provide students an insight of AI and its applications in various fields of management.
- To show the impact of AI in the fields of Fraud Detection and prevention of illegal mishaps.
- To impart knowledge on AI based services emerging across the globe.

**Course Outcomes**

1. Understand the Fundamentals, Evolution and Economics of AI
2. Summarize when an organization should go technically smart
3. Execute decision making with AI for the customers future journey.
4. Breakdown ways to detect a fraud.
5. Parse the myths and issues in services management.

**Program Outcome**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	3			2					2
<b>CO 2</b>	3			2					2
<b>CO 3</b>	3			2					2
<b>CO 4</b>	3			2					2
<b>CO 5</b>	3			2					2

**UNIT I**

**8 Hours**

**INTRODUCTION TO AI**

AI: History and Evolution, Foundation of Artificial Intelligence, Components of Intelligent AI System, Indian Scenario, Inorganic Growth, Different AI Technologies, Strategy to Succeed, AI Hybrid Workforce

**UNIT II**

**8 Hours**

**AI & CUSTOMER JOURNEY**

AI – Emerging Services, Enhance Customer Experience, Management of Quality Portfolio, Robo Advisors – Its Impact on Industry, Chatbots, Virtual Assistants, Blueprinting with AI

**UNIT – III**

**8 Hours**

**AI & FRAUD DETECTION**

Fraud: Unique Characteristics, Types, Impacts and Consequences, Biometric Authentication, Facial Recognition, Future of Biometrics, Financial Crime Intelligence

**UNIT – IV**

**8 Hours**

**AI IN ORGANISATION**

Future of Businesses – Reshaping, Disruption, Opportunity, Adoption Cycle, AI: Leadership, Facets, Decision Making Process, Involvement of Leadership

**UNIT – V**

**8 Hours**

**AI IN SERVICES**

AI and Frontline Public Service, Challenges of AI in Sectors: Transportation, Medical, Banking, Food and Hospitality, Robots and Virtual Agents in Public Service.

**Suggested Self-Study Topics:**

Applications in AI, Cost of investing in AI, Strategy for launch of successful virtual assistance, Automating Remote Contact in Frontline Public Service, Ephemoralisation in Tech services

**Total: 40 Hours**

**References:**

1. Raj Singh, Artificial Intelligence in Banking and Finance: How AI is Impacting the Dynamics of Financial Services, Adhyyan Books publishing, 2019
2. Abderrahim Askouk, Artificial Intelligence is Changing the Frontline Workers Role, 2021
3. Ajit K Jha, Artificial Intelligence for Business Leaders, 2020
4. Russell, S Norwig, Artificial Intelligence: A Modern Approach (3rd Ed.). Prentice Hall, 2010
5. Khemani. D, A First Course in Artificial Intelligence, McGraw Hill, 2013

**21MS108 ENTERPRISE RESOURCE PLANNING**

**4 0 0 4**

**Course Objectives**

- To acquaint students with Financial Accounting processes in an ERP environment
- To enable students to understand and execute Financial Accounting business process.
- To familiarize students in Financial Accounting performance monitoring and reporting procedures.

**Course Outcomes**

1. Understand the fundamental concepts of ERP.
2. Analyze the possibility for implementing ERP.
3. Evaluate the ERP package chosen for implementation.
4. Implement ERP with necessary modifications.
5. Assess the successful implementation of ERP package.

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	2			3					1
<b>CO 2</b>	2			3					1
<b>CO 3</b>	2			3					1
<b>CO 4</b>	2			3					1
<b>CO 5</b>	2			3					1

**UNIT I**

**8 Hours**

**INTRODUCTION**

Overview of enterprise systems, Evolution, Risks and benefits, Fundamental technology, Warehouse management

**UNIT II**

**8 Hours**

**ERP SOLUTIONS AND FUNCTIONAL MODULES**

Overview of ERP software solutions, BPR, Project management, Functional modules-Organizational data, Master data and document flow.

**UNIT III**

**8 Hours**

**ERP IMPLEMENTATION**

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

**UNIT IV**

**8 Hours**

**POST IMPLEMENTATION**

Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.

**UNIT V**

**8 Hours**

**EMERGING TRENDS ON ERP**

Extended ERP systems and ERP add-ons, CRM, SCM, Business analytics, Future trends in ERP systems - Web enabled, Wireless technologies, Cloud computing and augmented reality.

**Suggested Self-Study Topics:**

Open-Source ERP, As-IS and To-Be Analysis, ABCD Checklist, Capability Maturity Framework, Change Management.

**Total: 40 Hours**

**References**

1. Alexis Leon, Enterprise Resource Planning Demystified, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2014.
2. Simha R. Magal, Jeffrey Word, Integrated Business processes with ERP systems, John Wiley & Sons, 2012
3. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
4. Mahadeo Jaiswal and Ganesh Vanapalli, Text Book of Enterprise Resource Planning, Macmillan India Ltd., Chennai 2010.
5. Vinod Kumar Garg and N.K. Venkitakrishnan, Enterprise Resource Planning – Concepts and Practice, Prentice Hall of India, New Delhi, 2011.

**COMPETITIVE EDGE COURSES SEMESTER I**  
**21MX001 R PROGRAMMING I**

**0 0 2 1**

**Course Objectives**

- To familiarize the students on the Basics of R Programming
- To enable the students to use the Scalar and Vectors
- To facilitate the students to use the Matrix and Data Frame

**Course Outcomes**

1. Open an R Studio, create and save the script files.
2. Define the Scalar variables
3. Define the Vector and use the variable for analysis
4. Create Matrix and appropriately use for the analysis
5. Create Data Frame for analyzing the data

**Program Outcome(s)**

- b. Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>		<b>3</b>		<b>2</b>					<b>1</b>
<b>CO 2</b>		<b>3</b>		<b>2</b>					<b>1</b>
<b>CO 3</b>		<b>3</b>		<b>2</b>					<b>1</b>
<b>CO 4</b>		<b>3</b>		<b>2</b>					<b>1</b>
<b>CO 5</b>		<b>3</b>		<b>2</b>					<b>1</b>

1. The Basics – Installation, R Environments, Set Directory, Opening, Saving and Closing of Script Files.
2. Scalars and Vectors, Vector Functions, Indexing Vectors.
3. Matrices and Data Frames.
4. Matrices and Data Frames Functions.
5. Importing, Saving and Managing Data.

**Suggested Self-Study Topics**

Types of Data, Scales of Measurement, Packages, Installation, Library

**Total: 20 Hours**

**References**

1. Michael J. Crawley, “The R Book”, Wiley India Pvt. Ltd., New Delhi, Second Edition, 2018.
2. Andy Field, Jeremy Miles and Zoe Field, “Discovering Statistics Using R”, Sage Publication, New Delhi, 2018.
3. Gareth James, Daniela Witten, Trevor Hastie and Robert Tibshirani, “an Introduction to Statistical Learning with Applications in R”, Springer, New York, 2018.
4. Andrie de Vries and Joris Meys, “R for Dummies”, John Wiley & Sons, Ltd., England, 2018.
5. Joseph Schmuller, “Statistical Analysis with R for Dummies”, John Wiley & Sons, Ltd., New Jersey, 2017.

**21MX002 VISUAL ANALYTICS I**

**0 0 2 1**

**Course Objectives**

- To familiarize the students on the Basics of Tableau Public
- To enable them Preparing and Shaping Data for Visual Analytics
- To equip them to construct Basic Charts

**Course Outcomes**

1. Open Tableau Public, Create and Save the files in Cloud Storage
2. Connect the data in Tableau
3. Shape the data for use with Tableau
4. Differentiate and apply dimension, Measure, discrete and Continuous Variables
5. Aggregate & Tabulate the Data and presenting them in simple charts

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
- b. Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>2</b>	<b>2</b>		<b>3</b>					
<b>CO 2</b>	<b>2</b>	<b>2</b>		<b>3</b>					
<b>CO 3</b>	<b>2</b>	<b>2</b>		<b>3</b>					
<b>CO 4</b>	<b>2</b>	<b>2</b>		<b>3</b>					
<b>CO 5</b>	<b>2</b>	<b>2</b>		<b>3</b>					

1. Installing Tableau Public, Tableau Environment, Opening and saving the files in the Cloud Storage.
2. An Introduction to connecting to Data in Tableau.
3. Shaping Data for use with Tableau.
4. Getting a Lay of the Land, Dimension versus Measure, Discrete Vs Continuous.
5. Introduction to Aggregation, Simple Charts.

**Suggested Self-Study Topics**

Cluster Bar Chart, Stacked Bar Chart, Area Chart, Combo Chart, Water Fall Chart, Bubble Chart, and Box and Whisker Plot.

**Total: 20 Hours**

**References**

1. Ryan Sleeper, “Practical Tableau, 100 Tips, Tutorials, and Strategies from a Tableau Zen Master”, O’Reilly, Sebastopol, USA, 2018.
2. Molly Monsey and Paul Sochan, “Tableau for Dummies”, John Wiley & Sons, Inc., New Jersey, USA, 2016.
3. Seema Acharya and Subhashini Chellappan, “Pro Tableau, A Step-by-Step Guide”, A press, India, 2017.
4. Ben Jones, “Communicating Data with Tableau, Designing, Developing, and Delivering Data Visualizations”, O’Reilly, USA, 2014.
5. Ashley Ohmann and Matt Floyd, “Creating Data Stories with Tableau Public”, PACKT Publishing, Mumbai, 2015.

**21MX003 INTRODUCTION TO GOOGLE APPS**                      0           0           2           1

**Course Objectives**

- To know the various google applications available in the market
- To learn how to collaborate with others using Google Apps
- To understand how the apps interact with each other

**Course Outcomes**

1. To understand the various features available in Gmail
2. To use the Google calendar and Google drive for staying organized
3. To carry out various tasks using Google Workspace applications
4. To design website with basic essentials using Google Sites
5. To outline the various features available for students in Google Meet and Google Classroom

**Program Outcome(s)**

- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
- e. Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>				<b>2</b>	<b>1</b>				<b>1</b>
<b>CO 2</b>				<b>2</b>	<b>1</b>				<b>1</b>
<b>CO 3</b>				<b>2</b>	<b>1</b>				<b>1</b>
<b>CO 4</b>				<b>2</b>	<b>1</b>				<b>1</b>
<b>CO 5</b>				<b>2</b>	<b>1</b>				<b>1</b>

1. Google Products – Overview
2. Gmail
3. Google Calendar and Google Drive
4. Google Docs Editors
5. Google Meet and Google Classroom

**Suggested Self-Study Topics**

Online tools available in the market for documentation, website creation, meetings and other products of Google

**Total :20 Hours**

**References**

1. James Bernsteinn, “Google Apps Made Easy: Learn to work in the cloud”, 2019
2. Scott La Counte, “The Ridiculously Simple Guide to Google Apps (G Suite): A Practical Guide to Google Drive Google Docs, Google Sheets, Google Slides, and Google Forms”, 2019
3. Website: <https://about.google/products/>
4. Website: <https://sites.google.com/a/georgiasouthern.edu/google-apps-fac-staff/start>
5. Owayid, Ali & Uden, Lorna. (2014). The Usage of Google Apps Services in Higher Education. Communications in Computer and Information Science. 446. 10.1007/978-3-319-10671-7\_9.



**21MX004 MANAGEMENT INFORMATION SYSTEMS**

**0 0 2 1**

**Course Objectives**

- Provide students with an understanding and utility of various Management Information Systems in the functional areas of management
- To help the students become familiar with MIS in the business world by focusing on the fundamentals of information systems
- To acquire necessary skills to survive in a MIS dominated world

**Course Outcomes**

1. Identify the right Information System for an organization based on its business processes.
2. Understand Management Information Systems (MIS) and their role in today’s organizations
3. Identify how MIS shapes and controls current (or prospective) jobs and how to use this insight to improve one’s own job performance and satisfaction and enhance the career prospects.
4. Outline the major trends in MISs and MIS infrastructures (Cloud, Big Data, ERPs, outsourcing) and how these evolutions might affect workplaces and business strategies.
5. Resolve the MIS-related second “digital gap” that exists, after basic computer literacy, in most professional jobs.

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>			<b>2</b>					<b>1</b>
<b>CO 2</b>	<b>3</b>			<b>2</b>					<b>1</b>
<b>CO 3</b>	<b>3</b>			<b>2</b>					<b>1</b>
<b>CO 4</b>	<b>3</b>			<b>2</b>					<b>1</b>
<b>CO 5</b>	<b>3</b>			<b>2</b>					<b>1</b>

1. MIS Procurement and Development
2. Distributed MIS
3. Data, Database
4. Big Data
5. Enterprise Resource Planning- Modules, Business Process Reengineering, ERP Implementation
6. Decision Support Systems

**Suggested Self-Study Topics**

Operations Support Systems, Management Support Systems, Knowledge Management Systems, Executive Information Systems, ERP Packages

**Total :20 Hours**

## **References**

1. David T. Bourgeois ,James L. Smith , Shouhong Wang, Joseph Mortati , “Information Systems for Business and Beyond”, Saylor Foundation, 2014
2. Simha R. Magal, Jeffrey Word, “Integrated Business Processes with ERP Systems”, Wiley, 2011
3. Kenneth C Laudon, and Jane P.Laudon, “Management Information Systems:Managing the Digital Firm”,Pearson, 2017
4. Jean Paul Van Belle, Mike Eccles and Jane Nash, “Discovering Information Systems.Global Text Project, 2003
5. James A O Brien and George Marakas “Management Information Systems”, TataMcGraw Hill, 2019

**21MX005 APPLIED PSYCHOLOGY**

**0 0 2 1**

**Course Objectives**

- Gain understanding of the rationale behind human behaviours
- Acquaint with the wider scope of applied psychology
- Aid in understanding the applications of applied psychology in various facets of business management

**Course Outcomes**

1. Predict about how people think and behave
2. Use appropriate psychometric tests to assess behaviour of people
3. Use the knowledge of applied psychology in behaviour intervention and modification
4. Identify the factors influencing individual behaviour in groups
5. Formulate management strategies considering the underlying philosophies of applied psychology

**Program Outcome(s)**

- e. Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind
- f. Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams
- i. Being able to develop skills to be an entrepreneur and developing solutions to meetmarket needs

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>					<b>2</b>				<b>1</b>
<b>CO 2</b>					<b>2</b>				<b>1</b>
<b>CO 3</b>						<b>3</b>			<b>1</b>
<b>CO 4</b>					<b>1</b>	<b>3</b>			<b>1</b>
<b>CO 5</b>									<b>2</b>

1. Psychology vs Applied Psychology
2. Scope of Applied Psychology
3. Psychometric Testing
4. Understanding Life Span Development
5. Applied social psychology
6. Positive psychology
7. Social Gerontology and Health
8. Organizational psychology
9. Applied Psychology – Applications in Marketing
10. Applied Psychology – Applications in Economics

**Total: 20 Hours**

**References**

1. Rowan Bayne, Gordon Jinks, “Applied Psychology: Research, Training and Practice”, Sage Publications, Ltd, 2017
2. Robert B Cialdini, “Influence: The Psychology of Persuasion”, Harper Business, 2021
3. Kieran C. O'Doherty, Darrin Hodgetts, “Handbook of Applied Social Psychology”, Sage Publications, 2019
4. Paul Levy, “Industrial/Organizational Psychology: Understanding the Workplace”, Worth, 2016 Edition
5. Carol Dweck, “Mindset - The Way You think To Fulfill Your Potential”, 6<sup>th</sup> edition 2017

**21MX006 INSURANCE LAW AND PRACTICES**

**0 0 2 1**

**Course Objectives**

- To provide the students with a broad understanding of risk and insurance as a means to manage it.
- To form the foundation to facilitate the students in their further studies on insurance.
- Aims at giving in-depth knowledge of insurance business in terms of structure, products, pricing and risk management.

**Course Outcomes**

1. Demonstrate knowledge of insurance contracts and provisions.
2. Develop skills to facilitate insurance product cost and pricing, marketing, and distribution.
3. Apply the knowledge gained on Insurance products for Risk management decisions.
4. Differentiate the various health and life insurance products.
5. Execute the process of life Insurance documentation.

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment.
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>			<b>2</b>					
<b>CO 2</b>	<b>3</b>			<b>3</b>					
<b>CO 3</b>				<b>3</b>					
<b>CO 4</b>	<b>2</b>								
<b>CO 5</b>	<b>3</b>								

1. Legal principles of an insurance contract.
2. General insurance products.
3. Life insurance products.
4. Health insurance products.
5. Pricing and Valuation in insurance.

**Total :20 Hours**

**References**

1. Salman, S. A., Rashid, H. M. A., & Hassan, R. (2017). Awareness and Knowledge of Insurance and Takaful In India A survey on Indian Insurance Policy Holders. Man In India, 97(11), 127-140.
2. Drennan, R. B. (2013). Principles of risk management and insurance.
3. Beik, J. I., & Pepper, J. (2020). Health Insurance Today-E-Book: A Practical Approach. Elsevier Health Sciences.
4. Gupta L.P.(2017).General Insurance.
5. Kendall, D., & Wright, H. (2017). A practical guide to the insurance act 2015. Taylor & Francis.

**21MX007 DIGITAL BANKING**

**0 0 2 1**

**Course Objectives**

- To understand the changing face of the banking industry and prepare them for the challenges that lie ahead.
- To help students assimilate knowledge of various digital products in Banking Sector and different Payment Systems in India.
- To understand the New Technologies and Digital Disruptions taking place in transformation of Business Models

**Course Outcomes**

1. Develop an understanding of the digital banking sector and the challenges it faces.
2. Gain insights on the changing trends in innovations in payment system.
3. Become aware of the digital payment systems.
4. Analyze the digital transformation in financial services
5. Acquire knowledge on various Digital banking products.

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment.
- c. Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations

<b>Articulation Matrix</b>									
	<b>POa</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>3</b>		<b>2</b>						
<b>CO 2</b>	<b>1</b>		<b>3</b>						
<b>CO 3</b>	<b>2</b>		<b>3</b>						
<b>CO 4</b>	<b>1</b>		<b>3</b>						
<b>CO 5</b>	<b>3</b>		<b>3</b>						

1. Introduction to Digital banking.
2. Digital Payment Systems in India.
3. Payment Gateways.
4. Risk management in Digital payment systems.
5. New Trends in Digital banking.

**Total :20 Hours**

**References**

1. Wewege, L., & Thomsett, M. C. (2019). The Digital Banking Revolution: How Fintech Companies are Transforming the Retail Banking Industry Through Disruptive Financial Innovation. Walter de Gruyter GmbH & Co KG.
2. Skinner, C. (2014). Digital bank: Strategies to launch or become a digital bank. Marshall Cavendish International Asia Pte Ltd.
3. McMillan, J. (2015). The end of banking: money, credit, and the digital revolution. BookBaby.
4. Lipton, A., Shrier, D., & Pentland, A. (2016). Digital banking manifesto: the end of banks?. Massachusetts Institute of Technology.
5. Samet, O. (2013). Introduction to online payments risk management. " O'Reilly Media, Inc.".

**21MX008 ENTREPRENEURSHIP**

**0 0 2 1**

**Course Objectives**

- Develop entrepreneurial competence among the students.
- Enable the students to take up self-employment by exposing them to entrepreneurial competence and environment
- Aid the students understand business plan, launching of entrepreneurial startup and managing it

**Course Outcomes**

1. Acquire the qualities of a successful entrepreneur
2. Select a best business idea by using appropriate methods to assess financial viability and feasibility
3. Choose the right strategies for commercializing business ideas
4. Use the facilities provided by various agencies to successfully run the enterprise.
5. Formulate strategies to overcome challenges in establishing an entrepreneurial startup

**Program Outcome(s)**

- c. Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations
- f. Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams
- h. Being observant to social issues, exploring solutions to solve issues, discriminating ethical and unethical decisions, have a commitment to take ethical decisions

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>			<b>1</b>						
<b>CO 2</b>			<b>3</b>						
<b>CO 3</b>			<b>2</b>					<b>1</b>	
<b>CO 4</b>			<b>1</b>						
<b>CO 5</b>			<b>1</b>			<b>3</b>			

1. Entrepreneur, Entrepreneurship and Entrepreneurial traits
2. Opportunity identification and Feasibility Assessment
3. Business Strategy Blueprint
4. Business plan preparation
5. Go-To-Market (GTM) strategy
6. Innovation in Entrepreneurship
7. IPR in Entrepreneurship
8. Financial support
9. Challenges and Mitigation Strategies
10. Startup Business Models

**Total: 20 Hours**

**References**

1. Subroto Bagchi., The High Performance Entrepreneur, Penguin Books, New Delhi, 2016
2. Charantimath Poornima M, “Entrepreneurship Development and Small Business Enterprises”, Pearson Education; Third edition (2018)
3. Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, “Entrepreneurship”, McGrawHill; Eleventh Edition (2020)
4. Rashmi Bansal, “Connect the Dots”, Bushfire Publishers, 2019
5. Rashmi Bansal, “Stay Hungry Stay Foolish”, IIM – Ahmedabad, 2018

**SEMESTER II**  
**21MX009 R PROGRAMMING II**

**0 0 2 1**

**Course Objectives**

- To familiarize the students on the Advanced Data Frame
- To facilitate the students to use the graphical presentation
- To enable the students to apply basic statistical tools

**Course Outcomes**

1. Sort and combine the data frame.
2. Plot the data into the various graphical tools
3. Perform the Hypothesis Test
4. Carryout the Analysis of Variance Test
5. Construct the Regression Model

**Program Outcome(s)**

- b. Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>		<b>3</b>		<b>2</b>					<b>1</b>
<b>CO 2</b>		<b>3</b>		<b>2</b>					<b>1</b>
<b>CO 3</b>		<b>3</b>		<b>2</b>					<b>1</b>
<b>CO 4</b>		<b>3</b>		<b>2</b>					<b>1</b>
<b>CO 5</b>		<b>3</b>		<b>2</b>					<b>1</b>

1. Advanced Data Frame.
2. Plotting.
3. Hypothesis Testing.
4. ANOVA.
5. Regression.

**Suggested Self-Study Topics**

Stacked and Un-Stacked Data and Data Transformation

**Total: 20 Hours**

**References**

1. Michael J. Crawley, “The R Book”, Wiley India Pvt. Ltd., New Delhi, Second Edition, 2018.
2. Andy Field, Jeremy Miles and Zoe Field, “Discovering Statistics Using R”, Sage Publication, New Delhi, 2018.
3. Gareth James, Daniela Witten, Trevor Hastie and Robert Tibshirani, “an Introduction to Statistical Learning with Applications in R”, Springer, New York, 2018.
4. Andrie de Vries and Joris Meys, “R for Dummies”, John Wiley & Sons, Ltd., England, 2018.
5. Joseph Schmuller, “Statistical Analysis with R for Dummies”, John Wiley & Sons, Ltd., New Jersey, 2017.



**21MX010 VISUAL ANALYTICS II**

**0 0 2 1**

**Course Objectives**

- To familiarize the students on the Hierarchies and Marks Cards
- To enable them to create calculated fields and table calculations
- To equip them to use parameters, sets and Dashboards

**Course Outcomes**

1. Create Hierarchies and apply Marks Cards
2. Prepare Calculated fields and Table Calculations
3. Use Parameters and Sets in the Visual Analytics
4. Presenting the data with more granular details
5. Construct Dashboards

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
- b. Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>2</b>	<b>2</b>		<b>3</b>					
<b>CO 2</b>	<b>2</b>	<b>2</b>		<b>3</b>					
<b>CO 3</b>	<b>2</b>	<b>2</b>		<b>3</b>					
<b>CO 4</b>	<b>2</b>	<b>2</b>		<b>3</b>					
<b>CO 5</b>	<b>2</b>	<b>2</b>		<b>3</b>					

1. Hierarchies, Marks Cards, Encoding, and Level of Detail.
2. Calculated Fields and Table Calculations.
3. Parameters and Sets.
4. Level of Detail Expression.
5. Dashboards.

**Suggested Self-Study Topics**

Preparation of different types of Calendar, Heat Map, Sparklines, Bullet Graphs, Stacked Area Chart, Funnel Charts, and Donut Charts.

**Total: 20 Hours**

**References**

1. Ryan Sleeper, “Practical Tableau, 100 Tips, Tutorials, and Strategies from a Tableau Zen Master”, O’Reilly, Sebastopol, USA, 2018.
2. Molly Monsey and Paul Sochan, “Tableau for Dummies”, John Wiley & Sons, Inc., New Jersey, USA, 2016.
3. Seema Acharya and Subhashini Chellappan, “Pro Tableau, A Setp-by-Step Guide”, A press, India, 2017.
4. Ben Jones, “Communicating Data with Tableau, Designing, Developing, and Delivering Data Visualizations”, O’Reilly, USA, 2014.
5. Ashley Ohmann and Matt Floyd, “Creating Data Stories with Tableau Public”, PACKTPublishing, Mumbai, 2015.

**21MX011 E-RECRUITMENT& VIRTUAL ONBOARDING**

**0 0 2 1**

**Course Objectives**

- To familiarize the students on the basics of E-Recruitment & Virtual Onboarding.
- To enable the students to use the e-recruitment portals.
- To facilitate the students to know the process in virtual onboarding.

**Course Outcomes**

1. To understand the importance of e-recruitment
2. Ability to analyze the e-recruitment strategies.
3. Able to plan and use technology in recruitment.
4. Gain insights about the use of virtual onboarding.
5. Optimize the resources by adapting technology in virtual onboarding.

**Program Outcome(s)**

- e. Adept in using various modes of communication coupled with listening skills,interpersonal skills and influential communicative skills to speak the mind
- f. Understand the inescapable role of right leadership for the success of any businessentity; collaborate with teams by being a contributing member and lead teams.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>						<b>3</b>			
<b>CO 2</b>					<b>1</b>	<b>3</b>			
<b>CO 3</b>					<b>1</b>	<b>3</b>			
<b>CO 4</b>						<b>3</b>			
<b>CO 5</b>						<b>3</b>			

1. Introduction to e-recruitment
- 2 e-recruitment Strategies & Channels
3. AI Enabled recruitment
4. Virtual Onboarding
5. Preparation for Virtual Onboarding Programme

**Suggested Self-Study Topics**

E-HRM, ERP, Role of Machine Learning & Intelligent Automation in HR Functions.

**Total: 20 Hours**

**References**

1. Mohan Thite e-HRM: Digital Approaches, Directions & Applications, Routledge 1st edition, 2018.
2. Gerardus Blokdyk, E-HRM Second Edition Paperback – Import, 5starcooks, 2nd edition, 2019.
3. Arash Mashhady, Investigating the Effectiveness of E-HRM: A Case Study, LAPLAMBERT Academic Publishing, 2018.
4. James H. Dulebohn , Dianna L. Stone ,The Brave New World of eHRM 2.0 (Research in
5. Human Resource Management), Information Age Publishing,2018
6. Tanya Bondarouk, Dr. Huub Ruel, Emma Parry ,Electronic HRM in the Smart Era (The Changing Context of Managing People), Emerald Publishing, 2017.

**21MX012 FINTECH**

**0 0 2 1**

**Course Objectives**

- To understand the fundamental concepts of FinTech
- To know the regulatory framework for FinTech India
- To help the students to identify the innovative business models in FinTech

**Course Outcomes**

1. Comprehend the transformation of FinTech from 1.0 to 3.5
2. Describe the FinTech regulations in India
3. Gain insights on the concept of crypto currency
4. Explain the concept of block chain and role of block chain in financial services
5. Visualize the future of financial data driven in the area of finance

**Program Outcome(s)**

- g. Exhibit a global perspective that fosters the ability to understand global business scenario and scheme business decision making considering multicultural views and diversity
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>							<b>1</b>		<b>1</b>
<b>CO 2</b>							<b>2</b>		<b>2</b>
<b>CO 3</b>							<b>2</b>		<b>1</b>
<b>CO 4</b>							<b>1</b>		<b>1</b>
<b>CO 5</b>							<b>1</b>		<b>1</b>

1. FinTech Transformation (FinTech 1.0, 2.0, 3.0 and 3.5)
2. FinTech Topology
3. FinTech regulations (FinTech laws in India)
4. Crypto-currencies
5. Block Chain in Financial Services
6. Crowd funding
7. Peer to peer (P2P) Lending
8. Marketplace Lending
9. Initial Coin Offering (ICO)
10. The Future of Data-Driven Finance

**Total: 20 Hours**

**References**

1. Steven O'Hanlon, Susanne Chishti, "FinTech for dummies", New Delhi: Wiley India Pvt Ltd, 2021
2. Kartik Swaminathan, "Future Fintech Framework", Chennai: Notion Press Publishing, 2021
3. Paolo Sironi, "FinTech Innovation", New Delhi: Wiley India Pvt Ltd, 2016
4. Stefan Loesch, "A Guide to Financial Regulation for Fintech Entrepreneurs", New Delhi: Wiley India Pvt Ltd, 2018
5. Yoshitaka Kitao, "Learning Practical FinTech from Successful Companies", New Delhi: Wiley India Pvt Ltd, 2018

**21MX013 WEALTH MANAGEMENT**

**0 0 2 1**

**Course Objectives**

- To acquire the conceptual knowledge and technical skills to prepare them for advanced studies in wealth management and financial planning
- To gain comprehensive knowledge on risk, return and asset allocation
- To apply the tools and skills learned in the subject to related knowledge areas

**Course Outcomes**

1. Comprehend the concept of financial planning and wealth management
2. Identify the risk and associated with various financial products
3. Gain insights on the investment products and services for safe investing
4. Apply the risk evaluation tools for effective asset allocation
5. Explain the risk management through insurance and estate planning

**Program Outcome(s)**

- g. Exhibit a global perspective that fosters the ability to understand global business scenario and scheme business decision making considering multicultural views and diversity
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>							<b>3</b>		<b>1</b>
<b>CO 2</b>							<b>2</b>		<b>2</b>
<b>CO 3</b>							<b>2</b>		<b>1</b>
<b>CO 4</b>							<b>3</b>		<b>1</b>
<b>CO 5</b>							<b>2</b>		<b>1</b>

1. Introduction to financial planning
2. Wealth management and economy
3. Investment and risk management – Equity
4. Investment and risk management – Debt
5. Investing in Gold & Real estate
6. Investment products and services
7. Investment evaluation framework
8. Risk profiling and asset allocation
9. Risk management through insurance
10. Estate planning

**Total: 20 Hours**

**References**

1. Work book for wealth management module by National Stock Exchange Ltd
2. Dun and Bradstreet, “Wealth Management”, New Delhi: McGraw Hill Education, 2017
3. Sinha, “Financial Planning: A Ready Reckoner”, New Delhi: McGraw Hill Education, 2017
4. Amar Pandit, “The only Financial Planning Book”, Mumbai: Network 18 Publications Ltd., 2015
5. Monika Halen, “Let’s Talk Money”, Nodia: Haper Business publishing, 2018

**21MX014 BUSINESS CONSULTING**

**0 0 2 1**

**Course Objectives**

- To secure an overview of the business and connect with the theory of business underlying its Constitution.
- To identify opportunities and threats and formulate strategies for sustainable growth.
- Quantify the opportunity gains in financial terms and secure management mandate for a fraction

**Course Outcomes**

1. To present an overview of the business model and its strategy to key stake holders.
2. To identify gaps between potential and performance in strategic and operational term.
3. Present a viable business case for investment with an indication of likely payback.
4. Secure management commitment to champion the program and post organizational benefits.
5. To be able to implement consulting models in ethical manner in Industry.

**Program Outcome(s)**

- e. Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.
- g. Exhibit a global perspective that fosters the ability to understand global business scenario and scheme business decision making considering multicultural views and diversity.
- i. Being able develop skills to be an entrepreneur and developing solutions to meet market needs.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>					<b>1</b>		<b>2</b>		<b>3</b>
<b>CO 2</b>					<b>1</b>		<b>1</b>		<b>2</b>
<b>CO 3</b>					<b>1</b>		<b>1</b>		<b>2</b>
<b>CO 4</b>					<b>1</b>		<b>2</b>		<b>1</b>
<b>CO 5</b>					<b>1</b>		<b>3</b>		<b>2</b>

1. An Overview of the basic relationship of the business enterprise with its ecology.
2. Statement of corporate intent: Vision, Mission, Goals, Outputs and value proposition.
3. The current market for management consultancy including issue such as competition.
4. Consultancy in various areas of management: strategy, HR, Finance, Operations and IT.
5. The Management consulting model.
6. Expectations from consultants and the competencies they are expected to bring.
7. Management consulting as a profession.
8. Marketing of consulting strategy, costs and fees.
9. Principles of consultation and negotiation in managing clients.
10. The importance of professionalism, ethics and confidentiality in building and maintaining client relationships.

**Suggested Self-Study Topics**

Obligations of businesses towards the regulatory agencies and society , Different types of consultancy internal, external and public sector, Constitution and ethical regulations governing management consulting ,expectations management ,How to keep the client’s trust and consultant’s reputation.

**Total :20 Hours**

## References

1. Mastering Management consultancy –How to Develop your skills as a successful
2. consultant ,Calvert Markham, published by Legend Business , 2019
3. The MCKINSEY MIND Understanding and Implementing the Problem solving tools and
4. Management techniques of the world's top strategic consulting firm by Ethan M Rasiel and Paul N Friga , Mcgraw Hill Education, 2017
5. 3. The New Business consulting basics and beyond , Elaine Biech,Wiley Publishing ,2019
6. Bullet Proof Problem solving , The one Skill that changes everything , Charles
7. Conn,Robert Mclean ,Wiley Publishing , 2019
8. Management Consulting Today and Tomorrow by Flemming Poulfelt and Thomas H.
9. Olson ,Routledge Publishing ,2017

**21MX015 COGNITIVE PSYCHOLOGY**

**0 0 2 1**

**Course Objectives**

- To familiarize the students on the basics of Cognitive Psychology
- To understanding of normal mental processes and their relationship to brain, mind and behavior.
- To facilitate the students to enhance the information processing.

**Course Outcomes**

1. Develop an understanding of normal mental processes.
2. Draw connections between brain, mind and behaviour and indicate its relationships.
3. Evaluate the factors affecting memory and Language comprehension.
4. Examine the efficacy of various strategies for Problem solving.
5. Analyze the use of creating knowledge in decision making.

**Program Outcome(s)**

- c. Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations
- e. Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>			<b>2</b>		<b>3</b>				
<b>CO 2</b>			<b>1</b>		<b>2</b>				
<b>CO 3</b>			<b>2</b>		<b>1</b>				
<b>CO 4</b>			<b>1</b>		<b>2</b>				
<b>CO 5</b>			<b>2</b>		<b>2</b>				

1. Cognitive Psychology- Basic concepts
2. Attention & Perception
3. Memory & Language
4. Problem Solving & Creativity
5. Reasoning & Decision Making

**Suggested Self-Study Topics**

Illusions, Cognitive Science, Embodied Cognition, Psychophysics, Gestalt approach

**Total: 20 Hours**

**References**

1. Michael W. Eysenck, Mark T. Keane, Cognitive Psychology, A Student's Handbook, 8<sup>th</sup> Edition, 2020
2. Goldstein B E and Brockmole J.R. (2016). Sensation and Perception (8th Edition) Cengage Learning Inc.
3. Matlin M W (2015) Cognition. 7th Edition. John Wiley & Sons
4. Eysenck M.W. and Keane M.T. (2015) Cognitive Psychology: A Student's Handbook. 7th Edition. Psychology Press.
5. Ronald T. Kellogg (2015), Fundamentals of Cognitive Psychology, 3rd edition.

**21MX016 PROGRAMMATIC ADVERTISING**

**0 0 2 1**

**Course Objectives**

- Provide an understanding of what programmatic advertising is
- Gain insights about the main participants in the programmatic advertising ecosystem
- Enable to learn about the various ways of buying media programmatically

**Course Outcomes**

1. Develop a comprehensive understanding about programmatic advertising
2. Deduct ways and means to achieve marketing objectives through programmatic advertising
3. Identify how to reduce costs and succeed through programmatic advertising
4. Make use of the various ways available to implement programmatic advertising
5. Discover about the programmatic advertising formats

**Program Outcome(s)**

- a. Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
- d. Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
- i. Being able to develop skills to be an entrepreneur and developing solutions to meet market needs

<b>Articulation Matrix</b>									
	<b>PO a</b>	<b>PO b</b>	<b>PO c</b>	<b>PO d</b>	<b>PO e</b>	<b>PO f</b>	<b>PO g</b>	<b>PO h</b>	<b>PO i</b>
<b>CO 1</b>	<b>2</b>			<b>1</b>					<b>1</b>
<b>CO 2</b>	<b>2</b>			<b>1</b>					<b>1</b>
<b>CO 3</b>	<b>2</b>			<b>2</b>					<b>1</b>
<b>CO 4</b>	<b>2</b>			<b>3</b>					<b>1</b>
<b>CO 5</b>	<b>2</b>			<b>3</b>					<b>1</b>

1. Introduction to programmatic advertising
2. Overview of the digital marketing industry
3. Fit of programmatic advertising in advertising strategy
4. Ad exchange and real time bidding
5. Header bidding vs waterfalls
6. Header bidding vs waterfalls: Importance
7. Programmatic advertising for marketing advantage
8. Programmatic targeting
9. DMP – DSP – SSP
10. TOP SSPs

**Total: 20 Hours**

**References**

1. Dominik Kosorin, “Introduction to Programmatic Advertising”, Lightning Source, 2016
2. Julian Delphiki, “Ad Tech & Programmatic: Master the online media tech and programmatic media explained”, Independently Published, 2020
3. Mike Smith, “Targeted: How Technology Is Revolutionizing Advertising and the Way Companies Reach Consumers”, AMACOM, 2014
4. Gregory Cristal, “Ad Serving Technology: Understand the marketing revelation that commercialized the Internet”, Createspace Independent, 1<sup>st</sup> Edition, 2014
5. Alex Vasileiadis, “Programmatic Advertising: The Ultimate Guide to Programmatic Media Buying & Selling”, Independently Published -2020



**AUDIT COURSE**

**21MB110 VALUE EDUCATION AND ETHICS**

**1 0 0 -**

**Course Objectives**

- Provide an understanding of ethics
- Gain insights about the role of value education in life
- Creating the awareness about personal and social well being

**Course Outcomes**

1. Develop a comprehensive understanding of nature and life
2. Deduct ways and means to regulate the emotions
3. Identify the requirement of social responsibility
4. Make use of the culture and social norms to regulate the life
5. Assess the impact of ethics in life

**Skill sets**

- Understanding the environment and purpose of life
  - Responsible to self and society
  - Managing the ethical dilemmas
1. Meaning, Philosophy and Purpose of Life
  2. Duty of protecting nature, environment and universe
  3. Regulating desires, anger and anxiety
  4. Love and Charity for humanity
  5. Social Responsibilities
  6. Physical, Mental and Spiritual well-being
  7. Indian Ethos
  8. Understanding, respecting culture and social norms
  9. Professional Ethics
  10. Managing ethical dilemmas and being a law abiding citizen

**Total :10 Hours**

**References**

1. A.R. Mohapatra, BijayaMohapatra, "Value Education: A Study in Human Values and Virtues", Readworthy Publications
2. Dr. S. Arulsamy, "Peace and Value Education", Neelkamal Publications, First edition (2016)
3. Dr. Kiruba Charles, V. Arul Selvi, "Value Education", Neelkamal Publications, First edition (2016)
4. C.S.V. Murthy, "Business Ethics Text & Cases", Himalaya Publishing House, 2018
5. Andrew Crane, "Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization", Oxford University Press, 2020

## **VALUE ADDED COURSES 21MY001 SELLING SKILLS**

### **Course Objectives**

- To understand the customers
- To identify the customers
- To plan and prepare for sales meeting

### **Course Outcomes**

1. To apply the knowledge of customers
2. To execute the sales presentation
3. To apply the selling skills to complete sales.

### **Skill sets**

- Understanding and Identification of customers
- Presentation skills
- Networking and relationship building skills.

Can you sell? Identify your customers, selling in-house (B2C), Selling outhouse (B2B) Planning and preparations – Need and problem identification, Selling Expertise-The Classic Presentation, Objections to assurance (resolving customer concern) Negotiation, Closing the sale, Follow-up. Social Media Selling. Activity – Selling products at real time shop.

**20 Hours**

### **References**

1. Zig Ziglar, “The Art of Selling”, Jaico Publishing House; First edition, 2011.
2. Zig Ziglar, “Secrets of Closing the Sale”, Magna Publishing Co Ltd, 2002.
3. Ziglar, “Selling”, Jaico Publishing House; First edition, 2006.
4. Brian Tracy, “The Psychology of Selling: 10 Keys to Success in Selling”, Jaico Publishing House; First edition, 2012.
5. Brian Tracy, “Be a Sales Superstar”, Magna Publishing Co Ltd, 2002.

## **21MY002 MUTUAL FUNDS**

### **Course Objectives**

- To enable the students to understand the concept, types of mutual funds and legal aspects of mutual funds.
- To make them acquainted with financial planning as an approach to investing in mutual funds.
- To acquire knowledge on accounting, valuation, taxation of mutual funds and enables the students to measure and evaluate mutual fund performance.

### **Course Outcome**

1. Cognizant of role, structure, different schemes of Mutual Funds and their features.
2. Knowledge on distribution, schemes' evaluation, recommendation of suitable products and services to investors.
3. Get oriented to the legalities, accounting, valuation and taxation aspects underlying Mutual Funds and their distribution.

### **Skill Sets**

- Be an efficient distributor in the Mutual Fund Market.
- As a consultant, recommend suitable products and services to investors.
- Be a financial planner to invest in Mutual Funds.
- Developing a long term relationship with Mutual Fund investors.

Concept, Fund Structure and Constituent, Investment Restrictions and Related Regulation – Investors Rights and Obligations. Fund Distribution and Sales Practices Regulatory Aspects of an Offer–Distribution Channels for Mutual Funds – Sales Practices and Commission Structure. Accounting, Valuation and Taxation - Computation of NAV – Factors Affecting the NAV – Identification and Charging of Expenses – Valuation process – Applicability of Various Taxes. Risk, Return and Performance of Funds - Concept of Return on Investment – Risks in Fund Investing –Benchmarking of Performance – Fund Manager Performance. Investor Services - DEMAT Account – Process relating to Purchase and Redemption – Investment Plans and Service – Scheme Selection – Selecting the Right Investment Products for Investors - Helping Investors with Financial Planning – Recommending Model Portfolios and Financial Plans.

**Total: 20 Hours**

### **References**

1. Sahadevan and Thiripalraju, “Mutual Funds: Data, Interpretation and Analysis”, New Delhi: PrenticeHall of India, 2020.
2. Jeffrey Laderman, “Business Week’s Guide to Mutual Funds”, New Delhi: Tata Mcgraw Hill, 2020.
3. Sundar and Sandaran, “Indian Mutual Funds Handbook”, New Delhi: Vision books, 2020.
4. Work Book for NISM-Series-V – A: Mutual Fund Distributors Certification Examination, July 2020.
5. Vivek K Negi, “Mutual Funds-Ladder to Wealth Creation”, Diamond Books, Noida, 2012.