



Annexure 2b.1

Avinashilingam Institute for Home Science and Higher Education for Women
(Deemed to be University under Estd. u/s 3 of UGC Act 1956, Category A by MHRD)
Re-accredited with A++ Grade by NAAC. CGPA 3.65/4, Category by UGC
Coimbatore - 641 043, Tamil Nadu, India

Department of Business Administration
Master of Business Administration
(Two Years Programme with Practicals)

Programme Outcomes:

Upon successful completion of the program, the students will be able to:

No.of PO	Graduate Attributes	POs
PO1	Business Environment and Domain Knowledge	Comprehend the economic, legal, technological and social environment of businesses, apply strategic approaches and models in functional domains of Marketing, Finance, HR, Operations and develop rich knowledge in business processes and decision areas.
PO2	Critical Thinking, Business Analysis, Problem Solving and Innovative solutions	Demonstrate logical and critical thinking using qualitative and quantitative techniques, simulation, case studies as well as data-based decision making.
PO3	Conduct investigations of complex problems	Identify the complex business problems/opportunities with research aptitude, conceptualise it, gather data using appropriate techniques, analyse and interpret the data into meaningful conclusion leading to strategic decisions.
PO4	Global exposure and cross-cultural understanding	Enhance the aptitude to assess global business environment and cross cultural issues to meet challenges of globalization.
PO5	Modern tool usage	Apply appropriate Business Analytics, Operations Research, domain-specific modern tools to forecast and model the business processes and strategies to meet the dynamics of Industry 5.0.
PO6	Entrepreneurial Thinking	Exhibit entrepreneurial traits and create new business ideas, design business plans, models and processes to start own ventures.
PO7	Environment and sustainability	Update and assess the impact of societal, regulatory and environmental dynamics to create sustainable business models and processes that ensure good governance.
PO8	Ethics	Follow professional ethics and commit themselves to moral, social, human values through corporate governance and ensure business sustenance.
PO9	Leadership and teamwork	Accomplish responsibilities as a leader and as a team member in a team with diversified manpower and culture to develop synergistic effects.
PO10	Effective Communication	Communicate effectively in dynamic business environment with all stakeholders, comprehend and make meaningful reports and design purposeful documents by leveraging ICT
PO11	Life-long learning	Engage in Kaizen approach to learning and adapt to changes in the business environment with ease.

Programme Specific Outcomes

At the end of 2 years of MBA program, the MBA graduates will emerge as Design Thinkers, Change Agents, Value based Corporate Leaders:

PSO1- Apply management principles and concepts through multi-dimensional perspective to solve complex business problems (**Design Thinkers**)

PSO2- Adapt to changing business scenarios in domestic and global arena utilizing Innovative approaches (**Change Agents**)

PSO3- Demonstrate high levels of professional ethics and standards with societal, legal and environmental responsibilities (**Value based Corporate Leaders**).

Scheme of Instruction and Examination (For students admitted from 2023-24 and onwards)

Part	Subject Code	Name of the Paper	Hrs. of Instruction / week		Scheme of Examination			Credits	
			T	P	Duration of exam	CIA	CE		Total
Semester I									
I	23MBAC01	Management Principles and Organisational Behaviour	4		3	40	60	100	4
I	23MBAC02	Accounting for Managers	2	2	3	40	60	100	3
I	23MBAC03	Managerial Economics	4		3	40	60	100	4
I	23MBAC04	Research Methods for Management	2	2	3	40	60	100	3
I	23MBAC05	Quantitative Methods for Management	2	2	3	40	60	100	3
I	23MBAC06	Entrepreneurial Development and Indian Ethics	3		3	100	-	100	3
I	23MBAC07	Inclusive Innovation and Design Thinking (Open Book)	3		3	100		100	3
I	23MBAC08	Data-Strategic Organizational Resource (RDBMS)		4	3	40	60	100	2
I	23MBAC09	Corporate Communication		4	3	40	60	100	2
II		CSS / Adult Education / Community Engagement & Social Responsibility		2					
Semester II									
I	23MBAC10	Operations Management	2	2	3	40	60	100	3
I	23MBAC11	Financial Management	2	2	3	40	60	100	3
I	23MBAC12	Strategic Human Resource Management	2	2	3	40	60	100	3
I	23MBAC13	Marketing Management	2	2	3	40	60	100	3
I	23MBAC14	Applied Operations Research	2	2	3	100	60	100	3
I	23MBAC15	Legal Systems in Business	4		3	40	60	100	4
I	23MBAC16	Enterprise Resource Planning		4	3	40	60	100	2
I		Interdisciplinary course	4		3	40	60	100	4
I	23MBAC17	Mini Project		1		100	-	100	2
II	23MXCSS1/ 23MXCEDI/ 23MXCSRI	CSS / Adult Education / Community Engagement & Social Responsibility		2					2
Summer Vacation - Internship for 30 days									
Semester III									
I	23MBAC18	Strategic Management and Corporate Governance	4		3	40	60	100	4
I	23MBAC19M/F/H/O 23MBAC19S/R/E	Specialisation I – Paper I	2	2	3	40	60	100	3
I	23MBAC20M/F/H/O 23MBAC20S/R/E	Specialisation II – Paper I	2	2	3	40	60	100	3
I	23MBAC21M/F/H/O 23MBAC21S/R/E	Specialisation I – Paper II	2	2	3	40	60	100	3
I	23MBAC22M/F/H/O 23MBAC22S/R/E	Specialisation II – Paper II	2	2	3	40	60	100	3
I	23MBAC23M/F/H/O 23MBAC23S/R/E	Specialisation I – Paper III	2	2	3	40	60	100	3
I	23MBAC24M/F/H/O 23MBAC24S/R/E	Specialisation II – Paper III	2	2	3	40	60	100	3
I	23MBAC25 A/B/C/D	Sectoral Specialization	2	2	3	40	60	100	3
I	23MBAC26	Environmental Management (Self Study)	1		3	40	60	100	4
I		Multidisciplinary course	2		3	100	-	100	2
II		Professional Certification Course							2
II	23MBAC27	Internship				100	-	100	2

13/2/2024

		Semester IV							
I	23MBAC28	Business Intelligence and Analytics							
I	23MBAC29M/F/H/ 23MBAC29 O/S/R/E	SpecialisationI – Paper IV	2	2	3	40	60	100	3
I	23MBAC30M/F/H 23MBAC30O/S/R/E	SpecialisationII – Paper IV	2	2	3	40	60	100	3
I	23MBAC31	Research based Project		24		40	60	100	3
		Total				100	100	200	8
									108

Other course to be undergone by the student

♦ MOOC Course – 2 to 4 credits

Specialisation

♦ Minimum 108+2credits to earn the degree

The students can choose any two of the specialization areas namely Marketing/ Finance/ Human Resource/ Operations/Systems/Retailing/Entrepreneurship as specializations

Marketing

- 23MBAC19M/20M
- 23MBAC21M/22M
- 23MBAC23M /24M
- 23MBAC29M/30M

- e-Customer Relationship Management
- Supply Chain and Logistics Management
- International Marketing
- Digital Marketing

Finance

- 23MBAC19F/20F
- 23MBAC21F/22F
- 23MBAC23F/24F
- 23MBAC29F/30F

- Investment and Security Analysis
- Tax Planning and Management
- International Financial Management
- Strategic Cost Management

Human Resource

- 23MBAC19H/20H
- 23MBAC21H/22H
- 23MBAC23H/24H
- 23MBAC29H/30H

- Organisational Dynamics and Development
- Human Resource Development
- Industrial and Labour Relations
- Performance Management

Operations

- 23MBAC19O/20O
- 23MBAC21O/22O
- 23MBAC23O/24O
- 23MBAC29O/30O

- Quality Management
- Project Management
- Lean and Agile Manufacturing Systems
- Innovation and Technology Management

Systems

- 23MBAC19S/20S
- 23MBAC21S/22S
- 23MBAC23S/24S
- 23MBAC29S/30S

- Strategic IT Modelling
- Internet Programming for e-Commerce
- Information Security and Audit Control
- Data Science for Business

Retailing

- 23MBAC19R/20R
- 23MBAC21R/22R
- 23MBAC23R/24R
- 23MBAC29R/30R

- Retail Brand Management
- Retail Consumer Behaviour
- e-Retailing
- Supply Chain and Logistics in Retailing

Entrepreneurship

- 23MBAC19E/20E
- 23MBAC21E/22E
- 23MBAC23E/24E
- 23MBAC29E/30E

- Family Business Management
- Micro and Small Business Management
- Social Entrepreneurship
- Indian Ethos and Business Models

Sectoral Specialisation

The student can choose one paper/subject as Sectoral Specialization from the choice given below:

23MBAC25A	Hotel Management
23MBAC25B	Hospital Management
23MBAC25C	Agro Business Management
23MBAC25D	Financial Services

Other Programmes offered by the Department

Interdisciplinary Courses

23MBAI01	Social Media Marketing
23MBAI02	Creativity in Advertising
23MBAI03	Enterprise Resource Planning
23MBAI04	Interview Etiquettes

Multidisciplinary Courses

23MBAM01	Total Quality Management
23MBAM02	Finance for Non-finance executives
23MBAM03	Social Entrepreneurship

Professional Certification Courses

23MBAPC1	Digital Marketing
23MBAPC2	Project Management using MS Project
23MBAPC3	Data Science for Business Intelligence

Management Principles and Organisational Behaviour

Semester I
23MBAC01

Hrs of Instruction/week: 4T
No. of credits: 4

Objectives

1. Acquaint the students with the fundamental concepts of Management
2. Provide comprehensive outlook principles and practices of management
3. Enable to analyse environmental concerns and apply management skills
4. Highlight Models and Approaches of Organisational Behaviour for effective people management
5. Understand the emerging trends in Management and adapt to corporate challenges

Unit I Evolution and Growth

Concepts, Theory and Practice: Evolution of Management Thought - Scientific Management School, Organisational School, Behavioural School, Quantitative School, Integration School, Contemporary School, The operational or management process approach. 12 hrs

Recent Contributions: Patterns of Management Analysis - The Managerial Roles Approach, Mc Kinsey's 7-S approach

Internal and External Environmental analysis. PESTEL analysis*

Current Trends and issues*

Unit II Planning, Organising and Direction

Planning: Nature, Purpose, Types, Process for Planning; Concept of MBO, MBE, MBWA. Plans - Objectives, Policies, Procedures, Strategies. 12 hrs

Decision Making: Approaches, Decision Making under Certainty, Uncertainty and Risk, Group Decision Making, Guidelines.

Organising: Nature*, Types of Organisations, Organisational Levels, Process of Organising, Line/Staff Authority, Decentralisation and Delegation, Effective Organising.

Direction: Supervision, Span of Supervision - Factors, Graicuna's theory of Span of Management.

Unit III Motivation, Control and Coordination

Motivation: Elements, Importance, Methods, **Morale***. 12 hrs

Controlling: Control Process, Requirements for effective Control, Critical Control Standards and Techniques, Maintenance Vs Crisis Management, Overall Control Process.

Coordination: Definition, Characteristics, Objectives, Principles, Techniques.

Leadership: Theories, Models, **Approaches***

Unit IV Organisational Behaviour

Organisational Behaviour: Concept, Characteristics, **Models***. 12 hrs

Individual Behaviour: Foundations, Personality, Perception, Learning, Attitudes, Values and Beliefs.

Group Behaviour: Foundations, Group Process, Group Tasks, Types, Group Development - Group cohesiveness, Emergence of informal leaders and norms, Group Vs. Team - Diagnosing Team Performance- Interpersonal Relations

Conflict Management: Concept, Sources, Types, Functionality and Dysfunctionality, Classification, Conflict Management Strategies, Case Incidents.

Unit V Industry 5.0 and Managerial Implications

Introduction: **Transformation of Industrial process***, Digitilisation and networked Economy, Competing Strategies, Industrial Automation, Future Works and Skills, Technology Road map. 12 hrs

Industry 5.0: Need - Definition - Goals and Design Principles, Reasons for adopting Industry 5.0, Cyber physical Systems- Framework.

Basics of Industrial IoT, Big data Analytics, Predictive Analytics, Applications of AI, AR, ML, Robotic Automation for Smart Business.

Industry 4.0: Globalization, The Fourth Revolution, Drivers and Enablers, **Challenges***.

(* - Self Study Portion)

Total: 60 hrs

Textbooks

1. **Aswathappa K.**(2016), "*Organisational Behaviour*" 12th Edition, Himalaya Publishing House, New Delhi PC
2. **Ramesh B Rudani** (2019), "*Principles of Management*" 2nd Edition McGraw-Hill, Publishing Company,UP
3. **Cecily D. Cooper, Don Hellriegel, and John W. Slocum Jr.** (2017) "*Mastering Organizational Behaviour Version 14.0*" Flatworld Publishers, US
4. **Fred Luthans** (2011), "*Organisational Behaviour*" 12th Edition, McGraw Hill Publishing Company, New York.
5. **Ramesh B Rudani**(2013), "*Management and Organisational Behaviour*" 3rd Edition S. Chand & Company, New Delhi.
6. **Stephen Robbins, Timothy Judge, Bruce Millet, Maree Boyle** (2013) "*Organisational Behaviour*" 7th Edition, Pearson Higher Education, AU.
7. **Tripathi, PN Reddy, Ashish Bajpai** (2021), "*Principles of Management*" 7th Edition McGraw-Hill, Publishing Company, UP.

References

1. **Heinz Weihrich and Harold Koontz** (2010), "*Essentials of Management*" 8th Edition Tata McGraw Hill Publishing Company Limited, New Delhi
2. **James A.F. Stoner, R. Edward Freedom And Daniel R. Gilbert** (2012) "*Management*" 10th Edition, Prentice Hall Inc., New Jersey.
3. **Prasad, L.M.** (2015), "*Principles and Practice of Management*" 9th Edition Sultan Chand & Sons, New Delhi.
4. **Ramasamy T.** (2017), "*Principles of Management*" 2nd Edition Himalaya Publishing House, New Delhi.
5. **Stephen P. Robbins, Timothy A. Judge, Neharika Vohra** (2018) "*Organisational Behaviour*" 18th Edition, Pearson Education.
6. **Steven L. McShane, Mary Ann Von Glinow, Himanshu Rai** (2022) "*Organizational Behaviour*" 9th Edition, McGraw Hill, UP.

Course outcomes:

On the completion of the course students will be able to

1. Gain the rudiments of management which gives valuable insights and equipped with practical operational efficacies.
2. Ensure adequate capabilities to proactively plan, organise, decide, and monitor organisational strategic management.
3. Get hands-on experience in designing better work place for effective administration.
4. Enhance the skills set to understand the challenges and design managerial strategies.
5. Develop global talents enhancing critical thinking, innovative skills, collaborative teamwork and holistic skills.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO 1	H	M	H	H	L	L	H	H	H	H	H	H	M	M
CO 2	H	H	H	M	M	M	M	M	H	H	H	H	H	H
CO 3	M	H	H	M	M	M	M	H	H	H	H	H	H	H
CO 4	M	H	H	M	M	M	M	H	H	H	H	H	M	H
CO 5	H	H	H	H	H	H	H	M	H	H	M	H	H	M

Accounting for Managers

Semester I
23MBAC02

Hrs. of Instruction/week: 2T+2 P
No. of credits: 3

Course Objectives

1. Develop an insight into postulates, principles and techniques of accounting.
2. Enable students to prepare, analyse and interpret financial statements.
3. Understand how to utilise the financial and accounting information for planning, decision-making and control.
4. Communicate the financial information effectively to internal and external stakeholders.
5. Develop competencies to apply accounting functions in different organisations.

Unit I Accounting Basics and Final Accounts

12 Hrs

Basics: Definition, Functions, Concepts and Conventions, Accounting Information and its applications, Journal, Ledger, Trial Balance

Final Accounts: Profit and Loss Account and Balance Sheet, Depreciation - Stock Valuation Methods*

Unit II Financial Statement Analysis and Accounting Standards

12 Hrs

Financial Statement Analysis: Comparative and Common Size Statements, Trend Percentages, Ratio Analysis, Fund Flow and Cash Flow Statements.

Accounting Standards: Indian Accounting Standards, International Accounting Standards – IFRS*

Unit III Management and Cost Accounting

12 Hrs

Management Accounting: Scope, Techniques, Role of Management Accountant, Difference between financial Accounting and Management Accounting*

Cost Accounting : Classification, Absorption Costing, Cost Sheet, Difference between Cost Accounting and Management Accounting*, Process Costing.

Unit IV Marginal Costing and Standard Costing

12 Hrs

Marginal Costing ; Differential Costing, CVP Analysis – BEP, P/V Ratio, Applications

Standard Costing : Variance Analysis – Material, Labour, Overhead and Sales Variances*

Unit V Budgeting and Reporting

12 Hrs

Budgeting: Budgets, Budgetary Control, Types of Budgets – Applications

Reporting to Management: Essentials of Good Report, Format, Types and Classification*

Case Studies, MS - Excel, Tally etc.

(* - Self Study Portion)

Total: 60 Hrs

Text Book

1. S N Maheshwari, Sharad K Maheshwari & Suneel K Maheshwari (2022) "A Textbook of Accounting For Management", 5th edition, Vikas Publishing, New Delhi

References

1. Ambrish Gupta (2022), "Financial Accounting for Managers", 7th Edition, Pearson Publications
2. Periyaswamy .P (2018), "A Textbook of Financial, Cost & Management Accounting", 2nd edition, Himalaya Publishing House, Mumbai.
3. Mohammed Arif Pasha (2015), "Accounting for Managers", 3rd edition, Virinda Publications (P) Ltd., New Delhi.
4. Bhattacharya, S.K., Dearden.J., Venkatesh. S (2014), "Accounting for Management", Text and Cases", 3rd edition, Vikas publishing house, New Delhi.
5. Ghosh.T.P. (2014), "IFRS Simplified", 1st edition, Taxman Publication Pvt. Ltd., New Delhi.
6. Sharma R.K. & Shashi K Gupta (2014), "Management Accounting Principles and Practices", 13th edition, Kalyani Publishers, Delhi.
7. Wayne L. Winston (2016), "Microsoft Excel 2016 Data Analysis and Business Modelling", 5th edition, Microsoft Press , USA .

Course Outcomes:

On the completion of the course students will be able to

1. Understand the principles, standards, concepts of various branches of accounting and its relevance to business organisations.
2. Prepare financial statements for internal and external purpose.
3. Prepare and analyse the financial statements, cost statements, fund flow, cash flow and budgets and interpret the results.
4. Compare and identify deviations based on standards and benchmarks.
5. Make managerial decisions based on financial, cost and management techniques/tools.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	H	M	M	M	M	M	M	H	L	L	M	H	M	H
CO2	H	H	M	L	M	H	M	H	M	H	H	H	H	H
CO3	H	H	H	M	H	H	M	H	M	M	M	H	H	H
CO4	H	H	H	L	H	M	M	H	M	M	M	H	H	H
CO5	H	H	H	M	M	H	M	H	M	H	M	M	H	H

Course Objectives

1. Understand the concepts and techniques in Micro Economic Theory.
2. Use economic tools to explain the optimal allocation of resources within the firm.
3. Analyze the demand and supply conditions and assess the position of a company
4. Provide in-depth knowledge in Macro Economics and emerging global trends.
5. Apply micro and macroeconomics knowledge in business decision-making.

Unit I Concepts and Techniques

Themes of economics: Scarcity and efficiency, fundamental economic problems. **12 Hrs**
Managerial Economics: Fundamental Concepts, Basic techniques, Objectives of business firms*.

Unit II Demand and Supply

Consumer Preferences: Consumer preference and utility function, utility maximization, **12 Hrs**
Theory of Demand: Demand Function, Determinants, Elasticity, Estimates and forecasting, Input - Output Decisions.
Production Concepts: Production theory, Cost concepts, Traditional Cost theory*, Empirical estimates of production and costs

Unit III Price – Output and investment Decisions

Market environment: Types of Market, Price output decision, Industry Analysis of market structure - large group case, small group case, Pricing strategies and tactics*. **12 Hrs**
Profit concepts: Break-even analysis, Applications in Decision making*.

Unit IV Macro Economics phenomena

Macro Economics Aggregates: Macro Economic Variables, Consumption Function, Investment Function **12 Hrs**
National Income: Concepts, Measurement, Uses of National Income Data*

Unit V Macro Economics and managerial decisions

Money Supply and Inflation: Demand and Supply of money, Causes and effects of inflation, Measurement, Inflation and Decision making*. **12 Hrs**
Macro Economic Status and Reforms: Business Cycle, Balance of Payment, Policies – Monetary, Fiscal, Impact on Investment, Synthesis of Monetary and Real Factors.
(*- Self-Study Portion)

Total: 60 Hrs

Text Books

1. H.L.Ahuja (2017), “*Managerial Economics*”, 9th edition, S.Chand, New Delhi
2. D.N Dwivedi (2015), “*Managerial Economics*”, 8th edition, Vikas Publications, New Delhi
3. Varshney & Maheshwari (2014), ‘*Managerial Economics*’, 22nd edition, Sultan Chand & Sons, New Delhi.

References

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen (2019), “*Economics*”, 20th edition, Tata McGraw Hill, New Delhi.
2. P.L.Mehta (2013) , ‘*Managerial Economics Analysis, Problems and Cases*’, 8th edition, Sultan Chand & Sons, New Delhi.
3. Richard Lipsey and Alec Charystal(2011), “*Economics*”, 12th edition, Oxford University Press, New Delhi.

4. **Karl E. Case and Ray C. Fair** (2010), "*Principles of Economics*", 10th edition, Pearson Education Asia, New Delhi.
5. **Gregory Mankiw N.** (2007), "*Principles of Economics*", 6th edition, Thomson Earning, New Delhi.
6. **William Boyes and Michael Melvin** (2005), "*Textbook of Economics*", 3rd edition, Biztantra, New Delhi.

Course Outcomes

On the completion of the course students will be able to

1. Apply economic principles to management decisions.
2. Analyze the implications of demand, supply, price, profit and investment decisions in businesses.
3. Evaluate the basic forces governing the operation of competitive markets and design competition strategies, including costing, pricing, product differentiation, and market environment according to the nature of products and the structures of the markets.
4. Understand the factors determining macro-economic variables, consumption, investment, employment, the general level of prices, and interest rates and its relevance in business decisions.
5. Analyse real-world economic and business problems with a systematic theoretical framework and determine the extent to which economic institutions will influence business decisions.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	H	M	M	M	M	H	M	H	M	M	H	H	H	H
CO2	H	H	H	H	M	H	M	H	M	M	H	H	H	H
CO3	H	H	H	M	H	H	L	H	L	M	H	H	H	H
CO4	H	M	M	M	M	M	M	H	L	L	M	H	M	M
CO5	H	H	H	H	H	H	M	H	H	M	H	H	H	H

Research Methods for Management

Semester I
23MBAC04

Hrs. of Instruction /week:2 T+2P
No. of credits: 3

Course Objectives

1. Familiarize students with the basics of research and research process.
2. Identify business problems and provide feasible solutions through systematic research.
3. Elucidate basic statistical techniques for business decision-making applications.
4. Develop the skills to operate statistical software packages
5. Build competencies to effectively document and apply research results.

Unit I Preliminary Aspects

Research: Objectives, Process, Ethics.

12 Hrs

Problem Selection- Statement of the Problem - Concept of Theory: Empirical, Deductive and Inductive Theory, Characteristics of scientific method*

Research Design: Concept, Types, Features.

Unit II Creating a Research Design

Secondary Data: Nature, Published, Computerised databases.

12 Hrs

Qualitative Research: Definition, Focus Groups, Projective Technique.

Primary Data Collection: Survey- Errors, Types, Factors, Limitation, Observation -Nature, Approaches, Human Approach, Machine Observation; Experimentation - Concept, Designs.

Data collection instruments (questionnaire, schedules and checklist)*.

Unit III Data Acquisition, Sampling and Processing

Measurement: Construct, Variable, Reliability and Validity, Attitude Measurement, Types of scales.

12 Hrs

Sampling: Population, Sample Plan-Methods, Sampling Distribution-Mean, Variance, Proposition, Sample size determination and Adequacy.

Representation of Data: Validating and Editing, Coding, Tabulation, Graphical Representation*, Interpretations - Measures of Central Tendency.

Unit IV Data Analysis

Hypothesis test: Steps, errors, Test of hypothesis - Means, Proportions, Variance, Independence of categorized data, goodness of fit.

12 Hrs

Non parametric tests: One Sample Test- One Sample Sign Test, Chi-Square Test, Kolmogorov- Smirnov Test, Run Test for Randomness., Two Sample Test- Two Sample Sign Test, Two Sample Median Test, Mann - Whitney U Test, K Sample Test - K Sample Median Test, Kruskal Wallis Test.

Data Analysis using Computer Packages: Processing of data with statistical analysis - Hypothesis Testing using Computer Packages* - Application of SPSS.

Unit V Multivariate Analysis and Report Writing

Basic Multivariate Analysis : Correlation analysis - Co-efficient for Ungrouped Data, Coefficient for Grouped Data, Rank Correlation, Auto Correlation, Forecasting Applications, Regression and Time Series - Simple Regression, Multiple Regression, Time Series Analysis.

12 Hrs

Advanced Multivariate Techniques: Cluster Analysis, Factor Analysis, Discriminant Analysis, Multidimensional Scaling and Conjoint Analysis, Computation using SPSS.

Report Writing- Structure- Components- Documentation- Presentation - Business Reports*.
(* - Self Study Portion)

Total: 60 Hrs

Text Books

1. **Panneerselvam. R**(2016),*Research Methodology*, 2nd edition, PHI Publications, New Delhi.
2. **S. N. Murthy, U. Bhojanna**(2010), “*Business Research Methods*”, 3rd edition, Excel Books New Delhi.
3. **C.R.Kothari, Gaurav Garg** (2019). “*Research Methodology – Methods and Techniques*” 4th edition. New Age International Publisher, New Delhi.

References

1. **Aditham B Rao**(2007), “*Quantitative Techniques in Business*”, 2ndedition, Jaico Publishing House, Mumbai.
2. **Gupta S.P., M.P. Gupta** (2007), “*Business Statistics*”, 14th edition, Sultan Chand & Sons., New Delhi.
3. **Donald R. Cooper, Pamela S. Schindler and J K Sharma** (2012), “*Business Research Methods*”, 11th edition, Tata McGraw Hill, New Delhi.
4. **Uma Sekaran and Roger Bougie** (2012), “*Research Methods for Business*”, 5th edition, Wiley India, New Delhi.
5. **William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin**(2012), “*Business Research Methods*”, A South Asian Perspective, 8th edition, Cengage Learning, New Delhi.
6. **Neuman** (2014), “*Social Research Methods: Qualitative and Quantitative Approaches*,” 7th edition, Pearson Publications, New Delhi
7. **Cronk, B. C.** (2017). *How to use SPSS®: A step-by-step guide to analysis and interpretation*. New York: Routledge.
8. **Aldrich, J. O., & Cunningham, J. B.** (2015). *Using IBM® SPSS® Statistics: An interactive hands-on approach*. New York: Sage Publications.

Course Outcomes

On the completion of the course students will be able to

1. Understand research types, processes, and its applications to business environment.
2. Carry out systematic qualitative and quantitative research.
3. Apply suitable techniques for data collection, analysis, and interpretation.
4. Conduct independent projects and prepare structured project reports.
5. Undertake research with ethics and societal impact.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	H	M	M	L	L	M	L	H	L	L	M	H	M	H
CO2	H	H	H	M	M	H	M	H	M	M	M	H	H	H
CO3	H	M	H	M	H	M	L	H	L	L	M	H	H	H
CO4	H	H	H	M	M	H	M	H	H	H	M	M	H	H
CO5	H	M	L	M	M	H	H	H	H	M	H	M	H	H

Course Objectives

1. Familiarize basic mathematical and statistical techniques for business decision-making applications.
2. Discuss the complexities of business problem for better applications of the techniques.
3. Provide in depth knowledge on understanding data for managerial decisions.
4. Identify forecasting methods that would be good candidates for a given series to be forecast
5. Acquire enough confidence in data analysis to continue studying and learning on data analysis in an autonomous way.

Unit I Mathematical Basis for Managerial Decisions

12 Hrs

Concept of Functions: Applications of Functions - Sequence and Series, Arithmetic and Geometric Progressions, Applications to Business.

Differential Equations: Optimization through differentiation, Business Applications

Matrix Operations: Concepts, Applications in Business*

Unit II Basic Statistical Concepts

12 Hrs

Statistical concepts: Summarization of data, Presentation of data , Frequency distribution.

Measures of central tendency: Mathematical Averages – Arithmetic, Geometric and Harmonic mean, Locational Averages- Median, Mode , Partition Values – Quartiles, Deciles and Percentiles, Practical problems using SPSS*

Measures of dispersion: Range, Mean Deviation, Standard Deviation, Variance - Skewness.

Unit III Correlation And Regression

12 Hrs

Correlation: Scatter Diagram, Karl Pearson's coefficient of Correlation, Rank Correlation, Concurrent Deviation Concepts and Definition, Relevance to Management Decisions*.

Regression: Method of least squares, Curve Fitting.

Unit IV Probability Theory

12 Hrs

Probability: Concepts and Definition- Relevance, Sample Space and Events, Permutations and Combinations to Probability, Rules of Probability*.

Probability Distribution: Random Variables and Concept, Distributions - Binomial, Poisson and Normal. Practical problems using excel

Unit V Business Forecasting

12 Hrs

Forecasting procedures: Time series analysis - Identification of Trend, Variations in Trend – Secular, Cyclical, Seasonal and Irregular Variations.

Index numbers: Concept, applications, types*, Computation - Simple Aggregate Method, Weighted Aggregate Method – Laspeyre's Passche's, Fisher's and CPI.

(*Self Study Portion)

Text Books

Total: 60 Hrs

1. S.C.Gupta (2016), '*Fundamentals of Statistics*', 1st edition, Himalaya Publishing House, New Delhi
2. R.S.N.Pillai and Bagavathi(2010), '*Statistics, Theory and Practice*', 5th edition, Sultan Chand & Sons, New Delhi.
3. S.C.Agarwal and T.R.Jain(2010), '*Quantitative Methods for MBA*', 1st edition, VK Enterprises, Chennai

References

1. Arora P.N., Sumeet Arora, Mrs. S.Arora, Amit Arora (2008), “*Comprehensive Statistical Method*” 1st edition, S.Chand& Companies Ltd., New Delhi.
2. Gupta S.P., M.P. Gupta (2000), “*Business Statistics*” 16th edition, Sultan Chand & Sons., New Delhi.
3. Ken Black (2004), “*Business Statistics for Contemporary Decision –Making*”, 4th Edition, John Wiley, New York.
4. Kazmier, L.J. and Pahi, N.F. (2000), “*Basic Statistics for Business and Economics*” 4th edition, McGraw Hill, New York.
5. Saha.S., S. Mukherji (2002), “*Quantitative Methods – Mathematical, Statistical Economic Technique*”, 2nd edition, New Central Book Agency (P) , Kolkotta.
6. R. Selvaraj, C. Loganathan (2008). “*Quantitative Methods in Management – Problems and Solutions*”. 1st edition, Excel Books, New Delhi.

Course Outcomes

On the completion of the course students will be able to

1. Acquire a level of proficiency in the fundamental concepts and applications necessary for decision areas requiring knowledge on functions, matrix operations, and differentiation.
2. Learn how to present, analyse and interpret data for business decisions and also to calculate and apply measures of location and measures of dispersion for grouped and ungrouped data cases.
3. Recognise correlation and regression analysis applications for purposes of description and predictions of business data.
4. Apply discrete and continuous probability distributions to various business problems. Further there will be familiarity on how to translate real-world problems into probability models.
5. Understand and apply the concept of stationarity and variability to the analysis of time series data in various contexts such as economics, finance and to quantify changes in various fields domestically and globally.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO 1	H	M	H	M	H	M	M	H	H	H	H	H	H	M
CO 2	H	H	M	H	H	H	H	H	H	M	H	H	M	H
CO 3	H	M	H	H	S	H	H	H	M	M	H	M	H	H
CO 4	H	H	H	H	H	H	H	M	H	H	H	H	H	H
CO 5	H	H	M	H	M	H	M	H	M	H	M	M	H	H

Entrepreneurial Development and Indian Ethics

Semester I
23MBAC06

Hrs. of Instruction /week: 3T
No. of credits : 3

Course Objectives

1. Integrate the components of business ethics and entrepreneurship development to inculcate value based entrepreneurial practices.
2. Augment skills to capitalize dynamic business environment to create new venture opportunities
3. Identify the specific issues in family business management and professionalise the various functions involved.
4. Gain insights into registration process and institutional support system.
5. Equip with entrepreneurial competence

Unit I Introduction

9 Hrs

Entrepreneurship: Concepts, Functions, Types, Factors Affecting Growth- Economic and Non Economic Factors, Entrepreneurial Motivation- Theories, Factors and Behavior, Entrepreneurial Competencies and Development Programs- Phases, Evaluation and Problems, Special Entrepreneurship Types- Women, Rural, Tourism, Social and Global Entrepreneurship, Family Business-Types, Challenges, **Problems and Challenges of Entrepreneurs, Business Stories***

Indian Ethos: History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices.

Management Lessons: Indian Epics and management approaches, Kautilya's Arthashastra, Gandhian Approach in Management and Trusteeship, Good Governance practices

Unit II Start Ups

9 Hrs

Launching New Ventures: Problem Statement, Idea Generation, Developing and Testing, New Business ideas- Analyzing environmental dynamics and change, Business Models and Industry Trends, Identifying and Selling to Appropriate Markets, Marshalling the Information Resources, Developing Teams and Alliances.

Business Plan: Content, Significance, Formulation and Guidelines, Business Plan: Design, Development and Templates, Business Model Canvas, Lean Canvas Model, **Specimen Plans***,

Project Appraisals: Concept, Methods of Appraisal, DPR, Project Feasibility Study, Qualities of a Bankable Project.

Practical: Designing, Trading and Selling a Product or Services, Counselling Sessions

Unit III Business Structure and Operations

9 Hrs

Forms of Entrepreneurial Business: Business Ownership Patterns, Micro and Small Enterprises.

Financing of Enterprise: Sources and Capital Structure, Securing Seed money, Internal funding, Venture Capital Financing, **Support Systems of Government***, Start-up India initiatives, Institutional Support- Banks – NSIC, SSIB, IDBI, IFCI, IIBI, ICICI, SIDBI, DIC, SEZ, MSME DI.

Unit IV Incorporation

9 Hrs

Registration of start ups: Direct Identification Number, Digital Signature Certificate, Company Name Reservation, Memorandum and Articles of Association, Stamping Company Documents, Certificate of Incorporation and Seal, Permanent Account Number, Tax Account Number, Register For VAT, GST, Employee Provident Fund Organization, ESIC, Filing for Approval From RBI/ FIPB, **Government**

Approvals*, DPIIT registration process, Environmental Clearance, FEMA, IPR, Patenting and Trade Mark.

Unit V Business Ethics

9 Hrs

Business Ethics: Ethics v/s Ethos , Indian v/s Western Management, Work Ethos and Values for Indian Managers, Moral dilemmas, Relationship between Morals, Values and Ethics, Ethical Corporate Behaviour – Assess practical issues and allot responsibilities, Analysing current practices and framing a suitable Code of Conduct.

Value Based Management: Impact of Values on Stakeholders, Trans-Cultural Human Values, Secular v/s Spiritual Values , Value System in Work Culture, Stress Management-Meditation for mental health, Yoga.

Understanding the need for ethics, Ethical values, myths and ambiguity, ethical codes, Ethical

Principles in Business*

(*Self Study Portion)

Total: 45 Hrs

Text Books

1. **Abhik Kumar Mukherjee, Shaunak Roy**(2019), '*Entrepreneurship Development And Business Ethics*', 1 st edition, Oxford University Press.
2. **Dr.Biswa Mohana Jena (2022)**, "*Entrepreneurship Development and Business Ethics*", Himalaya Publishing House.
3. **Vasant Desai (2018)**, "*Dynamics of Entrepreneurial Development and Management- Planning for Future Sustainable Growth*" 6th edition, Himalaya Publishing House.
4. **Kanka S. (2012)**, '*Entrepreneurial Development*', 4th edition, S.Chand& Company Pvt. Ltd, New Delhi.

References

1. **Abhik Kumar Mukherjee, Shaunak Roy (2019)**, '*Entrepreneurship Development And Business Ethics*', 1st edition, Oxford University Press
2. **Dr.Biswa Mohana Jena (2022)**, '*Entrepreneurship Development and Business Ethics*', Himalaya Publishing House
3. **Vasant Desai (2018)**, '*Dynamics of Entrepreneurial Development and Management- Planning for Future Sustainable Growth*', 6th edition, Himalaya Publishing House.
4. **Aswathappa, (2009)** '*Essentials of Business Environment*', 12th edition, Himalaya Publishing House, New Delhi,
5. **Mathew J.Manimala, (2005)**, '*Entrepreneurship Theory at the Crossroads: Paradigms and Praxis*' 2nd edition, Wiley India.
6. **Poornima M Charantimath(2007)**. '*Entrepreneurship Development Small business enterprises*', 4th edition, Pearson Education, India
7. **Thomas W. Zimmerer, Norman M. Scarborough (2007)**, '*Essentials of Entrepreneurship and small business management*', 5th edition, Pearson Prentice Hall, New Jersey.

Inclusive Innovation and Design Thinking (Open Book)

Semester: I
23MBAC07

Hrs of Instruction: 3T
No. of Credits: 3

Course Objectives

1. Familiarise with the basics of Innovation and achieve success in Inclusive Innovation
2. Understand the widest context of inclusive innovative environment and plan for inclusive development of the Society
3. Assess the dynamics of innovative eco-system and explore feasible innovative ideas
4. Develop lateral thinking process to identify opportunities and challenges
5. Improve ability through design thinking process and lead innovative organisations

Unit I Introduction to Inclusive Innovation

9 Hrs

Introduction: National and Global Innovation Ecosystem, Innovation Index, Traits of Indian and Global Entrepreneurs, Inventors Vs. Innovators, Innovators Vs. Entrepreneurs, Meaning, Scope, Innovation Diffusion Theory- Frontiers of Inclusive Innovation, Ladder – Levels 1 to 6 - Intention, Consumption, Impact, Process, Structure, Post- structure – Stake holder Map- Process Map
Understanding Innovation Management: Innovation: Meaning, difference between innovation and creativity, Innovation types, Business Model Innovation, Service Innovation, Design-led innovation, Start-up innovation, Sources of innovation.
Frugal Innovations and Grassroots Entrepreneurship: Meaning, Technology Acceptance Model, Rural/Social Business ideas, Grassroot Entrepreneurship – safe and eco-friendly projects.

Unit II Ideation and Applied Creativity

9 Hrs

Ideation : Process, Techniques, Tools for Fostering Creativity, Immersive Learning Exercises, Divergent Thinking Vs. Convergent Thinking
Prototyping and Testing: Proof of Concept, Minimum Value Proposition, Designing, Tooling and Building, Learnings from Failed Designs
Product and Service Development: New Product Development Processes, Design for Products and Services, Creativity skills and NPD, 8 D Approach .

Unit III Sustainable Business Models

9 Hrs

Business Models: Developing creative and community solutions to address social issues, Understanding Sustainable Business Models in practice, Ideation, Prototyping, Testing & Validation
Cross-Cultural Learnings in Rural Entrepreneurship: Learnings from African Experiences, Learnings from South American Experiences

Unit IV Design Thinking Practices

9 Hrs

Design thinking Basics - Meaning, concepts, Business Uses of Design Thinking, Understanding the role of Design thinking in building Enterprises, Roots of Design Thinking, Digital Disruption & Technology Evolution,
Design Thinking Practices- Visualization Techniques and Diagrams-Use of Diagrams and Maps in Design Thinking- Empathy Mapping, Mind Mapping, Affinity Diagrams, Story Telling Techniques-Create a Set of Scenarios for the Case Study

Unit V Inclusive Innovation for Sustainability

9 Hrs

Inclusive development - Strategies to support excluded groups, Challenges of Early Starters, Improve Innovation Performance, Government Initiatives- Innovation, Research and Development, Incubation, Support System
Growing and Sustaining Enterprises: Tech based solutions for social and economic challenges, Creating Impact through Partnerships, Leveraging on support from Business Incubators, Grants, Equity, Seed fund, Angel Investors, Crowdfunding.

(* - Self Study Portion)

Total: 45 Hrs

Text Books

1. **Gabriel J. Costello** (2020), *“The Teaching of Design and Innovation: Principles and Practices”*, 1st edition, Springer Publication, London.
2. **Robyn Klingler-Vidra, Alex Glennie, Courtney Savie Lawrence** (2022), *“Inclusive Innovation”*, 1st edition, Routledge Taylor & Francis Group, USA.
3. **Tim Brown**(2019), *“Change by Design- How Design Thinking Transforms Organizations and Inspires Innovation”*, 1st edition, Harper Collins, USA.
4. **Walter Brenner, Falk Uebernickel** (2016), *“Design Thinking for Innovation: Research and Practice”* 1st edition, Springer Publication, London.

References

1. **Martin, Roger** (2009), ‘The design of business: why design thinking is the next competitive advantage’, Boston, MA, HBSP, Cambridge, MA, USA.
2. **Jeanne Liedtka and Tim Ogilvie** (2011), ‘Designing for Growth: A Design Thinking Tool Kit for Managers’, Columbia Business School Publishing, Newyark, USA.

Course Outcomes

On the completion of the course students will be able to

1. Ability to assess the innovative ecosystem and .
2. Enhance the creative skills to provide solutions for social and economic problems
3. Apply design thinking mindset to sustain innovative projects
4. Evaluate the possibilities of eco-friendly projects and promote business through application of indigenous knowledge
5. Develop commercially viable ideas and undergo innovation pipeline activities.

CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO1	PSO2	PSO3
CO 1	H	H	H	L	L	H	H	M	M	M	M	H	M	L
CO 2	M	H	H	L	L	H	H	L	M	M	M	H	L	M
CO 3	H	M	M	M	M	M	M	M	H	M	L	H	M	L
CO 4	M	H	H	L	L	H	M	M	L	L	L	M	H	M
CO 5	H	H	H	M	M	H	M	M	M	M	M	H	H	M

Data-Strategic Organizational Resource (RDBMS)

Semester I
23MBAC08

Hrs. of Instruction/week: 4 P
No. of credits: 2

Course Objectives

1. Impart basic knowledge on computer based data management systems
2. Describe data models and how they are used to capture the nature and relationships among data
3. Enhance competency to design and develop a RDBMS
4. Develop Proficiency in Oracle for database management.
5. Create triggers to solve business challenges and enforce business rules

Unit I Database Management Systems

12 Hrs

Data : Fields, Records, Files

Databases : File Processing and Access Methods*, Database Models - Object Oriented, Record Based, Network, Relational.

Entity Relational Modeling: ER Diagrams, Normalization – 3 Normal Forms, Functional/ Trivial / Partial Dependencies, File Organizations- Head, Sort, Hash, Clustered, Index.

Unit II Introduction to SQL

12 Hrs

Concept of Tables/Relations: SQL- DDL, DML, DCL, Defining a database status:- CREATE, ALTER, DROP, TRUNCATE, Manipulation of the data of a database-INSERT, INSERT ALL, UPDATE, DELETE, MERGE-SELECT command and options., SET operations*, Control data access - GRANT, REVOKE, USER ROLE PRIVILEGE - Control transactions and its consistency - COMMIT, ROLLBACK, SAVEPOINT, E.F. Codd's 12 Rules for RDBMS*

Unit III Queries and SL Functions

12 Hrs

Operators in SQL* Plus :Arithmetic, Comparison, Logical,Operator Precedence*

SQL*Plus Functions: Single Row, Date, Character, Numeric, Mod, Sign, Conversion Functions, Miscellaneous Functions.

Group Functions: Group by Clause, Having Clause.

Queries using MYSQL*

Unit IV Advanced SQL

12 Hrs

Multiple tables of a database : Queries generation, Joins - Use sub queries, Generate complex queries*, data conditionally from multiple tables, Sub Queries.

Multiple Tables and Joins using MYSQL*

Unit V Constraints

12 Hrs

Integrity Constraints : Domain, Entity, Referential.

Implementation of Constraints: Domain Integrity – ‘Not null’ Constraint, Check Constraints – Table level and column level Constraints , Entity Integrity Constraints – Unique Constraints, Primary key Constraints. Referential Integrity Constraints – On Delete Cascade Clause*

PL/SQL: Functions, Triggers, Cursors & Exceptions

GUI Form design using PHP*

(*Self Study Portion)

Total: 60 Hrs

Text Books

1. **Calkins B.** (2013), "*Oracle Solaris 11 System Administration*", 5th Edition, Pearson Education Pvt. Ltd., Delhi

References

1. **Rittman, Mark**(2012), "*Oracle Business Intelligence 11g Developers Guide*", 1st Edition, McGraw-Hill Education, USA
2. **P.S. Deshpande** (2011), "*SQL and PL/SQL for Oracle 11g Black Book*", 1st Edition, Dreamtech Press Publisher, Tamil Nadu.
3. **Byrla** (2013), "*Oracle Database 12C: The Complete Reference*", 7th Edition, McGraw Hill Education; First edition, USA.
4. **Ivan Bayross**, (2010), "*SQL, PL/SQL the Programming Language of Oracle*", 3rd Edition, BPB Publications, New Delhi.
5. **Christopher Allen, Catherine Creary And Simon Chatwin**(2004), "*Introduction to Relational Data Base*", 4th Edition, Tata McGraw Hill, New Delhi.
6. **Robert Sheldon** (2008), "*SQL: A beginners Guide*", 3rd Edition, Tata McGraw Hill, New Delhi.

Course Outcomes

On the completion of the course students will be able to

1. Describe the basic concepts of Database Management Systems and design a data model and Schema in RDBMS
2. Understand and be competent in use of Structured Query Language SQL
3. Analyze and apply the operators and functions in SQL
4. Implement advanced SQL concepts and able to do Database Recovery and Query Optimization
5. Develop competencies to create constraints and use RDBMS for developing industry application

CO /PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO 1	H	L	M	L	H	M	H	L	L	M	M	H	M	L
CO 2	H	M	H	L	H	L	H	L	L	H	M	H	H	H
CO 3	M	L	M	L	H	L	M	L	L	M	L	H	H	M
CO 4	M	M	H	L	H	L	H	L	L	M	L	H	M	M
CO 5	H	M	H	L	H	L	H	L	L	L	L	H	H	M

Corporate Communication

Semester: I
23MBAC09

Hrs of Instruction /Week : 4P
No. of Credits: 2

Course Objectives

1. Impart foundation for designing effective messages, both written and oral, from concept to delivery.
2. Develop and deliver individual presentation, using appropriate and effective visual support.
3. Impart skills for managing meetings, dealing with conflict, and leveraging the power of diversity, at both the individual and cultural level.
4. To participate effectively in groups with emphasis on listening, critical and reflective thinking, and responding.
5. Apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument.

Unit I Foundation

12 Hrs

Business Communication: Concept, Process, Barriers, Characteristics of effective business communication

Oral and online presentation : Design, Development and Delivery, Enhancing Presentations with Slides and other Visuals, Public Speaking Skills, Body Language and Modulations.

Team & interpersonal communication: Advantages & disadvantages, Guidelines for successful collaborative writing*, Social Networking Technologies in Business Communication, Importance of Listening, Business Etiquette & Nonverbal Communication.

Training in Listening and Comprehension, Word, Powerpoint, Document and Video Sharing.

Unit II Official Communications

12 Hrs

Message : Three-Step Writing Process, Importance of analyzing the situation before writing a message, Information-gathering options, Importance of good organization. Differences between the direct & indirect approaches to organizing a message*, Crafting Brief Messages, Crafting Messages for Electronic Media, Writing Routine and Positive Messages, Negative Messages, Writing Positive Messages

Internal: Agenda, Memos, Circular, Notices.

External: Quotations, Orders and Tenders, Sales, Claim, Adjustments, Credit Collection.

Training in Concept Writing, Development of Templates, Notice Board Displays, Web and Social Media Communications

Unit III Employment Communication

12 Hrs

Employment Messages: Building Careers and Writing Resumes

Group Discussion: Guidelines, Do's and Dont's during G.D,

Interviews: Applying and Interviewing for Employment, Exemplify Employer employee/ Interviewer-interviewee Relationships

Do's and Dont's during Interview*

Training in design and conduct of Interviews, conduct of Interview through Conference calls .

Unit IV Reports and Publicity

12 Hrs

Reports and proposals : Planning, Writing, and Completing Reports and Proposals.

Specimen reports and templates design: Minutes, Business Cases, Business Process Reporting*,

Reports of The Board of Directors, Annual General Meetings Reports and Press Release

Publicity: Internal Organs, Communication with Media, Press Report, Website and Social Media Communication – **profiles in Social Media***, Blogs, Webpages

Training in use of Word, Excel, Access for report generation and presentation, Document and video sharing applications (Libre Office and MS Office).

Unit V Managerial Skills

12 Hrs

Creativity: Creative Thinking, Valuing diversity in thinking - Thinking preferences, Creativity styles, Creativity in problem solving- Problem Definition, Pattern Breaking - Paradigm Shift, Challenging Conventional Wisdom, Lateral Thinking, Provocation, **Mind stimulation- games, brain twisters and puzzles***.

Leadership skills: Role Model Identification, Role-plays, Simulation Game-Variied Topics, Negotiation And Conflict Settlement, Gaming Cultural Sensitive Issues.

Training in Personality Study and Interpretations, Concept Development, Design and Execution of Games.

(*Self Study Portion)

Total: 60 Hrs

Text books

1. **Joep Cornelissen** (2017), '*Corporate Communication Guide to Theory & Practice*', 5th edition, Sage Publications, New Delhi.
2. **Rajendra Pal, Korlahalli. J** (2022), '*Essentials of Business Communication*', 15th edition, Sultan Chand & Sons, New Delhi.

References

1. **Krishna Mohan, Meena Banerji** (2020), '*Developing Communication Skills*', 2nd edition, Macmillan India ltd, New Delhi.
2. **Ramachandran** (2019), '*Business Communication*', 1st edition, Macmillan India Ltd., New Delhi.
3. **Reddy, Appannaiah, Nagaraj Raja Rao** (2020), '*Essentials of Business Communication*', 6th edition, Himalaya Publishing House, New Delhi.
4. **Urmila Rai, S.M. Rai** (2021), '*Business Communication*', 10th edition, Himalaya Publishing House, Mumbai.

Course Outcomes

On the completion of the course students will be able to

1. Effectively use various types of oral, written and digital communication modes to gear a range of business audiences.
2. Participate in team activities which lead to the development of team spirit.
3. Create and modify correct business documents using computer technology.
4. Acquire the professional development skills and plan for transition-to-work and career progression purposes
5. Develop interpersonal skills for contribution towards effective and satisfying personal, social and professional relationships, as well as the Utilization of electronic presentation software.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO 1	M	M	M	M	H	L	L	M	L	H	L	M	H	M
CO 2	L	L	M	M	H	M	M	L	H	H	M	L	H	M
CO 3	M	M	L	L	L	L	L	M	M	H	H	M	H	L
CO 4	L	M	M	M	H	M	M	M	L	L	L	L	L	L
CO 5	M	L	L	M	H	L	H	L	M	H	M	M	H	H

Course Objectives

1. Enhance knowledge in production and operation functions in manufacturing and service sectors.
2. Provide insights on strategic location, layout, capacity planning and support functions.
3. Familiarize the advanced and recent technologies in operations management.
4. Identify the operational issues in the value addition processes of a firm
5. Apply analytical skills and problem-solving tools to resolve the operational issue

Unit I Introduction

Production and Operations management: Definition, Production as a system, Operations Strategies, Operations Technology, Forecasting in POM, Productivity. **12Hrs**

Product and process design: Product Design- Process , Approaches , Process Designs – Job, Batch, Assembly Line, Continuous Production, Process Design Process – Analysis, Planning, Design, Selection, Measuring Process Performance, Value Engineering*.

Unit II Facility Location and Layout

Facility Location: Factors Influencing Location Decision, Process of Location Selection, – Location Models **12 Hrs**

Facility Layout: Types of layout – Product, Process, Group, Fixed Position, Cellular, Service Layout, Assembly Line Balancing, Computerized layout techniques – CRAFT, SLP*.

Capacity and Aggregate Planning: Long-Range and Short-Range Capacity Planning, Aggregate Planning, Material requirement planning, Master Production Scheduling - Procedures, MPS in Produce to Stock and Produced to Order Firms, Computerized MPS.

Unit III Production Planning and Control

Production planning: Objectives, Functions, PPC in Job, Intermittent, Continuous Production and Process Industry **12 Hrs**

Shop Floor Planning and Control: Scheduling- Process, Problems, Scheduling Techniques - Job Shop, Process Focused System, Product Focused System, Continuous Production, Batch Scheduling.

Design of Work Systems: Work design, Work-study, Method Study, Work Measurement, Time Study, Motion Study*.

Unit IV Maintenance and Control

Maintenance :Types - Planned, Preventive, Breakdown, Predictive, Routine – Total Productive Maintenance, Management - Planning and Scheduling **12 Hrs**

Inventory management and control: Inventory Models, Inventory Planning and control*, Approaches – P System, Q System, Inventory Control Techniques - ABC , HML, VED, SDE, FSN, Max-Min system, Two bin system and EOQ.

Unit V Total Quality Management

Total Quality Control: Role of Inspection - Statistical process control, Acceptance plans, Quality Management Concepts - Deming's way, Kaizen Technique, JIT, Quality circles, TQM, TPM, Six Sigma, Quality standards - ISI, ISO 9000 and other international standards*. **12 Hrs**

(* - Self Study Portion)

Text Books

Total: 60 Hrs

1. Aswathappa.K&Sridhara Bhatt (2015), '*Production and Operations Management*', 8th edition, Himalaya Publishing House, Mumbai.
2. Paneer Selvam R. (2012), '*Production and operations Management*', 3rd edition, Prentice Hall of India Pvt. Ltd., New Delhi.

References

1. **Chunawalla, S.A. and Patel, D.R.**, (2020), '*Production and Operations Management*', Himalaya Publishing House, Mumbai **Chary S. N**(2019), '*Production and Operations Management*', 6th edition, Tata McGraw-Hill, New Delhi
2. **L.Suganthi, Anand A..Samuel** (2019), '*Total Quality Management*', 6th edition, Prentice Hall of India Private Ltd., New Delhi
3. **Dan R.Reid; Sanders R. Nada** (2019), '*Operations Management – An Integrated Approach*', 7th edition, Wiley India (P) Ltd., New Delhi.
4. **Krajewski, Ritzman, and Malhotra** (2018), '*Operations Management: Processes and Supply Chains*', 12th edition, Prentice Hall, New Jersey
5. **Chase, Shankar, Jacob & Aquilano** (2018), '*Operations & Supply Management*', 15th edition, Tata McGraw Hill, New Delhi
6. **Khanna.K.K** (2015), '*Physical Distribution Management: Logistical Approach*', 4th edition, Himalaya Publishing House, Mumbai
7. **Martinich** (2008), '*Production and Operations Management – An Applied Modern Approach*', 6th edition, Wiley India (P) Ltd., New Delhi,

Course Outcomes

On the completion of the course students will be able to

1. Gain ability to recognize situations in a production system environment and familiarize on basic concepts in decision making on operations management strategy.
2. Understand and develop deep insight on location economics and layout planning.
3. Apply the relevance of production planning and control for different types of industry.
4. Provide knowledge in basic issues and methods involved in the production of goods and integrating various inventory plans to reduce the material related costs.
5. Understand the significance of quality and its interfaces with all the functional areas.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO 1	H	M	H	H	H	H	H	H	H	H	H	H	H	H
CO 2	H	H	H	M	H	M	H	M	M	M	M	H	M	H
CO 3	H	H	M	H	M	H	M	H	H	M	H	H	H	M
CO 4	M	H	M	H	M	H	H	H	H	H	M	H	M	M
CO 5	H	H	H	M	M	M	H	H	M	H	H	H	H	M

Financial Management

Semester II
23MBAC11

Hrs. of Instruction /week:2T+2P
No. of credits : 3

Course Objectives

1. Provide an in-depth knowledge on the process in financial management of the firm.
2. Elucidate the broad framework of financial decision-making.
3. Familiarize different tools and techniques used in financial management.
4. Learn to value different financial products.
5. Identify the best course of action among various financial options.

Unit I Concept, Sources and Time Value of Money

12 Hrs

Concepts: Objectives, Finance Functions/Decisions, Scope - Financial Organization, **Roles and Functions of Financial Manager.**

Sources of Finance: Long-term and Short term - Domestic and International Markets – **Forex Markets***

Time Value of Money: Future Value, Present Value, Applications

Unit II Investment Decisions

12 Hrs

Capital Budgeting: Significance, Discounted and Non-Discounted Techniques, **Capital Rationing***

Complex Investment Decisions: Mutually Exclusive Projects, Replacement Decisions, Projects with different lives

Risk Analysis: Standard Deviation, Coefficient of Variation, Risk Adjusted Discount Rate, Certainty Equivalent, Sensitivity Analysis, Scenario Analysis, Simulation Analysis, Decision Trees for Sequential Investment Decisions – **Utility Theory***

Unit III Financing Decisions

12 Hrs

Cost of Capital: Specific Cost and WACC - **Valuation of Securities.***

Leverage: Financial, Operating, Combined leverages – EBIT –EPS Analysis – Applications

Capital Structure: NI, Traditional, NOI and MM Hypothesis – **Pecking Order Theory***

Unit IV Dividend Decisions

12 Hrs

Theories: Walter, Gordon, MM Hypothesis

Policies: Objectives, Factors Influencing Dividend Policy, **Stability and Forms of Dividends***

Unit V Working Capital Management and FIS

12 Hrs

Principles: Concepts, Operating and Cash Cycle, Types, Determinants, Estimation of Working Capital Requirement

Components: Inventory and Cash Management, Receivables – **Working Capital Finance***

Financial Information Systems: Application of MIS in finance - Application Software – **Internet applications*** Case studies, MS Excel

(*Self Study Portion)

Text Book

Total: 60 Hrs

1. Pandey I.M. (2021), "*Financial Management*", 12th edition, Pearson India Education Services Pvt.Ltd., Noida.

References

1. Chandra Prasanna (2019), "*Financial Management: Theory and Practice*", 10th edition, McGraw Hill Education (India) Private Limited, New Delhi.
2. Khan M.Y. & Jain P.K. (2018), "*Financial management Text, Problems & Cases*", 8th edition, Tata McGraw Hill Publishing Company Limited, New Delhi.

3. **Sudarsana Reddy** (2020), "*Financial Management - Principles and Practice*", 4th Revised edition, Himalaya Publishing House Pvt Ltd., Mumbai. **Maheswari, S.N.** (2019), "*Financial Management – Principles & Practice*", 14th edition, Sultan Chand & Sons, New Delhi.
4. **Wayne L. Winston** (2019), "*Microsoft Excel 2019 Data Analysis and Business Modelling*", 6th edition, Prentice Hall of India Publication, New Delhi.
5. **Rustagi R.P.** (2018), "*Financial Management- Theory, Concepts, Problems*", 6th Revised edition, Taxman Publications, New Delhi.
6. **Van Horne, James, C; Wachowicz, John M.** (2009), "*Fundamentals of Financial Management*", 13th edition, Prentice Hall of India Publication, New Delhi.

Course Outcomes

On the completion of the course students will be able to

1. Understand both the theoretical and practical role of financial management in business corporations.
2. Analyse capital structure and cost of capital of any firm.
3. Apply the concepts of financial management to present-day financial events.
4. Evaluate capital investment decisions and financial policies of business valuations.
5. Develop analytical skills that would facilitate the decision making in business situations.

CO/ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10	PO11	PSO1	PSO2	PSO3
CO 1	H	H	H	H	M	M	M	M	M	M	H	H	M	M
CO 2	H	H	H	H	M	M	M	H	H	M	M	M	M	H
CO 3	H	M	M	H	M	H	M	H	M	H	H	M	H	M
CO 4	H	M	M	H	M	H	M	M	M	M	H	H	M	H
CO 5	H	M	M	M	H	H	H	M	M	M	M	M	H	H

Strategic Human Resource Management

Semester II
23MBAC12

Hrs. of Instruction /week:2T+2P
No. of credits:3

Objectives:

1. Focus on the vital aspects of Strategic role of Human Resource Management.
2. Highlight the applications of the SHRM to achieve organizational success
3. Explore strategic alignment of organizational goals and HRM.
4. Gain better understanding of HR issues and plan futuristic strategies.
5. Enhance knowledge on HR strategic fit and build better workplace .

Unit I Nature and scope

12 hrs

SHRM Fundamentals : Personnel Management Vs. Human Resource Management, Human Resource Development, Strategic Human Resources Management characteristics, Scope, Linkages between HR Mand Strategic management , Role of HRM in strategy formulation, **Traditional HR Vs. Strategic HR***, Integrating HR strategies with business strategies.

Human Resource Management Models: Toyota model, Ten C model, Michigan Model, Harvard Model, Core competencies model, David Guest model, Model for effective HRM practices, HRM strategy, HRM practices.

Unit II Human Capital Management, Personality and Strategic Alignment

12 hrs

Human Capital Management: The Concept of Human Capital, Intellectual Capital, Social Capital and Organizational Capital, Human Capital Measurement; **Personality**, Self-Assessment, Individual Differences and Self-Concept, Interpersonal Influence, Personality Traits, Personality and Behavioural modifications at Workplace.

Competencies of HR Professionals, **HRM to the Millennial Generation***.

Role of Human Resources in Strategy Formulation: Integrating Human Resources in Strategic Decisions, Barriers to Strategic HR, Strategic approach to job design, Achieve HR strategic fit.

Unit III Human Resource Maintenance

12 hrs

Building and Maintaining High Performance Teams: Hiring based on competency Staffing and resource allocation, Team purposes, defining task and goals, Empowering teams, Types of high performing teams.

Compensation and Rewards Management : Pay Roll Calculation, Employee Incentive Schemes - Monetary and Non-Monetary Rewards, Stock Option Schemes, Fringe Benefits, Employee Benefit and Welfare Schemes, Design and Implementation of Incentive Compensation, **Quality of Work Life***.

Unit IV Appraisal, Training and Development

12 hrs

Performance Appraisal: Process, Techniques, Challenges, Performance Appraisal vs. Performance Management, Performance Counselling

Training and Development: Training - Need Analysis, **Process***, Models -Design and Development, Learning cycle-Learning Curve, Four Level Model for Training , Evaluation- Donald Kirkpatrick's Evaluation Model, Five Phase Model for Competency Assessment and Development – Video Supplements – Experiential Exercise.

Career Planning and Development: Career Anchors, Process map, Targeted Career Development Model.

Unit V Advanced Behavioural Sciences and Latest HRM practices**12 hrs**

Applications of Organizational Behaviour: Perception, Attitude, Motivation, Organizational **Climate and Culture***, Collaborative Teams, Employee Retention, Employee Engagement, Employee Empowerment .

Latest HRM practices: Employees Delight, Open Book Management, Hybrid Work Model ,Working in the metaverse, Human Leadership, DEI in work place, HR Score Card, TQM Assessing HRM Effectiveness, Green HRM, Digital HRM

Case Studies

Self Study Portion*Total: 60 hrs****Text books:**

1. **Ananda Das Gupta**(2020),**“Strategic Human Resource Management”** First Edition, Productivity Press, New York
2. **Aswathappa.K**(2013), **“HRM Text and Cases”**, 7th edition, Tata McGraw Hill Publishing Co.,Ltd., New Delhi.
3. **Gary Dessler, Biju Varkkey** (2020), **“Human Resource Management “**,16th Edition, Pearson Education,

References:

1. **David A De Cenzo, Stephen P Robbins, Susan L Verhulst** (2015), **“Fundamentals of Human Resource Management”**, 12th Edition, John Wiley and Sons Inc, USA.
2. **Gary Dessler** (2013), **“Human Resource Management”**, 12th Edition, Prentice Hall of India Private Ltd, New Delhi
3. **Gary Rees and Paul Smith**, (2021),**“Strategic Human Resource Management”**,3rd Edition, SAGE Publications Ltd, California
4. **George W. Bohlander, Scott Snell**, (2016), **“Managing Human Resource”**, 17thEdition,Cengage Southern western Publishing House, USA.
5. **Hal G.Gueuetal, Dianna L. Stone** (2005), **“The Brave New World of eHR”**, 1st Edition, John Wiley India, New Delhi.
6. **Robert L. Mathis, John H. Jackson, Sean R. Valentine**, (2015), **“HRM: Essential Perspectives”**, 15th Edition, Cengage Southern western Publishing House, USA
7. **Seema Sanghvi** (2014), **Human Resource Management**, 1st Edition, Vikas Publishing Pvt House, New Delhi.

Course outcomes:

On the completion of the course students will be able to

1. Identify the strategic issues in HR and design an appropriate HR model.
2. Understand work behaviour with competencies and skill sets to manage disruptions in Knowledge economy.
3. Relate the impact of HR on other operations to achieve organizational excellence.
4. Handle HR challenges and facilitate smooth running of the organization.
5. Work as a strategic partner in the employed organization to analyse internal capabilities and create HR as a strategic business enabler.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO 1	H	M	H	H	L	L	H	H	H	H	H	H	M	M
CO 2	H	H	H	M	M	M	M	M	H	H	H	H	H	H
CO 3	M	H	H	M	M	M	M	H	H	H	H	H	H	H
CO 4	M	H	H	M	M	M	M	H	H	H	H	H	M	H
CO 5	H	H	H	H	H	H	H	M	H	H	M	H	H	M

Marketing Management

Semester II
23MBAC13

Hrs.of Instruction /week:2T+2P
No. of credits:3

Objectives

1. Provide a snapshot of evolution of Marketing
2. Portray the impact of changing global, political, economic, competitive, environmental, cultural and social systems on marketing strategy development.
3. Examine the role of consumers as purchasers and users of goods and services using various theories and models of consumer behaviour.
4. Enable formulation of Marketing 4.0 strategies.
5. Apply knowledge and analytical skills to link marketing activities to value creation.

Unit I Marketing Environment

12 hrs.

Marketing: Concepts, Evolution to marketing 4.0, Marketing systems, Marketing Process and Planning, Marketing Information systems- Concepts and Components.

Government and Marketing: Sale of Goods Act, Public Distribution System and Regulated Markets, Cyber laws, Ethics in marketing, Consumerism and Consumer Protection in India.*

Unit II Strategic Marketing

12 hrs.

Analyzing Competition: Sales and Demand Forecasting, Industrial analysis.

Buyer Behavior: Culture, subculture, digital subculture, Power shifts Perception, Attitude, Intention, purchase decisions, post-purchase behaviour, buyer behavior models, Purchase behavior Models, technology Adaptation Models, e-commerce models, New customer path- 5A's and O zone.

Analyzing Marketing Opportunities: Consumer and Industrial Market - Marketing Environment Analysis, Buyer Behaviour Analysis, Indian Marketing Environment*.

Marketing strategy: Definition, Analytical Models for Marketing, Strategic Planning- BCG Growth - Share Matrix, General Electric Approach, Ansoff Product/Market Expansion Grid, Blue Ocean Strategy, Strategic marketing in the new era, Strategies - Market Leaders, Challengers, Followers and Niches*.

Unit III Product and Pricing Decisions

12 hrs.

STP Marketing: Market Segmentation- Approach, Procedure and Requirements for effective segmentation, Target Marketing, Product Positioning, Hi-tech and Digital Product positioning, Positioning Strategies of Brands in India*.

Product Decisions: Total Product Personality, Product Life Cycle and Strategies, Product Policy, Individual Product Decisions - Attributes, Brand, Packaging and Labelling, Product portfolio- Product Mix Decision, Product Line Decision, New Product Development and Launch.

Pricing: Meaning, Pricing Strategies/Methods, Price changes- Setting, Adapting, Initiating and Responding, integration of taxation in pricing decisions, Role of Government in Pricing*.

Unit IV Physical Distribution and Promotion Decisions

12 hrs.

Distribution: Channel Functions, Channel Design and Management Decisions, Strategies- Joint Ventures, Alliances, Retailing, E- Retailing

Physical Distribution: Components, Transportation, Warehousing and Inventory Management, Practices in India. Impact of information technology, Blockchain and Artificial Intelligence on Distribution.

Promotion: Components; Advertising - Definition, Major Factors - Mission, Money, Media, Message and Measurement, Sales Promotion - Definition, Techniques, Personal Selling - Principles, Sales Force design and Management, Aggressive selling.*

Integrated Marketing Communication: Corporate branding, branding, IMC Process: Organizing, Implementing, Evaluation, Control.

Unit V Marketing 4.0**12 hrs.**

Marketing 4.0: Fundamentals- Power Shifts, Paradoxes, Influential Digital Subcultures, Marketing Framework – New Customer Paths, Marketing Productivity Matrix, Industry Archetypes and Best Practices.

Marketing 4.0 And 5.0 Tactics: Human Centric Marketing, Content Marketing, Engagement Marketing, Omni Channel Marketing.

Marketing 5.0: Concepts, **Challenges***, Strategies- Customer Experience In Digital World, Data-Driven Marketing, Predictive Marketing, Contextual Marketing, Augmented Marketing, Agile Marketing.

Ethical Considerations: Code of Conduct, Best Practices, Dilemma, Evolution of Regulatory frameworks

(* - Self Study Portion)

Total: 60 hrs**Text Books**

1. Philip Kotler, Hermawan Kartajaya, Iwan Setiawan, (2016), '*Marketing 4.0: Moving from Traditional to Digital*', 1st edition, John Wiley and Sons Inc, USA.
2. Philip Kotler, Kevin Keller (2016), '*Marketing Management*', 15th Edition, Prentice Hall of India, New Delhi.
3. Ramaswamy V.S, Namakumari D. (2018), '*Marketing Management: Indian Context Global Perspective*', SAGE Publications, India.

References

1. Balaji, M., Lim, W. M., Bhattacharyya, J., Dash, M. K., Hewege, C. (2021), "*Social and Sustainability Marketing: A Casebook for Reaching Your Socially Responsible Consumers Through Marketing Science*", Taylor & Francis, United States.
2. Graham Hooley, Brigitte Nicoulaud, Nigel F. Piery (2017), "*Marketing Strategy and Competitive Positioning*", 6th edition, Prentice Hall of India, New Delhi.
3. Robert G. Cooper (2011), '*Product Leadership: Creating and Launching Superior New Product*', 5th edition, Persus Books Group, USA.
4. Tailor.R.K (2011), "*Modern Marketing Management*", 1st edition, Pointers publishers, Jaipur.
5. Warren J. Keegan, (2013) '*Global Marketing Management*', 8th edition, Prentice Hall of India, New Delhi.

Course outcomes:

On the completion of the course, students will be able to

1. Formulate marketing strategies that incorporate paradigm shifts in consumer behaviour and expectation.
2. Develop marketing strategies aligned with social responsibilities, and corporate objectives and strategy.
3. Collect, process, and analyze data to make informed global marketing decisions.
4. Analyze marketing problems and provide solutions based on a critical examination of ethics, information, environment, regulatory compliance and technology.
5. Apply knowledge and skills to real-world experiences to innovate and market new ideas and products.

CO / PO	PO1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO 1	H	L	L	M	L	L	M	H	H	H	H	H	H	M
CO 2	M	H	H	M	M	H	L	M	H	H	H	M	H	L
CO 3	H	M	M	L	M	M	L	L	L	M	M	L	M	M
CO 4	H	M	M	M	H	L	L	M	H	H	M	H	H	H
CO 5	M	M	L	H	M	M	M	L	H	M	H	M	L	M

Applied Operations Research

Semester II
23MBAC14

Hrs of Instruction /week: 2T+2P
No. of credits: 3

Course Objectives

1. Provide insights into operations research techniques and its areas of applications
2. Develop competences in application of operation research techniques for decision making.
3. Apply operation research for optimum allocation and assignment of resources
4. Understand the nuances of Project Planning and Implementation Techniques and apply practically.
5. Comprehend the real time dynamism and incorporate to find progressive solutions through operations research techniques

Unit I Introduction

12 Hrs

Concepts: Genesis, application, scope, limitations.

Linear Programming: Concepts, Formulation of Models, Graphical Explanation of Solutions, Simplex Algorithm, Use of Slack, Surplus, and Artificial Variables, Interpretation of Optional Tableau Unique Optimum, Multiple Optimum, Unboundedness and Infeasibility*, Duality – Dual Simplex Method.

Unit II Transportation Problem

12 Hrs

Transportation Problem: Solution Procedures for Initial Feasible Solutions, Optimality Check, Balanced / Unbalanced, Minimization / Maximization, Prohibited Routing, Problems.

Assignment Problem: Concepts, Formulation of Model, Hungarian Method of Solution, Maximization/Minimization, Balanced / Unbalanced, Prohibited Assignments*, Problems.

Unit III Network Analysis

12 Hrs

Project planning and control: Concepts, Arrow Diagrams, Time Analysis And Derivation of the Critical Path, Concepts of a Slack/Float, Crashing of CPM network, Probability Assessment in PERT Network. Use of PERT/CPM,

Decision Theory: Concepts, Decision Making under Conditions of Uncertainty and Condition of Risk, Expected Value Of Perfect Information*, Decision Tree Analysis.

Unit IV Replacement Theory

12 Hrs

Replacement Theory: Replacement of Items subject to Deterioration, subject to Random Total Failure, Group vs. Individual Replacement*.

Queuing Theory: Concepts, Basic characteristics of a Queuing System, Kendall's Notation, problems based on M/M/1 and M/M/C models.

Unit V Simulation and Dynamic Programming

12 Hrs

Simulation: Areas of application, Random Numbers, Monte Carlo Simulation, Simple Applications.

Dynamic Programming: Concept and Applications – Applications of the Operational Research Techniques to IT organisations, Case Studies*.

(* - Self Study Portion)

Total: 60 hrs

Text Books

1. Sharma, J.K. (2012), "Operations Research, Theory and Applications", 7th edition, Macmillan, New Delhi
2. Gupta, M.P. and Sharma, J.K. (2006), "Operations Research for Management", 7th edition, Macmillan, New Delhi.

References

1. VildaPurutçuglu, Gerhard-Wilhelm Weber, Hajar Farnoudkia (2022), “Operations Research New Paradigms and Emerging Applications”, 1st edition, Routledge Taylor & Francis
2. Taha Harndy, A. (2019), “Operations Research – An Introduction”, 10th edition, Macmillan, India, New Delhi.
3. Kapoor, V.K. (2012), “Operations Research”, 11th edition, Sultan Chand & Sons, New Delhi.
4. Sharma, J.K. (2009), “Fundamentals of Operations Research”, 7th edition, Macmillan New Delhi.
5. Srinath, L.S. (2008), “Operations Research for Executives”, 6th edition, Affiliated East West Press, New Delhi.
6. Narang, A.S. (2007), “Linear Programming and Decision Making”, 1st edition, Sultan Chand & Sons, New Delhi.
7. Mathur K & Solow D (2006), “Management Science”, 7th edition, Prentice Hall Inc., Englewood Cliffs, New Jersey.

Course outcomes

On the completion of the course students will be able to

1. Identify and develop operational research models from the verbal description of the real system. Further students would understand and apply the mathematical tools that are needed to solve optimization problems.
2. Demonstrate insight with respect to solution techniques namely transportation and assignment for resource and facility allocation.
3. Develop mathematical skills to analyze and solve network models arising from a wide range of applications.
4. Model a dynamic system as a queuing model and compute important performance measures.
5. Simulate the business scenario using random numbers and dynamic programming formodel building.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO 1	H	M	H	H	H	H	H	H	H	H	H	H	H	H
CO 2	H	H	H	H	H	M	H	M	M	H	H	H	M	H
CO 3	H	M	M	H	H	H	M	H	H	M	H	H	H	M
CO 4	M	H	H	H	M	H	M	H	H	H	M	H	M	H
CO 5	H	H	H	M	M	M	M	M	H	H	M	H	H	M

Legal Systems in Business

Semester II
23MBAC15

Hrs. of Instruction /week: 4T
No. of credits: 4

Course Objectives

1. Impart knowledge on legal legislations governing business.
2. Understand the applicability of legal regulations for stakeholders' well-being.
3. Update on the amendments and its implications for comprehending the legislative changes.
4. Provide insights on the accountability of authorities in executing the legislation.
5. Infer real-time legal cases and discuss the Pros and Cons of legal legislations.

Unit I Commercial Law

12 hrs

The Indian Contract Act 1872 Definition of contract, Essential elements, Classification of contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts – Contract of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, **Termination of agency***.

The Sale of Goods Act 1930 Nature of Sales contract, Essentials, Distinction between Sale act, Agreement of Sale, Sale and Bailment. Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, **Conditional sales and rights of an unpaid seller***

Unit II Company Law and Competition Act

12 hrs

Company Act 2013 Major principles – Nature and types of Companies, Formation, Memorandum and Articles of Association, Prospectus, Power, Duties and Liabilities of Directors, Winding up of Companies, Corporate Governance.

Competition Act 2002 - Introduction, Definitions, Enquiry into Certain Agreements- Anti competitive Agreements, Competition Advocacy, Competition Amendment Act, 2007 and **Dominant Position of Enterprise and Combinations***.

Unit III Banking and Insurance Law

12 hrs

Banking Law - Digital Negotiable instruments and Digital Signatures. Regulation of Technology-based Payment Method, Investment Laws and Compliances, **Bankruptcy and Insolvency**

Insurance Law - The Insurance Act, 1938 – **IRDA*** - The Insurance Regulatory Development Act, 1999- Public and Private Insurance Companies- The Life Insurance Corporation Act, 1956 and The General Insurance Business (Nationalisation) Act, 1972

Unit IV Corporate Tax & GST

12 hrs

Corporate Taxes - Overview, Latest Developments in Indirect tax

Laws relating to GST: An introduction including constitutional aspects, Levy and collection of CGST & IGST, Basic concept of time and value of supply, Input tax credit, Computation of GST Liability, Registration, **Tax Invoice, Credit & Debit Notes, Electronic Way bill, Returns***, Payment of taxes including Reverse Charge

Unit V Consumer Protection Act & IPR

12hrs

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer - Redressal Machineries and Forums

Introduction of IPR, Types of IPR, Intellectual Property Laws- Introduction, Legal Aspects of Patents, **Filing of Patent Applications***, Rights from Patents, Infringement of Patents, Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement – Copy rights, Trade marks, Patent Act.

(* - Self-Study Portion)

Total: 60 Hrs

Text Books

1. Ahuja V K (2017), “*Law Relating to Intellectual Property Rights*”, Lexis Nexis, India
2. Kapoor G.K (2023), ‘*Company Law*’, Taxmann Publications, 25th Edition, New Delhi.
3. Reddy G.B and Baglekar Akash Kumar (2022), “*Consumer Protection Act: A Commentary*”, Eastern Book Company, New Delhi.
4. Rajkumar (2023), “*Indirect Taxation-Compact Book on GST*”, 3rd Edition, Puja Law House, Indore.
5. Tulsian (2023), “*Business Laws*”, Sultan Chand and Company, New Delhi

References

1. Aswathappa, K (2017), ‘*Essentials of Business Environment*’, 10th edition, Himalaya Publishers Ltd. New Delhi
2. Goel P.K. (2022), ‘*Business Law for Managers*’, 9th edition, Sultan Chand, New Delhi.
3. Gogna, P.P.S(2015), ‘*A Text book of Company Law*’, 12th edition, Sultan Chand and Company, New Delhi
4. Gordon, K. Natarajan (2016), ‘*Banking Theory, Law & Practice*’, 24th edition, Himalaya Publishers Ltd, New Delhi
5. Kapoor, N.D (2019), ‘*Elements of Company Law*’, 35th edition, Sultan Chand and Co, New Delhi.
6. Saravanavel P. & Sumathi S (2008), ‘*Legal Systems in Business*’, 9th edition, Himalaya Publishing House, New Delhi.

Course Outcomes

On the completion of the course students will be able to

1. Comprehend the various laws and its amendments related to company and cyber business.
2. Identify areas of application of statutory legislations for stakeholders’ well-being.
3. Infer legal cases and relates to the legislations and legal protection.
4. Infer the accountability of various stakeholders to enforce legislations and ensure good governance.
5. Identify sources of amendments and its applications in domestic and international arena.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO 1	H	M	H	H	H	H	H	H	H	H	H	M	H	H
CO 2	H	H	H	H	H	M	H	M	H	H	H	H	M	H
CO 3	H	M	M	H	H	H	M	H	M	M	H	H	H	M
CO 4	M	H	M	H	M	M	M	H	H	H	M	H	M	H
CO 5	H	H	H	H	M	M	H	M	M	H	M	H	H	M

Semester II
23MBAC16

Enterprise Resource Planning

Hrs of Instruction /week: 4P
No. of credits: 2

Course Objectives

1. Identify the significant role of ERP in organizations.
2. Gain insights into various modules of ERP system and their interrelation
3. Develop and design the modules used in ERP systems, and can customize the existing modules of ERP systems.
4. Enhance the knowledge on customization of ERP Applications.
5. Understand many approaches that may be drawn upon in the implementation of an ERP system.

Unit I ERP and Database Concepts

12 Hrs

ERP : Evolution, Advantages of ERP, Integrated Management Information, Business Modeling, Integrated Data Model. Evaluation of ERP; Various Modules of ERP; Advantage of ERP.

Implementation: Issues in Implementing ERP Packages; Pre-evaluation Screening; Package Evaluation; Project Planning Phase; Gap Analysis; Reengineering; Configuration; Implementation; Team Training; Testing; Going Live; End-User Training; Post Implementation (Maintenance Mode).

Types of Data base Concepts: Standard Database, SQL Server Option, Tables, forms, reports.

Dynamic NAV Database Administration: Basic and Advanced Database Features, Understanding Backup, Restore Database in the SQL Server Option, **Advanced Backup and Restore Information.***

Unit II Manufacturing

12 Hrs

Overview: Items and Item Card, Production Bill of Material, Routing, Planning, Production Order, Consumption and Output Journals, Finishing Orders and Auto Reporting.

Inventory Management: Inventory Valuation, Inventory age Composition, Item Register, Order Processing, Returns Management, **Item Tracking, Location Transfers, Cycle Counting***

Advance Manufacturing: Trade and Inventory - Bom Scrap and Routing Scrap, Non-Productive Time, Parallel Scheduling, Multi-Level Manufacturing, Serial and Lot Number Processing, Sales Prices and Discounts, Purchase Order Management, Item Charges, Requisition Management.

Unit III Human Resources and Finance

12 Hrs

HR: Maintain Comprehensive Employee Records - Absence Tracking Methods, Track Equipment Issued to Employees, Employee Absence Reports, Staff Absence Register, Employee Birthday Report, Payroll Management.

Finance: Overview, Chart to Accounts, General Ledger, Receivables Management, Payable Management, Journals, Posting Transaction to The General Ledger, Taxation India Localization (VAT).

Other Functional Areas: Marketing, Resource Planning, Service Management, Business Notification, **E-Commerce***

Unit IV Purchase and Sales

12 Hrs

Purchase order Processing and Management: Purchase Order, Creation, Receiving and Invoicing, Purchase Master, Design and Creation, Managing Purchase Prices, Discounts and Line Discounts, Purchase Order Analysis Reporting.

Sales Order Processing and Management : Sales Master, Design and Creation, Creating Sales Quota, Sales Order, Processing Sales Order and Receivables, Managing Sales Prices, Line and Invoice Discounts, Sale of Non Stock Items, Order Processing, Estimating, Order Process and Transfer Order Receipts, **Sales Analysis And Reporting***.

Unit V Development of the Database

12 Hrs

Basics: Tables, Forms, Introduction to C/AL Programming, Intrinsic Data Types, Identifiers and Variables, Assignment Statements, Simple Expressions, Terms and Operators, Numeric Expressions, Logical and Relation Expressions, Arrays, Reports.

(*Self Study Portion)

Total: 60 Hrs

Text Book

1. Alexis Leon(2014), *“Enterprise Resource Planning”*, 3rd edition, Tata McGraw Hill, New Delhi.

References

1. Alexis Leon(2008), *“ERP Demystified”*, 2nd edition, Tata McGraw Hill, New Delhi.
2. Steven Renders(2015), *“Microsoft Dynamics NAV 2009: Professional Reporting”*, 1st edition, Packt Publishing Enterprise, Mumbai.
3. Rajesh Ray(2011), *“Enterprise Resource Planning”*, 1st edition, Tata McGraw Hill, New Delhi.
4. Promod M Mantravadi(2006), *“ERP Concepts and Cases”*, 1st edition, ICFAI University, Hyderabad.
5. Alex Chow (2013), *“Getting Started with Dynamics NAV 2013 Application Development”*, 1st edition, Packt Publishing Enterprise, Mumbai.
6. Ashim Raja Singla (2016), *“Enterprise Resource Planning”*, 2nd edition, New Delhi.
7. Veena Bansal (2013), *“Enterprise Resource Planning: A Managerial perspective”* 1st Edition, Kindle Edition

Course Outcomes

On the completion of the course the students will be able to

1. Understand the technical aspects of ERP systems and to understand the concepts of order processing, purchase, and sales management.
2. Create item card, BOM, item register, order processing, scheduling, and purchase order management using Manufacturing Module
3. Analyze the employee absence report, payroll management, and exhibit general ledger, receivables and payables management using HR and Finance Module.
4. Evaluate the advanced database features, backup and restore of information.
5. Apply practical hands on experience with ERP software and describe the selection, acquisition and implementation of enterprise systems and customization using PHP, MY SQL and Java Business Application

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO 1	H	H	H	M	H	H	M	M	M	H	M	H	H	H
CO 2	H	M	M	L	H	M	H	M	M	M	M	M	M	H
CO 3	M	M	M	M	H	M	M	M	M	M	M	M	M	M
CO 4	M	M	H	L	H	M	H	M	L	M	M	H	H	M
CO 5	H	M	H	M	H	H	H	M	L	M	H	H	H	H

Mini Project

Semester II
23MBAC17

Hrs. of Instruction /week: 1P
No. of credits: 2

Students need to do a group project related to their domain areas. The components of for continuous evaluation would be as follow:

- 2 presentations
- Attendance and Execution of the project
- Report preparation
- Viva Voce

Strategic Management and Corporate Governance

Semester III
23MBAC18

Hrs. of Instruction /week:4T
No. of credits:4

Course Objectives:

1. Impart knowledge of the methods and models of strategy and corporate governance.
2. Develop competencies to analyze business environments and formulate strategies.
3. Provide insights on optimizing resources, business opportunities, and the stakeholders' decisions to ensure effective strategic management and corporate governance
4. Elucidate the various strategic and corporate governance options and their applicability across various sectors.
5. Imbibe adaptation to regulations, codes of conduct to standards, ethos and ethics in strategic implementation and corporate governance.

Unit I Fundamentals

12 hrs.

Business Policy: Definition, Scope, Strategy, Strategic Management.

Strategic Intent: Concept of Stretch, Leverage, Fit, Vision, Mission, Business Definition, Business Model, Goals and Objectives, Business Models and Strategy for Indian Firms.*

Corporate Governance: Concept, Framework.

Unit II Corporate Governance

12 hrs.

Concepts: Stakeholders and Corporate performance, 4Ps, Principles, Issues.

Theories: Agency Theory, Theory of Appropriation; Capital Theory, Perfect Capital Market Theorem, Fisher Separation Theorem, Contemporary Models and Theories.

Governance Mechanism: Internal and External Mechanisms, External labour market, performance monitoring, incentive mechanisms, Corporate governance reforms –Committees and Recommendations (India), Companies Act 2013 (India) and its Amendments, SEBI regulations, Whistle Blowers Act.

Business Ethics - Code Of Corporate Governance And Ethical Issues.*

(* -Self Study Portion)

Unit III Environmental Analysis

12 hrs.

External Analysis: Remote and Operating Environment Analysis, - Components, Structural Analysis, Business Environment Competitive Analysis, Strategic Group Analysis, Portfolio Analysis, Corporate Governance – regulatory and social environment.

Industry Analysis: Five Forces, Coyn and Subramanian Model, Lifecycle Analysis, Industry 4.0 - Paradigm shifts and their impact.

Internal Analysis: Dynamics, Organisational Capability Factors, Distinctive Competencies, Resources and Competitive Advantage, Portfolio Analysis, Value Chain Analysis, Analyzing Competitive Advantage and Profitability, Resource Audit, Balanced Score Card. e-Business - Models and Value Chain

Culture and stakeholder expectation: Cultural Context of Strategy and Corporate Governance, Stakeholder Mapping, Methods of Assessing Power. Corporate governance responsibility and authority. Corporate Governance Regulations in India – Role and Responsibilities of Statutory Bodies and Stakeholders

Industry-wise business environment and its impact on organisations.*

Unit IV Strategic Alternatives and Evaluation

12hrs.

Business Level Strategy: Competitive Positions and Business Models, Generic Business Level Strategies, Business Level Strategies based on Industry Environment, Strategy in Global Environment, Strategy in High Tech Industry.

Corporate Level Strategy: Grand Strategies and its Implication, Strategic Analysis at Corporate Level-BCG,GE model, Grand Strategy Selection Matrix, **Behavioural considerations***.

Corporate Governance: Practices and Policies, Indian Ethos and value systems for Governance – Components, Practices, Integrated Culture, Policies and Practices.

Functional Level Strategies: Superior efficiency, Superior quality, Superior innovation, Superior response to the customers. 4.0 Technology Integration.

Unit V Strategy Implementation and Control

12 hrs.

Institutionalization: Structure, Leadership and Culture, Resource Planning–Resource plans, Critical success factors and key tasks, Planning Priorities, Testing key assumptions, Financial planning and budgeting.

Strategic Control: Control Process, Definition, Strategic Control, Role of information in Strategic Control, Managing Strategic Change, Understanding processes of Strategic Change, Diagnosing strategic change needs, Managing the strategic change process, **Leadership and change agency.***

Total: 60 Hrs

Text Books

1. Azar Kazmi, Adela Kazmi, (2020), “*Strategic Management*”, 5th edition, Tata McGraw-Hill Publishing Co. Ltd, New Delhi.
2. Jones, G. R., Schilling, M. A., Hill, C. W. L. (2017), “*Strategic Management: Theory: An Integrated Approach*”, Cengage Learning, United States.
3. Robinson, R., Pearce, J. (2014), “*Strategic Management*”, McGraw-Hill Education, Singapore.
4. Subhash Chandra Das (2021), “*Corporate Governance In India, An Evaluation*”. 5th Edition, PHI Learning Pvt. Ltd, India

References

1. Bajpai, G. N. (2016), “*The Essential Book of Corporate Governance*”, SAGE Publications, India.
2. Fred R. David (2014), “*Strategic Management – Concepts and cases*”, 15th edition, Pearson Prentice Inc, U.K
3. Hargovan, A., Harris, J., du Plessis, J. J. (2018). “*Principles of Contemporary Corporate Governance*”, Cambridge University Press, India
4. Kim Warren (2008), “*Strategic Management Dynamics*”, 1st edition, John Wiley Publication, USA.
5. Swami Parthasarathi (2007), “*Corporate Governance*”, 1st edition, Biztantra publication, New Delhi.
6. Tricker, B., Tricker, R. I. (2019). “*Corporate Governance: Principles, Policies and Practices*”, 4th Edition, OUP Oxford, United Kingdom.

Course outcomes:

On the completion of the course, the students will be able to

CO1: Formulate an Integrated Model of Strategic Management and Corporate Governance.

CO2: Exhibit an advanced understanding of the business environment, resource management and the objectives of the relevant stakeholders in shaping the corporate strategy for good governance.

- CO3: Demonstrate the knowledge and abilities to analyze the competitive situation and strategic dilemma and formulate strategies and corporate governance practices.
- CO4: Critically apply theories and frameworks to the corporate governance structures and strategic formulation
- CO5: Demonstrate critical examination of the Business Environment, Corporate Responsibility, Regulations and Code and relate them to Corporate strategic decisions.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO 1	H	H	H	H	H	H	H	H	M	H	H	H	H	M
CO 2	H	H	H	H	H	H	M	H	M	H	H	H	H	H
CO 3	M	M	L	L	H	L	L	L	M	H	M	M	M	M
CO 4	H	H	H	H	H	M	M	H	M	H	H	H	H	H
CO 5	H	L	H	L	M	M	L	H	H	L	M	M	H	H

Course Objectives

1. Provide knowledge of Customer Relationships, CRM models and business processes.
2. Elaborate on the paradigm shifts in Customer Experience and dynamics of processes and technologies to design e-CRM strategies, websites and software.
3. Provide insights on customer profitability analysis to design relational bonds, customer experience and CRM applications.
4. Instil skills to innovate integrated marketing communications for effective CRM in the digital era at domestic and global levels.
5. Imbibe ethics and social responsibilities in designing and implementing CRM strategies.

Unit I Customer Relationship Management

12 Hrs

Whole Brained CRM: Evolution, CRM perspectives - Customer Life Cycle, Information Technology, Business Strategy, Customer Life Cycle Model.

Relationship Marketing: Concepts- Trust, Commitment, Mutual Connection, Relational Bonds, Relationship Marketing Programs and Strategies.

Consumer Experience: Consumer Resources, Experience Domains, Consumer Experience Modeling, Customer Experience of the digital world, Leveraging Technology for Customer Experience.

Case study:CRM strategies of Dabur, Amul, and Amazon*

Unit II Customer Profitability Analysis

12 Hrs

Customer Profitability: Meaning, Customer Lifetime Value, Customer focus, Shareholder Value, Service Profit Chain, Balance Score Card and Value Proposition.

Customer Profitability Analysis: Customer Perspective, Core Measures, Customer Value Proposition, Sears Model, Customer Profitability System, Activity Cost Drivers,

Improving Customer Profitability: Measurement, Management

Designing value proportions and profitability analysis for an imaginary product*.

Unit III e-CRM Business Process

12 Hrs

Business Models for e-CRM: Knowledge Enabled Customer Relationship Management, Demand Chain Management, e- retailing models

e-CRM Business Process: Business Process Models and CRM, Pre-order Customer Support Issues, Point of Order Customer Support Issues, Post Order Customer Support Issues. IoT and AI-embedded e-CRM processes. Digital Marketing Applications –Data-driven marketing, Predictive marketing, Contextual marketing, Augmented marketing, Agile marketing.

Featuring successful e-CRM websites, Designing model CRM sites using PHP, Blender and Drupal*.

Unit IV e-CRM Technology

12 Hrs

e-CRM technology: Web-Hub Strategies, Web Architecture for Enterprise Applications, Web Services, Applications and Architecture Platforms, Internet Client/Server Applications, Cloud technologies and applications for CRM.

e-Security: Security on the Net, e-business Risk Management issues.

Digital e-Payment Systems: Classification, Digital Payment Requirement, Properties of e-Cash, Cheque Payment System on the Internet, Risk and the E-Payment Systems, Designing E-Payment System, Fintech and its application in CRM.

Analysis and integration of e-payment schemes to e-CRM webpage*.

Unit V Building and Implementing e-CRM

12 Hrs

e-CRM software: Modules, Integrations, Technology Support and Issues, Inbuilt Analytics and application, AI-embedded CRM processes.

Roadmap for Implementation: Phases, Tasks, Aligning Technology, Barriers to CRM Actualization*,

Ethics: Code of conduct, best practices, dilemma – security and privacy, regulatory evolutions for IT and AI embedded products and services, e-waste and environment.

Analysis of successful CRM Software and strategic reporting, Case study- Amazon AI embedded CRM, Regulatory bottlenecks for Tesla driverless cars and Robots*

(*Self Study Portion)

Total: 60 Hrs

Text Books

1. **Jill Dyche(2002)**, “*The CRM Handbook: A Business Guide to Customer Relationship Management*”, 4th edition, Addison Wesley Information Technology Series, US.
2. **John W. Gosney and Thomas P. Boehm (2000)**, “*Customer Relationship Management Essentials*”, 1st edition, Prima Tech, US.
3. **Pearce, M. (2021)**. “*Customer Relationship Management: How to Develop and Execute a CRM Strategy*”. Business Expert Press. United States.
4. **Santos, J (2018)**. “*Customer Relationship Management: Strategic Approaches in Digital Era*”, Arcler Education Incorporated, Canada.

References

1. **Chaffey, D. (2011)**. “*E-Business and E-commerce Management: Strategy, Implementation and Practice*”. Pearson, India
2. **David Kosiur(1997)**, “*Understanding Electronic Commerce*”, 1st edition, Microsoft Press, US.
3. **Faculty of Finance & Management(2002)**, ‘*Customer Profitability Analysis*’, 1st edition, The Institute of Chartered Accountants (England & Wales)
4. **Kavitha. B (2020)** “*Customer Relationship Management*”, Orange Books Publication, India
5. **Murthy.C.S.V. Murthy(2016)**, “*e-Commerce, Concepts, Models and Strategies*”, 1st edition, Himalaya Publishing House, Mumbai.
6. **Shanthi.R. (2021)** “*Customer Relationship Management*”, MJP Publisher, India

Course Outcomes

On the completion of the course, the students will be able to

1. Critically review and interpret the theoretical aspects of CRM across the areas of customer experience, integrated marketing and e- retailing.
2. Evaluate paradigm shifts in customer behaviour, and customer experience, and design CRM strategies
3. Critically analyze and integrate the application of knowledge-enabled CRM with demand management and technology to design innovative e-CRM applications.
4. Investigate, customize and implement CRM software, integrated communications and CRM strategies in work-related environments and meet the challenges of the digital era.
5. Identify the ethical dilemma and regulatory developments for leveraging technology to meet customer requirements that ensure security and privacy, environmental and social protection

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	H	H	L	M	L	H	L	L	L	L	L	H	H	M
CO2	M	M	H	H	M	M	M	M	H	H	H	M	H	M
CO3	M	H	H	M	H	H	L	L	H	M	M	H	H	L
CO4	H	H	H	H	H	H	L	M	M	M	H	M	M	L
CO5	M	L	H	M	L	M	H	H	M	M	M	L	L	H

Investment and Security Analysis

Semester III
23MBAC19F /20F

Hrs of Instruction /week: 2T+2P
No. of credits: 3

Course Objectives

1. Gain knowledge on basics of investment, its process and environment
2. Understand risk-return tradeoff and its measurement.
3. Impart knowledge on individual security and portfolio analysis.
4. Provide in-depth knowledge of derivatives and commodities market.
5. Orient on rational investment decision making.

Unit I Introduction

12 Hrs

Investment - Meaning, Objectives, Avenues*, Process

Financial Systems, Markets and Instruments :Structure of Indian Financial System, Primary Market - Listing of Securities, Secondary Market – Stock Exchanges, SEBI, Money Market and Capital Market Instruments, Mutual Funds

Risk and Return : Concept, Relationship between Risk and Return, Computation, Risk – Types, Risk measurement, Beta Calculation.

Unit II Fundamental and Technical Analysis

12 Hrs

Fundamental Analysis :Economy, Industry, Company Analysis – Intrinsic value

Technical Analysis: Assumptions, Market Indicators, Dow Theory, Price indicators - Support and Resistance levels, Volume Indicators – Advance Decline Index, Oscillators – Moving Averages, MACD, RSI, ROC, Types of Charts, Price Patterns

Efficient Market Hypothesis : Random Walk Theory, Forms of EMH, Market Inefficiencies*

Unit III Portfolio Analysis, Selection, Evaluation

12 Hrs

Portfolio Analysis: Portfolio – Concept, Risk, Return, Diversification, Markowitz Model – Efficient Frontier, Efficient Portfolios

Portfolio Models: CAPM theory – Assumptions, Model, CML, SML, Sharpe Model, Arbitrage Pricing Theory – Assumptions, Model*

Portfolio Evaluation : Portfolio Investment process, Performance evaluation – Sharpe, Treynor, Jensen Index

Unit IV Financial Innovations and Commodities

12 Hrs

Derivatives : Meaning, Options, Futures – Stock and Index Futures and Options, SWAPS, Convertible Securities, Warrants*

Commodity Market: Commodity Futures and Options, Hedging using Commodity Futures

Unit V International Investment and Behavioural Finance

12 Hrs

International Portfolio Investments: Investment Avenues in Foreign Markets*, Foreign portfolio investment

Behavioral Finance: Meaning, Psychological Influences in Investment Decisions

(* - Self Study Portion)

Total: 60 Hrs

Text Book

1. **Chandra Prasanna** (2021), *“Investment Analysis and Portfolio Management”*, 6th Edition, McGraw Hill Publishing House, New Delhi

References

1. **Kevin. S.** (2022), *“Security Analysis and Portfolio Management”*, 3rd Edition, PHI Publications
2. **Zvi Bodie; Alex Kane; Alan J. Marcus; Pitabas Mohanty**(2019), *“Investments”*, 11th Edition, McGraw Hill Publishing House, New Delhi
3. **Fischer Donald, E., Jordan Ronald J., K. Pradhan Ashwini** (2018), *“Security Analysis and Portfolio Management”*, 7th edition, Prentice Hall of India, New Delhi.
4. **John C. Hull; Sankarshan Basu** (2018), *“Option, Futures and Other Derivatives ”*, 10th edition, Pearson Publications, New Delhi.
5. **Bhalla, V.K.**(2013), *“Investment Management, Security Analysis and Portfolio Management”*, 19th Revised edition, Sultan Chand, New Delhi
6. **Gupta. S.L.** (2011), *“Financial Derivatives, Theory, Concepts and Problems”*, 1st edition, Prentice Hall of India Private Limited, New Delhi.

Course Outcomes

On the completion of the course students will be able to

1. Demonstrate basic understanding of investment along with its avenues and the nuances of investing.
2. Understand functioning of securities market and its components in India and across the world.
3. Apply various tools and techniques for analyzing and predicting financial securities.
4. Construct and manage portfolio of financial assets.
5. Develop theoretical and practical understanding of financial innovations and recent trends.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO11	PSO1	PSO2	PSO3
CO1	H	L	L	M	L	M	L	H	L	L	M	H	M	H
CO2	H	M	M	H	L	M	M	H	L	L	H	H	H	H
CO3	H	H	H	M	H	H	M	H	M	M	M	H	M	H
CO4	H	H	H	H	M	H	M	H	H	M	H	H	M	H
CO5	H	M	M	M	M	M	M	H	M	M	H	H	H	H

Organisational Dynamics and Development

Semester III
23MBAC19H/20H

Hrs. of Instruction /week:2T+2P
No. of credits: 3

Course Objectives

1. Understand the challenges in organizational transformation and acquire knowledge in change initiatives.
2. Explore thoroughly about change process and management of change.
3. Incorporate dynamic processes such as decision-making, power, politics, organisation communication and redesign culture and climate
4. Provide theoretical and strategic focus to organizational dynamics and decide appropriate OD Interventions
5. Identify the dynamics of business within the social and professional context of the organization and plan for effective change effort

Unit I Organisational Change

12 Hrs

Organisational change: Concept and Types – Continuous or Incremental Change; Discontinuous or Radial Change; Participate Change and Directive Change, Levels of Change, Attitudinal Changes; Classification, Forces, Planned Change, Role of Change Agents, Change Model – Kurt Lewin, Burke-Litwin, Leavitt ; Action Research, Resistance to Change, Approaches, **Contemporary issues***

Organizational Development: Meaning, Characteristics, Evolution of OD, Values, Assumptions and Beliefs, Types of Consultants, Consulting Process, Implications of OD and Assumptions, Models of OD, Phases of OD– Process of OD.

Unit II Organisation Power and Politics

12 Hrs

Organization Power: Power vs. Authority , Characteristics, Sources, Dynamics of Power, Bases of Power, Power Tactics, Politics, Dimensions, Factors Contributing to Potential Behaviour, **Impression Management – Techniques***, Understand Individuals, Groups, Inter Groups.

Unit III Organisational Climate and Culture

12 Hrs

Organizational climate - Meaning, **Factors Influencing Climate***, Organisation Climate Models.

Organizational culture : Definition, Types of Organisation Culture, Factors influencing culture, Managing and Maintaining Culture.

Unit IV Organizational Development Interventions

12 Hrs

Diagnosing Organisations- Need, Collecting and Analyzing the data, feedback, suggesting OD interventions, Categories of OD Interventions, Institutionalising, Role of OD consultants.

Individual Interventions:, Types -Coaching, Counselling, Mentoring, Training, Behavioral modelling, Delegating, Directing, Morale and Motivation

Group and Inter-Group Interventions: Comprehensive Intervening, Inter Group facilitation, Organisation Mirroring, Self directed Teams , Team building , Goal setting.

Sensitivity Training*, Process Consultation, Survey Feedback, Third Party Peace Making, Role Playing, Structural Techniques, Transactional Analysis, Grid Training

Techno-Structural Interventions- Work design, Employee Involvement, Business Process Engineering

Unit V Organisational Effectiveness

12 Hrs

Implementation of OD: New Team start- Team Transition, Issue Consensus, Multi Team Mirror, Inter-team cohesiveness

Organisational Effectiveness: Excellence In Organizational Effectiveness, Perspectives, Approaches – Goal Attainment, System Resource, Strategic Constituency, Optimization, Behavioural, Factors affecting organizational effectiveness, Effectiveness through adaptive coping style, **Time Dimension and OE***

(* - Self Study Portion)

Total: 60 Hrs

Text Book

1. **Krishnamacharyulu C S G and Lalitha Ramakrishnan** (2014), "*Organisational Development*", 1st edition, PHI Learning Private Limited, New Delhi
2. **Ramnarayan** (2011), "*Organisation Development: Accelerating Learning and Transformation*", Response Books, New Delhi.
3. **Rao T V , Anil K. Khandelwal** (2016), "*HRD, OD, and Institution Building*", SAGE Publications India Pvt. Ltd, New Delhi
4. **Stephen P. Robbins** (2010), "*Organisational Behaviour*", 10th edition, PHI India Pvt Ltd., New Delhi.

References

1. **Antonie Van Nistelrooij**(2021), "*Embracing Organisational Development and Change – An Interdisciplinary Approach Based on Social Constructionism, Systems Thinking and Complexity Science*", 2nd edition, Springer International Publishing, Newyork.
2. **Wendell L.French, Cecil H Bell** (2002), "*Organisational Development*", 6th edition, PHI India Pvt Ltd, New Delhi.
3. **Madhurendre K. Varma** (2000), "*Nurturing change through your Human Assets optimizing Organisational Challenger in the New Millennium*", 2nd edition, Sage Publications, New Delhi.
4. **MeeYaan Cheung Judge, Linda Holbelche**(2021), "Organization Development: A Practitioner's Guide for OD and HR", 3rd Edition, Kogan page, New York.
5. **Donald L.Anderson**(2010), "*Organisational Development The Process of Leading Organisational Change*", 1st edition, Sage Publicaiton India Pvt.Ltd., New Delhi.
6. **Thomas G.Cummings, Christopher G. Worley** (2015), "*Organisation Development and Change*", 1stedition, Cengage Learning.
7. **Neal M. Ashkanasy, Celeste P.M. Wilderom Mark F. Peterson**(2000), "*Handbook of Organisational Culture and Climate*", 3rd edition, Sage Publications, New Delhi.
8. **Kavita Singh** (2009), "*Organisation change and Development*", 2nd edition, Excel Books, New Delhi.
9. **Tidd**(2008), "*Managing Innovation: Integrating Technological, Market and Organisational Change*", 6th edition, Wiley India Pvt Ltd, New Delhi.

Course Outcomes

On the completion of the course students will be able to

1. Understand the nature of organizational change and work stress within the context and 46rganziation4646 perspective.
2. Critically examine the power and politics and conflict management techniques adopted in the 46rganziation
3. Describe the individual personality and perception towards Organisation culture, norms and behaviours
4. Apply the principles of OD and know how design and development, work together for organisationalstrength
5. Analyze the importance of the intervention techniques in implementation of design and development and 46rganziation4646 effectiveness.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO 3
CO 1	H	H	H	H	H	H	H	M	H	M	H	H	H	H
CO 2	H	H	H	M	H	M	M	M	H	H	M	M	H	H
CO 3	H	H	H	H	H	H	M	H	M	H	H	M	H	H
CO 4	H	H	H	H	H	M	H	H	M	M	H	H	H	H
CO 5	H	H	H	M	H	H	H	H	H	M	H	H	H	H

Quality Management

Semester: III
23MBAC190/200

Hrs of Instruction /Week: 2T+2P
No. of Credits: 3

Course Objectives

1. Familiarize on contemporary quality management aspects and its application in manufacturing and services as well as in global and national organization.
2. Provide insight into the concepts of excellence and best value and the contribution of quality to strategic management.
3. Formulate new plans/procedures to be implemented to achieve the desired quality status by knowing about the various principles of quality management
4. Inculcate in-depth ideas on different methodologies, tools and techniques proposed for product and process improvement.
5. Create awareness on opportunities for product/service or process improvement based on quality management principals.

Unit –I Introduction to Quality Management

12Hrs

Quality Management: Evolution, Concepts of Product and Service Quality, Dimensions of Quality, Deming's, Juran's, Crosby's Quality Philosophy, Quality Cost, Strategic Quality Management*, Quality Related Priorities of Indian Companies*, Case Studies.

Unit II Process Quality Improvement

12 Hrs

Process Quality: Concept, Graphical and Statistical Techniques for Process Quality Improvement, Graphical Tools for Data Representation, 7 QC tools – Check sheets, Graphs, Histograms, Pareto charts, Cause-and-effect diagrams, Scatter diagrams, Control charts, Process Capability Analysis, Measurement System Analysis, Design and Analysis of Experiment (DOE), Acceptance Sampling Plan, Vendor Ratings, Bureau of Indian Standards, Agmark, Grading and Standardization, Quality council of India*

Unit III Process Quality control and Management

12Hrs

Quality Control: TQM, Leadership, Lean and JIT Quality Philosophy, Benchmarking, Process Failure Mode and Effect Analysis (PFMEA), Service Quality, Six Sigma for Process Improvement, ISO 9001 and QS 9000, Quality Audit, Quality Circles, Customer Operations Performance Centre (COPC) 2000*

Unit IV Product Quality Improvement

12 Hrs

Product quality: Quality Function Deployment, Robust Design and Taguchi Method, Design Failure Mode & Effect Analysis, Product Reliability Analysis, Six Sigma in Product Development, Total Productive Maintenance*.

Unit V Intellectual Properties System

12 Hrs

Intellectual Property: Definition, Importance of IPR*, TRIPS and its Implications, Patent, Copyright, Industrial Design and Trademark,
(* - Self Study Portion)

Total: 60 Hrs

Text Book

1. Dale H. Besterfield, Carol Besterfield, Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, Rashmi Urdhwareshe, (2019), 'Total Quality Management', 5th edition, Pearson Education.

References

1. D. C. Montgomery (2019), 'Introduction to Statistical Quality Control', 8th Edition, John Wiley & Sons.

2. **D.C. Montgomery** (2019), '*Design and Analysis of Experiments*', 10th edition, John Wiley & Sons,
6. **D. C. Montgomery and G C Runger**(2018), '*Applied Statistics and Probability for Engineers*', 7th edition, John Wiley & Sons.
4. **AmitavaMitra**(2016), '*Fundamentals of Quality Control and Improvement*', 4th edition, John Wiley & Sons.
5. **J Evans and W Linsay** (2011), '*The Management and Control of Quality*', 8th edition, Thomson
6. **Vincent K. Omachonu,Joel E. Ross**, (2005). "*Principles of Total Quality Management*". 3rd edition, CRC Press, New York.

Course Outcomes

On the completion of the course students will be able to

1. Understand and evaluate the principles of quality management and to explain how these principles can be applied within quality management systems.
2. Select and apply appropriate techniques in identifying customer needs, as well as the quality impact that will be used as inputs in TQM methodologies.
3. Evaluate the cost of poor quality and process effectiveness and efficiency to track performance quality and to identify areas for improvement.
4. Choose a framework to evaluate the performance excellence of an organization, and determine the set of performance indicators that will align people with the objectives of the organization.
5. Able to analyze the effects of intellectual property rights on individuals, firm and society as a whole.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO 3
CO 1	H	M	M	L	M	H	L	H	H	L	L	M	H	H
CO 2	H	H	M	M	M	H	M	H	M	M	M	M	L	H
CO 3	M	M	L	L	L	L	M	M	M	M	M	L	M	M
CO 4	H	H	H	M	M	H	M	M	M	M	M	H	M	M
CO 5	M	M	M	M	H	M	M	M	H	M	M	M	L	M

Strategic IT Modelling

Semester III
23MBAC19S/20S

Hrs of Instruction /week:2T+2P
No. of credits: 3

Objectives:

1. Provide insight on strategic planning, technology assessment, IT Infrastructure management, operational activities and controls.
2. Enhance knowledge of people, processes and policies for systems management.
3. Explore the robust IT Infrastructure and its architecture for functional alignment.
4. Develop strategic thinking towards designing information systems for different decision environments.
5. Demonstrate application of Strategic IT models, Processes and policies in real business scenarios.

Unit I Strategic Information System

12 hrs.

Strategic information systems (SIS): Types, thrust areas.

Models: Modelling systems - general vs. specific models, levels, types.

Strategic IT Models: Strategic planning process, Formulation of IT Vision and Mission statement (Porter Millar model), Environment analysis –PEST, Porter's five force theory, SWOT, Values and objectives, Resource Mapping – Value chain analysis, Product Portfolio analysis, Analysis of Core Competencies, Porter's Generic Strategy model for strategic choices

Analysis of Business Cases to identify strategic problems/opportunities and IT solutions, IT at work:

Caterpillar –Case Study*

Strategic IT Planning Models: Technology assimilation stages, Critical success factors, Applications – Competitive force model, Value chain analysis, Virtual value chain, e-business value matrix, Linkage analysis, Scenario analysis, Contemporary Models, Ethical Dynamics and Cross-cultural considerations.

Re-engineering at Kodak – Case Study*

Unit II IT Systems, People, Process and Control

12 hrs.

People management in IT organisation: Developing a learning organisation, acquiring executive support, organising and staffing, Customer service. **Case analysis on customer service, Business case development***.

Systems Availability: Process, 7 R's of high availability.

Production Acceptance: Implementation, Process and Policies.

Performance and Tuning: Applications to the Resource Environments, Metrics and Measures.

Strategic Security: Definition, Process and Policies.

Disaster Recovery: Concepts, Business Definitions, Phases, Processes, Policies.

Change Management: Concept, Process, Emergency Change Metrics.

Analysis of the security policy of an organization*

Unit III Infrastructure and Systems Management

12hrs.

Network Management: Key Decisions Areas, Process and Control.

Storage Management: Assessment of Capacity, Performance, Reliability and Recoverability.

Configuration Management: Concept, Process, Practical Tips.

Facilities Management: Evaluating Physical Environment, Strategies for Improvement. **Case analysis on network administration, Identification and template design of major documents for systems management***.

Developing Robust Processes: World Class Infrastructure, Prioritising Requirements, Linking Strategic and Tactical Processes.

Problem Management: Definition, Scope, Key Steps in Developing the Process.

Case analysis on change management, Designing problem management log register.*

Web-enabled Environment Issues: Internet, Intranet and Extranet Policies, Electronic Data Interfaces, Security and Privacy.

Cloud Computing: Definition, Characterises, Cloud Services Model, Deployment Model, Cloud Computing Reference Model, Deployment Options and Solutions for Building Cloud Infrastructure, Key Resource Management Techniques. Security Threats and Solutions, Service Operations Management –Monitoring Parameters, Alerting, Reporting.

Demonstration of IT Infrastructure Management Application Software, Identification of Two Electronic Data Interchange Solutions in an E-Commerce Environment.*

Unit IV Information Systems Modeling 12 hrs.

Object-Oriented Methodology: Modeling, Real World Modeling using Objects, Object / Message Paradigm, Classes.

Basic Principles: Abstract Data Types, Messages and methods, Encapsulation, Polymorphism, Ad-hoc polymorphism – overloading, Dynamic binding, Inheritance, **Inheritance versus Aggregation***, Representation Techniques using UML-Use Case diagram, Use Case Specification, Four Principles, Conceptual Model.**Design Information Models for Case Studies and Real-time Problems***.

Unit V Developing and Designing Systems 12 hrs.

Object-Oriented Methods: Designing Software System- Object Oriented Design, Representation Techniques using UML – Class Diagram and Relationships, CRC Card, Interaction Diagram, Sequence Diagram, Collaboration Diagram, Package Diagram, State Chart Diagram, Activity Diagram, Physical Diagram, Component Diagram, Deployment Diagram. **Design Object Oriented Models for case studies and real-time problems***.

***-Self Study Portion**

Total Hrs: 60

Text Books:

1. **Laudon, K. C., Laudon, J. P.** (2020), “*Management Information Systems: Managing the Digital Firm*”, Pearson, United Kingdom,
2. **Rajaraman, V.** (2018). “*Analysis and Design of Information Systems*”. Prentice Hall India Pvt., Limited. India
3. **Schiesser Rich** (2010), ‘*IT Systems Management*’, 2nd edition, Pearson Education Inc, Boston.
4. **Turban, E., Wood, G., Pollard, C.** (2018), “*Information Technology for Management: On-Demand Strategies for Performance, Growth and Sustainability*”, Wiley, United Kingdom.

References:

1. **Bernd Bruegge and Allen H. Dutoit**(2010), “*Object-Oriented Software Engineering: Using UML Patterns and Java*”, 10th edition, Prentice Hall, USA.
2. **Dale F. Cooper** (2005), ‘*Project Risk Management Guidelines: Managing Risk in Large Projects and Complex Procurements*’, 2nd edition, John Wiley& Sons Ltd, West Sussex.
3. **Frederick Harrison and Dennis Lock** (2004), ‘*Advanced Project Management*’ Routledge, 2nd edition, Wiley Publications, New Delhi.
4. **Jaiswal and Garg** (2008), ‘*Enterprise Systems and Business Process Management-Global Best Practices*’, 1st edition, Macmillan Publishers India Ltd., New Delhi.
5. **Rajkumar Buyya, James Broberg, Andrzej M. Goscinski** (2021), ‘*Cloud Computing: Principles and Paradigms*’, 2nd edition, John Wiley & Sons.

Course Outcomes:

On the completion of the course, students will be able to

1. Comprehend Strategic Information Systems Modelling and ICT Processes and Policies
2. Demonstrate knowledge of IT strategies and modelling processes that enable strategic IT solutions
3. Analyse business cases, and ethical and cross-cultural dilemmas in global scenarios to identify strategic problems/opportunities and related IT solutions
4. Evaluate the various models frameworks and solutions that can be applied to create strategic information systems
5. Design and develop ICT Strategic Vision, ICT plans, processes, policies and systems.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO 1	H	H	H	H	H	H	H	M	H	M	H	H	H	H
CO 2	H	H	H	M	H	M	M	M	H	H	M	M	H	H
CO 3	H	H	H	H	H	H	M	H	M	H	H	M	H	H
CO 4	H	H	H	H	H	M	H	H	M	M	H	H	H	H
CO 5	H	H	H	M	H	H	H	H	H	M	H	H	H	H

Retail Brand Management

Semester III
23MBAC19R/20R

Hrs of Instruction/week : 2T+2 P
No. of Credits: 3

Course Objectives

1. Provide insight on the consumer-centric approach to building, measuring and evaluating strategies that build retail brand equity.
2. Elaborate on important issues related to planning and implementing retail brand strategies for a diverse group of market offerings
3. Impact knowledge on retail brand and retail brand strength measurement.
4. Develop design thinking skills for product and brand leadership
5. Provide knowledge on brand audit and propose strategic recommendations based on the audit results.

Unit I Brand

12 Hrs

Brands: Definitions, Branding Concepts, Functions, Significance, Types of Brands, Co branding.

Store brands: Understanding Shoppers, Delivering value through retail formats and location.

Retail branding: Meaning, Branding strategies, Retail policies, Relational Bonds, Customer centric branding. Global Branding strategies*

Unit II Retail Brand Management

12 Hrs

Retail Brand Management Process: Consumer Retail Brand Knowledge, Retail Brand Identity, Personality and Associations, Retail Brand Architecture.

Strategic Retail branding : Retail Brand Vision, Designing Retail Brand Elements, Retail Brand Positioning, Establishing Retail Brand Values, Retail Branding for Global Markets, Competing with foreign brand, Tactical Branding Decisions*.

Unit III Retail Brand Building And Extension

12 Hrs

Retail Brand Building: Principles, Segmentation, Excellence in brand management, Brand diamond, Brand Purchase and funnel, Brand Matrix, Brand Promise, Brand Delivery.

Store Brand Portfolio Management : Multiple Formats and brands, brandmatics advanced, brand space mapping impact estimation.

Private Label Branding: growth*, Strategies, SKU Selection, Capabilities.

Retail Brand Extension: Retail Brand Adoption Practices, Factors influencing Decision, Re-branding and re-launching, Test Marketing and alternative methodologies, Prelaunch and launch management.

Unit IV Retail Brand Communications

12 Hrs

Retail Brand image: Brand Building Process, Retail Brand Loyalty Programmes,

Retail Brand Promotion Methods*. Brand Differentiation, On line Retail Brand Promotions.

Unit V Retail Brand Performance

12 Hrs

Retail Brand Equity Management: Perspectives, Metrics to measure Retailer Equity, Brand Audit, Retail Brand Equity Measurement, Retail Brand Leverage*.

(* - Self Study Portion)

Total: 60 Hrs

Text Books

1. De Gruyter Oldenboug, (2018), *“Strategic Retail Management and Brand Management”*, 1st Edition, Walter de Gruyter, Boston, USA.
2. Kevin Lane Keller (2007), *“Strategic Brand Management: Building, Measuring and Managing”*, 3rd Edition. Prentice Hall, New Delhi.

References

1. U.C. Mathur (2007), *“Product and Brand Management”*, first edition, Excel Books, New Delhi.
2. Harsh V Verma (2008), *“Brand Management”*, Second edition, Excel Books, New Delhi.
3. U.C. Mathur (2010), *“Retail Management”* Text and Cases, I.K Publishing House Pvt.Ltd., New Delhi.

Course Outcomes

On the completion of the course, the students will be able to

1. Demonstrate knowledge of retail branding and processes of Retail Brand Management.
2. Develop a retail brand, including positioning and communication
3. Appraise the key issues in managing a brand portfolio and make strategic brand decisions.
4. Understand and measure Retail Brand Equity and retail brand performance
5. Prepare a professional, logical and coherent report in the form of a retail brand audit.

CO/ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO 1	H	L	M	M	L	M	M	L	H	L	H	L	L	H
CO 2	M	M	L	H	H	H	H	L	H	H	L	H	H	L
CO 3	H	H	H	M	M	L	M	M	M	M	L	M	M	M
CO 4	H	M	L	L	M	L	L	M	M	M	M	M	L	M
CO 5	H	M	M	L	H	M	M	M	L	H	M	L	H	L

Family Business Management

Semester III
23MBAC19E/20E

Hrs of Instruction/week :2T+2P
No. of credits: 3

Course Objectives

1. Identify the challenges in family-owned business and formulate strategies to improve overall performance.
2. Evaluate the opportunities to enhance the business performance leveraging family strengths.
3. Enhance the entrepreneurial skills set needed to manage the family business successfully.
4. Design next-gen corporate strategies to increase the profitability position of the family business.
5. Apply different models to suit the international business environment and expand family business globally

Unit I Entrepreneurship and Family Business

12 hrs

Family business: Uniqueness of family business, Importance, challenges, Advantage and disadvantages, key elements of entrepreneurship in relation to family business organizations.

Family business management: Family business models in India, Life cycles of Family Business, Nature of Indian Family business.

Unit II Managing Family Business

12 hrs

Family Business Management : Strategic vision & building teamwork, Professional Management of the Family business firm – Models, Managing succession and long term continuity.

Family Business and Leadership: leadership challenge, Types of leadership: founder-ownership, pyramidal groups, vertical ownership, Contemporary Approaches to Leadership: Joint Hindu Family Business, Leadership Qualities of Karta

Succession plan: Model of Succession in Family Business and Valuation of family business firms. Role of non -family members and family in different stages of Business.

Unit III Excellence in Family Business

12 hrs

Corporate Governance Vs. Family Governance : policies and processes of developing and practicing corporate and family governance, Estate and tax planning, Wealth Management concerns, Fund sourcing, Social cost-benefit analysis of the entrepreneurial family firm, Family firm advantages, Family councils and constitution, Healthy Business practices, Portfolio management in family- run business.

Unit IV Future of Family Business

12 hrs

Innovation and Creativity: Adaptation to changes, family dynamics and changing family culture, Developing innovative ideas and business models, Nature of entrepreneurs in next generation, Balancing Family and Family Business.

Business Advancement: Alliances, Partners, Competition or Collaboration:-Strategic Alliances in Global Markets, Business Plan Propositions, Evaluating and Selecting the Right Partners for International Engagement, International strategies for sustainability.

Unit V Great Families in Business

12 hrs

Best practices: Continuing the entrepreneurial spirit – challenges - Characteristics of successful business families, Successful Indian Families in Business.

Family Business Abroad- Lessons from US and China

(*Self Study Portion)

Total: 60 Hrs

Text Books

1. Jyoti Jakhete (2022), '*Family Business Management*', Prashant Publications, Maharashtra
2. Rajiv C Agarwal (2022), '*Family Business Management*', 1st edition, Sage Publications, New Dehi.

References

1. Arora, R. and Sood, S.K (2015). '*Fundamentals of Entrepreneurship and Small Business Management*', Kalyani Publishers, Ludhiana.
2. Bhushan YK (2015), '*Fundamentals of Business Organization & Management*', Sultan Chand & Sons, New Delhi.
3. Chandra, P.(2014). '*Project Preparation-Appraisal and Implementation*', Tata McGraw Hill, New Delhi.
4. Desai, Vasant (2019), '*Small-Scale Industries and Entrepreneurship*', Himalaya Publishing House, Mumbai
5. Gupta, C.B & Srinivasan N.P.,(2020), '*Entrepreneurial Development*', Sultan Chand & Sons, New Delhi
6. Peter Leach, Tatwamasi Dixit (2015), '*Indian Family Business*', Rupa Publications, New Delhi.
7. Storey, D & Greene, F.(2010), '*Small Business and Entrepreneurship*', Pearson Education, London.

Course Outcomes

On completion of the course, the students will be able to

1. Identify the challenges in family-owned business and formulate strategies to improve overall performance.
2. Evaluate the opportunities to enhance the business performance leveraging family strengths.
3. Enhance the entrepreneurial skills set needed to manage the family business successfully.
4. Design next-gen corporate strategies to increase the profitability position of the family business.
5. Apply different models to suit the international business environment and expand family business globally.

CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO1	PSO2	PSO3
CO 1	H	M	H	H	H	M	H	M	H	H	H	H	H	M
CO 2	H	H	M	M	H	H	M	H	H	M	H	M	H	H
CO 3	H	M	H	M	H	M	H	H	H	H	M	M	H	H
CO 4	H	H	H	H	H	H	H	H	H	M	H	H	H	H
CO 5	H	H	H	H	H	H	H	M	H	H	H	M	H	M

Supply Chain and Logistics Management

Semester III
23MBAC21M/22M

Hrs. of Instruction /week:2T+2P
No. of credits: 3

Course Objectives

1. Elucidate the concepts in supply chain and logistics and their interrelationships with other business functions.
2. Provide insights into the changing logistics environment and the strategic issues in SCM
3. Impart skills to identify and evaluate the factors influencing logistics and supply chain management
4. Explore strategies for various modules of logistics and supply chain management processes.
5. Impact knowledge on the role and nuances of IT-integrated supply chain networks

Unit 1 Supply Chain (SC)

12 Hrs

Supply Chains: Concept, Integrated Supply Chain Management, Goals and Objectives, Business Environment and Supply Chain Competitiveness, Drivers, Challenges.

SCM Models: integrated Customer Life Cycle, Demand Chain Management and Supply Chain Model, Supply Chain Models – SCOR, DCOR, CCOR, M4SC

SCM Strategies: Process view, Push and Pull SC Strategies, Push/ Pull boundary

Performance: Performance Measurement and Control Mechanism, Throughput Dollar Days [TDD], Inventory Dollar Days [IDD], Risk Management- Disruptions, Risk Management Strategies.

Case study: SCM Strategies of Amul, Starbucks and Toyota*.

Unit II SC Planning and Co-ordination

12 Hrs

Demand Forecasting and Planning: Forecasting Methods, Aggregate Planning- Steps, Strategies, Methods, Managing Supply and Demand.

Inventory Management: Cycle Inventory, Impact of Economies of Scale on Cycle Inventory, Quantity Discount on Cycle Inventory, Safety Stock- Uncertainties, Replenishment Policy Safety Stock, Impact of Aggregation, Product Availability - Methods in Determining Product Availability

Coordination: Coordination, Bullwhip Effect, Mechanisms.

Case study: Application of Excel/SPSS for SCM Planning, Developing Systems for Inventory Management*.

Unit III Operational SCM

12 Hrs

Facility Decision: Network Design Decision, Impact, Framework, Analytical Methods for Evaluating Locations

Transportation: Role, Principles, Modes, Economies, Strategies for optimization.

Warehousing: Objectives, Types, Strategies, Regulations, Order-fulfilment centres – Process, Technology Applications.

Procurement Management: Strategic Sourcing, Purchase Process, Purchasing in Global Supply Chain - Models, Tactics, Processes, Trends, Critical Success Factors.

Outsourcing Business Model: Make or Buy Decision, Supplier Segmentation Matrix and Outsourcing Strategies

Pricing and Revenue Management: Evaluation of Cash Flow Using NPV, Intra Company Transfers and Transfer Pricing Methods, Transfer Pricing, Cost Savings, Value Added and Non-Value Added Activities in Pricing and Revenue Model, Activity Based Costing, Pricing - Customer Segments, Perishable Goods.

Designing Outsourcing, Pricing and Revenue Models*.

Unit IV Strategic Supply Chains

12 Hrs

Manufacturing process Integration: Business Model for Outsourcing, Internal Integration, Enterprise Resource Planning, Matching Functional and Innovative Products with Supply Chain, Integration Of SCM, ERP And CRM- Value Stream Mapping- Application and advantages.

Supply Chain Management Practices: Service Supply Chain, Significance of SERVQUAL in Supply Chain, Mass Customization and Customization Strategies.

Agile, Lean and Green Supply Chain Management: Agile Organizations, Agile Supply Chain Management Practices, Lean Supply Chain Management Practices, Leagile Supply Chain Management, Green Supply Chain - Drivers, Practices, Relationship Model.

Sustainable SC: Triple Bottom Line, External Integration Strategies, Supply Chain Maturity Reference Model

Analyse ERP, SCM and CRM Software and Identify the Activity links to Supply Chain*

Unit V Supply Chain Management for e-Commerce and Digital Supply Chains **12 Hrs**
Supply Chain for e-commerce: Challenges and Solutions, reverse Logistics and Refund Policy, IT and its Role in SCM, Digital Supply Chain.

Supply Chain Analytics: OLAP Operations, Business Analytics for Supply Chain Optimization, Predictive Analytics, Business Analytics- Concepts and Components, Portfolio and Characteristics.

IT enabled Supply Chain Transformation: Fuzzy Logic, Blockchain Technology, IoT Applications.

Big Data Analysis for Supply Chain Channel Management*

(* - Practicals and Self Study Portion)

Total: 60 Hrs

Text Book

1. **Bowersox, D. J., Cooper., Closs.** (2020), “*Supply Chain Logistics Management*”, McGraw-Hill, United Kingdom
2. **Chopra, S.** (2019), “*Supply Chain Management: Strategy, Planning, and Operation*”, Pearson Education, United Kingdom.
3. **Handfield, R. B., Bozarth, C. C.** (2019), “*Introduction to Operations and Supply Chain Management*”, Pearson, Brazil.

References

1. **Burt, Dobler, Starling** (2008), ‘*World Class Supply Management- The Key to Supply Chain Management*’, 1st Edition, Tata McGraw-Hill Publishing Company Ltd, New Delhi.
2. **Christopher. Martin** (2011), “*Logistics and Supply Chain Management*”, 4th Edition, Pearson Education, New Delhi.
3. **David Simchi, Levi, Philip Kaminsky, Edith Simchi Levi**(2007), “*Designing and Managing the Supply Chain*”, 3rd Edition, McGraw Hill Publications, New Delhi.
4. **Hoek, R. I. V., Skipworth, H., Aitken, J., Harrison, A.** (2019), “*Logistics Management and Strategy*”, Pearson, United Kingdom.
5. **James R. Stock, Douglas M. Lambert** (2001), “*Strategic Logistics Management*”, 4th Edition, McGraw Hill Publications, New York.
6. **Kim, B.** (2018). “*Supply Chain Management: A Learning Perspective*”, Cambridge University Press, India
7. **Michael H. Hugos**(2011), “*Essentials of Supply Chain Management*”, 3rd Edition, Wiley Publications, US.
8. **Shay**(2012), “*Supply Chain Management for Global Competitiveness*”, 2nd Edition, Macmillan Publishers, New Delhi.

Course Outcomes

On the completion of the course, the students will be able to

1. Comprehend fundamental supply chain management and logistics concepts and their interrelationships.
2. Analyse and improve supply chain processes with a sustainability approach.
3. Evaluate implications of supply chain and logistics operations from a local and global perspective.
4. Apply code of conduct, industrial standards, quality parameters, and regulations to evaluate and manage supply chain networks
5. Adapt and implement recent trends and technologies for designing and managing a supply chain.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO11	PSO1	PSO2	PSO3
CO1	H	L	L	M	L	M	M	M	L	L	M	H	M	H
CO2	H	H	H	M	H	H	M	H	M	M	M	H	H	H
CO3	H	H	H	M	H	H	H	H	H	M	H	H	H	H
CO4	H	H	H	H	H	H	H	H	H	M	H	H	H	H
CO5	H	M	M	M	M	M	M	H	H	M	H	H	H	H

Tax Planning and Management

Semester III
23MBAC21F/22F

Hrs. of Instruction /week: 2T+2P
No. of credits: 3

Course Objectives

1. Familiarize the principles, problems and structure of business taxes in Indian context
2. Highlight the relevance of taxes in business decisions.
3. Broad understanding of role of taxation in economic and industrial development of an economy
4. Gain the knowledge about all types of indirect taxes which are levied by government.
5. Analyse the applications of indirect taxes and its importance.

Unit I Taxation Management

12 Hrs

Introduction : Nature, Concept, Objectives, Types of Taxes, Factors to be considered for Tax Planning. Tax Planning, **Objectives of Tax Management***, Tax Evasion and Tax Avoidance. Tax Planning of Specific Categories, Tax Avoidance and Tax Evasion, Assessment Year, Previous Year, Assessee – types, Residential Status, Non-resident Indians.

Unit II Income tax and Planning

12 Hrs

Tax on Individual Income: Computation of Tax Under the Heads of Salaries, Income from House Property, Profits and Gains of Business, Capital Gains & **Income from Other Sources***. Tax deductible at Source.

Unit III Tax Planning for Firms, HUFs and AOPs

12 Hrs

Tax Planning: Partnership firm under Income Tax Law, Tax Deductions available to Firms, Provisions relating to interest and remuneration paid to partner, Computation of Partnership Firms' Book Profit, Set-off and carry-forward of losses of Firms and Taxation of HUFs and **Associations of Persons*** (AOPs).

Unit IV Corporate Income Tax and planning

12 Hrs

Corporate Income Tax : Tax Concessions and Incentives for Corporate Decisions. Tax Planning for Depreciation; Treatment of Losses & Unabsorbed Items; Carry forward and Set off Losses. Tax and Business reorganizations: Merger and Amalgamation, Tax Planning regarding Employees Remuneration, **Tax appeals***, Revision & Review.

Tax Planning with Reference to setting up of a new Business: Locational Aspect, **Nature of Business***, form of organization, Tax planning with reference specific Managerial Decisions-Purchase of Asset out of Own fund Vs Borrowed fund, Own or Lease, Hire purchase Vs Installment, Make or Buy decision, Repair or Replacement - Problems.

Unit V Special Tax Provisions and GST

12 Hrs

Special taxes: Tax provisions relating to Free Trade Zones, Tax Incentives for Exporters: Special provisions relating to non-residents, Doubt Taxation Avoidance Agreement

Goods and Service Tax (GST): Concept and Developments- Basic Concepts of Goods and Services Tax, various types of Supply, including exempt supplies, GST on imports, Handling Input GST, Registration for GST, Blocked input GST, Fringe benefits, Import benefits, Exports of goods, International Services, Administration of GST, Objections and appeals

Hands on experience - Software Package-Introduction of Quick Books

(*-Self Study Portion)

Total: 60 Hrs

Text Books

1. **Dr.R.K.Jain**(2023), '*Income Tax planning and Management*', 12th edition, SBPD Publications, Agra
2. **Kaushal Kumar Agarwal** (2023), '*Direct Tax Planning and Management*', 8th edition, Atlantic Publishers (P) Ltd. New Delhi
3. **Gaur,V.P. and Narang,D.B,** (2023), '*Income Tax Law & Practice*', 51st edition, Kalyani Publishers, New Delhi.

References

1. **Hariharan** (2023), '*Income Tax Law and Practice*', 19th edition, Tata McGraw Hill, New Delhi.
2. **Singhania, V.K.,** (2023), '*Direct Taxes, Law and Practice*', 28thedition, Taxman Publications, New Delhi.

Course outcomes:

On the completion of the course students will be able to

1. Understand the basic concept of Direct and Indirect Taxes
2. Acquaint and apply the different know-how and heads of income with its components and calculate the taxable income and tax to be paid
3. Describe the transaction types which are related to VAT, its application, VAT compliance and VAT liability
4. Analyze the various tax planning opportunities and recommend appropriate tax-saving strategies for decision making
5. Evaluate and tackle tax situations for a variety of taxpayers, such as wage earners, salespersons, proprietors of small business, professionals, investors, home and rental property owners, farmers, etc.,

CO /PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3
CO 1	H	H	M	H	H	M	M	M	M	H	H	H	M	M
CO 2	H	H	H	M	M	M	H	M	H	M	M	M	M	M
CO 3	H	M	M	H	M	M	H	M	M	M	H	M	M	H
CO 4	H	M	M	M	H	H	H	H	H	H	M	M	M	M
CO 5	H	H	H	H	M	H	M	H	M	H	M	M	H	H

Human Resource Development

Semester III
23MBAC21H/22H

Hrs of Instruction /week:2T+2P

No. of credits: 3

Course Objectives

1. Conceptualize the development of human resources and understand different HR frameworks, methods and strategies for HRD
2. Enhance Knowledge on planning and designing HRD system
3. Acquaint practically to design, develop training programs and evaluation of effectiveness
4. Equip to handle change management process through HRD techniques
5. Gain Strategic agility to take bold HR decisions to complement the efforts of Functional Departments

Unit I Introduction

12 Hrs

Overview:Methods, Changing paradigm of HRD, concepts, scope, objectives, principles, framework, Technology and IR, contribution of subsystems to HRD goals.

Planning and Organising HRD system:Principles in designing HRD system, Linkage between HRD and organisational growth, Simultaneous Vs Sequential process, HRD models, HRD in Indian industries,Challenges of Future HRD Professionals, Roles and competency requirements of HRD Professionals*.

Framework of HR:Strategic HR Framework Approach, Integrative framework , Human Capital Appraisal Approach , HRD Score card approach , P-CMM Approach (People Capability Maturity Model) Approach.

Select an organisation to visit and prepare the competency requirements of HRD professionals and create a skill matrix

Unit II Individual Development

12 Hrs

Development: Role Analysis Job fit and Role fit (Recruitment and Placement), Developing the Person in the Role (Performance Appraisal)-Beyond the Present Role (Potential Appraisal), Developing Dyadic Relationships (Performance Review and Counseling)*, Preparing for Advancement (Career Planning and Development), Employee Retention

Excel Applications in Recruitment, Selection, Placement and Performance Review.

Unit III Latest Trends

12 Hrs

Career planning and Development: Nature, Principles, Strategies, Career Branding/ Employee Branding

Counseling: Participants, counseling relationship, objectives and goals, counseling Process*, types and approaches, Developing Dyadic relationships, Preparing for advancement.

Other Tools: Emotional Intelligence, Quality of Work life, HR Accounting- Design, Preparation & Implementation, HR Research, Competency Mapping, HR Matrix, HRD Audit, HRD Score Card, The hybrid work environment, HRD and Industry 4.0.

Unit IV Learning

12 Hrs

Concept of Learning - Learning Principles, components, learning cycle, learning pyramid

Learning models: Bloom's Taxonomy, Kolb's, MUD Models of learning.

Learning Process:Approaches, Learning styles: Hermann's Model, LSQ (Learning Style Questionnaire).

Learning Types: Blended Learning, Synergy for team Learning, Self-direct learning, Transformative learning, double loop Learning, CRAMP Model-e-learning basics, LMS (Learning Management Systems),

HRD in learning organizations*, video supplements

Design an online Survey Instrument to understand Learning Styles of Individuals

Unit V Training and Development

12 Hrs

TNA Types: Model, six component Model, ADDIE model, Training Paradigms, Types and Methods, Training Models, General model for Training intervention, Designing Management Development programmes.

Design and Development: Principles of Training Design, Motivational Dynamics, Design Process, Models of training design, Determining training content, Selecting training method, Learning Activities and Lesson plan, Evaluation Criteria, Video supplements.

Evaluation of Training Programs: CIRO Model of evaluation, Design of Training evaluation, Training cost benefit analysis

Designing and Managing Assessment: Centres, Prerequisites, Tools used, 360° feedback as an instrument in assessment center*.

Design a Training Component and its practical implementation- Design an online module for Training effectiveness.

Case Analysis

(* - Self Study Portion)

Total: 60Hrs

Text Books

1. Aswathappa .K, (2015), "*Human Resources & Personnel Management*", 7th Edition, Tata McGraw Hill, New Delhi
2. Meifert, M.T. (2016) "*Strategic Human Resource Development: A Journey in Eight Stages (Management for Professionals)*", Heidelberg: Springer, New York
3. Lars Schmidt (2021), "*Redefining HR: Transforming People Teams to Drive Business Performance*", 1 st edition, Kogan Page, London.

References

1. Armstrong, M. (2015), "*Armstrong's Handbook of Performance Management: An Evidence-based Guide to Delivering High Performance*". 5th Edition, Kogan Page. London.
2. Jon M. Werner and Randy L. DeSimone (2012), '*Human Resource Development*', 6th edition, South-Western, Cengage Learning, USA.
3. Sharon Armstrong and Barbara Mitchell (2019), "*The Essential HR Handbook*" 10th Anniversary Edition, Career Press, MA, Canada.
4. Udai Parekh & T.V.Rao (2015), '*Designing and Managing Human Resource Systems*', 3rd edition, Oxford & IBH Publishing Co Pvt. Ltd.
5. William E. Blank, '*Handbook For Developing Competency Based Training Programmes*', Prentice-Hall, New Jersey, 1982.
6. Bratton, John, et al. (2021), "*Human Resource Management*", Bloomsbury Publishing, UK.
7. Dalip Singh (2015), "*Emotional Intelligence at Work*", 3rd Edition, Sage Publications, New Delhi
8. David McGuire (2014), "*Human Resource Development*", 2nd Edition, Sage Publications
9. Farnham, D. (2015), "*Human Resource Management in Context: Strategies, Insights and Solutions*", 4th Edition, Chartered Institute of Personnel and Development, London
10. McDonald, Kimberly S., and Linda M. Hite. (2023), "*Career development: A Human Resource Development Perspective*". Taylor & Francis, UK
11. Sims, Ronald R.(2023), "*Human Resource (Talent) Development*", Information Age Publishing, US

Course Outcomes

On the completion of the course students will be able to

1. Develop rich theoretical base under pinning HRD as a key tool for organizational effectiveness
2. Respond positively and innovatively to solve HR challenges with suitable interventions
3. Apply techniques in Motivation, Rewards Management, Training, Appraisal and other contemporary methods to improve the efficiency of employees.
4. Evaluate the challenges and enumerate on HRD strategies across KPIs
5. Design HRD system in relevance to a particular organisation to ensure effective competencies development.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO 1	H	L	L	L	L	L	M	H	H	L	H	H	H	L
CO 2	M	M	H	L	M	L	M	H	M	L	L	M	H	L
CO 3	H	M	M	L	H	M	M	M	H	M	M	L	M	M
CO 4	M	L	M	H	H	L	L	M	H	L	M	H	M	H
CO 5	H	M	H	L	M	L	M	H	M	M	H	HS	L	M

Project Management

Semester III
23MBAC210/220

Hrs. of Instruction /week:2T+2P
No. of credits: 3

Course Objectives

1. Identify the elements of the project management life cycle, including plan, control, and organize and allocate resources.
2. Provide insight on project evaluation and management.
3. Introduce Project Management tools and techniques to plan, organize, and manage a project
4. Conceptualize the framework for proposals, their planning and management
5. Apply PM principles and practices to maintain high standards of practice, making ethical judgments and decisions in a respectful, and sustaining professional standing through a commitment to life-long learning

Unit I Overview

12 hrs

Project Management: Definition, Project Life Cycle, Project Ideas and Innovation. Project Goal, Time Cost and Requirements. Planning and Implementation of R and D Project Resource Survey, Market researches Industrial Policy, Government Incentive and Regulations*.

Unit II Project Appraisal

12 hrs

Environmental Appraisal :Management, Commercial, Market, Economic, Technical and Financial Appraisal, Social Cost Benefit analysis and Project Risk Analysis.

Project Appraisal: Criteria, Methods (NPV, Internal Rate of Return, Payback Period and other methods).Appraisal in line with Banker's Viewpoint, Profitability Analysis.

Project Proposal and Presentation*

Unit III Cost Estimation

12 hrs

Cost Escalation and Cost Estimation: System Development Cycle, Life Cycle Cost, Cost Estimation Process, Elements of Budgets and Estimates, Project Cost Accounting Systems, Budgeting using Control (cost) Accounts, Cost Summaries, Schedules and Forecast.

Cost of the Project, Sources of Finance, International Finance and Foreign ExchangeRegulation*.

Unit IV Project Contracts

12 hrs

Project Planning and Co-ordination : Types of Project Contracts,Project scheduling and monitoring through PERT, Network Diagrams, CPM and other Tools and Techniques, Variability of Activity Duration, Theory of Constraints and Critical Chain methods*.

Unit V Quality Control

12 hrs

Project Quality Management : Concept of Quality, Process, Need for Quality control, Techniques for Quality Control, Acceptance sampling, Six Sigma concepts and its implementation in organizations*, Environmental Audit and its impact.

Application of MS Project in Implementation of Projects.

(* - Self Study Portion)

Total: 60 Hrs

Text Book

1. **Prasanna Chandra** (2019), “*Projects-Planning, Analysis, Selection, Financing, Implementation and Review*” 9th edition, Tata McGraw-Hill Publishing Co Ltd, New Delhi.

References

1. **G. P. Sudhakar**(2020) “*Project Management-Managerial Aspects*” New Century Publications.
2. **Gary Heerkens**(2013), “*Project Management*”, 2nd edition, Tata McGraw-Hill Publishing Co. Ltd, New Delhi.
3. **Bhattacharjee .S.K** (2011), “*Fundamentals of PERT/CPM and Project Management*”, 4th edition, Khanna Publishers, New Delhi.
4. **Nagarajan .K**(2005), “*Project Management*”, 1st edition, New Age International Publishers Pvt Ltd, New Delhi.
5. **Dale F. Cooper** (2005), “*Project Risk Management Guidelines: Managing Risk in Large projects and Complex Procurements*” 2rd edition, John Wiley& Sons Ltd, West Sussex.
6. **John M. Nicholas** (2002), “*Project Management for Business Technology: Principles and Practice*”, 1st edition, Pearson Education, New Delhi.

Course Outcomes

On the completion of the course, the students will be able to

1. Identify, select and initiate individual projects in an enterprise.
2. Evaluate the feasibility of the project across various functions.
3. Conduct project planning activities that accurately forecast project costs.
4. Critically evaluate the possible time and resource requirement for the completion of the project
5. Demonstrate effective organisational leadership and application of software for managing projects, project teams, resources and stakeholders.

CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO 11	PSO1	PSO2	PSO3
CO 1	H	M	M	L	M	H	L	H	H	L	L	M	H	H
CO 2	H	H	M	M	M	H	M	H	M	M	M	M	L	H
CO 3	M	M	L	L	L	L	M	M	M	M	M	L	M	M
CO 4	H	H	H	M	M	H	M	M	M	M	M	H	M	M
CO 5	M	M	M	M	H	M	M	M	H	M	M	M	L	M

Internet Programming for e-Commerce

Semester III
23MBAC21S/22S

Hrs. of Instruction/week:2T+2P
No. of credits: 3

Course Objectives

1. Provide an overview of e-commerce and web Technology
2. Understand the HTML tags and Script Language programming concepts and techniques.
3. Create Frames, forms and check for data accuracy
4. Develop the ability to logically plan and develop web pages.
5. Highlight the interrelated modules of effective e-commerce applications and train in design of e-commerce web pages.

Unit I Introduction

12 hrs

E-Commerce: Introduction, Benefits, Categories (B2B, B2C, B2A, C2B and C2C). Electronic Markets – Definition, uses, Advantages and Disadvantages, Functional Electronic Markets, Future of Electronic markets.

Electronic Data Interchange (EDI): Definition*, Technical Aspects, Business Implications.

Internet Commerce: Basic Elements, Internet Shopping, e-shop.

Architecture: Layer based Design - Presentation, Business, Application, Logic

Website Design with Word Press: Domain Name, Types, Premium Domains, Web hosting, Web Technologies, Process of Web Publishing, Designing Website, Flow of Web Information, Web Browser and Web Server, Search Engine. Word Press – Benefits*, Word Press Installation, Default setting in WP, Types of Themes, Plugins & Widgets.

Designing Prototype e-business site.

Unit II UI Design

12 hrs

Creating a Simple Static Web Page: HTML, Basic elements, Physical and Logical tags Path: Relative and Absolute path, Comments, Special Characters, Text Formatting tags, Tags in HTML.

Adding Links, Images, Background and Table: Hyperlinks, Creating links to web pages and URLs, Creating links within the same page, various types of URLs that can be used in links, image tag and their related attributes, Inline images, links to (external) images. Using Inline images, Using images as hyperlinks, popular images formats for internet and HTML*.

Tables: Basic Table tags and their related attributes.

Unit III Frames and Embedding Multimedia

12 hrs

Frames, Image Map and Web Font Creator: Frames and their creation, Frame linking, Floating or Inline Frames, Image Maps*, Client Side and Server Side image maps.

Form design: Form Controls, Text Controls, Password fields, Radio buttons, Check boxes, Rest and Submit Buttons, Form Control selection, option processing and text area.

Embedding Multimedia: Introduction*, Embedding Multimedia, Inserting Sound/audio formats, video file formats.

Unit IV CSS and XML

12 hrs

Creating a Dynamic Web Page: Cascading Style Sheets (CSS) – Defining style sheets, features adding style to document, Linking to a Single Sheet, Embedding Style Sheet, Using inline Style, Style sheet properties, Font Properties, Color and Background properties, Text Properties, Box properties.

Webpage Designing Tools: PHP, GIMP, Blender and Inkscape

XML: Overview, Syntax, Document Type, **Definitions*** (DTDs), Document Object Model (DOM), Simple Application Programmer Interface (API) for XML (SAX), XML Namespaces, XML Schema.

XML Information Set (Infoset): XLink, XPath, XPointer, eXtensible Stylesheet Language (XSL)*, XML and Databases

Unit V Interactivity Tools

12 hrs

VB Script: Programming in VB Script - Simple programs, Data Types, Program Flow, Variables, **Client-Side and Server-Side Scripting***, Integrating VB Script and HTML.

Java Script: Client-Side JavaScript, Server-Side JavaScript, JavaScript Objects, JavaScript Security. Server side technologies -ASP/JSP.

(* - Self Study Portion)

Total: 60 Hrs

Text Books:

1. **Kenneth C. Laudon, Carol Guercio Traver** (2021) *“Business, Technology and Society,” 16th edition*, Pearson Education, USA.
2. **Anuradha.A.Puntambekar**(2020), *“Internet Programming”*, 1st edition, Technical Publications, Pune
3. **Shay Howe W.** (2014), *‘Learn to Code HTML & CSS: Develop and Style Websites’*, 1st edition, Pearson Education, USA.

References:

1. **Mike Wooldridge** (2011), *‘Creating Web Pages Simplified’*, 1st edition, John Wiley & Sons, USA.
2. **Thomas Powell**(2010), *‘HTML & CSS: The Complete Reference’*, 5th edition, Tata McGraw Hill, New Delhi.

Course Outcomes:

On the completion of the course, the students will be able to

1. Understanding of E-commerce related programming, database, EDI, internet commerce and website design with word press.
2. Design an innovative web pages and create links among the web pages by using related attributes.
3. Create frames and design forms using various form controls with embedding multimedia and Combine multiple web technologies to create advanced web components.

4. Develop a dynamic webpage by the use of PHP, GIMP, Blender Inkscape and XML, focusing in common web implementations.
5. Exhibit a client side and server side java application and design websites using appropriate security principles.

CO/PO	PO1	PO2	PO3	PO4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO2	PSO3
CO 1	H	H	H	H	H	H	H	H	M	H	H	H	H	M
CO 2	H	H	H	H	H	H	M	H	M	H	H	H	H	H
CO 3	M	M	L	L	H	L	L	L	M	H	M	M	M	M
CO 4	H	H	H	H	H	M	M	H	M	H	H	H	H	H
CO 5	H	H	H	M	H	H	M	M	M	H	H	H	H	H

Retail Consumer Behaviour

Semester III
23MBAC21R/22R

Hrs. of Instruction /week:2T+2P
No. of credits: 3

Course Objectives

1. Provide insights on retail consumers, consumer behavior in the market place and their impact on marketing strategy
2. Familiarize with models and theories of Consumer Behaviour from retailer perspective.
3. Provide insights on personal, socio-cultural, and environmental dimensions that influence consumer decisions making
4. Enhance competencies in designing and evaluating the marketing strategies based on fundamentals of consumer buying behaviour.
5. Enumerate application of market research in framing effective marketing strategies at National and Global Level.

Unit I Overview

12 hrs

Retail Shoppers : Retail shopper characteristics, changing dynamics of shoppers' behavior.

Shopping Behaviour: Types, Factors Influencing Shopping Behavior, Motives-Product and patronage.

Unit II Influences On Shopper Behaviour

12 hrs

Internal : Personal Characteristics: Attitude, Perceptions, Learning, Personality, Lifestyle and Self-Image, Inter Personal – Communications, Persuasion, Family, Group, and Store's Employees.

External: Socio-culture, Technology, Store Location, Shop Atmospherics, Online Retail Shoppers Behavior, Relational Bonds, Technology influence on shopper behaviour.

Unit III Shopping process and behaviour

12 hrs

Shopping process: Dimensions and Approaches To Retail Shopping Behavior, Pre shopping, Shopping and Post Shopping Behavior, Diffusion of innovations in retail context*, Outshopping Behaviour and Retail Leakage.

Unit IV Shoppers Decision Models

12 hrs

Decision Models: Nicosia Model of Consumer Decision-making, Howard-Sheth Model, Engel, Blackwell, Miniard Model, Attitude Intention And Behavior Models, Consumer Comfort Model, Store Choice Behaviour Models, Mall shoppers – profile and behaviour*

Unit V Market research and Global Behaviour

12 hrs

Market research: process, retail information systems*, Business Analytics applications - Shopper Profiling and Link Analysis.

Global Consumer Behaviour: Online Buying Behavior, Consumer Buying Habits and Perceptions of Emerging Non - Store Choices. Research and Applications of Consumer Responses to Direct Marketing Approaches, Issues of privacy and ethics*.

(* - Self Study Portion)

Total: 60 Hrs

Text Books

1. Leon G. Schiffman, Leslie Lazar Kanuk,(2004) '*Consumer Behaviour*', Pearson Prentice Hall, 8th Edition, New Delhi.
2. Barry Berman, Joel R Evans (2012), "*Retail Management – A Strategic Approach*", 12th edition, Pearson Education, New Delhi

References

1. S.C. Bhatia (2008), *“Retail Management”*, 1st edition, Atlantic Publishers & Dist.
2. Gibson G. Vedamani (2003) *“Retail Management”*, 4th edition, Jaico Publishing House, MuMBMi.
3. Chetan Bajaj, Rajnish Tuli, Nidhi Varma Srivastava (2010) *“Retail Management”*, 2nd edition, Oxford University Press.
4. Swapna Pradhan (2012), *“Retailing Management Text & Cases”*, 4th edition, Tata McGraw Hill Publishing Company, New Delhi..

Course Outcomes

On the completion of the course the student will be able to

1. Identify retailer shoppers profile and design STP strategies.
2. Comprehend the factors and theories that influence consumer behavior and decisions
3. Articulate key ethical and social responsibility concerns pertaining to a marketing strategy derived from the consideration of consumer behaviour
4. Interpret the expectations of Global Shopper and Customise Retail Strategies.
5. Design market research processes and apply data analytics to capture shoppers characteristics and behavior and integrate these with marketing plans.

CO/PO	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO11	PSO 1	PSO2	PSO3
CO 1	H	H	M	H	M	H	M	H	M	M	M	H	L	M
CO 2	H	M	M	L	L	L	M	H	M	L	M	H	M	L
CO 3	L	L	M	L	M	M	L	H	L	L	M	L	M	L
CO 4	H	H	L	M	H	M	L	L	L	M	L	M	M	L
CO 5	L	M	L	M	L	L	H	H	L	H	L	L	L	M

Micro and Small Business Management

Semester III
23MBAC21E/22E

Hrs. of Instruction/week: 2T+2P
No. of credits: 3

Course Objectives

1. Enable the students to know the importance of micro and small-scale business for economy growth.
2. Provide insights on the opportunities and challenges for starting micro and small business
3. Develop skills to evaluate the operating intricacies of running micro and small business.
4. Develop suitable strategies to assist family -owned business and integrate the vision towards new horizon.
5. Augment skills to capitalize dynamic business environment to create new venture opportunities

Unit I Introduction

12 hrs

Basics of Micro and Small Business (MSB): Definition, Features , Role of MSB in Economic Development in the context of Liberalization, Privatization and Globalization, Relationships between Small and Large Units, MSB in India, Family Business, **Reasons for Failures, Crisis Management***.

Design and Change in Organisations: Organisational Design and Organisational Culture, Change Management - Changing Scenario of MSBs Competitiveness, Quality control and Branding, Clusters and Cluster Development- Cluster approach, Development strategy, Linkages, Capacity Building, Conceptual framework for cluster development, Revenue Models, Indian and International experiences.

Start – up Strategies: Identification of Business, Forming the business, Sources of Finance, Start up strategies - Business Model preparation – Market research, Integrating Business Plan and procedures for setting MBS.

Unit II Dynamics of Small and Medium Business

12 hrs

Regulatory Support : Rules and regulations- Small and Medium Enterprises Act, Government Policy and Development of MSBs, **Reservation of items for MSBs*** , Problems of MSBs – Sickness: Causes, Symptoms and Cures.

Institutions Supporting Micro and Small Business

Institutional Support – District Industry Centre, Small Industries Services Institute, Entrepreneurship Development Institute of India, National Institute of Entrepreneurship and Small Business Development, National Board for Micro, Small and Medium Enterprises (NBMSME), Technological Up gradation and Institutional facility, – Incentives and Subsidies for MSB , Business Development Service providers in India. **Role of Women SHGs in Micro Enterprises***.

Unit III Management of Small Business

12 hrs

Marketing and Logistics for MSBs : New Product Development and promotion strategies – Sales management for small business – Customer service for small business, **Role of Co-operative societies, networking for marketing***, Logistics - Elements- vertical integration to virtual integration, transiting from Made-to-stock to Build to order

IT for Small Business: Integrated IT process solutions for registration and finance, ERP for MSBs, E-commerce and Small Enterprises

Unit IV AGRO Based and Allied Micro and Small Business **12 hrs**
AGRO Business – Significance, Allied activities of agri business, - Agro processing, Animal husbandry, Marine Based Business, Generic Resource Based Business, Artisan Resource Based Business
Micro Enterprises - Village and Cottage Industry, Handicrafts, Manufacturing, Retail Trade and Services*

Unit V Small and Medium Enterprises in International Business **12 hrs**
Export Opportunities: Identifying foreign markets, marketing plan for exports, export documents and Procedures for Small Enterprises
Institutional infrastructure : Export assistance, State trading in imports and exports, **working of state trading organisations in India***

(* - Self Study Portion)

Total: 60 Hrs

Text Books

1. **Indian Institute of Banking and Finance** (2022), *“Micro Small and Medium Enterprises in India”*, 2nd Edition Indian Institute of Banking and Finance, , New Delhi
2. **Shukla M.B.** (2021), *“Entrepreneurship and Small Business Management”*, Kitab Mahal, New Delhi, 7th Edition.

References

1. **Raman Jekhakar**(2017) *“Make it in India – Handbook on Starting and Doing Business”* 1st edition, 2017, Jain Book Agency Publishers, New Delhi
2. *“SSI IN India- An engine of Growth”*, Govt. of India, Development Commissioner (MSME), Ministry of Micro, Small & Medium Enterprises, 2018
3. **MSME**, *“Cluster Development and Sectoral Programmes”* Govt. of India, Development Commissioner, Ministry of Micro, Small & Medium Enterprises, 2018
4. **Poornima M Charantimath** (2018). *‘Entrepreneurship Development Small business enterprises’*, 4th edition, Pearson Education, India
5. **S.S. Khanka, C.B.Gupta** (2017). *“Entrepreneurship and Small Business Management”*. 8th edition. Sultan Chand & Sons. New Delhi.

Course Outcomes

On the completion of the course, the students will be able to

1. Realize the importance of Micro and Small Business in India.
2. Identify various Institutional Support Schemes suitable for start-ups and other ventures
3. Equip to draft business plan for selected ventures.
4. Understand the opportunities in AGRO Based and allied sector.
5. Develop a business model which suits the micro and small business

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PSO1	PSO2	PSO3
CO 1	H	M	H	H	H	H	H	H	H	H	H	H	H	H
CO 2	H	H	H	H	H	M	H	M	M	H	H	H	M	H
CO 3	H	M	M	H	H	H	M	H	H	M	H	H	H	M
CO 4	M	H	H	H	M	H	M	H	H	H	M	H	M	H
CO 5	H	H	H	M	M	M	M	M	H	H	M	H	H	M

International Marketing

Semester III
23MBAC23M/24M

Hrs of Instruction/week:2T+2P
No. of credits: 3

Course Objectives

1. Provide insights on environmental, procedural, institutional and decisional aspects of International marketing.
2. Develop competencies to design global marketing strategies.
3. Enhance knowledge of the procedures and practices in International trade
4. Provide an overview of IT-integrated international marketing processes.
5. Elucidate the integration of local and global marketing strategies.

Unit I Global Markets

12 Hrs

International Marketing: Concepts, Principles, Theories, Driving and restraining factors, Orientations of management, Global Marketing Planning and Strategies, Global Competition, the Global Economy, Building blocks of the global economies.

Global Marketing Environment: Economic, Social and Cultural Environment, Legal and Regulatory Environment, Trade and Investment Environment.

Competitive analysis of India with two other countries in various industrial sectors*

Unit II Global Marketing Strategy

12 Hrs

STP marketing: Global Segmentation, Targeting and Positioning Strategies.

Strategy and Structure: Management orientation, Business Operations, Comparative and Competitive Advantage of Nations, Theory of Competitive Alignment, Blue Ocean Strategy.

Global Entry and Expansion: Entry Strategies, Strategic Alliances, Global Sourcing Strategies, Choosing Export Markets selection, Market Access Considerations, Outsourcing strategies, Alliances, Mergers, and Acquisitions. Digital Revolution- Technology Convergence, Global Retailing.

Designing Entry Strategy for selected products*

Unit III International Product And Pricing Strategies

12 Hrs

Product Strategy: Characteristics Of Global Products, Product Design, Strategies For Geographic Expansion, New Products In Global Markets, Product Market Analysis, Manufacturing And Outsourcing Decisions, Product Quality Assurance Regulations.

Strategy development: Innovation Theory for Marketing – Purposes, Innovation as a business process, Understanding innovation solutions, Sources of Innovation, Open innovation and collaboration, Consumer acceptance of innovation.

Implementation and practice: Creating new products and services, Capturing the benefits of innovation, Capturing learning from innovation.

Pricing Strategy: Export Pricing, Legal Constraints, Exchange, Fluctuations And Price Escalation, Global Pricing and Currency Fluctuations, Currency Gain/Loss Pass Through, Currency Quotation, Transfer Pricing-Determinants, Setting Transfer Prices, Minimizing the Risk of Transfer Pricing, Global Pricing and Antidumping Regulation, Price Coordination, Global Pricing Contracts (GPCs), Risk mitigation, International Dumping Regulation, Pricing in an inflationary situation.

Global Product Design and Pricing - Problems and Solutions *

Unit IV Logistics and Promotion**12 Hrs**

Global Business Operations: Manufacturing, E-Commerce strategies- Direct, Drop shipment.

Channel Decisions: Objectives and Constraints, Structure, Strategies, Innovations, Factors affecting channel choice, global e-commerce.

Physical Distribution: Order Processing, Warehousing, Inventory Management, Transportation, Logistics - Insurance, Freight Forwarders, Customs Brokers, Order fulfilment centres Decisions, Documentation, Legal Compliances, Transfer pricing, taxation and physical distribution decisions.

Designing Drop Shipping Strategies for Products in Global Markets.

Unit V Promotions, Policies and Procedures**12 Hrs**

Export Promotion: Measures, Federations of Indian Export Organizations, Export Promotion Councils, Commodity Boards.

Global Advertising and Branding: Strategies, Direct and Digital Marketing – Ethics, Regulations, Strategies, Co-marketing Strategies, Global Appeals and Media Decisions,

Personal Selling: Relationship Marketing, Myers–Briggs Type Indicator, Cross culture negotiations, Negotiation Process,

National Policies: Budget, EXIM policy, FDIs, FIIs, Foreign Exchange Management.

Export Procedures in India: Export and Import Process, **Documentation***, Export Finance.

Policies related to Strategic Alliances: Joint Ventures Collaboration, Mergers, Acquisitions, Ethical Practices

Designing procedures to export products – internship and case presentation*

(*–Self Study and practical Portion)

Total: 60 hrs**Text Books**

1. Bassano, C., Priporas, C., Pantano, E. (2018), “*Technology and Innovation for Marketing*”, Taylor & Francis, United Kingdom.
2. Ghauri, P., Cateora, P. (2021), “*International Marketing*”, 5th Edition, McGraw-Hill Education, Colombia.
3. Jignesh Vidani (2019), “*Export and Import Procedures: A Guide to International Business*”, Educreation Publishing, India
4. Keegan, W. J. (2017), “*Global Marketing Management*”, Pearson Education, Inc, U.K.

References

1. Arvind V. Phatak, Rabi S. Bhagat, Roger J. Kashlak (2009), “*International Management: Managing a Diverse and Dynamic Global Environment*”, 2nd edition, McGraw- Hill, USA.
2. Helsen, K., Kotabe, M. (2020), “*Global Marketing Management*”, John Wiley and Sons Inc., USA.
3. Hill, C. W. L. (2021), “*International Business: Competing in the Global Marketplace*”, McGraw-Hill Education, United Kingdom.
4. Subba Rao. P (2012), “*International Business- Text and Cases*”, 3rd edition, Himalaya Publishing House, Delhi.

Course Outcomes

On the completion of the course, students will be able to

1. Exhibit knowledge of mega marketing forces and their impact on marketing decision-making.
2. Appreciate the global nature of marketing and assign appropriate measures to operate effectively and globally.
3. Develop an innovative mindset to see dynamic business environments as opportunities, and make strategic market entry decisions.
4. Assess the challenges of turbulent global business environments and decide on localization or globalization of marketing strategies.
5. Design procedures and processes for exports and imports, international businesses and risk management.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO11	PSO1	PSO2	PSO3
CO 1	H	M	H	M	L	M	L	M	L	H	M	H	L	M
CO 2	M	H	H	L	L	H	M	L	L	H	H	L	M	H
CO 3	H	H	M	M	M	M	M	M	M	M	M	M	L	M
CO 4	M	H	H	M	L	M	L	L	L	M	H	H	L	H
CO 5	M	M	M	L	L	M	L	M	L	H	M	M	M	H

International Financial Management

Semester III
23MBAC23F/24F

Hrs.of Instruction /week:2T+2P
No. of credits: 3

Objectives:

1. Introduce the environment of international finance and its implications
2. Acquaint the nuances of foreign exchange market
3. Provide insights into financing and investment decisions of MNC's.

Unit I Introduction and International Flow of Funds 12 hrs.

Overview : Importance, Nature and Scope, Theories of International Business, **International Monetary System** - Gold Standard, Bretton Woods System, Flexible Exchange rate regime, Current Exchange rate arrangements, **The European Monetary Systems***

Balance of Payments(BoP) – Fundamentals of BoP, Factors affecting International Trade Flows.

Unit II Foreign Exchange Market and Exchange Rates 12 hrs.

Function and Structure : Major Participants , Types of transactions and settlement dates, Foreign exchange quotations, Key issues in Foreign Exchange risk management, Approaches in currency risk management, Spot hedging, Leading and Lagging, Structural Adjustments, Types of foreign exchange exposures, Managing translation exposure. Measuring exchange rate– **Factors influencing Exchange Rate***, Exchange rate Systems, Forecasting exchange rate.

Unit III Parity Conditions and Investment Decisions 12 hrs.

Parity Conditions : Purchasing Power Parity, Covered Interest Parity, Real Interest Parity, International Fisher Effect, **Parity Conditions and Managerial Implications***

Foreign Direct Investment : Theories, Modes of Foreign Direct Investment, International Capital Budgeting, Measurement and Management of Political Risk, International Portfolio Investment , Measuring portfolio returns.

Unit IV International Securities Market and Working Capital Management 12 hrs.

Securities Market : Forwards and Futures, Hedging, Options , Financial Swaps, Currency swaps, Interest rate risk , Interest Rate Risk Management.

Working Capital Management : International Cash Management, **Accounts Receivable Management***, Inventory Management.

Unit V Sources of Finance and Exchange Control Regulations 12 hrs.

International Capital Structure : Cost of Capital, Equity, Bond and Parallel loans, ADR, GDR, ECB, FCCB, Syndication, Short term instruments.

Institutions : Export Credit Guarantee Corporation (ECGC), FEMA, Exim Bank, Amendments, EOU/STPI, SEZ, EPZ, International Taxation, **Double Taxation Avoidance Agreement***.

(- Self Study Portion)*

Total Hrs: 60

Text Book

1. **Bhalla V.K.**(2020), "*International Financial Management(Text and Cases)*", S. Chand Publishing, India
2. **Jeff Madura** (2021), "*International Financial Management*", 14th Edition, Cengage Learning, US

Reference

1. **Apte P.G**(2020), "*International Financial Management*", 8th edition, Tata McGraw Hill Publications, New Delhi.
2. **Eun& Resnick**(2021), "*International Financial Management*", 8th edition, Tat McGraw Hill Publications, New Delhi.
3. **Hodrick, R., Bekaert, G.** (2017). "*International Financial Management*", Cambridge University Press, India.
4. **Jeevanandam .C** (2012) "*Foreign Exchange and Risk Management*", 15th edition, Sultan Chand & Sons, New Delhi.
5. **Sharan, Vyuptakesh**(2012), "*International Financial Management*", 6th edition, Prentice Hall of India Pvt. Ltd, New Delhi.
6. **Kevin .S**(2011), "*Fundamentals of International Financial Management*", 6th edition, Prentice Hall of India Pvt. Ltd, New Delhi.
7. **Madhu Vij**(2009), "*International Financial Management*", 3rd edition, Excel Books, New Delhi.
8. **Shapiro A.C.** (2010), "*Multinational Financial Management*", 9th edition, Wiley Publications, New Delhi.
9. **Somanath V. S.** (2011), "*International Financial Management*", 11th edition, I. K. International Publishing House Pvt. Ltd., New Delhi.
10. **Williams L. Richards** (2015), "*Currency: Fundamentals and Functions*", 1st edition, Design Publishing,
11. Florida. **Maurice D. Levi**(2009), "*International Finance*", 5th Edition, McGraw Hill, New York.

Course outcomes:

On the completion of the course students will be able to

1. Appreciate the complexities in international finance along with an outlook of monetary system and Balance of Payments structure.
2. Explain concepts and principles of exchange rate determination and its related calculations (spread, crossrates, premium and discount)
3. Identify the risk related to forex fluctuations and manage the exposures using appropriate hedging techniques.
4. Make feasible decisions regarding financing, investment and working capital in international environment.
5. Understand the regulations in international finance and capitalize on the support services rendered by various institutions.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO11	PSO1	PSO2	PSO3
CO 1	H	M	H	M	L	M	L	M	L	H	M	H	L	M
CO 2	M	H	H	L	L	H	M	L	L	H	H	L	M	H
CO 3	H	H	M	M	M	M	M	M	M	M	M	M	L	M
CO 4	M	H	H	M	L	M	L	L	L	M	H	H	L	H
CO 5	M	M	M	L	L	M	L	M	L	H	M	M	M	H

Industrial and Labour Relations

Semester III
23MBAC23H/24H

Hrs. of Instruction /week: 2T+2P
No. of credits:3

Course Objectives:

1. Explore the intricacies interlinking organisational efficiency and performance through industrial relations.
2. Gain knowledge on the conceptual and practical aspects of industrial relations.
3. Apply Labour Laws for Statutory Compliance.
4. Analyse the cases in each section to enhance knowledge on practical applicability
5. Identify the corporate challenges to foster industrial relations

Unit I Introduction

12 hrs

Industrial Relations: Definition, Scope, Functions, Limitations. Changing facets, Application on Psychology to Industrial Relations, Codes of Conduct, Industrial Relations in India.

National Commission on labour: Labour Classification, Recommendations, IR in Public Sector Undertakings, Labour welfare measures, Sources and development of Labour Legislation, Major Principles of Labour Legislation, Labour Legislations- The Factories Act, 1948, The Shops and Establishment Act, 1947.

Unit II Recruitment and Wages

12 hrs

Laws relating to recruitment : The Contract Labour (Regulation And Abolition) Act, 1970, The Interstate Migrant Workmen Act and Rules, 1979, The Apprentice Act, 1961, The Employment Exchange Act, 1959.

Laws relating to Wages: The Payment of Wages Act, 1936, The Minimum Wages Act, 1948, The Equal Remuneration Act, 1976, The Payment of Bonus Act, 1965.

Unit III Industrial Relation

12 hrs

Trade Unions - Definition - Objectives – Functions* - Important features of Trade unions Act 1926.

The Standing Orders Act 1946- Introduction - Objective – Scope – Importance.

Labour unrest: Industrial disputes Act 1947 - Introduction, Forms, Importance and means; Cause of industrial disputes- Machinery for settling of disputes- Negotiation- Conciliation- Mediation- Arbitration and Adjudication, Strikes and Lock outs

Participative management: Definition, Scope, Nature, Works committees, Joint Management Councils, shop Councils, Collective bargaining – Features, Principles.

Unit IV Social Security

12 hrs

Laws relating to social security: The Employees State Insurance Act, 1948, The Employees Provident fund Act, 1952, The Employees Pension Scheme, 1995 -The Employees Deposit Linked Insurance Scheme, 1976 - The Payment of Gratuity Act, 1972 - The Employees Compensation Act, 1923, The Personal Injuries (Compensation Insurance) Act, (8 Oct 1963).

Unit V Employee Discipline

12hrs

Meaning and significance of employee discipline, Misconduct, Suspension and Subsistence allowance, Show cause notice, Investigation procedure, Principles of Natural Justice and Enquiry, Grievance Redressal Induction, Hot Stove principle.

Laws related to Women: The Maternity Benefit Act, 1961, Equal Remuneration Act 1976, The Sexual Harassment Act, 2013 **Vishaka Case***.

(* - Self Study Portion)

Total: 60 hrs

Text Books

1. **Srivastava S.C.**,(2020), "*Industrial relations and Lasbour Laws*" , 7thedition, Vikas Publishing House, New Delhi
2. **Subbarao**,(2014), "*Essentials of HRM and Industrial Relations- Text, Cases and Games*", 5th edition, Himalaya Publishers Co., New Delhi
3. **Tripathi P.C.**, "*Personnel Management & Industrial Relations*",(2017) , 4th edition, Sultan Chand & Sons, New Delhi
4. **Kumar H.L.**, "*Practical Guide to Industrial Disputes*",(2020) Universal Law Publishing Co., New Delhi
5. **Kapoor, N.D.**, "*Elements of Industrial Law*", (2020)Sultan Chand, New Delhi

References

1. **Mamoria C.B., Satish Mamoria, S.V.Gankar** (2016), "*Dynamics of Industrial Relations*", 16th edition, Himalaya Publishing House, New Delhi,
2. **Armstrong, Peter J., John Francis Bradshaw Goodman, and Jeffrey D. Hyman**(2023) "*Ideology and shop-floor industrial relations*". Taylor & Francis.
3. **Piyali Ghosh, Shefali Nandan**(2017), "*Industrial Relations and Labour Laws*", 1st edition, McGraw Hill Education.
4. **P.L. Malik**, (2019), "*Handbook of Labour Industrial Law*", 20th edition, Eastern Book Company.
5. **Sen Ratna**(2015), "*Industrial Relations in India*", 2nd edition, Macmillan India Ltd., New Delhi
6. **CS Venkataratnam and Manoranjan Dhal** (2017), "*Industrial Relations*", 2th edition, Oxford university press.

Course Outcomes

On the completion of the course students will be able to

1. Evaluate legal issues related to fostering industrial relations by understanding the workforce composition.
2. Assume top positions in handling IR issues successfully managing and resolving grievances.
3. Act as a bridge between Management and Employees in settling differences through amicable solutions
4. Formulate labour welfare measures that would enhance loyalty and commitment among employees
5. Regularise the implementation of statutory provisions in different Acts for the best interest of both employer and employees

CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3
CO 1	H	H	M	M	H	H	H	H	M	M	L	M	L	H
CO 2	H	L	H	M	H	M	M	H	H	H	L	M	M	M
CO 3	L	M	M	L	M	M	M	H	M	H	M	M	M	M
CO 4	L	L	M	L	M	M	H	H	M	H	M	H	M	M
CO 5	M	L	H	M	M	M	M	M	M	M	M	M	L	M

Lean and Agile Manufacturing Systems

Semester III
23MBAC230/240

Hrs.of Instruction /week:2T+2P
No. of credits: 3

Objectives:

1. Introduce lean production principles and practices.
2. Develop systems that are fast, flexible, focused and friendly for their companies, customers and production associates.
3. Introduce common agile methodologies and principles.

Unit I **Lean Production** **12 hrs.**

Introduction: Background, Lean Thinking, Importance of Philosophy, Strategy, Culture, Alignment, Focus and Systems View, **Discussion of Toyota Production System.***

Unit II **Lean Production Preparation and Processes** **12 hrs.**

Lean Production Preparation: System Assessment, Process and Value-Stream Mapping, sources of Waste.

Lean Production Processes: Approaches and Techniques, Importance, Tools- Workplace Organization, 5S, Stability, Just-In-Time – One piece flow – Pull, Cellular systems, Quick Change and Set-Up Reduction Methods, Total Productive Maintenance, Poka-Yoke – Mistake Proofing, **Quality Improvement, Standards, Leveling, and Visual management.***

Unit III **Lean Implementation** **12 hrs.**

Employee Involvement : Teams, Training, Supporting and Encouraging Involvement, People in the Change Process, Communication, Importance of Culture, Sustaining Improvement and Change, Auditing, Follow-Up Actions, **Startup of Lean Processes And Examples of Applications.***

Unit IV **Agile Project Management** **12 hrs.**

Agile: Overview, Values, Principles, Methodologies

Scrum Methodology : Introduction, Roles and Responsibilities, Implementation of the Scrum Process, **Managing Projects with the Scrum Methodology.***

Unit V **Agile Implementation** **12 hrs.**

Agile Implementation : Estimation, Tracking, Communication, Best Practices, **Critical Success Factors, Risks, Myths, Challenges, and Benefits.***

(- Self Study Portion)*

Total Hrs: 60

Course outcomes:

On the completion of the course students will be able to

1. Understand the key requirements and concepts of lean manufacturing.
2. Apply the tools in lean manufacturing to analyse a manufacturing system and plan for its improvements.
3. Appreciate the significance of lean culture to initiate a continuous improvement change program in a manufacturing organisation.

4. Gain global knowledge on agile systems and determine the methodologies of introducing agile and scrum system in an organization.
5. Critically evaluate and implement agile processes and scrums for designated projects and review in an organization with an eye for improvement

Text Books

1. **Pascal Dennis** (2015), "*Lean Production Simplified*", 3rd edition, Productivity Press, New York.
2. **James Womack and Daniel Jones** (2003), "*Lean Thinking*", Free Press, Revised Edition, New York

References

1. **Don Tapping, Tom Shuker** (2018), "*Value Stream Management for the Lean Office: Eight Steps to Planning, Mapping, & Sustaining Lean Improvements in Administrative Areas*", 1st Edition, Kindle Edition.
2. **John Carroll, David Morris**(2015), "*Agile Project Management*", 2nd edition, In Easy Steps, Warwickshire.
3. **Jeffrey Liker and David Meier**(2006), "*The Toyota Way Field book*", 1st edition, McGraw-Hill, New Delhi.
4. **Don Topping, TomLuyster and TomShuker**(2002), "*Value Stream Management*", 12th edition, Productivity Press, New York.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO 1	H	M	H	M	L	M	L	M	L	H	M	H	L	M
CO 2	M	H	H	L	L	H	M	L	L	H	H	L	M	H
CO 3	H	H	M	M	M	M	M	M	M	M	M	M	L	M
CO 4	M	H	H	M	L	M	L	L	L	M	H	H	L	H
CO 5	M	M	M	L	L	M	L	M	L	H	M	M	M	H

Information Security and Audit Control

Semester III
23MBAC23S/24S

Hrs. of Instruction /week: 2T+2P
No. of credits: 3

Course Objectives

1. Discuss the implications of trends in information processing and its security.
2. Provide insights on security of physical components and other applications.
3. Design user requirements, quality and security policies for the organization.
4. Describe best practices for organizing, planning, and resourcing and performing an information systems audit
5. Describe best practices for environmental and physical access controls, including mitigating risk from associated threats

Unit 1 Introduction 12 hrs

Information Security: Critical Characteristics of Information, NSTISSC Security Model, Components of an Information System, Securing the Components, Balancing Security and Access, SDLC , The Security SDLC, Assessing the Security of Computer systems*

Unit II Security Investigation 12 hrs

Security issues : Business Needs, Threats, Quality Standards, Software Attacks, Cyber Terrorism, IP Spoofing, Network Security Issues, Ethical Hacking.
Standards followed by organisations on information handling*

Unit III Security Analysis 12 hrs

Risk Management : Identifying and Assessing Risk, Assessing and Controlling Risk, Risk Control Strategies, Access Control Administration, Implementation of Access Controls, Security Administrator, Implementing Kerberos in Distributed Systems.
Access Control Levels and Issues in organisations*

Unit IV Design 12 hrs

Logical Security and Policy Standards :Blueprint for Security, Information Security Policy, Standards and Practices, ISO 17799/BS 7799/ISO27001, NIST Models, VISA International Security Model, Design of Security Architecture, Planning for Continuity, COBIT*

Application Security - Cryptography, Cryptography Applications and Uses, Cryptography and Escrowed Encryption*

Physical Design -Security Technology, IDS, Internet Firewalls, Scanning and Analysis Tools, Cryptography, Access Control Devices, Access Control Issues, Biometric Identification, Physical Security, Security and Personnel*

Unit V Legal, Ethical and Professional Issues 12 hrs

Law, Investigation, and Ethics - Legal and Regulatory Issues, Computer Abuse Methods and Detection, Federal and State Computer Crime Laws, Investigation, Computer Crime Investigation and Computer Forensics, Information Ethics, Computer Ethics*, The Self-Hack Audit.

(*Self Study Portion)

Total: 60 Hrs

Text Book

1. Kavanagh, M.J. and Johnson, R.D. (2017), 'Human Resource Information Systems: Basics, Applications, and Future Directions', 4th edition (International Student Edition), Sage Publications
2. **Michael E Whitman and Herbert J Mattord** (2017), '*Principles of Information Security*', 4th edition, Cengage Learning, USA.

References

1. **Matt Bishop** (2006), '*Introduction to Computer Security*', 1st edition, Pearson PHI, India
2. **Thomas R. Peltier** (2004), '*Information Security Policies, Procedures, and Standards: Guidelines for Effective Information Security Management*', 2nd edition, Auerbach Publications, USA.
3. **Gerald R. Ferrera, Robert C. Bird, Margo E. K. Reder, Jonathan J. Darrow, Stephen D. Lichtenstein, Jeffrey M Aresty, Jacqueline Klosek**(2011), '*Cyber Law: Text and Cases*', 3rd International edition, Cengage Learning.
4. **Micki Krause, Harold F. Tipton** (2012), '*Information Security Management Handbook*', 10th edition, Auerbach Publishers, USA.

Course Outcomes

On the completion of the course, the students will be able to

1. Demonstrate knowledge on information security, security model, and security of computer systems
2. Describe the issues in security, threats, software attacks and ethical hacking
3. Understand and Control the risk by implementation of access control
4. Analyze the latest Computer Security Threats, VISA international security model and Cryptography
5. Critically evaluate the security of information systems with legal, ethical and professional issues

CO/PO	PO1	PO2	PO3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO1	PSO2	PSO3
CO 1	H	H	H	H	H	H	H	H	M	H	H	H	H	M
CO 2	H	H	H	H	H	H	M	H	M	H	H	H	H	H
CO 3	M	M	L	L	H	L	M	M	M	H	M	M	M	M
CO 4	M	H	H	H	H	L	M	H	M	H	H	H	H	H
CO 5	H	H	H	M	H	M	M	M	M	H	H	H	H	H

e-Retailing

Semester III
23MBAC23R/24R

Hrs.of Instruction /week:2T+2P
No. of credits: 3

Course Objectives

1. Draw an understanding on e –retail and related marketing activities.
2. Elucidate the e-commerce behaviour and its implications in e-Retailing.
3. Provide insights on the process, strategy and technology involved in selling products or services through electronic channels.
4. Impart competencies to design model in e-retailing websites
5. Demonstrate the success and failure of e-retaining effectiveness and efficiency.

Unit -1 Foundation.

12 hrs

e-Commerce: Meaning, Origin, Benefits, Challenges, Business models, Framework and Articulture,

e-Commerce Business models

e-Commerce Process Models: B2B, B2C - Challenges, Software Systems, Traditional vs Dropshipping Model.

Unit -II Online Consumer Behavior and Marketing Mix

12 hrs

Online Shopping Behavior: Demographics and Targeting, Influential factors, Models: theory of reasoned action, Technology acceptance model, 4s framework of web marketing, extended models and theories.

e-Retail Mix: Elements convenience, customer value and benefits, cost, communication and customer relationship, computing and category management, customer franchise. Customer care and service. Cyber intermediaries, e-Supply chain management system, **Online pricing; factors affecting online pricing***, Methods, Price Discrimination in e-Retailing, Pricing Strategies, Dynamics Pricing, Promotional Strategies: Mix, Process.

Unit – III E-Retailing Business Process

12hrs

Business Process: Business Process Models in e retailing, Pre-order Customer Support Issues, Point of Order Customer Support Issues, Post Order Customer Support Issues.

Technology: Web-Hub Strategies, Web Architecture for Enterprise Applications, Web Services, Applications and Architecture Platforms

Security: Security on the Net, e-business **Risk Management issues***.

Digital Payment Systems: Classification, Digital Payment Requirement, Risk and the E-Payment Systems, Designing E-Payment System, E-Commerce Security Solutions.

Designing model e-Retailing website using PHP, Blender and Drupal*

Unit – IV Digital Marketing**12 hrs**

e-Retailing: Practices, Integration of e-retailing into an organization, e-customer behaviour, Information search on the web.

e-store design: Navigability, Interactivity and Web atmospherics, e-services, Branding on the web, e-Malls, e-Retailing models, m-Shopping, Multi-channel strategies.

Digital Marketing of e-retailers: Strategies, Processes and Integration

Unit – V Customer Loyalty**12hrs**

Branding: Branding on the Web, Strategies, Practices.

Customer Loyalty: Definition, Loyalty Programs, Follows Up Strategies, e-Services, Customer Relationship Management, ERP for Customer Service, Integrating e-Retailing with the Organization.

e-Retail Equity: Strategies, Metrics and Measurement.

Total: 60 hrs**Text books**

1. **Charles Dennis, Tino Fenech, Bill Merrilees** (2004), '*e- retail*', Routledge; 1st edition, Abingdon, United Kingdom
2. **Ian Dodson**(2016), '*The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns*', Willey USA

References

1. **Stuart Barnes, Brian Hunt**,(2000) 'e-Commerce and V-Business: Business Models for Global Success', 1st Edition, Butterworth-Heinemann, Oxford, United Kingdom
2. **David Kosiur**(1997), "*Understanding Electronic Commerce*",1st edition, Microsoft Press, US.
3. **Murthy.C.S.V.Murthy** (2016), "*e-Commerce, Concepts, Models and Strategies*", 1st edition, Himalaya Publishing House, Mumbai.
4. **Dave Chaffey**(2008), "*E-Business and E-Commerce Management Strategy, Implementation and Practice*", 3rd edition, Pearson Education, US.

Course Outcomes

On the completion of the course, the students will be able to

1. Critically review and interpret the e- retailers and identify the process and strategies of e-retail
2. Evaluate e retailing technology and implementation strategies.
3. Design e stores and e services for e commerce and m commerce.
4. Develop strategies for branding on the web.
5. Design processes and strategies for establishing brand equity in e-Retailing.

CO / PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO7	PO 8	PO 9	PO 10	PO11	PSO 1	PSO 2	PSO 3
CO 1	H	M	H	M	L	M	L	M	L	H	M	H	L	M
CO 2	M	H	H	L	L	H	M	L	L	H	H	L	M	H
CO 3	H	H	M	M	M	M	M	M	M	M	M	M	L	M
CO 4	M	H	H	M	L	M	L	L	L	M	H	H	L	H
CO 5	M	M	M	L	L	M	L	M	L	H	M	M	M	H

Social Entrepreneurship

Semester III
23MBAC23E/24E

Hrs. of Instruction/week :2T+2P
No. of credits: 3

Course Objectives

1. Understand how social entrepreneurship lies at the intersection of the fields of entrepreneurship and social change.
2. Explore the opportunities and challenges in the new landscape of Social Entrepreneurship.
3. Identify various sources of funding with relevance to business nature to appropriate as per capital structure plan.
4. Gain knowledge in different forms of social entrepreneurship Support and integration of other functional domains to create a competitive business Plan.
5. Comprehend the social entrepreneurship model and formulate methodologies to measure social value creation.

Units I Introduction 12 hrs

Social Entrepreneurship: Meaning, Business Entrepreneur Vs, Social Entrepreneur, The change Masters, Rethinking Social Initiatives by Business, Strategies of High Impact Social Organisations, Models of sustainable social changes, Grassroots Civic Engagements.

Seven practical models of social change: launch, lead, manage, and evaluate a social venture-Charity, Market , Education, Policy , Grassroots,. Movement, Funding.

Unit II Forms of Social Entrepreneurship 12 hrs

Profit setting: Social Enterprise, Thoughts on Business Plans.

Philanthropy and Hybrid Ventures: Corporate Philanthropy, Leadership, Competitive Advantage, Citizen Sector.

Nonprofits, Governments and Social Entrepreneurship: Nonprofit organization, Inductive Typology, New Landscape.

Unit III Capital/ Funding/ Financing 12 hrs

Sources of Financing: New Nonprofit Ventures, Social Venture Partners, Replication of Social Venture Partners, Social Venture Alliance, Merging Machine and Money, crowd funding, Angel investors, Cooperatives, Co-working. Exit strategies of Investors

Unit IV Marketing in Social ventures 12 hrs

Principles and Tools of Social marketing – Consumer Research, Segmentation, 4 Ps, Framing social venture- Testing, Social Marketing Plan, Paradigm change and the emergence of spiritual values, Bottom-of-pyramid markets, New Business Models, Behavioral change, New Business Format.

Social Marketing Platforms:Fundamentals, Benefits, Building Social Media Marketing Strategy, Successful Social Media Platforms

Unit V Other Important Issues 12 hrs

Scaling, Legal Issues, Change: Completed Business Plan. Social Responsibility in Business
Innovation and Leadership: Creativity and Skill building, Disruptive Vs. Radical Innovation, Diffusions of Innovation- five Adaptor Segments and Motives, Characteristics of Successful Social Entrepreneurs/ Social ventures - India and Abroad.

Measuring and Managing Performance: SROI Methodologies. Measuring Social Value Creation.

Total: 60 hrs

Text Books

1. Carole Carlson, (2022), '*Social Entrepreneurship and Innovation*', 1st edition, Sage Publications Inc., USA
2. Dr. Neha Mathur, Basant Choudhry, Vishal Verma (2022), '*Social Entrepreneurship*', Nithya Publications, MP.
3. Nicholls, Alex (2008), '*Social Entrepreneurship – New Models of Sustainable Social Change*', Oxford University Press, New York.
4. Wei-Skillern, J., Austin, J., Leonard, H., & Stevenson, H. (2007). '*Entrepreneurship in the Social Sector (ESS)*', Sage Publications, USA.

References

1. Bornstein, David(2005), '*How to Change the World: Social Entrepreneurs and the Power of New Ideas*', 1st edition, Penguin Books. New York
2. Casson, M., Yeung, B. Basu, A. and Wadeson(2008), N, '*The Oxford Handbook of Entrepreneurship*', 1st edition, Oxford University Press, New York.
3. Elkington, J. and Hartigan, P.(2008) '*The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World*', Harvard Business Press.
4. Petre Drucker (2014), '*Innovation and Entrepreneurship*', 1st edition, Routledge, New York.
5. Welch, Wilford (2008), '*Tactics of Hope: How Social Entrepreneurs are Changing Our World*'. San Rafael, Earth Aware, California, USA.
6. Jennifer McCrae and Jeffrey Walker(2013), '*The Generosity Network*', Deepak Chopra Books, 1st Edition, Penguin Random Company, USA.
7. Rupert Scofield (2011), '*The Social Entrepreneur's Handbook*', McGraw-Hill
8. Paul N. Bloom & Gregory T. Gundlach(2000), '*Handbook of Marketing and Society*', Newbury Park, CA: Sage Publications

Course Outcomes

On the completion of the course, the students will be able to

1. Critically review and interpret about social entrepreneurship and its intersection of the various fields of entrepreneurship and social change.
2. Understand the forms of social entrepreneurship to create an enterprise model.
3. Evaluate the opportunities and challenges in the new landscape of Social Entrepreneurship.
4. Develop an appropriate market plan by understanding the social entrepreneurship models.
5. Develop as social entrepreneur, with the ability to create a competitive business Plan.

CO / PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO7	PO 8	PO 9	PO 10	PO11	PSO 1	PSO 2	PSO 3
CO 1	H	M	H	M	L	M	L	M	L	H	M	H	L	M
CO 2	M	H	H	L	L	H	M	L	L	H	H	L	M	H
CO 3	H	H	M	M	M	M	M	M	M	M	M	M	L	M
CO 4	M	H	H	M	L	M	L	L	L	M	H	H	L	H
CO 5	M	M	M	L	L	M	L	M	L	H	M	M	M	H

**Sectoral Specialisation
Hotel Management**

**Semester III
23MBAC25A**

**Hrs. of Instruction /week:2T+2P
No. of credits: 3**

Course Objectives

1. Impart knowledge on Hospital Administration, Planning and Control.
2. Provide insights into various functions of Hospital Administration.
3. Demonstrate on the clinical and non-clinical services provided in the hospital.
4. Acquaint on financial implications in Hospital Administration.
5. Enhance ability to implement Hospital Information System and understand Applications in decision making

Unit I Overview Hospitals and its Eco-System

12 hrs

Definition and meaning of Health, Holistic approach to health, Basic information relating to health, Historical development of health care system in India, Healthcare Eco system History, Growth and Classification, Distinction between Hospital and Industry, Challenges in Hospital Administration, Hospital Administration, Introduction, Principles, Responsibilities, Functions, interconnections with other partners in Healthcare Management and net working- - Role of stakeholders like insurance organizations, state and central agencies, NGOs, Voluntary organizations, International agencies, Types of Medical Care, Review of Health administration in India, Problems unique to India.

Indices for measuring the efficiency of a Hospital*.

Unit II Facilities and Services Planning Hospital Facilities and Services

12 hrs

Principles, Stages in Promoting and Building a new Hospital, Administrative services, Finance, Personnel, Marketing, Emergency Department-Coronary Care Unit-Intensive Care Unit-Coronary, Angiography, Suite-Operating Theatre Suite- Post Anaesthetic Care Unit-Day Surgery Unit-Day Oncology Unit-GP - Pre Admission Medical Clinic.

Structure, size, roof, passage, temperature, conditions, floor types, doors, negative pressure rooms, labs (Phlebotomy centers) Imaging centers (Xray, CT and MR+ Scan and abdominal scans etc. An overview of NABH requirements

Management of Indian Hospitals- Challenges

Planning and Designing Medical and Ancillary Services*.

Unit III Clinical and Non-Clinical Services

12 hrs

Clinical services : Out patient, Medical, Surgical, Pediatric, Dental, Psychiatric, Imaging, Ophthalmology, Orthopedic, Casualty and Emergencies, Anaesthesia, Neuro, Oncology, ICU, Coronary Care, Special Clinics like sports clinic, infertility clinics, well clinic, health check up clinics etc.

Non-Clinical services: Enquiry, Nursing, Ward Management, House keeping, Pharmacy, Blood bank, Central Sterile Supply Services, Dietary Services, Hospital Laundry, Medical Records, Mortuary, Maintenance and Repair, Communication and Transport.

Campus Security with Fire Prevention*.

Importance: Function, Organization, Staffing pattern, Utilization and Work load, Records, Location, Area and Space, Equipment and Supplies, Standards and Evaluation.

Unit IV Control

12 hrs

Control Aspects : Financial, Hospital budget Planning Forecast, Fund allocation, Accounting Procedure, Records, Internal Audit, Admission and discharge procedures – discharge summary – hospital utilization – statistics and census – report of different departments like matrons, Medical Officers (MO), ICU, NICU, ICCU and OT, security and maintenance department – Medico Legal Cases (MLC). Significance of the meetings, follow-up services, feedback.

Cost benefit analysis*.

Materials : Inventory Control Medical Stores, Surgical Stores, Linen Stores, General Stores, ABC Analysis, Lead Time, EOQ, Carrying Cost, Safety Stock, Re-order level.

Techniques of Quality Management: Improving Hospital Performance through Research – Patient Participation – Quality Health Care through Patient Satisfaction – Conceptual Model of quality in the Health Care System

Unit V General Administration and HIS

12 hrs

General Administration: Negotiation skills – Purchase of store equipment, Union matters, Collective Bargaining – Methods of Infection Control, Hospital Waste Management (HWM) Role of various categories – staffing pattern, availability of materials in emergency items, stock level procurement methods. Administration of patient related schemes – Medical Insurance like CGHS, TPA, ESI, ESH

Hospital Information System : Applications of Hospital Information System (HIS) and Management Information System (MIS), Computer System Design, Evolution of HIS, HIS solution, Patient Information System, Drugs Information System and process for clinical trials

Comprehensive Enterprise wide system*.

(* - Self Study Portion)

Total: 60 hrs

Text Book

1. Balasubramanian Mahadevan (2023), “*Strategic Management of Model Hospitals: Futuristic overview*”, 1st Edition, Notion Press, Chennai.
2. Ritesh Mishra, Hitesh Kaushik (2021), “*Management of Hospital: A handbook for understanding hospital services*”, 1st Edition, Notion Press, Chennai.
3. A.V.Srinivasan (2008), “*Managing A Modern Hospital*”, 2nd edition, Sage Publications, New Delhi.
4. Joydeep Das Gupta (2015), “*Hospital Administration and Management A Comprehensive Guide*”, Jaypee Brothers Medical Publishers Pvt Ltd, New Delhi

5. **Ram Gupta (2020)**, *“Managing Hotels – Nuts and Bolts of Hotel Management”*, Notion Press, Chennai

References

1. **Arun K Agarwal (2017)**, *“Checklists for Hospitals”*, 1st Edition, Notion Press, Chennai.
2. **Balasubramanian Mahadevan (2022)**, *“Total Quality Management in the Healthcare Industry: An efficient guide for health care Management”*, 1st Edition, Notion Press, Chennai.
3. **Charles R. McConnell (2019)**, *“Hospitals and Health Systems What They Are and How They Work”*, Jones and Bartlett Learning, USA
4. **Dr.S.L.Goel(2007)**, *“Health Care System and Management”*, 4th edition, Deep & Deep Publications Pvt Ltd, New Delhi.
5. **R.C.Goyal (2009)**, *“Hospital Administration and HRM”*, 5th edition, PHI Pvt Ltd, New Delhi.
6. **S L Goel and R Kumar (2007)**, *“Hospital Administration and Management : Theory and Practice”*, Deep and Deep Publications, New Delhi
7. **G.D.Kunders (2006)**, *“Hospitals Facilities Planning and Management”*, 2nd edition, Tata McGraw – Hill Publishing Co. Ltd, New Delhi
8. **Joseph Tan (2018)**, *‘Handbook of Research on Emerging Perspectives on Healthcare Information Systems and Informatics’*, IGI Global Publisher, USA
9. **D.C Joshi and Mamtha Joshi(2022)**, *“Hospital Administration”*, JP Brothers New Delhi
10. **Negi JMS., (2022)**, *“Professional Hotel Management”*, Sultan Chand and Company, New Delhi
11. **Nagendra V. Chowdary (2005)**, *“Health Care Sector”*, 2nd edition, ICFAI University Press, Hyderabad.
12. **Ramani (2013)**, *“Hospital Management: Text & Cases”*, 1st Edition, Pearson Educaiton India, Noida.

Course Outcomes

On the completion of the course, the students will be able to

1. Understand the structure and networking of health care industry, its administration and challenges.
2. Plan and execute administrative activities and support services for a sustainable health care delivery.
3. Promote patient centered care with continuous quality improvement in clinical and non-clinical areas.
4. Ensure smooth functioning of core process by forecasting, streamlining patient flow, staff scheduling, planning space/ facilities/ supplies, maintenance, costing and budgeting.
5. Utilize information technology for optimization of all resources in the hospital.

CO/ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO11	PSO1	PSO 2	PSO3
CO 1	H	M	M	M	H	M	H	M	H	M	H	H	H	H
CO 2	H	H	M	M	M	M	M	M	H	M	M	M	M	H
CO 3	H	H	M	M	H	L	H	M	H	M	M	M	H	M
CO 4	H	H	M	M	M	L	M	M	H	H	M	H	H	M
CO 5	H	H	H	M	H	L	L	M	H	M	H	M	M	H

**Sectoral Specialisation
Hospital Management**

**Semester III
23MBAC25B**

**Hrs. of Instruction /week:2T +2P
No. of credits:3**

Course Objectives

1. Impart knowledge on Hospital Administration, Planning and Control.
2. Provide insights into various functions of Hospital Administration.
3. Demonstrate on the clinical and non-clinical services provided in the hospital.
4. Acquaint on financial implications in Hospital Administration.
5. Enhance ability to implement Hospital Information System and understand Applications in decision making

Unit I Overview

12 hrs

Hospitals and its Eco-System :

Definition and meaning of Health, Holistic approach to health, Basic information relating to health, Historical development of health care system in India, Healthcare Eco system History, Growth and Classification, Distinction between Hospital and Industry, Challenges in Hospital Administration, Hospital Administration, Introduction, Principles, Responsibilities, Functions, interconnections with other partners in Healthcare Management and net working- - Role of stakeholders like insurance organizations, state and central agencies, NGOs, Voluntary organizations, International agencies, Types of Medical Care, Review of Health administration in India, Problems unique to India.

Indices for measuring the efficiency of a Hospital*.

Unit II Facilities and Services Planning Hospital Facilities and Services 12 hrs

Principles, Stages in Promoting and Building a new Hospital, Administrative services, Finance, Personnel, Marketing, Emergency Department-Coronary Care Unit-Intensive Care Unit-Coronary, Angiography, Suite-Operating Theatre Suite- Post Anaesthetic Care Unit-Day Surgery Unit-Day Oncology Unit-GP - Pre Admission Medical Clinic.

Structure, size, roof, passage, temperature, conditions, floor types, doors, negative pressure rooms, labs (Phlebotomy centers) Imaging centers (Xray, CT and MR+ Scan and abdominal scans etc. An overview of NABH requirements

Management of Indian Hospitals- Challenges

Planning and Designing Medical and Ancillary Services*.

Unit III Clinical and Non-Clinical Services

12 hrs

Clinical services : Out patient, Medical, Surgical, Pediatric, Dental, Psychiatric, Imaging, Ophthalmology, Orthopedic, Casualty and Emergencies, Anaesthesia, Neuro, Oncology, ICU, Coronary Care, Special Clinics like sports clinic, infertility clinics, well clinic, health check up clinics etc.

Non-Clinical services: Enquiry, Nursing, Ward Management, House keeping, Pharmacy, Blood bank, Central Sterile Supply Services, Dietary Services, Hospital Laundry, Medical Records, Mortuary, Maintenance and Repair, Communication and Transport.

Campus Security with Fire Prevention*.

Importance: Function, Organization, Staffing pattern, Utilization and Work load, Records, Location, Area and Space, Equipment and Supplies, Standards and Evaluation.

Unit IV Control

12 hrs

Control Aspects : Financial, Hospital budget Planning Forecast, Fund allocation, Accounting Procedure, Records, Internal Audit, Admission and discharge procedures – discharge summary – hospital utilization – statistics and census – report of different departments like matrons, Medical Officers (MO), ICU, NICU, ICCU and OT, security and maintenance department – Medico Legal Cases (MLC). Significance of the meetings, follow-up services, feedback.

Cost benefit analysis*.

Materials : Inventory Control Medical Stores, Surgical Stores, Linen Stores, General Stores, ABC Analysis, Lead Time, EOQ, Carrying Cost, Safety Stock, Re-order level.

Techniques of Quality Management: Improving Hospital Performance through Research – Patient Participation – Quality Health Care through Patient Satisfaction – Conceptual Model of quality in the Health Care System

Unit V General Administration and HIS

12 hrs

General Administration: Negotiation skills – Purchase of store equipment, Union matters, Collective Bargaining – Methods of Infection Control, Hospital Waste Management (HWM) Role of various categories – staffing pattern, availability of materials in emergency items, stock level procurement methods. Administration of patient related schemes – Medical Insurance like CGHS, TPA, ESI, ESH

Hospital Information System : Applications of Hospital Information System (HIS) and Management Information System (MIS), Computer System Design, Evolution of HIS, HIS solution, Patient Information System, Drugs Information System and process for clinical trials

Comprehensive Enterprise wide system*.

(* - Self Study Portion)

Total: 60 hrs

Text Book

6. Balasubramanian Mahadevan (2023), “*Strategic Management of Model Hospitals: Futuristic overview*”, 1st Edition, Notion Press, Chennai.
7. Ritesh Mishra, Hitesh Kaushik (2021), “*Management of Hospital: A handbook for understanding hospital services*”, 1st Edition, Notion Press, Chennai.
8. A.V.Srinivasan (2008), “*Managing A Modern Hospital*”, 2nd edition, Sage Publications, New Delhi.
9. Joydeep Das Gupta (2015), “*Hospital Administration and Management A Comprehensive Guide*”, Jaypee Brothers Medical Publishers Pvt Ltd, New Delhi

References

13. Arun K Agarwal (2017), "*Checklists for Hospitals*", 1st Edition, Notion Press, Chennai.
14. Balasubramanian Mahadevan (2022), "*Total Quality Management in the Healthcare Industry: An efficient guide for health care Management*", 1st Edition, Notion Press, Chennai.
15. Charles R. McConnell (2019), "*Hospitals and Health Systems What They Are and How They Work*", Jones and Bartlett Learning, USA
16. Dr.S.L.Goel(2007), "*Health Care System and Management*", 4th edition, Deep & Deep Publications Pvt Ltd, New Delhi.
17. R.C.Goyal (2009), "*Hospital Administration and HRM*", 5th edition, PHI Pvt Ltd, New Delhi.
18. S L Goel and R Kumar (2007), "*Hospital Administration and Management : Theory and Practice*", Deep and Deep Publications, New Delhi
19. G.D.Kunders (2006), "*Hospitals Facilities Planning and Management*", 2nd edition, Tata McGraw – Hill Publishing Co. Ltd, New Delhi
20. Joseph Tan (2018), '*Handbook of Research on Emerging Perspectives on Healthcare Information Systems and Informatics*', IGI Global Publisher, USA
21. D.C Joshi and Mamtha Joshi(2022), "*Hospital Administration*", JP Brothers New Delhi
22. Nagendra V. Chowdary (2005), "*Health Care Sector*", 2nd edition, ICAI University Press, Hyderabad.
23. Ramani (2013), "*Hospital Management: Text & Cases*", 1st Edition, Pearson Educaiton India, Noida.

Course Outcomes

On the completion of the course, the students will be able to

6. Understand the structure and networking of health care industry, its administration and challenges.
7. Plan and execute administrative activities and support services for a sustainable health care delivery.
8. Promote patient centered care with continuous quality improvement in clinical and non-clinical areas.
9. Ensure smooth functioning of core process by forecasting, streamlining patient flow, staff scheduling, planning space/ facilities/ supplies, maintenance, costing and budgeting.
10. Utilize information technology for optimization of all resources in the hospital.

CO/ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO 10	PO11	PSO 1	PSO 2	PSO 3
CO 1	H	M	M	M	H	M	H	M	H	M	H	H	H	H
CO 2	H	H	M	M	M	M	M	M	H	M	M	M	M	H
CO 3	H	H	M	M	H	L	H	M	H	M	M	M	H	M
CO 4	H	H	M	M	M	L	M	M	H	H	M	H	H	M
CO 5	H	H	H	M	H	L	L	M	H	M	H	M	M	H

**Sectoral Specialisation
Agro Business Management**

**Semester III
23MBAC25C**

**Hrs. of Instruction /week:2T +2P
No. of credits :3**

Course Objectives

1. Provide insights about agribusiness with an understanding of micro and macro environment perspective.
2. Enhance the understanding of Marketing concepts and Marketing systems in the context of agricultural products.
3. Familiarise the students with the concepts and processes of Agricultural Supply Chain Management.
4. Acquaint knowledge in the legal and regulatory framework in Agricultural business.
5. Develop the latest advances in Supply Chain Management for Agri products.

Unit-I Structure of Agricultural Sector and Policy

12 Hrs

Role of agriculture: Farm production, Agro-processing, Role of Agro-processing in Agribusiness development, Agricultural Marketing, Agricultural Finance

Structure of the sector- Linkages among sub-sectors of the Agribusiness sector; Economic reforms and Indian agriculture; Impact of liberalization and globalization on the Agribusiness sector.

Agribusiness Environment and Policy- Impact of economic policies in Agri sectors, Emerging trends in production, processing, marketing, and export, policy controls and regulations relating to the industrial sector with specific reference to agro-industries, agro service centers: Issues and problems in rural industrialization and development of agro-based industries

Unit-II Agricultural Marketing

12 Hrs

Agricultural Market Structure-Meaning, Components and Dynamics of Structure, Role of cooperative, public, and private sectors.

Marketing strategy-meaning, significance, formulation of marketing strategy; Agribusiness Marketing Environment, Marketing Mix Design, Market Segmentation, and Targeting, Determinants of Consumer behaviour.

Product Management , Process and decisions, New product development – Stages and estimation of demand of new product, product life cycle.

Pricing policies and Promotional aspects for agribusiness – Determinants and Objectives

Unit-III Agri Logistics and Supply Chain Management

12 Hrs

Production Management- Concept of Supply Chain, Supply Chain Processes, Agri supply chain: Purchasing cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases goods or services, Just in Time(JIT), Vendor Managed Inventory(VMI)

Distribution Management- Distribution Strategies: Pool Distribution; Storage and warehousing and transportation management for agricultural products; marketing agencies/intermediaries-roles and functions; distribution channels involved in agribusiness.

Transportation Management- Fleet Management, Service Innovation; Warehousing; Packaging for Logistics, Third Party Logistic; GPS Technology.

Logistic and supply chain management in Indian Agri industry like Fruits and Vegetables , Dairy products, Sugar industry, Bakery and Confectionary Industry, Cereal and Pulses Industry*

Unit-IV Sustainable Agriculture

12 Hrs

Concrete alternatives emerging from alternative Agriculture Movement- Live stock Management, Prawn Farming, Sheep Rearing, Emerging Opportunities in food and other allied areas, organic Farming, Herbal based Ventures, Fish Farming, Horticulture

Unit-V Technology in Agri-Business Management and Project Formulation 12 Hrs

Technology -Role, Impact, and Challenges of Technology in Agriculture Business Environment, IT application in SCM, Advanced Planning and Scheduling; Performance Measurements and Controls in Agri SCM.

Benchmarking: Introduction, concept, and forms of benchmarking.

Project formulation in various types of food industries*.

*Self Study

Total Hrs: 60

Text Books

1. **Aswathappa K (2018)**“*Essentials of Business Environment*”, 11th Edition, Himalaya Publications, New Delhi.
2. **Adhikarya M (2012)**“*Economic Environment of Business, Chand & Sons*”, 9th Edition, New Delhi.
3. **Acharya SS & Agarwal NL (2021)**“*Agricultural Marketing in India*”,7th Edition Oxford & IBH, New Delhi.
4. **Kohls RL &Uhj JN (2005)**“*Marketing of Agricultural Products*”, 9th Edition, Prentice Hall, New Delhi.
5. **Broadway AC & Broadway Arif A (2016)**“*A Text Book of Agri-Business Management*”, Kalyani Publications, New Delhi.
6. **Kumari, D. and M. Veeral (2012)**“*A Text Book on Agricultural Heritage of India*”, Agrotech Publishing Academy, Udaipur.

References

1. **K. C. Swain, (2013)** “*Agriculture Technology Application,*” Lambert Academic Publications, Germany.
2. **A. K. Sharma, ((2019)**“*A Handbook of Organic Farming*”1st Edition, Agrobios Publications, Kohima, Nagaland
3. **Panda SC (2016)** “*Farm Management & Agricultural Marketing*” 1st Edition, Kalyani Publications, New Delhi

Course Outcomes:

On completion of the course, students will be able to

1. Decision making with micro and macro agribusiness perspective.
2. Formulate product and marketing strategies in a real-time business environment.
3. Evaluate the implications of the supply chain management process in a business environment from local and global perspectives.
4. Procedural insight based on the processes and policies in Agri business environment.
5. Efficiently implement the technology in agribusiness.

CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO11	PSO1	PSO 2	PSO3
CO 1	H	M	M	M	H	M	H	M	H	M	H	H	H	H
CO 2	H	H	M	M	M	M	M	M	H	M	M	M	M	H
CO 3	H	H	M	M	H	L	H	M	H	M	M	M	H	M
CO 4	H	H	M	M	M	L	M	M	H	H	M	H	H	M
CO 5	H	H	H	M	H	L	L	M	H	M	H	M	M	H

**Sectoral Specialisation
Financial Services**

**Semester III
23MBAC25D**

**Hrs. of Instruction /week:2T +2P
No. of credits:3**

Course Objectives

1. Provide knowledge on key areas relating to management of Financial Services
2. Understand the operations of Merchant Banking with reference to Financial Services
3. Know the conceptual and procedural aspects of Hire Purchase, Leasing, Venture Capital and Factoring services
4. Developing a market plan to market the financial services product.
5. Enhance skills to carve a career in the areas of Financial Services

Unit I Introduction and Evolution

12 hrs

Financial services: Meaning and Concepts, Characteristics, Types, Objectives/Functions, Importance, **Evolution and Growth***, Regulatory Frame work

Unit II Mutual Funds and Merchant Banking

12 hrs

Mutual funds: Meaning, Origin and Growth, Constitution and Management, Types, Advantages and Disadvantages, Performance, Regulations Insurance Services – Introduction, Principles, Types, Intermediaries, Regulations

Merchant Banking : Meaning, Nature and Functions; Merchant Banking in India, Role in Issue Management; Classification and Regulation of Merchant Bankers by SEBI

Unit III Hire Purchase, Leasing, Venture Capital and Factoring

12 hrs

Leasing: Definition, Types, Advantages and Limitations for Lessor and Lessee Hire-Purchase – Meaning and Features, Rights of Hirer, Difference Between Leasing and Hire Purchase Financing

Venture Capital: Concepts and Characteristics of Venture Capital, Stages of Investment/Financing, Venture Capital in India, Regulatory Frame Work

Factoring: Meaning, Mechanism, Types, **Advantages And Disadvantages***, Factoring Vs Bill Discounting, Indian Scenario

Unit IV Stock Broking, Credit Rating, Securitization and Depository Services

12 hrs

Stock Broking : Meaning, Types of Stockbrokers, Sub-Brokers; Stock Broking in India, E-Broking – Meaning, Indian Experience

Credit Rating: Meaning, Origin, Importance, Rating System, Regulatory Framework (SMERA) **Securitization Of Debt :** Meaning, Features, Mechanism, Types, Special Purpose Vehicle, **Benefits of Securitization***, Issues in Securitization

Depository Services: Depository System, Depository Participant, SEBI Guide Lines, Dematerialization and Rematerialisation of Shares, Electronic Settlement of Trade

Plastic Money: Concept, Different Forms, **Credit And Debit Card***, Credit Card Cycle, Advantages And Limitations, Factors Affecting The Usage Of Cards, Future Outlook

Unit V Marketing of Financial Services

12 hrs

Marketing of Financial Services: Definition; Four Pillars (Customer Orientation, Profit, Total Company Effort, Social Responsibility); Selling Versus Marketing Segmentation – Concept, Basis, Strategies; Target Market Selection, **Market Positioning Strategies*** Pricing Strategy - Role of Price, Pricing Strategies; Pricing Decisions.

Marketing Mix For Financial Services: 7 Ps - Product, People, Process, Promotion, Price, Place and Physical Evidence.

(Case Study Discussions on Marketing Mix for Banks, Insurance Companies, Mutual Funds, Stock Broking Firms)

(* - Self Study Portion)

Total: 60hrs

Text Book:

1. **Khan M. Y.** (2019), '*Financial Services*', 10th edition, Tata McGraw-Hill, New Delhi.

References:

1. **Batra G. S.** (2022), '*Financial Services: New Innovations*', 8th edition, Deep& Deep, New Delhi.
2. **Bhole L. M. & Mahakud J.** (2017), '*Financial Institutions and Markets: Structure, Growth & Innovations*', 6th edition, New Delhi, Tata-McGraw Hill
3. **E.Gordon & K. Natarajan** (2018), '*Financial Markets & Services*', 11th edition, Himalaya Publishing House, New Delhi.
4. **Gurusamy S.**(2020), '*Financial services*', 3rd edition, New Delhi, Tata McGraw-Hill, New Delhi
5. **Dr. Vinod Kumar , Manmeet Kaur , Atul Gupta (2021), "Financial Markets Institutions & Services"** , 2nd edition, Taxmann Publications Private Limited, New Delhi

Course Outcomes

On the completion of the course students will be able to

1. Understand the array of financial products and services along with their regulations.
2. Demonstrate knowledge of functioning of Mutual Funds and Merchant Banking.
3. Analyse and identify suitable modes of financing (leasing, hire purchasing, venture capital and factoring) for capital formation and asset purchasing.
4. Conceptualise and utilize various financial services (stock broking, credit rating, dematerialization and digital money) for personal and professional growth.
5. Apply marketing strategies for promoting various financial services.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO 1	PSO2	PSO3
CO 1	H	H	H	H	M	H	H	H	M	H	H	H	H	M
CO 2	H	H	H	H	H	H	M	H	M	H	H	H	H	H
CO 3	H	M	L	M	H	H	L	L	M	H	M	H	L	M
CO 4	H	H	H	H	H	M	M	H	M	H	H	H	H	H
CO 5	H	H	H	H	M	H	M	M	M	H	H	H	H	H

Environmental Management (Self Study)

Semester III
23MBAC26

Hrs. of Instruction /week:1T
No. of credits:4

Course Objectives

Objectives:

1. Sensitize on eco systems.
2. Create awareness on various disasters and its management.
3. Provide insights on bio conservation
4. Analyse environmental ethics
5. Expose Social Issues relating to the Environment.

Unit I **Multidisciplinary Nature of Environmental Studies** **3 hrs**

Environmental resources: Definition, Scope and Importance; Need for Public Awareness, Natural Resources - Renewable and Non Renewable, Natural Resources and Associated Problems- Forest Resources, Water Resources, Mineral Resources, Food Resources, Energy Resources, Land Resources.

Role of an individual: Conservation of Natural Resources, Equitable Use of Resources, Sustainable Lifestyles.

Unit II **Ecosystems** **3 hrs**

Concept: Types, Characteristic Features, Structure and Function of an Ecosystem: Producers, Consumers and Decomposers, Energy Flow in the Ecosystem, Ecological Succession, Food Chains, Food Webs and Ecological Pyramids, Forest Ecosystem, Grassland Ecosystem, Desert Ecosystem, Aquatic Ecosystems.

Unit III **Biodiversity and its conservation** **3 hrs**

Bio Diversity: Definition: Genetic, Species and Ecosystem Diversity, Bio Geographical Classification of India.

Value of Biodiversity: Consumptive Use, Productive Use, Social, Ethical Aesthetic and Option Values, Biodiversity at Global, National and Local Levels, India as a Mega Diversity Nation, Hot Spots of Biodiversity.

Threats to Biodiversity: Habitat Loss, Poaching of Wildlife, Man Wildlife Conflicts, Endangered and Endemic Species of India, Conservation of Biodiversity.

Unit IV **Environmental pollution and Human Population** **3 hrs**

Pollution: Definition, Causes, effects and Control Measures of Pollution.

Solid Waste Management: Causes, Effects and Control Measures of Urban and Industrial Wastes, Role of an Individual in Prevention of Pollution, Pollution Case Studies,

Disaster Management: Floods, Earthquake, Cyclone and Landslides.

Human Population and the Environment: Population Growth, Variation among Nations, Population Explosion, Family Welfare Programmes.

Environment and Human Health : Human Rights, Value Education, HIV / AIDS, Women and Child Welfare, Role of Information Technology in Environment and Human Health, Case Studies.

Unit V Social Issues and the Environment

3 hrs

Unsustainable to Sustainable Development: Urban Problems Related to Energy, Water Conservation, Rain Water Harvesting, Watershed Management, Resettlement and Rehabilitation of People, its Problems and Concerns. Case Studies.

Environmental ethics and regulations : Issues and Possible Solutions, Climate Change, Global Warming, Acid Rain, Ozone Layer Depletion, Nuclear Accidents and Holocaust. Environmental Accounting, Case Studies - Wasteland Reclamation, Consumerism and Waste Products, Environmental Protection act, Air (Prevention and Control of Pollution) Act, Water (Prevention and Control of Pollution) Act, Wildlife Protection Act, Forest Conservation Act, Issues Involved in Enforcement of Environmental Legislation.

Total: 15 hrs

Text Book

1. **Bharucha, E.**(2003), *“Textbook for Environmental Studies”*, 1stediton ,University Grants Commission, New Delhi and BharatiVidyapeeth Institute of Environmental Education and Research, Pune.

References

1. **Pepper, I.L., Gerba, C.P. &Brusseau, M.L.** (2011), *“Environmental and Pollution Science”*, 2nd edition, Academic press, USA.
2. **Raven, P. H., Hassenzahl,D.M.& Berg, L.R.** (2012), *“Environment”*, 9th edition, John Wiley & Sons, USA.
3. **Timothy O’Riordan**(2014), *“Environmental Science for Environmental Management”*, 2nd edition, Routledge, USA.
4. **Rao M.N and Datta AK**,(2009), *“Waste Water Treatment”*, 3rdedition,Oxford and IBH Publishing Co. Pvt. Ltd., New Delhi.
5. **Rosencranz, A. , Divan, S. & Noble, M.L.** (2001) , *“Environmental law and policy in India”*, 1st edition, Tripathi Publishers, Mumbai.

Course Outcomes

On the completion of the course, the students will be able to

1. Understand the environmental management approaches in India and internationally.
2. Recognize the generation, characteristics and impact on the environment of air, noise, water, solid waste and nuclear pollution.
3. Depict organizations as systems and their role in environmental management.
4. Explain how environmental management can be used as environmental protection and how organizations can define and manage risk.
5. Demonstrate the understanding of the relevant areas for application of environmental management tools as well as their strengths and limitations.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO 7	PO 8	PO 9	PO10	PO11	PSO1	PSO2	PSO3
CO 1	H	L	L	M	L	L	L	H	H	H	M	H	H	M
CO 2	M	H	H	H	M	M	L	M	H	H	H	M	H	H
CO 3	H	L	M	L	M	M	L	L	L	M	M	L	M	M
CO 4	H	M	M	M	H	L	L	M	L	H	M	L	M	H
CO 5	M	M	L	H	H	M	O	L	H	M	H	M	L	M

Internship

Semester III
23MBAC27

No. of credits:2

- Students need to do a individual internship training for a period of 30 days in related domain areas and submit a report of the same.
- Project to be pursued and completed during the summer vacation, immediately succeeding the II Semester.
- This Project is to be valued internally and carries 100 marks.

Business Intelligence and Analytics

Semester IV
23MBAC28

Hrs. of Instruction/ week:2T+2P
No. of credits: 3

Course Objectives

1. Impart knowledge of Business Intelligence and Analytics concepts and applications.
2. Familiarize concepts of Data Warehouse, Data Mining and Big Data and their relevance to Business Intelligence.
3. Demonstrate the Data Mining and Business Analytics process across Business Intelligence Applications.
4. Provide insights on linking Business Analytics and Applications to functional processes and decisions.
5. Enumerate the architecture and procedures involved in designing and applying BI solutions.

Unit I Business Intelligence and Big Data

12 Hrs

Business Intelligence: Definition, Factors, Real-time Applications, Environment, Landscape, Platforms, Dynamic Roles, Challenges, Development and Implementation Process **The Big Four Business Intelligence Vendors***.

Big Data: Concept, Purpose, SMART Strategy, Internet of Things, Anatomy, Backlash, Data generation methods

Unit II Data Mining and Data Warehousing for Business Intelligence

12 Hrs

Data Mining: Concept, Applications, KDD- Stages, Issues, Challenges, Types – Descriptive, Diagnostic, Predictive, Prescriptive and Cognitive Analytics.

Data Warehouse: Data Warehousing Process Overview, Data Warehousing Architectures. Data Integration and the Extraction, Transformation, and Load Processes. Concept, Characteristics, Processes, Analytical Processing, OLAP Operations, Warehouse Schema, Architecture, Building a Warehouse- Data Models, Concept Hierarchies, Deployment, Data Mart, **ETL Tools, Virtual Ware-houses***

Unit III Business Analytics

12 Hrs

Data Visualization: Concept, Result reporting using Data Visualization, Connection Displays, Infographics, Dashboards, **Applications of Tableau and Power BI***.

Association Rules: Market Basket analysis, A Priori Algorithm, Partition Algorithm, Pincer search Algorithm, Association Rules, FP Tree Growth Algorithm, Incremental and Border Algorithms.

Classification: Decision Trees, Tree Pruning Techniques, Decision Tree design and criteria selection – Problem-solving using Excel

Clustering: Types of Data, Partitioning Algorithms, Hierarchical clustering, Categorical Clustering. **Association Rule Generation and Clustering using SPSS/ Excel/ Power BI***

Unit IV Advanced Analytics

12 Hrs

Genetic Algorithms (GA): Basic Steps, Selection, Cross Over, Rule Discovery, Decision tree, Clustering using GA

Artificial Neural Networks: Concept, Applications, Elements, Learning in NN, Support Vector Machines (SVM).

Applications – Solving business problems using GA and ANN*

Unit V Applied Analytics

12 Hrs

Web Mining: Concept, Purpose, Types- Content, Structure, Usage; Text Mining – Sentiment Analysis

Temporal Mining: Temporal- Concept, Types, Tasks and Sequence mining, Trend Analysis, ARIMA Applications and problem-solving

Spatial mining: Task, Rules, Applications.

Practical case analysis using Google Analytics *

(* - Self Study and Practical Portion)

Total: 60 hrs

Textbooks

1. Jones, H. (2020). *“Data Mining: The Data Mining Guide for Beginners, Including Applications for Business, Data Mining Techniques, Concepts, and More”*, Bravex Publications, USA
2. Kris Jamsa(2020), *“Introduction to Data Mining and Analytics”*, Jones & Bartlett Learning,USA
3. Bernard Marr, (2015), *“Big Data -Using Smart Big Data Analytics to make Better Decisions and Improve Performance”*, John Wiley & Sons Ltd, U.K.

References

1. Bhatia, P. (2019). *“Data Mining and Data Warehousing: Principles and Practical Techniques”*,Cambridge University Press, India
2. David Loshin(2013), *“Business intelligence: the savvy manager’s guide, getting onboard with emerging IT”*, 2nd edition, Morgan Kaufmann Publishers, USA
3. Han and Kamber(2012), *“Data Mining: Concepts and Techniques”*,3rd edition, Morgan Kaufmann, USA.
4. Larissa Terpeluk Moss &Shaku 103re, (2010), *“Business Intelligence Roadmap: the complete project lifecycle for decision-support applications”*, 11th edition, Addison Wesley Publishers, USA.
5. Prabhu, C.S.R. (2004), *“Data Warehousing – Concepts, Techniques, Products and Applications”*, 2nd edition, PHI, New Delhi.
6. Pujari, A. K. (2016). *“Data Mining Techniques”*, Orient Blackswan Pvt Limited, India.
7. Ravisankar Malladi, T. Santhi Sri, S. Kuzhaloli, P. Vijayakumar(2020): *“Data Mining: A Future Scope.”* Nitya Publications, India
8. Robert Ericsson (2009), *“Building business intelligence applications with .net”*, 2nd edition, Firewall Media publishers, New Delhi
9. Robert J.Thierauf(2001), *“Effective Business Intelligence Systems”*, 1st edition, Quorum Books, USA.
10. Shadaksharappa.B , Ramkumar.P , Prabakar.T.N. (2022),*“Data Warehousing & Data Mining”*. Book Rivers, India
11. Sharda, R., Delen, D., Turban, E. (2013),*“Decision Support and Business Intelligence Systems”*, Pearson, United Kingdom.

Course Outcomes

On the completion of the course, the students will be able to

1. Comprehend data mining and business intelligence tools, algorithms and their application to business problem-solving.
2. Draw the differences and relationships of data patterns using statistical and machine learning techniques.
3. Numericize real-life scenarios and apply analytics for business decisions.
4. Build and enhance business intelligence capabilities by adapting the appropriate algorithms, technology and solutions.
5. Critique and interpret Business Intelligence and Analytics reports and effectively apply data mining techniques in a variety of business applications.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO 1	H	M	H	M	L	M	L	M	L	H	M	H	L	M
CO 2	M	H	H	L	L	H	M	L	L	H	H	L	M	H
CO 3	H	H	M	M	M	M	M	M	M	M	M	M	L	M
CO 4	M	H	H	M	L	M	L	L	L	M	H	H	L	H
CO 5	M	M	M	L	L	M	L	M	L	H	M	M	M	H

Digital Marketing

Semester IV
23MBAC29M/30M

Hrs. of Instruction /Week: 2T+2P
No. of Credits: 3

Course Objectives

1. Provide insights on the digital marketing tools and processes
2. Imbibe skills to develop digital marketing communications that will gain visibility
3. Inculcate the application of analytics for formulating social media platforms and digital marketing strategies
4. Demonstrate the processes of creating promotions on Social Media.
5. Infuse know-how to integrate digital marketing strategies.

Unit I Search Engine Marketing

12 Hrs

Digital Marketing: Concept, Principles, Process.

Search Engine Marketing: Searcher's Intent - Navigational, Informational, Transactional, Searcher's Device, Text, Clicks, Results, Customer Behavior, Working of Search Engines- Content Analysis, Rule-Based Personalization, Google Search, Google Adwords, Microsoft Adcenter, Yahoo Search Marketing.

Creation of Business Sites and Webpages using Google Business*

Unit II Search Engine Optimization

12 Hrs

Search Engine Optimization: Process, Search Engine Result Positioning, Search Behavior, Goals.

On-Page Optimization: Keyword Research, Process, Technical and Mechanics Aspects, Site Maps, Google Search Console, Link integration.

Off-Page Optimization: Process, Link Formats, Link Building, Content Marketing, Social Sharing.

Analysis: Key Performance Indicators, Law And Order, Process.

Apply Keyword Research, Search Behaviour Analysis, SEO Techniques to modify the business site created.*

Unit III Pay Per Click and Digital Display Advertising

12 Hrs

Pay Per Click Campaign (PPC): Process, Goals, Campaign –Objectives, Architecture, Setup, Targeting, Ad Management-Bid, Delivery, Scheduling, Rotation, Keyword- Selection, Match Types, Research Tools.

PPC Process: Ad Copy Composition, Creation, Extensions, Landing Pages, Bidding-Google Display Network (GDN), Remarketing, Adword Interface Navigation, Conversion Tracking, KPIs, Key Performance Reports, Data Segmentation, Reports, Google Impact Analysis, Law And Guideline.

Digital Display Advertising: Concepts, Technology, Process- Define, Target, Set-Objectives, Mechanics, Ad Formats, Budgets, Media, Format Options; Track, Configure-Targeting, Tracking, Going Live, Measure, Laws And Guideline.

Application of Google Adword, Keyword Research for PPC and display advertisement.*

Unit IV Email, Social Media and Mobile Marketing

12 Hr

E-Mail Marketing: Process- Spam Definition, Subscribers Management, Design Ad Content, Email Interaction Process, Confidentiality, Compilation, Integration, Delivery, Discovery, Reporting and Analysis, Regulations.

Social Media Marketing: Goals, Media Types, Channels, Processes- Creating Business Page, Profile, Channel, Blogs Page Engagement, Analytics, Social Sharing, Plugins, Network Building, Strategy, Implementation-Fit, Content - Planning, Scheduling, Platform Selection, Promotion, Integration, Analytics- Facebook, LinkedIn, Twitter, Google.

Mobile Marketing: Mobile Optimized Websites, App Development, Mobile Ads-Formats, SearchIn-App Ads, Mobile Sites, Mobile Ads, Proximity Marketing, Laws.

Marketing Through Facebook, Twitter, LinkedIn, Google+, Youtube, Blogs*

Unit V: Analytics And Strategy

12 Hrs

Marketing Analytics: Process, Goals, Concepts, Terms, Setup-Structure, Access Level, Navigation, Monitor- Audience, Behaviour, Acquisition, Behaviour Reporting And Analysis, Attribution, Customization, KPI Iterative Process.

AI Integration in Digital Marketing: Programmatic Media Bidding. AI-generated content - Predictive and Targeted Content, Smart content creation and curation, Image and Voice Recognition Technology, Voice search, Natural language processing, AI-powered recommendation system, Chatbots.

Strategy And Planning: Digital Marketing Plan-Structure, Situation Analysis, Audience Definition – Building Customer Profile, Ranking, Multiscreening, Business Objectives, Activities- Define Value Proposition, Objectives, Channel Suitability, Budget, Content, Tools, Calendars, Digital Tools, Action Plan, Measurement, Iteration And Management – Integration, Analytics, ROI.

Google Analytics Application and Template Creation for Strategic Plans *

(*- Practicals and Self-learning)

Total: 60 hrs

Text Books:

1. Enge, E., Spencer, S., Stricchiola, J. (2023), "*The Art of SEO: Mastering Search Engine Optimization*", O'Reilly Media Inc., USA.
2. Ian Dodson (2018), '*The Art of Digital Marketing*', Wiley India Pvt. Ltd., New Delhi
3. Kartajaya, H., Setiawan, I., Kotler, P. (2021), "*Marketing 5.0: Technology for Humanity*", John Wiley and Sons Inc., USA.

Reference Books:

1. Mike Moran and Bill Hunt, (2014), '*Search Engine Marketing, Inc. Driving Search Traffic to Your Company's Web Site*', Pearson Education, New Jersey.
2. Simon Kingsnorth (2016), '*Digital Marketing Strategy: An Integrated Approach to Online Marketing*', 2nd Edition, Kogan Page, New Delhi.

Course Outcomes

By the end of the course, the students will be able to

1. Develop digital marketing communications that will gain visibility.
2. Design digital marketing plans and strategies.
3. Apply scenario-based analysis and formulate digital marketing strategies for integrated marketing communications.
4. Apply analytics and strategy to measure the effectiveness of digital marketing promotions and strategies.
5. Integrate various digital marketing channels to promote business.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO 1	H	H	H	H	H	H	H	H	M	H	H	H	H	M
CO 2	H	H	H	H	H	H	M	H	H	H	H	H	H	H
CO 3	M	M	L	L	H	L	L	M	M	H	M	M	M	M
CO 4	H	H	H	H	H	M	M	H	M	H	H	H	H	H
CO 5	H	H	H	M	H	H	M	M	H	H	H	H	H	H

Strategic Cost Management

Semester IV
23MBAC29F/30F

Hrs. of Instruction /week:2T+2P
No. of credits: 3

Course Objectives:

1. Understand the applications of Managerial and Cost Accounting concepts in the contemporary Cost Management Models.
2. Enhance knowledge on techniques of cost control and reduction.
3. Examine the details of contemporary issues in costing systems such as activity-based costing and pricing, target costing, etc.
4. Discuss issues relating implementation of cost management models in modern firms.
5. Provide a comprehensive view on Management Control for issues like profit centers/SBUs, budgeting, budgeting games and tools for tracking performance evaluation

Unit I Overview and Basic Concepts

12 hrs

Strategic Cost Management: conceptual framework, environmental influences, Role of SCM in strategic positioning*

Cost Control and Cost Reduction: basics, process, methods and techniques of cost reduction, learning curve*

Unit II Cost Management Techniques

12 hrs

Target Costing: methodology, methods of establishment of target costs, attributable costing, back-flush accounting, target selling*

Life Cycle Costing : Meaning, characteristics, importance benefits, Product Life Cycle Costing, Project Life Cycle Costing*

Relevant Cost Analysis : Relevant Cost, Irrelevant Costs - Sunk or Historical Cost, Committed Cost, Absorbed Cost, Fixed Costs and its relevance in decision –making*

Unit III Costing Methods

12 hrs

Transfer Pricing: Objectives, Methods - Cost Based, Market Price Based, Negotiated Pricing, Advantages and Disadvantages*, Criteria for setting Transfer Prices, Transfer Price in different situations

Kaizen Costing : concept, procedure for implementation, evaluation, benefits and challenges*

Unit IV Cost Allocation and Control

12 hrs

Activity Based Cost Management : Concept , purpose, benefits, stages, relevance in decision making, Traditional Vs. ABC System – comparative analysis*

Responsibility Accounting: Concept, methods, Procedure, advantages*

Unit V Contemporary Cost Management Practices

12 hrs

Contemporary practices: Lean Accounting, Value analysis, Balance score card, Theory of constraints, JIT – introduction, Benefits, specific performance measures in JIT, Business Process Re-engineering, Benchmarking, ERP and its application in strategic cost management*

(* - Self Study Portion)

Total:60 Hrs

Text Books

1. **Prof. Jawahar Lal** (2022), “*Strategic Cost Management:*”,4th edition, Himalaya Publishing House Pvt. Ltd.,Mumbai.
2. **Ravi M Kishore** (2022), ‘*Strategic Cost Management:*’ 5thedition, Taxmann Publications Private Limited, New Delhi.

References:

1. **CA (Dr.) K.M. Bansal and CA Meena Verma** (2022), ‘Taxmann’s CRACKER for Strategic Cost Management & Performance Evaluation’1st Edition, Taxmann Publications Private Limited, New Delhi..
2. **CA B. Saravana Prasath** (2022) ‘Padhuka's Students' Handbook On Strategic Cost Management & Performance Evaluation’ 7th Edition,Commercial Law Publishers (India) Pvt. Ltd.
3. **Horngren, Datar and Rajan**(2020), ‘*Cost Accounting: A Managerial Emphasis*’, 18th edition, Pearson Publications, New Delhi
4. **Shank** (2006), ‘*Cases in Cost Management: A Strategic Emphasis*’, 3rd edition, South Western Publishing Co. Ltd.
5. **V.K. Saxena** (2020), ‘Strategic Cost Management and Performance Evaluation’ 1st Edition, Sultan Chand and Sons, New Delhi

Course Learning Outcomes:

On the completion of the course students will be able to

1. Understand the strategic fit between cost management and organisation’s objectives.
2. Design costing systems for the organizations based on their nature to ascertain cost and value.
3. Analyze ways and means of cost control, management and improvement.
4. Apply suitable cost allocation techniques for pricing decisions.
5. Demonstrate knowledge of contemporary cost management practices

CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO 1	H	L	L	M	L	L	L	H	H	H	M	H	H	M
CO 2	M	H	H	M	M	M	L	M	H	H	H	M	H	H
CO 3	H	M	M	L	M	M	L	L	L	M	M	L	M	M
CO 4	H	M	M	M	H	L	L	M	H	H	M	H	H	H
CO 5	M	M	L	H	H	M	M	L	H	M	H	M	L	M

Performance Management

Semester IV
23MBAC29H/30H

Hrs. of Instruction /week:2T+2P
No. of credits:3

Course Objectives

1. Understand the fundamentals of Performance Management Concept, Process and Objectives.
2. Acquire knowledge on various tool used for Managing / Appraising performance of employees.
3. Enhance the knowledge in designing and developing Performance Management System for organizational effectiveness.
4. Learn different approaches of Performance Management
5. Identify best practices to handle challenging situations in Performance Management.

Unit I Introduction

12 hrs

Performance Management: Defining Performance, Meaning of Performance Management (PM), Historical developments, Aim and role of PM - Contribution of PMS, Characteristic of an ideal PMS, Hindrances in implementation, PMS Integrating with other workflow process.

Performance Appraisal Vs. PMS: Definition and Objectives of Performance Appraisal Process of Performance Appraisal - Self Assessment and its importance

Unit II Performance Management Process and Planning

12hrs

Performance Management Process: Prerequisites, Performance planning, Performance execution, Performance assessment, Performance review, Performance reward and re-contracting

Performance Planning: Theories of goal setting, Goal Theory, Application in Performance Management, Control Theory, Social Cognitive Theory and its Application in Performance Management, Organizational Justice Theory and its Application in Performance Management.

Performance criteria : Principles and Process of setting performance criteria, methodologies to assess performance, Linking individual and team goals to organizational goals, Goal Setting Procedure, Employee's Responsibility in Performance Planning Mechanics and Documentation.

Unit III Performance Measurement Approaches

12 hrs

Approaches: Determinants of performance – KPIs, Performance dimensions, Performance Hierarchy, Approaches to measuring performance: Trait, Behaviour and Results

Measuring Results and Behaviors: Results, Determining Accountabilities, Objective and performance standards., Measuring Behaviors - comparative system, absolute system; Strategic performance measurement,

Performance Assessment: Evaluating individual performance Methods of Performance Appraisal, Traditional and Modern Methods.

Failure of Performance Appraisal : causes and reasons, Halo Effect, Factors affecting Appraisals errors , reducing Rater biases; Cultural issues in Performance Appraisal, Managing Expectations and Role of communication in process.

Unit IV Performance Improvement and Development

12hrs

Identifying performance gaps and causes of performance problems, Developing improvement plans and setting objectives for improvement, Providing training and development,

Opportunities to improve performance, Coaching and mentoring employees to enhance their skills and capabilities, Career planning and development to enhance employee engagement and retention

Unit V Performance Review and Counseling

12hrs

Performance Review: Significance of Performance review and discussion process. Performance development and personal plans, Coaching Style process

Performance counseling: Role of Performance Coaching, Counseling for better performance Feedback Mechanisms in organizations, Training the superiors to give constructive feedback, Levels of Performance Feedback.

Current trends in PMS: Emphasis on Continuous Feedback, 360 Degree Appraisal, Assessment Centers, Potential Appraisal, Managing rewards - Linking Performance to Pay, Simple System Using Pay Band, Linking Performance to Total Reward, Challenges of Linking Performance and Reward, Use of Technology, Challenges in Performance Management Systems.

Total: 60 hrs

Text Book

1. **Arup Varma and Pawan Budhwar** (2019), "*Performance Management Systems*" SAGE Publications Inc., USA.
2. **Cam Caldwell, Verl Anderson** (2021), "*Performance Management for the Modern Leader*" Nova Science Publisher, USA.
3. **Herman Aguinus**(2021), "*Performance Management*", 4th edition, Pearson Education Limited, UK.
4. **Kevin R. Murphy, Jeanette N. Cleveland, Madison E. Hanscom** (2020), "Performance Appraisal and Management" SAGE Publications Inc., USA.
5. **T.V. Rao** (2021), "*Performance Management: Towards Organisational Excellence*", 3rd edition, Sage Publications India pvt., Ltd., New Delhi.

References

1. **Armstrong, M.** (2015), "*Armstrong's Handbook of Performance Management: An Evidence-based Guide to Delivering High Performance*". 5th Edition, Kogan Page. London.
2. **Aswathappa.K**(2019), "*HRM Text and Cases*", 7th Edition, Tata McGraw Hill Publishing Co., Ltd., New Delhi.
3. **Chadha Prem** (2003), "*Performance Management- It's about Performing - Not just Appraising*", 8th Edition, Macmillan India Limited, New Delhi.

4. Gary Cokins (2019), "*Performance Management: Integrating Strategy Execution, Methodologies, Risk and Analytics*", 3rd Edition, Wiley and SAS Business Series, USA.
5. Kohili A.S. and Deb T. (2009), "*Performance Management*", 3rd Edition, Oxford University Press, New Delhi
6. Rao T.V.(2019), "*Performance Management and Appraisal Systems - HR Tools for Global Competitiveness*", 4th Edition, Response Books, New Delhi.

Course Outcomes

On the completion of the course, the students will be able to

1. Demonstrate proficiency in designing Performance Management models facilitating increased level of performance.
2. Employ analytical skills to decide appropriate model for assessing Employee behavior
3. Identify PM linkages to strategic business management.
4. Assess critically the performance gaps and suggest new ways of PM.
5. Enhance ability to evaluate and manage employee performance.

CO/ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO 1	H	H	M	M	H	M	H	H	H	H	H	H	H	H
CO 2	H	H	H	M	H	M	H	H	M	M	H	M	M	H
CO 3	H	H	H	H	H	H	H	M	M	M	H	M	H	M
CO 4	H	H	H	H	H	M	M	M	H	H	H	H	H	M
CO 5	H	H	H	M	H	L	M	H	M	H	H	M	M	H

Innovation and Technology Management

Semester IV
23MBAC290/300

Hrs. of Instruction /week:2T+2P
No. of credits: 3

Course Objectives

1. Elucidate the basic concepts and themes pertaining to the nature and dimensions of technology and its management.
2. Provide holistic understanding of technology as a system
3. Identify the ways to impart the significance of innovation and change in organisations
4. Design support system of organisation structure, policies and requirements for technology management
5. Enable knowledge on how innovation and technology build sustainable businesses.

Unit I Technology Management – Overview

12 hrs

Technology Management : Origin and Evaluation of Technology – Technological opportunities – intersectoral difference in innovation – Technology as a driving force of global industrial competition, The Axes and Atlas of technology, Strategic management of Technology, **Technology Management Issues***, Technological changes in economic thoughts, dictates of technological change.

Unit II Technology development and transfer

12 hrs

Productivity and incremental innovation: Technology absorption, technological innovation, **Crucial issues in flexible technology***, Strategic evaluation of technology investments, Technological Paradigms, Technology transfer, Diffusion of embodied technology, Creativity as a Technology, Core competencies in Technology, commercialisation.

Unit III Innovation in organisations

12 hrs

Innovation: Definition, types, Need, role of innovation, sources, innovation and change, Top level commitment, Long term perspective. Role of R&D, Innovation Policy, Building Blocks of Innovation Eco Systems, **Changes in Innovation 4.0***. Value chain for business model innovation.

Emerging Technologies: Basics - IoT, 3D Printing, Nano Architecture, Gamification, Project Loon, Neuro Marketing, Near field communication, Green Technologies.

Unit IV Organizational support system

12 hrs

Structural imperatives of technology management: Building organizational culture, open lateral communications, **the organization as a laboratory for learning***.

Organisation of innovation –Mechanistic and Organic system of management.

Unit V Managing Innovation and Technology

12 hrs

Analysing the company: Industry and environment for IT readiness, IT enabled strategic innovation, Innovation and IT strategies alignment, Technology Management Perspectives, choices of technology development and adoption, choosing strategic alternatives,

Technology and Sustainability - Leading innovative teams, Encouraging creativity in teams-
Communicating about innovation - Overcoming obstacles to innovation*
 (*- Self Study Portion)

Total: 60 hrs

Text Book

1. Daria Bylieva, Alfred Nordmann (2021), “*Technology, Innovation and Creativity in Digital Society*”, Springer, Switzerland.
2. Rastogi, P.N. (2018), “*Management of Technology and Innovation- Competing through technological excellence*” 2nd edition, Saga Publications India Pvt Ltd, New Delhi.
3. Dubey Sanjiva Shankar(2017), “*Technology and Innovation Management*”, 2nd edition, PHI Learning Pvt Ltd, New Delhi.

References

1. Mark Dodgson, David Gann and Ammon Salter (2012), “*The Management of Technological Innovation*” Revised edition, Oxford University Press, New York.
2. Frederick Betz (2011), “*Managing Technological Innovation: Competitive Advantage from Change*” 2nd edition, John Willey and Sons, New Jersey.
3. Arnold H Erner, M Mockel, P Schlaffer (2010), “*Applied Technology and Innovation Management*”, Springer Verlag Berlin Heideberg.
4. Nikos Vernardakis (2016), “*Innovation and Technology, Business and Economics Approaches*”, Routledge, Newyork
5. Robert M.Verburg, J.RolandOrtt and WillemijnM.Dicke(2006), “*Managing Technology and Innovation*” 3rd edition, Routledge, USA.
6. Sebestien Lechevalier ((2017), “*Innovation beyond technology – Science for Society and Interdisciplinary Approaches*”, Springer, Singapore.
7. Schilling, M.A. (2016). “*Strategic Management of Technological Innovation. New York: McGrawHill, 5th edition, USA*

Course Outcomes

On the completion of the course, the students will be able to

1. Update knowledge on technological changes and innovative business solutions for firm’s sustainable development
2. Analyse the technology management challenges and provide solutions to manage technology in turbulent environment.
3. Apply critical thinking and employ problem solving approach to mitigate the hindrances in innovation and technology management.
4. Examine the role of innovation in organizational process and ensure innovation works as a core competency in technology management.
5. Display the breadth of skills changing the landscape of organizational success with highly recognized innovative practices to manage technology adoption.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO 1	H	H	H	M	H	H	H	H	L	H	H	H	H	M
CO 2	H	H	H	H	H	H	M	H	M	H	H	H	H	H
CO 3	M	M	L	L	H	L	H	L	H	H	M	L	M	M
CO 4	H	H	H	H	H	M	M	H	M	H	H	H	H	H
CO 5	H	M	H	M	H	H	H	M	M	H	H	L	H	H

Data Science for Business

Semester IV
23MBAC29S/30S

Hrs of Instruction /week:2T+2P
No. of credits: 3

Course Objectives

1. Construct the means for extracting business-focused insights from data and apply to various fields.
2. Work effectively and synergically in teams on data science projects.
3. Understand the machine learning algorithm and its applications
4. Highlight all ideas, discuss and justify all research, theories, and hypotheses, and effectively communicate their findings
5. Reason around ethical and privacy issues in data science conduct and apply ethical practices.

Unit I Data Science and Business Strategy 12 hrs

Introduction: Concept, Data Science hype, Datafication, Applications, challenges, tools and programming, Role of Data Scientist, Implications, Risks

Business Strategy: Data and Data Science Capability as a Strategic Asset, Data-Analytic Thinking.

Sources of Data: Time Series Data, Transactional Data, Multimedia data, Biological Data, Spatial Data, Social Network Data, Sensor data, Data Evolution. Achieving Sustainable Competitive Advantage with Data Science*.

Unit II Data Analytics and Big Data 12 hrs

Exploratory Data Analysis and the Data Science Process - Basic tools (Plots, graphs and summary statistics) of EDA, Philosophy of EDA, The Data Science Process, Case Study: Real Direct (online real estate firm). Data Preprocessing, Descriptive Statistics, Central Tendency, Variability, Mean, Median, Range, Variance, Handling Missing values and Outliers – Normalization.

Big Data: Introduction, Concepts, Distributed File System, Importance, Tools and platforms, Four Vs, Analytics, Challenges, Limitations and solutions of Big data Applications*. Algorithms using map reduce.

Unit III Machine Learning Algorithms 12 hrs

Basic Machine Learning Algorithms- Linear Regression, k-Nearest Neighbors (k-NN), k-means, four types of machine learning algorithms: Supervised, Semi-supervised, Unsupervised and reinforcement.

Usage in Applications- Filtering Spam, Naive Bayes, Data Wrangling: APIs and Other tools for scrapping the Web*.

Unit IV R Programming and Python for Data Science 12 hrs

Basics & Essentials: Basics computations, Data types and objects, control structures, functions, Basic Graphs in EDA.

Manipulation & Predictive modeling: Grammar of Data Manipulation, Feature Engineering- Extraction and classification, Linear Regression*.

Python Concepts and Data Structures: Interpreter, Program Execution, Statements, Expressions, Flow Controls, Functions, Numeric Data Types, Sequences, Strings, Tuples, Lists, Dictionaries.

Unit V Business Analytics Applications**12 hrs****Business Analytics Applications -Online Marketing and Advertising***, Financial Services and Risk Analytics, Operational and Service Analytics**Mining Social-Network Graphs-** Social networks as graphs, Clustering, Direct discovery of communities, Partitioning, Neighborhood properties.**Business Analytics and Visualization Tools:** Python, Tableau, Creating Interactive Dashboards and charts to organize data using visualization principles, Data Storytelling, reading data in-depth, identifying critical messages and communicating these messages in most effective way.**Total: 60 hrs****Text Book**

1. **Cathy O'Neil and Rachel Schutt** (2014), "*Doing Data Science, Straight Talk From The Frontline*", 1st edition, O'Reilly.
2. **V.K. Jain**, "*Data Science and Analytics*" (2018), Khanna Book Publishing, New Delhi
3. **Dr.N. Meenakshi, K.E. Rajkumari, S. Hariharasitaraman**, (2021), "*Data Science and Machine Learning*", Notion Press Publication, Chennai.
4. **Roger D.Peng** (2012), *R Programming For Data Science*, 1st edition, LULU Press

References

1. **Field Cady** (2017), '*The Data Science Handbook*', 1st edition, John Wiley & Sons
2. **Foster Provost, Tom Fawcett** (2013), '*Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking*', 1st edition, O'Reilly Media, Inc. Canada
3. **Mayer-Schönberger, V., &Cukier, K.** (2013). '*Big data: A revolution that will transform how we live, work, and think*'. 1st edition, Houghton Mifflin Harcourt.
4. **Mike Loukides** (2011) , '*What Is Data Science?*', 1st edition, O'Reilly Media, Inc. Canada
5. **Roger D.Peng** (2016), '*Exploratory Data Analysis With R*', 1st edition, Lean Publisher.
6. **Reema Thareja**, (2021), "*Data Science and Machine Learning*", McGraw Hill Publication.
7. **Thomas Mailund** (2017), '*Beginning Data Science in R: Data Analysis, Visualization, and Modelling for the Data Scientist*', 1st edition, Apress, New Delhi

Course Outcomes

On the completion of the course, the students will be able to

1. Exhibit knowledge on big data analytics with statistical analysis.
2. Demonstrate the ability to think critically in making decisions based on data analytics
3. Apply broad range of methods based on statistics and informatics and can use these for data management, analysis and problem solving and have experience in deriving theoretical properties of methods involved in Data Science
4. Translate data into clear, actionable insights using R programming
5. Equip for implementation/modification of methods involved in Data Science and demonstrate business analytics applications that facilitate the effective presentation of analysis results

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO 1	H	H	H	H	H	H	H	H	M	H	H	H	H	M
CO 2	H	H	H	H	H	H	M	H	M	H	H	H	H	H
CO 3	H	M	H	L	H	M	L	M	M	M	H	M	L	M
CO 4	H	H	H	H	H	M	M	H	M	H	M	H	M	H
CO 5	H	H	H	M	H	H	H	M	M	H	H	M	H	H

Supply Chain and Logistics in Retailing

Semester IV
23MBAC29R/30R

Hrs. of Instruction /week:2T+2P
No. of credits: 3

Course Objectives

1. Elucidate the concepts in supply chain and logistics and their interrelationships with other business functions.
2. Provide insights into the changing logistics environment and the strategic issues in SCM
3. Identify and evaluate the factors influencing logistics and supply chain management
4. Design strategies for various modules of logistics and supply chain management
5. Impact knowledge on the role and nuances of IT integrated supply chain networks

Unit I Supply Chain (SC)

12 Hrs

Supply Chains: Concept, Integrated Supply Chain Management, Goals and Objectives, Business Environment and Supply Chain Competitiveness, Drivers, Challenges.,

SCM Models: integrated Customer Life Cycle, Demand Chain Management and Supply Chain Model, Supply Chain Models – SCOR, DCOR, CCOR, M4SC

SCM Strategies: Process view, Push and Pull SC Strategies, Push/ Pull boundary

Performance: Performance Measurement and Control Mechanism, Throughput Dollar Days [TDD], Inventory Dollar Days [IDD], Risk Management- Disruptions, Risk Management Strategies.

Case study: SCM Strategies of Amul, Starbucks and Toyota*.

Unit II SC Planning and Co-ordination

12 Hrs

Demand Forecasting and Planning : Forecasting Methods, Aggregate Planning- Steps, Strategies, Methods, Managing Supply and Demand.

Inventory Management: Cycle Inventory, Impact of Economies of Scale on Cycle Inventory, Quantity Discount on Cycle Inventory, Safety Stock- Uncertainties, Replenishment Policy Safety Stock, Impact of Aggregation, Product Availability - Methods in Determining Product Availability

Co-ordination: Co-ordination, Bullwhip Effect, Mechanisms.

Case study: Application of SPSS for SCM Planning, Developing Systems for Inventory Management*.

Unit III Operational SCM

12 Hrs

Facility Decision: Network Design Decision, Impact, Framework, Analytical Methods for Evaluating Locations

Transportation: Role, Principles, Modes, Economies, Strategies for optimization.

Warehousing : Objectives, Types, Strategy

Procurement Management: Strategic Sourcing, Purchase Process, Purchasing in Global Supply Chain, Global Purchasing Trends, Critical Success Factors

Outsourcing Business Model: Make or Buy Decision, Supplier Segmentation Matrix and Outsourcing Strategies

Pricing and Revenue Management: Evaluation of Cash Flow Using NPV, Intra Company Transfers and Transfer Pricing Methods, Transfer Pricing, Cost Savings, Value Added and Non-Value Added Activities in Pricing and Revenue Model, Activity Based Costing, Pricing - Customer Segments, Perishable Goods.

Designing Outsourcing, Pricing and Revenue Models.

Unit IV Strategic Supply Chains

12 Hrs

Manufacturing Process Integration: Business Model for Outsourcing, Internal Integration, Enterprise Resource Planning, Matching Functional and Innovative Products with Supply Chain, Integration Of SCM, ERP And CRM- Value Stream Mapping- Application and advantages.

Supply Chain Management Practices: Service Supply Chain, Significance of SERVQUAL in Supply Chain, Mass Customization and Customization Strategies.

Agile, Lean and Green Supply Chain Management: Agile Organizations, Agile Supply Chain Management Practices, Lean Supply Chain Management Practices, Leagile Supply Chain Management, Green Supply Chain - Drivers , Practices, Relationship Model.

Sustainable SC: Triple Bottom Line, External Integration Strategies, Supply Chain Maturity Reference Model

Analyse ERP, SCM and CRM Softwares and Identify the Activity links to Supply Chain

Unit V Supply Chain Management for e-Commerce and Digital Supply Chains 12 Hrs

Supply Chain for e-commerce : Challenges and Solutions, reverse Logistics and Refund Policy, IT and its Role in SCM, Digital Supply Chain.

Supply Chain Analytics: OLAP Operations, Business Analytics for Supply Chain Optimization, Predictive Analytics, Business Analytics- Concepts and Components, Portfolio and Characteristics.

IT enabled Supply Chain Transformation: Fuzzy Logic, Blockchain Technology, IoT Applications.

Big Data Analysis for Supply Chain Channel Management.

(* - Practicals and Self Study Portion)

Total: 60 Hrs

Text Book

1. Sunil Chopra and Peter Meindl, (2015), *“Supply Chain Management: Strategy, Planning and Operation”*, 6th Edition, Pearson Higher Education, New Delhi.
2. Robert B. Handfield, Ernest Nichols (2016), *“Introduction to Supply Chain Management”*, 1st Edition, Pearson Education, New Delhi.

References

1. Burt, Dobler, Starling (2008), *‘World Class Supply Management- The Key to Supply Chain Management’*, 1st Edition, Tata McGraw-Hill Publishing Company Ltd, New Delhi.
2. Christopher. Martin (2011), *“Logistics and Supply Chain Management”*, 4th Edition, Pearson Education, New Delhi.
3. David Simchi, Levi, Philip Kaminsky, Edith Simchi Levi (2007), *“Designing and Managing the Supply Chain”*, 3rd Edition, McGraw Hill Publications, New Delhi.
4. Donal J Bowersox, David J COSS, M Bixby Cooper (2008), *“Supply Chain Logistics Management”*, 2nd Edition, Tata McGraw Hill, New Delhi.
5. James R. Stock, Douglas M. Lambert (2001), *“Strategic Logistics Management”*, 4th Edition, McGraw Hill Publications, New York.
6. Michael H. Hugos (2011), *“Essentials of Supply Chain Management”*, 3rd Edition, Wiley Publications, US.
7. Shay (2004), *“Supply Chain Management for Global Competitiveness”*, 2nd Edition, Macmillan Publishers, New Delhi.

Course Outcomes

On the completion of the course students will be able to

1. Understand fundamental supply chain management and logistics concepts and their interrelationships.
2. Apply decision making tools and software tools to evaluate and manage supply chain networks.
3. Analyse and improve supply chain processes with sustainability approach.
4. Evaluate implications of supply chain and logistics at local and global perspective.
5. Adapt and implement recent trends in managing supply chain and logistics functions.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO11	PSO1	PSO2	PSO3
CO1	H	L	L	M	L	M	M	M	L	L	M	H	M	H
CO2	H	H	H	M	H	H	M	H	M	M	M	H	H	H
CO3	H	H	H	M	H	H	H	H	H	M	H	H	H	H
CO4	H	H	H	H	H	H	H	H	H	M	H	H	H	H
CO5	H	M	M	M	M	M	M	H	H	M	H	H	H	H

Indian Ethos and Business Models

Semester IV
23MBAC29E/30E

Hrs of Instruction/week: 2T+2P
No. of credits: 3

Course Objectives

1. Acquaint the students with Indian Ethos and its relevance to managerial decision making.
2. Familiarize the sources of Indian Ethos in Management and apply the same in business
3. Understand the Indian ethos and culture to strengthen character and individual abilities at work.
4. Compare and Comprehend Indian and Modern Learning System to adapt the best practices.
5. Create awareness regarding Indian culture and value systems and design business models.

Unit I Indian Ethos and Values

12 hrs

Indian Ethos: -Need, History*, Relevance, Principles followed by Indian Organizations, Role of Indian Ethos in Managerial Practices in India, Indian perspective of values for managers*, Secular vs. Spiritual values in management

Unit II Sources of Indian Ethos in Management

12 hrs

Management Lessons from Scriptures: Management lessons from Vedas, Mahabharata, Kautilya's Arthashastra, Bible and Quran, Indian Heritage in Business Management, Indian Management vs Western Management *.

Unit III Work Ethos and Values

12 hrs

Work Ethos and Values- Work Ethos : Meaning, Levels and Dimensions, Factors responsible for poor work ethos, Values for Indian Managers, Importance of Value System in Work Culture*, Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society.

Unit IV Indian Systems of Learning

12 hrs

Indian Systems of Learning: Gurukul System of Learning-Meaning, Features, Advantages and Disadvantages; Modern System of Learning- Meaning, Features, Advantages and Disadvantages; Self-Management-Personal growth and Lessons from Ancient Indian Education System;

Personality Development*-Meaning, Determinants, Indian Ethos and Personality Development.

Unit V Business Models

12 hrs

Business Models : Indian Models in Entrepreneurship:, India's start up revolution-Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators-Rural entrepreneurship, social entrepreneurship, women entrepreneur.

Indian thoughts, Guna Theory, Karma: Meaning, Importance of Karma to managers, Nishkama Karma, Laws of Karma, Corporate Karma- Meaning, Methodology, Guidelines for good Corporate Karma; Stress at Workplace*.

Joint Hindu Family Business: Leadership Qualities of Karta, **Models of Motivation*** and Leadership in Indian thoughts- Case studies of Indian Family Business – Success and Failures.

(*Self Study Portion)

Total: 60 hrs

Text Books

1. **B.K. Nair, K.C.R. Raja, S. Balachandran** (2008), '*Ethics, Indian Ethos and Management*', 2nd Edition, Shroff Publishers & Distributors Pvt. Ltd, New Delhi.
2. **Tushar Agarwal, Nidhi Chandorkar** (2017), '*Indian Ethos in Management*', Himalaya Publishing House, New Delhi.
3. **Chandra Hariharan Iyer, Swetha Anand** (2022), '*Indian Ethos in Management*', Vipul Prakashan Publication, Mumbai

References

1. **Alexander Osterwalder, Yves Pigneur** (2010), '*Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*', John Wiley and Sons, US
2. **Krishna Saigal** (2003), '*Vedic Management- The Dharmic and Yogic Way*', Gyan Publishing House, New Delhi
3. **Kumardatt A. Ganjre, Prafulla A. Pawar & Laxman N. Renapure** (2013), '*Indian Ethos: Modern management Mantras*', Himalaya Publishing House, New Delhi
4. **Mohan D** (2013), '*Management Dynamics and Indian Ethos*', Shroff Publishers & Distributors Pvt. Ltd, New Delhi
5. **R Nandagopal and Ajith Sankar R N** (2010), '*Indian Ethos And Values In Management*', Tata Mc Graw Hill Education Pvt Ltd, New Delhi.
6. **Rajen. K. Gupta** (2015), '*Towards the Optimal Organisation: Indian Culture and Management*', Excel Books, New Delhi.

Course Outcomes

On successful completion of the course, the students will be able to:

1. Identify the importance of Indian Ethos in Management
2. Acquire knowledge on Indian culture and value systems
3. Enhance the Scope of applying value based principles and ethos in business operations
4. Design ethically sustainable Business Models
5. Evaluate critically the success and failures of Indian Family Business houses.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO 2	PSO 3
CO 1	H	L	L	M	L	L	M	H	H	H	H	H	H	M
CO 2	M	H	H	M	M	H	L	M	H	H	H	M	H	L
CO 3	H	M	M	L	M	M	L	L	L	M	M	L	M	M
CO 4	M	M	M	M	H	L	L	M	H	H	M	H	H	H
CO 5	H	M	L	H	M	M	M	L	H	M	H	M	L	M

Research Based Project

Semester IV
23MBAC31

Hrs of Instruction/ week: 24 P
No. of credits: 8

The Research Project to be pursued and completed in the fourth semester on the areas of specialization, valued both internally and externally.

This project carries 100 marks (CIA) and 100 marks (CE)

