



ERODE SENGUNTHAR
ENGINEERING COLLEGE
(Autonomous)
PERUNDURAI, ERODE 638 057



PG Curriculum and Syllabus
(1 to 4 Semesters)

MASTER OF BUSINESS ADMINISTRATION (MBA)

Choice Based Credit System (CBCS)

(For the students admitted during the Academic year

2021-22 and onwards)

REGULATION 2019

ERODE SENGUNTHAR ENGINEERING COLLEGE, ERODE

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION (MBA)

REGULATIONS – 2019

CHOICE BASED CREDIT SYSTEM

I TO IV SEMESTERS CURRICULAM

MASTER OF BUSINESS ADMINISTRATION (MBA)

Minimum credits to be earned :106

SEMESTER I

| Course Code | Course Title | Course Objectives | | | L | T | P | C | Maximum Marks | | | Category |
|------------------|---|-------------------|--------------|-------------|----|---|---|------|---------------|-----|-------|----------|
| | | PEOs | POs | PSOs | | | | | CA | ES | Total | |
| | | | | | | | | | | | | |
| 19MST11 | Management Principles and Practices | 1,2,4,5 | 1,3,4 | 1,2,3,4,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PC |
| 19MST12 | Business Statistics | 1,2 | 1,5,6 | 2,6 | 3 | 1 | 0 | 4 | 40 | 60 | 100 | PC |
| 19MST13 | Economic Analysis for Business | 1,2,5 | 1,8 | 1,2,4,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PC |
| 19MST14 | Organizational Behaviour | 1,2,3,4,5 | 3,4,9 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PC |
| 19MST15 | Financial and Management Accounting | 1,2,3,5 | 1,6,8 | 1,2,5,6 | 3 | 1 | 0 | 4 | 40 | 60 | 100 | PC |
| 19MST16 | Business Law | 1,2,3,4,5 | 1,9,10 | 1,2,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PC |
| 19MTP01 | Soft Skills -I | 1,2,3,4 | 2,3,4,8,9,10 | 1,2,3,4,5,6 | 1 | 0 | 2 | 1.5* | 40 | 60 | 100 | EEC |
| PRACTICAL | | | | | | | | | | | | |
| 19MSL11 | Business Communication Laboratory Based | 1,2 | 2,5,6 | 4,5,6 | 0 | 0 | 4 | 2 | 100 | 0 | 100 | PC |
| TOTAL | | | | | 22 | 2 | 4 | 26 | 340 | 360 | 700 | - |

*Additional Credit


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| SEMESTER II | | | | | | | | | | | | |
|------------------|--|-------------------|--------------------|-------------|----|---|---|------|---------------|-----|-------|----------|
| Course Code | Course Title | Course Objectives | | | L | T | P | C | Maximum Marks | | | Category |
| | | PEOs | POs | PSOs | | | | | CA | ES | Total | |
| 19MST21 | Operations Management | 1,2,3,5 | 2,6,8 | 1,2,4,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PC |
| 19MST22 | Financial Management | 1,2,5 | 2,6,7 | 2,4,5,6 | 3 | 1 | 0 | 4 | 40 | 60 | 100 | PC |
| 19MST23 | Marketing Management | 1,2,4,5 | 2,3,4,8 | 1,4,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PC |
| 19MST24 | Human Resource Management | 1,2,4,5 | 1,3,4,10 | 1,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PC |
| 19MST25 | Operations Research | 1,2,3,5 | 1,6,8 | 2,4,5 | 3 | 1 | 0 | 4 | 40 | 60 | 100 | PC |
| 19MST26 | Research Methods in Business | 1,2,3,4,5 | 2,5,6 | 1,2,4,5,6 | 3 | 1 | 0 | 4 | 40 | 60 | 100 | PC |
| 19MTP02 | Soft Skills -II | 1,2,3,4 | 1,2,3,4,5,6,8,9,10 | 1,2,3,4,5,6 | 1 | 0 | 2 | 1.5* | 40 | 60 | 100 | EEC |
| PRACTICAL | | | | | | | | | | | | |
| 19MSL21 | Business Application Software Laboratory | 1,2,3,5 | 2,6,7 | 1,2,4,6 | 0 | 0 | 4 | 2 | 100 | 0 | 100 | PC |
| TOTAL | | | | | 21 | 3 | 4 | 26 | 340 | 360 | 700 | - |

* Additional Credit


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SEMESTER III

| Course Code | Course Title | Course Objectives | | | | | | | Maximum Marks | | | Category | | | | |
|------------------|---|---------------------|------------------|-------------|----|---|---|----|---------------|-----|-------|----------|----|----|-----|-----|
| | | PEOs | POs | PSOs | L | T | P | C | CA | ES | Total | | | | | |
| | | | | | | | | | | | | | | | | |
| 19MST31 | Strategic Management | 1,2,3,5 | 1,4,5,8,9 | 2,3,4,6 | 3 | 0 | 0 | 3 | 40 | 60 | 100 | PC | | | | |
| 19MTP03 | Quantitative Aptitude and Logical Reasoning | 1,2,3,4 | 1,2,3,4,6,8,10 | 1,2,3,4,5,6 | 2 | 0 | 0 | 0 | 40 | 60 | 100 | EEC | | | | |
| | Professional Elective - I | Refer Elective list | | | | | | | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE* |
| | Professional Elective - II | | | | | | | | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE* |
| | Professional Elective - III | | | | | | | | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE* |
| | Professional Elective - IV | | | | | | | | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE* |
| | Professional Elective - V | | | | | | | | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE* |
| | Professional Elective - VI | | | | | | | | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE* |
| PRACTICAL | | | | | | | | | | | | | | | | |
| 19MSL31 | Internship | 1,2,3,4,5 | 1,2,3,4,6,7,8,10 | 1,2,3,4,5,6 | 0 | 0 | 0 | 2 | 100 | 0 | 100 | EEC | | | | |
| TOTAL | | | | | 27 | 0 | 0 | 29 | 380 | 420 | 800 | - | | | | |

SEMESTER IV

| Course Code | Course Title | Course Objectives | | | | | | | Maximum Marks | | | Category | | | | |
|--------------|-----------------------------------|---------------------|---------------|-------------|----|---|---|----|---------------|----------------------|-------------|----------|----|----|-----|----|
| | | PEOs | POs | PSOs | L | T | P | C | CA | ES | Total | | | | | |
| | | | | | | | | | | | | | | | | |
| 19MST41 | International Business Management | 1,2,4,5 | 1,3,4,5,6,8,9 | 1,2,3,4,5,6 | 3 | 0 | 0 | 3 | 40 | 60 | 100 | PC | | | | |
| | Professional Elective - VII | Refer Elective list | | | | | | | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| | Professional Elective - VIII | | | | | | | | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| | Professional Elective - IX | | | | | | | | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| | Professional Elective - X | | | | | | | | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MSL41 | Project Work | | | | | | | | 1,2,3,4,5 | 1,2,3,4,5,6,8,7,9,10 | 1,2,3,4,5,6 | 0 | 0 | 0 | 6 | 60 |
| TOTAL | | | | | 19 | 0 | 0 | 25 | 25 | 260 | 340 | 600 | | | | |

Total No. of Credits for 2 Years (26+26+29+25) = 106 Credits

LIST OF PROFESSIONALELECTIVES

MARKETING MANAGEMENT – ELECTIVES

| | | | | | | | | | | | | |
|---------|----------------------------------|-----------|---------------|-------------|---|---|---|---|----|----|-----|----|
| 19MEM01 | Retail Management | 1,2,3,4,5 | 1,4,5,8,9 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEM02 | Services Marketing | 1,2,3,4,5 | 1,4,5,7,8,9 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEM03 | Advertising and Sales Promotion | 1,2,3,4,5 | 1,4,5,7,9 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEM04 | Digital Marketing | 1,2,3,4,5 | 1,4,5,6,7,8,9 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEM05 | Rural Marketing | 1,2,3,4,5 | 3,4,5,8,9 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEM06 | Brand Management | 1,2,3,4,5 | 1,2,4,8,9 | 1,2,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEM07 | Consumer Behaviour | 1,2,3,4,5 | 1,4,6,9 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEM08 | Customer Relationship Management | 1,2,3,4,5 | 1,2,3,5,7,10 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |

FINANCIAL MANAGEMENT – ELECTIVES

| | | | | | | | | | | | | |
|---------|--|-----------|----------------|-------------|---|---|---|---|----|----|-----|----|
| 19MEF01 | Security Analysis and Portfolio Management | 1,2,3,4 | 1,2,5,6,8,10 | 2,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEF02 | Merchant Banking and Financial Services | 1,2,3,4,5 | 1,2,5,6,7,8 | 1,2,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEF03 | Goods and Services Tax | 1,2, | 1,2,6,7 | 5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEF04 | Corporate Finance | 1,2,3,4 | 1,2,5,6,7,8 | 2,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEF05 | Micro Finance | 1,2,3,4,5 | 1,2,5,6,7,8 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEF06 | Banking Financial Services Management | 1,2,3,4,5 | 1,2,5,6,7,8 | 1,2,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEF07 | Strategic Investment and Financing | 1,2,3,4,5 | 1,2,5,6,7,8,10 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEF08 | International Trade Finance | 1,2,3,4 | 1,2,5,6,7,8,10 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |


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HUMAN RESOURCE MANAGEMENT – ELECTIVES

| Course Code | Course Title | Course Objectives | | | L | T | P | C | Maximum Marks | | | Category |
|-------------|---|-------------------|---------------|-------------|---|---|---|---|---------------|----|-------|----------|
| | | PEOs | POs | PSOs | | | | | CA | ES | Total | |
| 19MEH01 | Industrial Relations and Labour Welfare | 1,2,4,5 | 1,3,4,5,8,9 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEH02 | Managerial Behavior and Effectiveness | 1,2,4,5 | 1,2,3,4,5,8,9 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEH03 | Performance Management | 1,2,4 | 1,2,4,6,8,9 | 2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEH04 | Strategic Human Resource Management | 1,2,4,5 | 1,2,3,4,5,8,9 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEH05 | Organizational Theory, Design and Development | 1,2,3,4,5 | 1,2,3,4,6,8,9 | 1,2,3,4,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEH06 | Training and Development | 1,2,3,4,5 | 1,3,4,8,9 | 1,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEH07 | Competency Mapping and Development | 1,2,3,4,5 | 1,2,4,6,8 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEH08 | HR Metrics and Analytics | 1,2,4,5 | 1,5,6,7,8 | 1,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |

ENTREPRENEURSHIP DEVELOPMENT– ELECTIVES

| | | | | | | | | | | | | |
|---------|---|-----------|-----------------|-------------|---|---|---|---|----|----|-----|----|
| 19MEE01 | Soft skills for Entrepreneurs | 1,2,4,5 | 1,2,3,4,5,8,9 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEE02 | Creativity, Innovation and Entrepreneurship | 1,2,3,4,5 | 1,3,4,5,6,8,9 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEE03 | Business Plan | 1,2,3,4,5 | 1,2,3,4,5,6,8,9 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEE04 | Legal and Regulatory Framework for Entrepreneurship | 1,2,4,5 | 1,4,5,8 | 1,2,3,4,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEE05 | Intellectual Property Rights | 1,2,3,4,5 | 1,8,9 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEE06 | Family Business Management | 1,2,4,5 | 1,4,5,8 | 1,2,4,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEE07 | Entrepreneurship and Government | 1,2,3,4,5 | 1,3,4,5,6,8,10 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEE08 | Building Sustainable Enterprises | 1,2,4,5 | 1,2,3,5,8,9 | 1,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |


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OPERATIONS MANAGEMENT – ELECTIVES

| | | | | | | | | | | | | |
|---------|---------------------------------------|-----------|------------------|-------------|---|---|---|---|----|----|-----|----|
| 19MEO01 | Supply Chain and Logistics Management | 1,2,4,5 | 1,4,6,8 | 1,2,3,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEO02 | Services Operations Management | 1,2,4 | 1,4,5,6,8 | 2,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEO03 | Project Management | 1,2,3,4,5 | 1,3,4,6,7,8 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEO04 | Lean Six Sigma | 1,2,3,4,5 | 1,2,4,5,6,8,10 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEO05 | Total Quality Management | 1,2,3,4,5 | 1,3,4,5,6,8,9,10 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEO06 | Purchasing and Materials Management | 1,2,3,4,5 | 1,4,5,6,7,8 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEO07 | World Class Manufacturing | 1,2,3,4,5 | 1,2,4,5,6,7,8,9 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEO08 | Product Design | 1,2,3,4,5 | 1,2,5,6,7,8 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |

SYSTEMS MANAGEMENT – ELECTIVES

| | | | | | | | | | | | | |
|---------|-------------------------------------|---------|---------------|-------------|---|---|---|---|----|----|-----|----|
| 19MES01 | Advanced Database Management System | 1,2,3,4 | 1,4,6,7 | 2,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MES02 | E-Business Management | 1,2,3,4 | 1,2,4,5,6,7,8 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MES03 | Enterprise Resource Planning | 1,2,3,4 | 1,2,5,6,7 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MES04 | Decision Support System | 1,2,3,4 | 1,2,4,6,7 | 2,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MES05 | Business Intelligence | 1,2,3,4 | 1,4,6,7 | 2,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MES06 | Software Project Management | 1,2,3,4 | 1,2,4,6,7 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MES07 | System Analysis and Design | 1,2,3,4 | 1,4,6,7 | 2,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MES08 | Knowledge Management | 1,2,3,4 | 1,4,6,7,10 | 2,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |


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LOGISTICS AND SHIPPING MANAGEMENT- ELECTIVES

| Course Code | Course Title | Course Objectives | | | L | T | P | C | Maximum Marks | | | Category |
|-------------|--------------------------------|-------------------|---------------|-------------|---|---|---|---|---------------|----|-------|----------|
| | | PEOs | POs | PSOs | | | | | CA | ES | Total | |
| 19MEL01 | Shipping Management | 1,2,3,4,5 | 1,4,5,8,9 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEL02 | Port and Terminal Management | 1,2,3,4,5 | 1,4,5,7,8,9 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEL03 | Logistics Management | 1,2,3,4,5 | 1,4,5,7,9 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEL04 | Exim Management | 1,2,3,4,5 | 1,4,5,6,7,8,9 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MEL05 | Shipping Finance and Insurance | 1,2,3,4,5 | 3,4,5,8,9 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |

TOURISM AND HOTEL MANAGEMENT- ELECTIVES

| | | | | | | | | | | | | |
|---------|---|-----------|---------------|-------------|---|---|---|---|----|----|-----|----|
| 19MET01 | Tourism and Travel Management | 1,2,3,4,5 | 1,4,5,8,9 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MET02 | Hotel Management | 1,2,3,4,5 | 1,4,5,7,8,9 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MET03 | Hospitality Management | 1,2,3,4,5 | 1,4,5,7,9 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MET04 | Tourism Marketing and Communication | 1,2,3,4,5 | 1,4,5,6,7,8,9 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |
| 19MET05 | Management Functions and Practices in Tourism | 1,2,3,4,5 | 3,4,5,8,9 | 1,2,3,4,5,6 | 4 | 0 | 0 | 4 | 40 | 60 | 100 | PE |

ONE CREDIT COURSES:

| SI.No | COURSE CODE | COURSE TITLE | L | T | P | Hrs/W eek | C | CA | ESE | Total |
|-------|-------------|---------------------------------|---|---|---|--------------|---|-----|-----|-------|
| 1 | 19MOC01 | E-Retailing | 1 | 0 | 0 | 1 | 1 | 100 | 0 | 100 |
| 2 | 19MOC02 | Business Ethics | 1 | 0 | 0 | 1 | 1 | 100 | 0 | 100 |
| 3 | 19MOC03 | Corporate Social Responsibility | 1 | 0 | 0 | 1 | 1 | 100 | 0 | 100 |


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| Sl. No | COURSE CODE | COURSE TITLE | L | T | P | C |
|--------|-------------|------------------------------------|---|---|---|---|
| 1 | 19MVC01 | Interpersonal Effectiveness | 1 | 0 | 0 | 1 |
| 2 | 19MVC02 | Ms Excel and Advanced Excel lab | 1 | 0 | 0 | 1 |
| 3 | 19MVC03 | Entrepreneurial Management | 1 | 0 | 0 | 1 |
| 4 | 19MVC04 | EXIM Documentation | 1 | 0 | 0 | 1 |
| 5 | 19MVC05 | Stock Exchange | 1 | 0 | 0 | 1 |
| 6 | 19MVC06 | Personality Development | 1 | 0 | 0 | 1 |
| 7 | 19MVC07 | Accounting practices through Tally | 1 | 0 | 0 | 1 |
| 8 | 19MVC08 | Quality Management Concepts | 1 | 0 | 0 | 1 |
| 9 | 19MVC09 | Spoken Hindi | 1 | 0 | 0 | 1 |

VALUE ADDED / CERTIFIED COURSES:

| S.NO. | CATEGORY | | CREDITS PER SEMSTER | | | | TOTAL CREDITS | CREDIT IN % |
|--------------|----------|----------------------------------|---------------------|------|-----|----|---------------|-------------|
| | | | I | II | III | IV | | |
| 1 | PC | Professional Core | 26 | 26 | 3 | 3 | 58 | 53 |
| 2 | PE | Professional Elective | 0 | 0 | 24 | 16 | 40 | 36 |
| 3 | EEC | Employability Enhancement Course | 1.5 | 1.5 | 2 | 6 | 11 | 11 |
| Total | | | 27.5 | 27.5 | 29 | 25 | 109 | 100 % |

| | | | |
|------------|--------------------------|------------|----------------------------------|
| PC | Professional Core | OC | One Credit Course |
| PE | Professional Elective | L | Lecture Period |
| VA | Value Added Course | P | Practical Period |
| T | Tutorial Period | CA | Continuous Assessment |
| C | Credits | EEC | Employability Enhancement Course |
| ESE | End Semester Examination | | |


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SEMESTER I

| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester I | PC |
|---|---|--------------|---|---|--------|-------------|---------------|----------|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MST11 | MANAGEMENT PRINCIPLES AND PRACTICES | 4 | 0 | 0 | 4 | 40 | 100 | |
| <p>Course Objective(s): The purpose of learning this course is</p> <ul style="list-style-type: none"> To expose the students to the basic concepts of management. To understand the leadership and control techniques. in today's business firms. To expose the planning and decision making process. To understand the organization structure, authority relationship. To understand the leadership and motivational theories. | | | | | | | | |
| <p>Course Outcomes: Upon completion of the course, students will be able to:</p> <ul style="list-style-type: none"> Know about environmental factors and the ethics in management Strategic planning and decision making. Understand about organization structure, fundamentals of recruitment and training. Realize the leadership style and communication ability. Understand the control techniques and emerging trends to solve realistic problems. | | | | | | | | |
| UNIT 1 | INTRODUCTION TO MANAGEMENT | | | | | | | 8 |
| Management – Definition – Role of Managers - Evolution of Management Thought – Organization and the Environmental factors – Global and Comparative Management. | | | | | | | | |
| UNIT 2 | PLANNING | | | | | | | 8 |
| Need for Planning-Types of Plans-objectives-MBO-Strategic Planning -Strategic Planning Process-Policies - Managerial Decision Making-Types of Managerial Decisions-Decision Making Process. | | | | | | | | |
| UNIT 3 | ORGANISING AND STAFFING | | | | | | | 8 |
| Nature and Purpose of Organizing-Design of Organization Structure-Line/Staff Authority-Centralization- Decentralization-Delegation of authority - Departmentation -Fundamentals of Staffing-Recruitment and Selection-Training and Development-Performance Appraisal. | | | | | | | | |
| UNIT 4 | DIRECTING | | | | | | | 8 |
| Fundamentals of Directing-Human factors in managing-Creativity and Innovation-Motivation-Job Enrichment-Leadership – Styles - Communication-Types -Process-Barriers and Breakdowns in Communication. | | | | | | | | |
| UNIT 5 | CONTROLLING | | | | | | | 8 |
| Process of Control- Types of Control and Information Technology - Overall and Preventive Control- Emerging Trends in Management. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Heinz Wehrich, Harold Koontz, "Management- A Global Perspective", Tata McGraw Hill, 14 th Edition, New Delhi, 2013. | | | | | | | |
| 2. | L.M.Prasad, "Principles and Practice of Management", 7 th Edition, Sultan Chand and Sons, Educational Publishers, New Delhi, 2010. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Samuel C. Certo, "Modern Management", 10 th Edition, Prentice Hall of India, New Delhi, 2006. | | | | | | | |
| 2. | Harold Koontz, Heinz Wehrich, "Principles of Management", 10th Edition, McGraw Hill Education, New Delhi, 2015. | | | | | | | |
| e-RESOURCES: | | | | | | | | |
| 1. | http://nptel.ac.in/courses/122108038/3 , " Management by Objectives", Prof. K. B. Akhilesh, Indian Institute of Studies, Bangalore | | | | | | | |
| 2. | http://nptel.ac.in/courses/122106031/ , "Management Concepts", Dr.M. Thenmozhi Professor Department of Management Studies, Indian Institute of Technology Madras. | | | | | | | |



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| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester | PC |
|---|--|-------------|---|---|--------|-------------|---------------|----------|
| Course Code | Course Name | Hours/ Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MST12 | BUSINESS STATISTICS | 3 | 1 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To demonstrate the knowledge of the Statistics, probability and random variables. To Choose and apply an appropriate statistical analysis or modeling methods to solve problems. To expose the applications of statistics in business decision making. To solve the problems using probability. To analyze the contribution of dependent and independent variables in various analysis method | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Know about the entire business insurance and the share market are based on probability theory Understand about sampling distributions and estimations. Understand about the use of hypothesis test results when making management decision. Realize the use of non-parametric tests when quick or preliminary data analysis is needed. Study about the time series analysis which is helpful to evaluate current achievements in business. | | | | | | | | |
| UNIT1 | INTRODUCTION | | | | | | | 8 |
| Statistics – Definition, -Types of variables – Organizing data - Descriptive Measures-Measures of central tendency. Basic definitions and rules for probability, Conditional probability, Independence of events, Baye’s theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions. | | | | | | | | |
| UNIT 2 | SAMPLING DISTRIBUTION AND ESTIMATION | | | | | | | 8 |
| Introduction to sampling distributions, sampling distribution of the mean. Estimation: Point and Interval estimates for Population parameters of large sample and small samples, Determining the sample size. | | | | | | | | |
| UNIT 3 | TESTING OF HYPOTHESIS - PARAMETRIC TESTS | | | | | | | 8 |
| Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. Oneway and two way classifications - Completely randomized design – Randomized block design. | | | | | | | | |
| UNIT 4 | NON-PARAMETRIC TESTS | | | | | | | 8 |
| Chi-square test for goodness of fit and independence of attributes. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – Test for goodness of fit, Comparing two populations. Mann – Whitney U test and Kruskal Wallis test. | | | | | | | | |
| UNIT 5 | CORRELATION, REGRESSION AND TIME SERIES ANALYSIS | | | | | | | 8 |
| Correlation analysis, Rank correlation and Estimation of regression line. Time series analysis: Variations in time series, Trend analysis, Cyclical variations, Seasonal variations and Irregular variations. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Richard I. Levin, David S. Rubin, “Statistics for Management”, Pearson Education, 7th Edition, New Delhi, 2011. | | | | | | | |
| 2. | Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, 6th Edition, McGraw – Hill Publishing Company Ltd., New Delhi, 2012. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Srivatsava TN and ShailajaRego, “Statistics for Management”, 2 nd Edition, McGraw Hill, New Delhi, 2012. | | | | | | | |
| 2. | Ken Black, “Applied Business Statistics”, 7th Edition, Wiley India Edition, 2015. | | | | | | | |
| e-RESOURCES: | | | | | | | | |
| 1. | http://nptel.ac.in/courses/111105041/3 , “Introduction to Probability”, Prof. Dr. Somesh Kumar Department of Mathematics Indian Institute of Technology, Kharagpur. | | | | | | | |
| 2. | http://nptel.ac.in/courses/111105041/33 ,” Testing of Hypothesis-I”, Prof. Dr. Somesh Kumar Department of Mathematics Indian Institute of Technology, Kharagpur. | | | | | | | |

| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester | IPC |
|---|--|--------------|---|---|--------|-------------|---------------|-----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MST13 | ECONOMIC ANALYSIS FOR BUSINESS | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To exhibit the knowledge on managerial economics To know about the market demand and production outcome. To study the product market and pricing theory. To understand the performance of macro economics. To analyze the macroeconomics in Indian perspectives. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Identify and explain the characteristics of a Economic Analyst. Discuss various pricing strategies implemented in the business. Paves avenues to prepare their own budget and execution in Business. Apply the principles of micro and macro economics. Analyze the causes of unemployment and inflation and identify the solutions to solve them. | | | | | | | | |
| UNIT 1 | INTRODUCTION TO MANAGERIAL ECONOMICS | | | | | | 8 | |
| Meaning and Scope of Managerial Economics – Micro Economics and Macro Economics – Role and Responsibility of an Economist – Scarcity and Efficiency – Economics with other Disciplines – Production Possibility Frontier (PPF) – Economic Planning in India – the Role of Markets and Government – Positive Vs Negative Externalities. | | | | | | | | |
| UNIT 2 | MARKET DEMAND AND PRODUCTION OUTCOME | | | | | | 8 | |
| Market – Demand and Supply – Law of Demand and Supply – Determinants of Demand – Classification of Demand – Demand Forecasting – Production – Production Function – Cost concepts – Cost-Output relationship in Short-run & Long-run – Profit Maximization: Meaning and Measures. | | | | | | | | |
| UNIT 3 | PRODUCT MARKET AND PRICING THEORY | | | | | | 8 | |
| Product market – Different market structures – Perfect and imperfect competitive markets – firm's equilibrium on demand and supply – Factor markets: Land, Labour, Capital and Entrepreneur – Price: Pricing policies – Pricing Strategies – Case Study. | | | | | | | | |
| UNIT 4 | PERFORMANCE OF MACRO ECONOMICS | | | | | | 8 | |
| National Income – Concepts of National Income – Circular flow of Income – Measurement of National Income – Economic Indicators: PPP, PPI, WPI, CPI – Multiplier: Meaning and Methods of Multiplier – Fiscal Policy: Objectives and its Measures. | | | | | | | | |
| UNIT 5 | MACROECONOMICS IN INDIAN PERSPECTIVES | | | | | | 8 | |
| Unemployment: Meaning, Types and its impact – Okuns law – Inflation and the impact – Inflation types – reasons for inflation – Phillips curve – Business Cycle – Money Market: Functions of Central Bank of India – Role of Monetary policy. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Richard I. Levin, David S. Rubin, "Statistics for Management", Pearson Education, 7th Edition, New Delhi, 2011. | | | | | | | |
| 2. | Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 6th Edition, McGraw – Hill Publishing Company Ltd., New Delhi, 2012. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | H.Craig Peterson, W.Cris Lewis, "Managerial Economics", Fourth Edition, Pearson Education Inc. Company, New Delhi, 2006. | | | | | | | |
| 2. | Christopher.R.Thomas, S.Charles Maurice, "Managerial Economics – Concepts and Applications", Eighth Edition, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2009. | | | | | | | |
| 3. | Robert.J.Gordon, "Macro Economics", Twelfth Edition, PHI Learning Private Limited, New Delhi, 2013. | | | | | | | |
| e-RESOURCES: | | | | | | | | |
| 1. | http://nptel.ac.in/courses/110101005/ , "Introduction to Managerial Economics", Prof. Trupti Mishra S.J.M. School of Management Indian Institute of Technology, Bombay | | | | | | | |
| 2. | http://nptel.ac.in/courses/109106058/ , The Socio-Economic Role of Scarcity and Uncertainty, Prof. Dr.Shivakumar, Indian Institute of Technology, Madras. | | | | | | | |

| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester I | PC |
|---|---|--------------|---|---|--------|-------------|---------------|-----------|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MST14 | ORGANIZATIONAL BEHAVIOUR | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To make the students to understand the fundamentals of organizational behavior. To analyze the individual behavior and personality types. To expose the students with the group behaviour. To illustrate the leadership styles, theories and power. To know the various dynamics of organizational behavior. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Identify and explain the human behaviors in organization. Apply problem solving abilities for developing alternative organizational behavior approaches. Identify the processes used in developing communication and resolving conflicts Identify the various leadership styles and the role of leaders in a decision making process. Assess the basic design elements of organizational structure and evaluate their impact on employees. | | | | | | | | |
| UNIT 1 | FUNDAMENTALS OF ORGANIZATIONAL BEHAVIOUR | | | | | | | 6 |
| Definition, need and importance of organizational behaviour – Individual Differences – Contributions of OB – Nature and scope – Organizational behaviour models-learning organizations – Limitations of Organizational Behaviour. | | | | | | | | |
| UNIT 2 | INDIVIDUAL BEHAVIOUR | | | | | | | 10 |
| Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behaviour modification. Mis-behaviour – Types – Management Intervention. Emotions – Emotional Labour – Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation – Measurement- Values. Perceptions – Importance – Factors influencing perception– Impression Management. Motivation – Importance. | | | | | | | | |
| UNIT 3 | GROUP BEHAVIOUR | | | | | | | 8 |
| Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Group decision making techniques – Teambuilding – Interpersonal relations – Communication – Control. | | | | | | | | |
| UNIT 4 | LEADERSHIP AND POWER | | | | | | | 6 |
| Meaning – Importance – Leadership styles – Theories – Emerging Approaches to Leadership- Leaders Vs Managers – Sources of power– Power centers – Power and Politics. | | | | | | | | |
| UNIT 5 | DYNAMICS OF ORGANIZATIONAL BEHAVIOUR | | | | | | | 10 |
| Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Stability Vs Change – the change process – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and life. Organizational development – Characteristics – Objectives – Organizational effectiveness. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Stephen P. Robins, "Organizational Behavior", PHI Learning / Pearson Education, 15 th edition, New Delhi, 2012. | | | | | | | |
| 2. | Fred Luthans, "Organizational Behavior", McGraw Hill, 12 th Edition, New Delhi, 2010. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Mc Shane & Von Glinov, "Organizational Behaviour", 7 th Edition, McGraw Hill, New Delhi, 2009. | | | | | | | |
| 2. | Ivancevich, Konopaske & Maheson, "Organizational Behaviour & Management", 10 th Edition, McGraw Hill, New Delhi, 2014. | | | | | | | |
| e-RESOURCES: | | | | | | | | |
| 1. | http://nptel.ac.in/courses/122105021/ . "Leadership", Prof. Kalyan Chakravarti Indian Institute of Technology, Kharagpur. | | | | | | | |
| 2. | Stephen P. Robins, "Organizational Behavior", PHI Learning / Pearson Education, 15 th edition, New Delhi, 2012. | | | | | | | |

| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester I | PC |
|---|---|--------------|---|---|--------|-------------|---------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MST15 | FINANCIAL AND MANAGEMENT ACCOUNTING | 3 | 1 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To make the students to understand the fundamentals of financial accounting. To analyze the management accounting concepts. To expose the students with the financial statement analysis. To illustrate the cost accounting. To know the various techniques of budgetary control. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Classify and explain the financial information in accordance with professional standards to the interested parties. Consolidate and scrutinize the accounting data by using appropriate technology and methods. Develop an awareness and understanding of the accounting process and fundamental accounting principles that underpin the development of financial statements. Develop an awareness of ethical, social and other relevant issues, Describe the role of accounting information system and its limitations. | | | | | | | | |
| UNIT 1 | FINANCIAL ACCOUNTING | | | | | | 8 | |
| Meaning and Definition of Accounting, Parties or Users interested in Accounting, Accounting Concepts and Conventions, Classification of Accounts, Meaning of Journal, Writing of Journal Entries- Ledger – Preparation of Trial Balance, Final Accounts with basic adjustments. | | | | | | | | |
| UNIT 2 | MANAGEMENT ACCOUNTING | | | | | | 8 | |
| Meaning – Role – Framework – Functions – Tools – Merits and Demerits of Management Accounting – Distinction between Management Accounting and Financial Accounting. | | | | | | | | |
| UNIT 3 | FINANCIAL STATEMENT ANALYSIS | | | | | | 8 | |
| Techniques of financial statement analysis- Comparative statement- Common size - Ratio Analysis- Liquidity Ratio, Solvency Ratio, Activity Ratio and Profitability Ratio- Basic problems in fund flow & cash flow statement. | | | | | | | | |
| UNIT 4 | COST ACCOUNTING | | | | | | 8 | |
| Cost Accounting- Objectives- Elements of Cost- Preparation of Cost Sheet – Overview of Job order costing and process costing – Introduction to Activity based Costing and Target Costing. | | | | | | | | |
| UNIT 5 | BUDGETARY CONTROL | | | | | | 8 | |
| Budget: Meaning, Cash budget, fixed and flexible budget – Introduction to functional budgets- Marginal Costing – Break Even Analysis. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | N.P.Srinivasan and M.SakthivelMurugan. "Accounting for Management", S.Chand and Company Ltd., New Delhi, 2011. | | | | | | | |
| 2. | Narayanaswamy,R. "Financial Accounting"- A management perspective, (4 th ed.) PHI Learning, New Delhi, 2014. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | P.C.Tulsian, "Financial Accounting", 4 th Indian Reprint, Pearson Education, New Delhi, 2009. | | | | | | | |
| 2. | Maheshwari.S.N, Maheshwari.S.K, "Advance Accountancy", 11 th Edition, Vikas Publishing House Pvt Ltd, New Delhi, 2011. | | | | | | | |
| e-RESOURCES: | | | | | | | | |
| 1. | AsishK.Bhattacharyya, "Principles and Practice of Cost Accounting", 10 th Printing (3 rd Edition), PHI Publication, New Delhi, 2012. | | | | | | | |
| 2. | http://nptel.ac.in/courses/110105036/10 , "Financial Statement Analysis", Dr. Chandra Sekhar Mishra, IIT Campus, Kharagpur. | | | | | | | |


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| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester | PC |
|---|---|--------------|---|---|--------|-------------|---------------|----------|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MST16 | BUSINESS LAW | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To make the students to understand the legal fundamentals & commercial law. To understand the company law & partnership Act To expose the students with the Industrial law. To know about the Banking Regulation Act, Income And Sales Tax Act To study the Consumer Protection Act and introduction of cyber laws. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Explain the basic concepts and structure of the legal system in business. Describe how the law and regulations will be applied to business and the economy. Establish legal insight into the business practices, according to the situation of changing environment. Understand the relationship of banking transactions, Income & sales Act in business. Identify the fundamental legal principles behind consumer protection and cyber crimes. | | | | | | | | |
| UNIT 1 | LEGAL FUNDAMENTALS & COMMERCIAL LAW | | | | | | | 8 |
| Introduction to Law: Definition & Purpose - Civil law & Common law - The Indian Contract Act 1872 Definition - Essentials elements - Types - Formation - Performance of contracts, Breach of contract and its Remedies, Quasi contracts. | | | | | | | | |
| UNIT 2 | COMPANY LAW & PARTNERSHIP ACT | | | | | | | 8 |
| Nature and Types of companies, Formation - Power, Duties and Liabilities of Secretary and Directors, Winding up of companies - Indian Partnership Act 1932 Definition, Registration Procedure for partnership firms, Rights and Liabilities of Partnership firm. | | | | | | | | |
| UNIT 3 | INDUSTRIAL LAW | | | | | | | 8 |
| An Overview of Factories Act – Payment of Wages Act – Payment of Bonus Act – Industrial Disputes Act. | | | | | | | | |
| UNIT 4 | BANKING REGULATION ACT, INCOME AND SALES TAX ACT | | | | | | | 8 |
| Banking Regulation Act 1949: SARFAESI Act and Rules, DRT Act & Procedure - Income Tax Act And Sales Tax Act: Corporate Tax Planning - GST - Concepts, Scope, Practical Implications. | | | | | | | | |
| UNIT 5 | CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS | | | | | | | 8 |
| Consumer Protection Act – Consumer rights, Procedures for Consumer Grievances Redressal, Types of Consumer Redressal Machineries and Forums, RTI Act 2005 - Competition Act 2002 - IT Act 2000 and 2002, Cybercrimes, Cyber Laws, Meaning & importance of IPR – Copy rights, Trade marks, Patent Act and Registration procedures. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | N. D. Kapoor, "Elements of Mercantile Law", 35 th Ed, Sultan Chand & Sons Ltd, New Delhi, 2014. | | | | | | | |
| 2. | Akhilshwar Pathack, "Legal Aspects of Business", 5 th Edition, McGraw Hill, New Delhi, 2013. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | P. P. S. Gogna, "Mercantile Law", 5 th Edition, S. Chand & Co. Ltd., New Delhi, 2014. | | | | | | | |
| 2. | Dr. Vinod, K. Singhania, "Direct Taxes Planning and Management", 49 th Edition, Taxman Publications (P) Ltd., New Delhi, 2008. | | | | | | | |
| e-RESOURCES: | | | | | | | | |
| 1. | http://nptel.ac.in/courses/110102058/38 , "Indian Industrial law and Managing Industrial Relations", Prof. Vinayshil Gautam Department of Management Indian Institute of Technology, New Delhi. | | | | | | | |
| 2. | http://nptel.ac.in/courses/105103133/11 , "PPP Contractual package", Dr. Laishram Boeing Singh, Indian Institute of Technology, Guwahati. | | | | | | | |

| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester I | EEC |
|---|--|------------|---|---|--------|-------------|---------------|-----|
| Course Code | Course Name | Hours/Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MTP01 | SOFT SKILLS -I | 1 | 0 | 2 | 1.5 | 45 | 100 | |
| Course Objective (s): The purpose of learning this course is <ul style="list-style-type: none"> Develop basic grammar knowledge in English. Enhance Speaking Skills in English Improve Verbal and Non-verbal Communication Skills Develop Confidence and Emotional Intelligence Develop Inter Personal Skills. | | | | | | | | |
| Course Outcomes: At the end of this course, learners will be able to: <ul style="list-style-type: none"> Have competent knowledge of grammar Speak fluent English by enriching Vocabulary Knowledge. Have good Presentation Skills through verbal and non verbal communication. Handle any Situation with confidence by being emotionally stable. Work in a team by having team coherence and dealing with people. | | | | | | | | |
| UNIT 1 | Effective English – Written English | | | | | | 6 | |
| Basic rules of Grammar - Parts of Speech – Tenses – Verbs.Sentence Construction.Dialogues and Conversations – Writing. Exercises to practice and improve these skills. | | | | | | | | |
| UNIT 2 | Effective English – Spoken English | | | | | | 9 | |
| Vocabulary – Idioms& Phrases – Synonyms – Antonyms.Dialogues and Conversations –Writing. Exercises to practice and improve these skills. | | | | | | | | |
| UNIT 3 | Art of Communication & the Hidden Data Involved | | | | | | 10 | |
| Verbal Communication - Effective Communication - Active listening –Paraphrasing – Feedback. Non Verbal Communication - Body Language of self and others. Importance of feelings in communication - dealing with feelings in communication. | | | | | | | | |
| UNIT 4 | World of Teams – Part -01 | | | | | | 10 | |
| Self Enhancement - importance of developing assertive skills- developing self confidence – developing emotional intelligence. | | | | | | | | |
| UNIT 5 | World of Teams – Part -02 | | | | | | 10 | |
| Importance of Team work – Team vs. Group - Attributes of a successful team – Barriers involved Working with Groups – Dealing with People- Group Decision Making. | | | | | | | | |
| REFERENCES: | | | | | | | | |
| <ol style="list-style-type: none"> The Seven Habits of Highly Effective People - Stephen R. Covey. All the books in the “Chicken Soup for the Soul” series. Man’s search for meaning – Viktor Frankl The greatest miracle in the world – OgMandino Goal - EliyahuGoldratt. Working with Emotional Intelligence - David Goleman. Excel in English – Sundra Samuel, Samuel Publications Developing Communication Skills by Krishna Mohan and MeeraBanerji; MacMillan India Ltd., Delhi Essentials of Effective Communication, Ludlow and Panthon; Prentice Hall of India. Effective Presentation Skills (A Fifty-Minute Series Book) by Steve Mandel “Strategic interviewing” by Richaurd Camp, Mary E. Vielhaber and Jack L. Simonetti – Published by Wiley India Pvt. Ltd “Effective Group Discussion: Theory and Practice” by Gloria J. Galanes, Katherine Adams , John K. Brillhart | | | | | | | | |

| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester I | PC |
|---|---|--------------|---|---|--------|-------------|---------------|----------|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MSL11 | BUSINESS COMMUNICATION – LABORATORY BASED | 0 | 0 | 4 | 2 | 40 | 100 | |
| <p>Course Objective(s): The purpose of learning this course is</p> <ul style="list-style-type: none"> To make the students to understand the essentials of managerial communication. To practice the students with written communication. To expose the students with the oral communication. To develop the interview skills of the students. To know about the case analysis. | | | | | | | | |
| <p>Course Outcomes: Upon completion of the course, students will be able to:</p> <ul style="list-style-type: none"> Use basic presentation skills and analytical skills for their academic pursuits, as well as for enhancing efficiency in their career. Write official letters and reports in various business transactions. Employ suitable communication strategies in speaking Communicate effectively during interviews as well as at the work place in a multicultural environment and in corporate meetings. Explain the nuances of the communication process in today's dynamic corporate world. | | | | | | | | |
| UNIT 1 | MANAGERIAL COMMUNICATION | | | | | | | 8 |
| Essentials of Good Communication – Barriers to communication and overcoming them – Principles of successful oral communication – Reflection and Empathy: two sides of effective oral communication | | | | | | | | |
| UNIT 2 | WRITTEN COMMUNICATION | | | | | | | 8 |
| Principles of Letter Writing – Structure and layout of letters, Sales letters, Claim and Adjustment Letters, Credit and Collection Letters, Circulars, Memoranda, Notices, Agenda and Minutes, Drafting Memos, Method of writing:- Notices, Agenda and Minutes of Meetings, Report Writing – Types of Reports – Importance of Reports – Structure of Reports – Writing Job Application Letters – Writing Résumés and CVs | | | | | | | | |
| UNIT 3 | ORAL COMMUNICATION | | | | | | | 8 |
| Making an Oral Presentation – Importance of Body language in Oral Communication, Voice Modulation, Awareness of the Knowledge Level of the Audience, Presentation Plan – Making use of Visual Aids. | | | | | | | | |
| UNIT 4 | INTERVIEW SKILLS | | | | | | | 8 |
| Interview Skills – Types of Questions frequently asked – Group Discussion Strategies | | | | | | | | |
| UNIT 5 | CASE ANALYSIS | | | | | | | 8 |
| What is case method of communication? Different types of cases – Difficulties and overcoming the difficulties of the case method – Reading a case properly (previewing, skimming, scanning) – Case analysis approaches (Systems, Behavioural, Decision, Strategy) – Analyzing the case – Do's and Don'ts in case preparation – Discussing and Presenting a Case Study. | | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | 1. Andrews, Sudhir "How to Succeed at Interviews", 21 st Reprint. Tata McGraw-Hill, New Delhi, 1988. | | | | | | | |
| LAB RESOURCE / REFERENCE: | | | | | | | | |
| 1. | Globarena Communication Software | | | | | | | |
| 2. | English Lab – EL Client | | | | | | | |
| 3. | Career Lab - CL Client | | | | | | | |


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II SEMESTER

| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | R 2019 | Semester II | PC | | | |
|--|--|----------------|-------------|----|-------------|---------------|----------|
| Course Code | Course Name | Hours / Credit | | | Total Hours | Maximum Marks | |
| | | L | T | P | | | C |
| 19MST21 | OPERATIONS MANAGEMENT | 4 | 0 | 0 | 4 | 40 | 100 |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> • To make the students to understand the basic concepts in operations management. • To understand the forecasting, product, process and work systems design in operations. • To expose the capacity planning, facility layout and location. • To know about the materials management in operations. • To study the scheduling and sequencing of Project Management. | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> • Describe the boundaries of an operations system. • Select and apply relevant concepts and tools to optimize the process/production system • Develop the strategic and operational layout & location decisions in managing organization. • Forecast the Production functions, enhanced the Planning activities in Operations. • Develop the ability to identify operational methodologies to assess the organizations. | | | | | | | |
| UNIT 1 | INTRODUCTION TO OPERATIONS MANAGEMENT | | | | | | 8 |
| Operations Management – Nature, Importance, Historical development, Transformation processes, differences between services and goods. A system perspective, Functions, Challenges; Operations Strategy – Strategic fit, Elements and Competitive priorities – Productivity – Measuring Productivity and Methods to improve productivity. | | | | | | | |
| UNIT 2 | FORECASTING, PRODUCT, PROCESS AND WORK SYSTEMS DESIGN | | | | | | 8 |
| Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy. Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement. | | | | | | | |
| UNIT 3 | CAPACITY PLANNING, FACILITY LAYOUT AND LOCATION | | | | | | 8 |
| Capacity Planning –Types, Aggregate planning, Developing capacity alternatives. Facility Location – Theories, Steps in Selection, Location Models (Problems). Facility Layout – Principles, Types, Planning tools and techniques. | | | | | | | |
| UNIT 4 | MATERIALS MANAGEMENT | | | | | | 8 |
| Materials Management – Objectives, Planning, Budgeting and Control. Purchasing – Objectives, Functions, Policies, Vendor rating and Value Analysis. Overview of MRP, MRP II and ERP. Stores Management – Nature, Layout, Classification and Coding. Inventory – Objectives, Costs and control techniques. Overview of JIT. | | | | | | | |
| UNIT 5 | SCHEDULING AND SEQUENCING | | | | | | 8 |
| Project Management – Scheduling Techniques, Scheduling of Work centers; Sequencing – Priority rules and techniques, Shop floor control; Flow shop scheduling – Johnson's Algorithm(Problems) – Gantt charts; Recent trends in Operations Management. | | | | | | | |
| TEXT BOOKS: | | | | | | | |
| 1. | William J Stevenson, "Operations Management", 12 th Ed, McGraw Hill, New Delhi, 2014. | | | | | | |
| 2. | Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, "Operations and Supply Management", 13 th Edition, McGraw Hill, New Delhi, 2010. | | | | | | |
| REFERENCES: | | | | | | | |
| 1. | Norman Gaither and Gregory Frazier, "Operations Management", 13 th Reprint, South Western Cengage Learning, New Delhi, 2011. | | | | | | |
| 2. | Mahadevan.B, "Operations Management Theory and Practice", 3 rd Edition, Pearson Education, New Delhi, 2015. | | | | | | |
| e-RESOURCES: | | | | | | | |
| 1. | http://nptel.ac.in/courses/110106045/ , "Operations and Supply Chain Management", Prof. G. Srinivasan Department of Management Studies, Indian Institute of Technology, Madras | | | | | | |
| 2. | http://nptel.ac.in/courses/112107143/22 , "Materials Management", Prof. Inderdeep Singh, Department of Mechanical & Industrial Engineering, Indian Institute of Technology, Roorkee. | | | | | | |


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| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester II | PC |
|--|--|--------------|---|---|--------|-------------|---------------|-----------|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MST22 | FINANCIAL MANAGEMENT | 3 | 1 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To make the students to understand the fundamentals of Finance function. To understand the evaluation techniques and Investment decisions. To expose the assessment techniques in capital structure and dividend decision. To know about the working capital management. To study the about long term finance. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Know the principles and techniques of financial management to make financial decisions. Explain the operational techniques for making decisions related to financial functions. Describe the dimensions of performance and risk relevant to financial firms. Evaluate the role and importance of shareholders within modern corporations Evaluate the sources of long term financing methods. | | | | | | | | |
| UNIT 1 | INTRODUCTION | | | | | | | 6 |
| Financial management – Nature – Scope – Functions – Role of Financial manager – Time value of money – Present and future value of money (Problems). | | | | | | | | |
| UNIT 2 | INVESTMENT DECISION AND COST OF CAPITAL | | | | | | | 10 |
| Capital Budgeting: Nature, Principles and techniques – Evaluation Techniques (Problems): Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index – Comparison of DCF techniques. Concept of Cost of Capital, Specific Costs and Overall Cost of Capital. | | | | | | | | |
| UNIT 3 | CAPITAL STRUCTURE AND DIVIDEND DECISION | | | | | | | 8 |
| EBIT (Problems) – EPS Analysis (Problems) – Indifference Point (Problems) – capital structure – Designing capital structure- Theory of capital structure. Leverage, Operating and Financial Leverage – Dividend policy – Forms of dividend and Dividend theories. | | | | | | | | |
| UNIT 4 | WORKING CAPITAL MANAGEMENT | | | | | | | 8 |
| Working Capital: Concepts, Needs, Determinants, and Requirements (Problems) – Operating cycle – Working capital finance – Sources of working capital finance. | | | | | | | | |
| UNIT 5 | LONG TERM FINANCE | | | | | | | 8 |
| Long term sources of finance- Introduction to primary and secondary market: Overview on Shares and Debentures – Introduction to Lease Financing, Venture capital financing, Hire Purchase Financing and Infrastructure Project Financing – GDR, ADR. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | I.M. Pandey, "Financial Management", 11 th Edition, Vikas Publishing House, New Delhi, 2015. | | | | | | | |
| 2. | Prasanna Chandra., "Financial Management Theory and Practice", 9 th Edition, McGraw-Hill Education, New Delhi, 2015. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Khan.M.Y and Jain.P.K, "Basic Financial Management", 3 rd Edition, McGraw Hill Publishing Co., Ltd, New Delhi, 2010. | | | | | | | |
| 2. | R.P.Rustag, "Financial Analysis and Financial Management", 3 rd Edition, Reprint, Sultan Chand & Sons, New Delhi, 2009. | | | | | | | |
| 3. | Rajiv Srinivastava and Anil Misra, "Financial Management", 2 nd Impression Oxford Higher Education, New Delhi, 2012. | | | | | | | |
| e-RESOURCES: | | | | | | | | |
| 1. | http://nptel.ac.in/courses/110106043/3 , "Basics of Financial Management", Prof. A. ThillaiRajan Department of Management Studies Indian Institute of Technology, Madras. | | | | | | | |
| 2. | http://nptel.ac.in/courses/110105057/ , "International Financial Environment", Prof. A. K. Misra Department of Management Indian Institute of Technology, Kharagpur. | | | | | | | |


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| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester II | PC |
|--|---|--------------|---|---|--------|-------------|---------------|----------|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MST23 | MARKETING MANAGEMENT | 4 | 4 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To make the students to understand the fundamentals of Finance function. To understand the evaluation techniques and Investment decisions. To expose the assessment techniques in capital structure and dividend decision. To know about the working capital management. To study the about long term finance. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Exhibit the role of marketing in a firm. Evaluate the global business environment from a competitive and economic perspective. Develop comprehensive B2B and B2C marketing plans based on competitive research. Examine the role of consumer using various theories and models of consumer behaviour. Develop a professional sales solution for a product or service to a prospective business-buying customer using appropriate sales methodologies. | | | | | | | | |
| UNIT 1 | INTRODUCTION | | | | | | | 8 |
| Marketing – Definitions –Myths – Evolution– Strategic components–Frame work – Functions – Production, Finance, Human Relations Management, Information System. Role of marketing in the firm–Types of Markets–Marketing in global environment – Prospects and Challenges. | | | | | | | | |
| UNIT 2 | MARKETING STRATEGY | | | | | | | 8 |
| 8P's of Marketing Mix – Marketing strategy formulations – Key Drivers of Marketing Strategies – Marketing process – Strategies for Industrial Marketing – Consumer Marketing — Services marketing – Competitor analysis – Analysis of consumer and industrial markets – Strategic Marketing Mix components. | | | | | | | | |
| UNIT 3 | MARKETING MIX DECISIONS | | | | | | | 8 |
| Product planning and development – Product life cycle – New product Development and Management – Market Segmentation – Targeting and Positioning – Channel Management – Advertising and sales promotions – Pricing Objectives, Policies and methods. | | | | | | | | |
| UNIT 4 | BUYER BEHAVIOUR | | | | | | | 8 |
| Understanding Industrial and Individual buyer behavior – Influencing factors – Buyer Behaviour Models – Online buyer behaviour – Building and measuring customer satisfaction – Customer relationships management –Customer acquisition, Retaining, Defection. | | | | | | | | |
| UNIT 5 | MARKETING ENVIRONMENT & TRENDS IN MARKETING | | | | | | | 8 |
| Competitive environment, Political environment, Economic environment, Technological environment, Social– Cultural environment–Customer driven organizations–Cause related marketing–Ethics in marketing–Online marketing trends: Internet & Interactive marketing, Marketing consulting for small business – Emerging trends in marketing. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Philip Kotler and Kevin Lane Keller, Marketing Management, PHI, 15 th Edition, New Delhi, 2016. | | | | | | | |
| 2. | Michael R Czinkota, Masaaki Kotabe, "Marketing Management", 2 nd Edition, Thomson Learning Inc., Vikas Publishing House, New Delhi, 2002. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | V S Ramasamy, S Namakumari, " Marketing Management", Global perspective – Indian Context, 4 th Edition, Macmillan Publishers India Ltd., New Delhi, 2010. | | | | | | | |
| 2. | William G Zikmund, Michael d'Amico, "The Power of Marketing", 7 th Edition South Western Thomson Learning, Eastern Press Pvt.Ltd., Bengaluru, 2001. | | | | | | | |
| 3. | NAG, "Marketing successfully-A Professional Perspective", 4 th Edition, Macmillan India Ltd., New Delhi, 2008. | | | | | | | |
| e-RESOURCES: | | | | | | | | |
| 1. | http://nptel.ac.in/courses/110104055/37 , "Strategic Marketing-Contemporary Issues", Prof. JayantaChatterjee Department of Industrial and Management Engineering Indian Institute of Technology, Kanpur | | | | | | | |
| 2. | http://nptel.ac.in/syllabus/110105029/ , "Consumer Behaviour", Dr.SangeetaSahney, IIT Kharagpur. | | | | | | | |

| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | R 2019 | Semester II | PC | |
|-----------|---|---------------------------|--------------|---|--------|-------------|-------------|---------------|
| | Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks |
| | | | L | T | P | | | |
| 19MST24 | | HUMAN RESOURCE MANAGEMENT | 4 | 0 | 0 | 4 | 40 | 100 |

Course Objective(s): The purpose of learning this course is

- To make the students to understand the perspectives of human resource management.
- To know about Human Resource Planning and Recruitment.
- To expose the training methods and Executive development programmes.
- To know about sustaining employee interest and career management.
- To study the about the methods of performance evaluation and process of controlling.

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

- Discuss the skills needed for success as a human resources professional.
- Identify and explain changing environment and its implication for managing the Human Resources.
- Evaluate the effectiveness of HRM practices in supporting the strategic and operational needs of the organization in a global economy.
- Evaluate complex qualitative and quantitative data to support strategic and operational decisions.
- Evaluate the dynamic of the global business environment from a competitive and economic perspective.

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| UNIT 1 | PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT | 8 |
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Evolution of human resource management – The importance of the human factor – Challenges – Inclusive growth and affirmative action – Role of human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit.

| | | |
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| UNIT 2 | THE CONCEPT OF BEST FIT EMPLOYEE | 8 |
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Importance of Human Resource Planning – Forecasting human resource requirement – Matching supply and demand – Internal and External sources Recruitment – Selection – E Recruitment induction – Socialization benefits – Designing formal training programs.

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| UNIT 3 | TRAINING AND EXECUTIVE DEVELOPMENT | 8 |
|---------------|---|----------|

Types of training methods – purpose- benefits- resistance. Executive development programmes – Common practices – Benefits – Self development – Knowledge management .

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| UNIT 4 | SUSTAINING EMPLOYEE INTEREST | 8 |
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Compensation plan – Reward – Employee Benefits – Motivation – Application of theories of motivation – Career management – Development of mentor – Protégé relationships.

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| UNIT 5 | PERFORMANCE EVALUATION AND CONTROL PROCESS | 8 |
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Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods– Requirement of effective control systems - grievances – Causes – Implications – Redressal Methods – Procedure for Effective Discipline – Strategic HRM– Emerging Trends in HR.

TEXT BOOKS:

1. Gary Dessler, "Human Resource Management", Pearson Education Limited, 14th Edition, New Delhi, 2015.
2. K. Aswathapa, "Human Resource Management" McGraw-Hill 7th Edition, New Delhi, 2013.

REFERENCES:

1. Bernadin, "Human Resource Management", Mcgraw Hill, 8th Edition, New Delhi, 2012.
2. P. SubbaRao, "Human Resource Management", Himalaya publishing House, Mumbai, 2014.
3. Decenzo and Robbins, "Human Resource Management", 11th Edition, Wiley, New Delhi, 2013.

e-RESOURCES:

1. <http://nptel.ac.in/courses/122105020/9>, "Training and Development", Prof. KalyanChakravarti, Indian Institute of Technology, Kharagpur
2. <http://nptel.ac.in/courses/109104068/>"Exploring Human Values", Prof.A K Sharma, IIT Kanpur.

| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester II | PC |
|--|--|--------------|---|---|--------|-------------|---------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MST25 | OPERATIONS RESEARCH | 3 | 1 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To demonstrate the applications of operations research in functional areas of management. To know about linear programming extensions and its applications. To expose the students with Phases of Project management. To solve the problems using Game Theory and Decision Theory. To analyze the contribution of Queuing models and replacement Models in Operations research. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Formulate the LPP and solve the LPP using graphical method, simplex method and Big M method Solve Balanced and Unbalanced transportation and assignment Problems and get the optimal solutions. Construct and use the terminology of project management (PM) as established by CPM and PERT Identify strategic situations and represent them as games and possess a range of different perspectives on what counts as an effective decision. Identify the queuing model in the given system, find the performance measures and analyze the result and use replacement policy for goods whose cost of maintenance and the value of money changes with time | | | | | | | | |
| UNIT 1 | INTRODUCTION TO LINEAR PROGRAMMING (LP) | | | | | | 8 | |
| Introduction to applications of operations research in functional areas of management. Linear Programming- formulation, solution by graphical, simplex methods and Big-M method. | | | | | | | | |
| UNIT 2 | LINEAR PROGRAMMING EXTENSIONS | | | | | | 8 | |
| Transportation Models (Minimizing and Maximizing Problems) – Balanced and Unbalanced Problems–Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality- Solution by MODI method. Case of Degeneracy. Assignment Models (Minimizing and Maximizing Problems)– Balanced and Unbalanced Problems. Solution by Hungarian method. | | | | | | | | |
| UNIT 3 | PROJECT MANAGEMENT: PERT and CPM | | | | | | 8 | |
| Introduction –Phases of Project management – determining the critical path method, project scheduling with uncertain activity times, calculation of floats, Programme Evaluation and Review Technique (PERT), Difference between PERT and CPM. | | | | | | | | |
| UNIT 4 | GAME THEORY AND DECISION THEORY | | | | | | 8 | |
| Game Theory-Two person Zero sum games- Game with and without Saddle point, Dominance Rule, Solution of 2x n and mx 2 games by graphical method. Decision Theory – Decision trees – Decision making under risk.. | | | | | | | | |
| UNIT 5 | QUEUING MODELS AND REPLACEMENT MODELS | | | | | | 8 | |
| Markovian Queuing models – Single and multi-channel models: (M/M/1):(∞/FIFO) - (M/M/1):(N/FIFO)– (M/M/C):(∞/FIFO)- (M/M/C):(N/FIFO). Replacement Models-Individuals replacement Models (With time value of money) – Group Replacement Models. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Panneerselvam.R, "Operations Research", Fourth Print, Prentice Hall of India, New Delhi, 2003. | | | | | | | |
| 2. | Kanti Swarup, P.K.Gupta and Manmohan, "Operations Research", 10 th Edition, Sultan Chand & Sons Publishers, New Delhi, 2002. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Hamdy A Taha, "Introduction to Operations Research", Seventh Edition, Prentice Hall India, Third Indian Reprint, New Delhi, 2004. | | | | | | | |
| 2. | Gupta P.K, Hira D.S, "Problem in Operations Research – Principles and Solutions", 9 th Reprint, S.Chand and Co, New Delhi, 2003. | | | | | | | |
| 3. | A. Ravindran, Don T. Phillips, James J. Solberg, "Operations Research: Principles and Practice", 2 nd Edition, Wiley India Edition, New Delhi, 2007. | | | | | | | |
| e-RESOURCES: | | | | | | | | |
| 1. | http://nptel.ac.in/courses/112106134/1 , "Linear Programming Formulations", Prof.G.Srinivasan Department of Management Studies Indian Institute of Technology, Madras. | | | | | | | |
| 2. | http://nptel.ac.in/courses/112106134/5 , "Simplex Algorithm Minimization problems Big M and Two Phase Methods", Prof. G. Srinivasan Department of Management Studies Indian Institute of Technology Madras. | | | | | | | |

| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester II | PC |
|--|--|---------|---|---|--------|-------------|---------------|----|
| Course Code | Course Name | Hours / | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MST26 | RESEARCH METHODS IN BUSINESS | 3 | 1 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To describe, explain and illustrate any theoretical concepts in research using practical examples. To study the types of research design, measurement & scaling techniques. To make the students to use appropriate techniques to sample, collect, analyze, classify and present data To apply appropriate statistical methods to verify and test hypothesis using collected data. To teach the idea for the students to satisfy their clients by applying innovations in their business. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> To make the students to formulate tentative research questions for a research problem. Express on scientific research methodology in business domain. Development of students' skills set on Questionnaire design and framework. Ability to develop data analysis techniques on various aspects in Business. Examine various reports for the presentation of research outcome. | | | | | | | | |
| UNIT 1 | INTRODUCTION OF BUSINESS RESEARCH | | | | | | 8 | |
| Business Research – Definition and Significance – Hallmarks in Research - Research Process – Importance – Types of Research – Subjectivity and Objectivity in Research - Role of Theory in Research - Research Problem: Defining – Formulation - Identification and Selection of Problems in Management – Research Objectives – Research Hypotheses. | | | | | | | | |
| UNIT 2 | RESEARCH DESIGN, MEASUREMENT & SCALING | | | | | | 8 | |
| Research Design – Definition – Types of Research Design –Exploratory and Causal research design – Descriptive and Experimental Design – Different types of Experimental Design – Variables in Research – Measurement and Scaling – Basic Scaling Techniques: Nominal – Ordinal –Interval – Ratio scale; Rating Scales – Ranking Scales - Validity and its types – Reliability and its methods. | | | | | | | | |
| UNIT 3 | DATA COLLECTION & SAMPLE DESIGN | | | | | | 8 | |
| Types of data – Primary Vs Secondary data – Methods of Primary Data Collection – Questionnaire Design and Testing – Secondary Data: Methods – Sample Design: Sampling frame – Sample size – Sampling Error – Sampling Techniques: Probability Vs Non-probability sampling methods. | | | | | | | | |
| UNIT 4 | DATA ANALYSIS AND INTERPRETATION | | | | | | 8 | |
| Data Preparation – Editing – Coding –Data entry – Qualitative Vs Quantitative Data Analyses – Bivariate and Multivariate Statistical Techniques – Factor analysis – Discriminant Analysis – Cluster analysis – Multiple Regression and Correlation – Multidimensional Scaling –Application of Statistical Softwares. | | | | | | | | |
| UNIT 5 | REPORT DESIGN, WRITING AND PREPARATION | | | | | | 8 | |
| Research Report – Different types – Contents of Report – Need of Executive Summary – Cautionization – Contents of Chapter – Report Writing – Role of Audience – Readability – Comprehension – Tone – Final Proof – Report Format – Title of the Report – Ethics in Research. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | C.R.Kothari, "Research Methodology – Methods and Techniques", Second Revised Edition, New-age International (P) Limited, New Delhi, 2005. | | | | | | | |
| 2. | Uma Sekaran and Roger Bougie, "Research Methods for Business: A Skill Building Approach", 5th Edition, John Wiley India, New Delhi, 2012. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Donald R. Cooper, Pamela S. Schindler and J K Sharma, "Business Research Methods", 11 th Edition, Tata McGraw Hill, New Delhi, 2012. | | | | | | | |
| 2. | R.Panneerselvam, "Research Methodology", 9 th Edition, Prentice Hall India (PHI) Learning Private Limited, New Delhi, 2014. | | | | | | | |
| 3. | William G Zikmund, Barry J Babin, et al. "Business Research Methods -A South Asian Perspective", 8th Edition, Cengage Learning, New Delhi, 2012. | | | | | | | |

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|--------------------|---|---------------------|----------|----------|---------------|--------------------|----------------------|-----------|
| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester II | PC |
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MSL21 | BUSINESS APPLICATION SOFTWARE LABORATORY | 0 | 0 | 4 | 2 | 40 | 100 | |

Course Objective(s): The purpose of learning this course is

- Gain familiarity with the concepts and terminology used in the development, implementation and operation of business application software.
- Explore various methods that Information Technology can be used to support existing businesses and strategies.
- Investigate emerging technology in shaping new processes, strategies and business models.
- Achieve hands-on experience with application software to enhance business activities.
- Work with simple design and development tasks for the main types of business information systems

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

- Carry out data analysis/statistical analysis
- Effectively visualize the data.
- Select and deploy the correct statistical method for a given data analysis requirement. In particular, develop expertise in describing data, process management, hypothesis testing and model building.
- Run a statistical software package that integrates with Excel and interpret its output.

[Business models studied in theory to be practiced using Analysis Software]

| S.No | Exp.No | Details of Experiments | Periods |
|--------------|--------|---|-----------------|
| | | Name | |
| 1 | 1 | Mail Merge using Word | 3 |
| 2 | 2 | Formatting documents using Word | 3 |
| 3 | 3 | Descriptive Statistics using Excel | 3 |
| 4 | 4 | Correlation & Regression using Excel | 3 |
| 5 | 5 | Conditional & Auto Formatting using Excel | 3 |
| 6 | - | Extended Experiment – 1 | 3 |
| 7 | 6 | Formatting Slides using PowerPoint | 3 |
| 8 | 7 | Chi-Square test using SPSS | 4 |
| 9 | 8 | Frequency using SPSS | 3 |
| 10 | - | Extended Experiment – 2 | 3 |
| 11 | 9 | Transportation using TORA | 3 |
| 12 | 10 | Networking Models using TORA | 3 |
| 13 | - | Extended Experiment – 3 | 3 |
| TOTAL | | | 40 HOURS |

Software Required:

- MicrosoftOffice
- TORA (Temporally-Ordered Routing Algorithm -Taha)
- SPSS (Statistical Package for SocialSciences)
- Tally


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| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | R 2019 | Semester II | EEC |
|--|---|------------|---|---|--------|-------------|---------------|
| Course Code | Course Name | Hours/Week | | | Credit | Total Hours | Maximum Marks |
| | | L | T | P | C | | |
| 19MTP02 | SOFT SKILLS -II | 1 | 0 | 2 | 1.5 | 45 | 100 |
| Course Objective (s): The purpose of learning this course is <ul style="list-style-type: none"> • Train the Students on Group Discussion Do's and Don'ts. • Coach the students on Interview Skills. • Develop Presentation Skills. • Develop Business Etiquette. • Teach importance of Ethics and Values. | | | | | | | |
| Course Outcomes: At the end of this course, learners will be able to: <ul style="list-style-type: none"> • Participate Group Discussion with Confidence by knowing the tips and Tricks. • Attend the interview with positive attitude by having Mock Interviews. • Present them very well by enhancing their Presentation Skills. • Behave very well in official gathering and Meeting by knowing Etiquette. • Have good ethics and values in their Personal and Professional Life. | | | | | | | |
| UNIT 1 | GROUP DISCUSSION | | | | | | 10 |
| GD skills – Understanding the objective and skills tested in a GD – General types of GDs – Roles in a GD – Do's & Don'ts – Mock GD & Feedback. | | | | | | | |
| UNIT 2 | INTERVIEW SKILLS | | | | | | 10 |
| Interview handling Skills – Self preparation checklist – Grooming tips: do's & don'ts – mock interview & feedback. | | | | | | | |
| UNIT 3 | PRESENTATION SKILLS | | | | | | 10 |
| Presentation Skills – Stages involved in an effective presentation – selection of topic, content, aids – Engaging the audience – Time management – Mock Presentations & Feedback. | | | | | | | |
| UNIT 4 | BUSINESS ETIQUETTE | | | | | | 8 |
| Grooming etiquette – Telephone & E-mail etiquette – Dining etiquette – do's & Don'ts in a formal setting – how to impress. | | | | | | | |
| UNIT 5 | ETHICS | | | | | | 7 |
| Ethics – Importance of Ethics and Values – Choices and Dilemmas faced – Discussions from news headlines. | | | | | | | |
| REFERENCES: | | | | | | | |
| <ol style="list-style-type: none"> 1. The Seven Habits of Highly Effective People - Stephen R. Covey. 2. All the books in the "Chicken Soup for the Soul" series. 3. Man's search for meaning – Viktor Frankl 4. The greatest miracle in the world – OgMandino 5. Goal - EliyahuGoldratt. 6. Working with Emotional Intelligence - David Goleman. 7. Excel in English – Sundra Samuel, Samuel Publications 8. Developing Communication Skills by Krishna Mohan and MeeraBanerji; MacMillan India Ltd., Delhi 9. Essentials of Effective Communication, Ludlow and Panthon; Prentice Hall of India. 10. Effective Presentation Skills (A Fifty-Minute Series Book) by Steve Mandel 11. "Strategic interviewing" by Richaard Camp, Mary E. Vielhaber and Jack L. Simonetti – Published by Wiley India Pvt. Ltd 12. "Effective Group Discussion: Theory and Practice" by Gloria J. Galanes, Katherine Adams , John K. Brillhart | | | | | | | |

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III SEMESTER

| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III | PC |
|--|--|-------------|---|---|--------|-------------|---------------|----------|
| Course Code | Course Name | Hours/ Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MST31 | STRATEGIC MANAGEMENT | 3 | 0 | 0 | 3 | 40 | 100 | |
| <p>Course Objective(s): The purpose of learning this course is</p> <ul style="list-style-type: none"> To understand the importance of strategic management. To identify the environmental analysis methods. To know about the methods of global strategies. To understand the organizational structure. To study about the emerging thoughts on strategy. | | | | | | | | |
| <p>Course Outcomes: Upon completion of the course, students will be able to:</p> <ul style="list-style-type: none"> Apply the strategies while making decision. Identify the Emergent Strategies for sustaining the competitive advantage & apply the porter's five force model for business analysis Develop various strategies methods Design organization structure to match the strategy. Execute Red & Blue Ocean strategy to improve the Bottom line | | | | | | | | |
| UNIT 1 | INTRODUCTION | | | | | | | 8 |
| Strategy: Strategic Management Process, Model of Strategic Management, Intended and Emergent Strategies. | | | | | | | | |
| UNIT 2 | ENVIRONMENTAL ANALYSIS | | | | | | | 8 |
| Internal Environment Analysis: Core competence, Distinctive Competencies, VRIO Framework, External Environment Analysis: Competitive Profile analysis - Porters Five Force Model. | | | | | | | | |
| UNIT 3 | STRATEGIES | | | | | | | 8 |
| Global and International Strategies, Corporate Strategies, Vertical Integration, Diversification, Strategic Alliances, TOWS, BCG, GE Matrix, Building and Restructuring the Corporation, Business Level Strategies, Functional Level Strategies. | | | | | | | | |
| UNIT 4 | ORGANIZATIONAL STRUCTURE AND CONTROL | | | | | | | 8 |
| Designing Organizational Structure, Strategy Implementation Process, Designing and Establishing Strategic Control System, Balanced Score Card Approach, Matching Structure and Control to Strategy. | | | | | | | | |
| UNIT 5 | EMERGING THOUGHTS ON STRATEGY | | | | | | | 8 |
| Exposure to Strategic thoughts, competing for the Future, Red Ocean Strategy, Blue Ocean Strategy. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | W. L Charles, Hill & Gareth and R. Jones, Strategic Management an Integrated Approach, New Delhi: Biztantra Publishers, 2009.. | | | | | | | |
| 2. | Thomas L Wheelen and J. David Hunger, Essentials of Strategic Management, Prentice Hall, 2010. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Robert A Pitts and David Lei Thomson, Strategic Management, South Western Publishers: 2006. | | | | | | | |
| 2. | John A Pearce and Richard B Robinson, Strategic Management, New Delhi: Tata McGraw Hill, 2008. | | | | | | | |
| 3. | Azhar Kazmi, Business Policy and Strategic Management, New Delhi: Tata McGraw Hill, 2008 | | | | | | | |


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MARKETING MANAGEMENT – ELECTIVES

| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|---|--|-------------|---|---|--------|-------------|-------------------|----------|
| Course Code | Course Name | Hours/ Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEM01 | RETAIL MANAGEMENT | 4 | 0 | 0 | 4 | 40 | 100 | |
| <p>Course Objective(s): The purpose of learning this course is</p> <ul style="list-style-type: none"> To know about retail sector in India. To understand the needs of customers. To identify the exact location for retail sector. To study about the strategies for merchandise management To know the exploit pricing strategies and promotional activities towards retail. | | | | | | | | |
| <p>Course Outcomes: Upon completion of the course, students will be able to:</p> <ul style="list-style-type: none"> Understand the functions of retailing and the role of storemanager Implement effective segmentation for a proposed retailformat. Structure the length of product assortment based on the store format and shoppers'profile. Outline the nuances of product and merchandisemanagement Execute various promotion and pricing strategies in the retailchain. | | | | | | | | |
| UNIT 1 | INTRODUCTION | | | | | | | 8 |
| Retailing, Functions, Retail formats, Retailing in India, Functions of a Store Manager, Impact of FDI on retailing. | | | | | | | | |
| UNIT 2 | UNDERSTANDING CUSTOMER | | | | | | | 8 |
| Shopping Behavior, Profile of Indian Shoppers, Shopping Process, Influences on Shopping Behavior, Retail market segmentation | | | | | | | | |
| UNIT 3 | LOCATION AND SPACE MANAGEMENT | | | | | | | 8 |
| Location Decision, Importance, Levels, Types, Trade Area Analysis, Site Analysis. Atmospherics: Role, Components, Space Management. | | | | | | | | |
| UNIT 4 | PRODUCT AND MERCHANDISE MANAGEMENT | | | | | | | 8 |
| Product Management, Brand Management, Merchandise Management, Category Management | | | | | | | | |
| UNIT 5 | PRICING AND PROMOTION | | | | | | | 8 |
| Pricing: Influences, Strategies. Promotion: Promotion Mix. Value chain in Retailing | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Chetan Bajaj, RajniTulsi and Nandhi V Srivastava, Retail Management, New Delhi: Oxford University Press, 2010. | | | | | | | |
| 2. | PradhanSwapna, Retailing Management, New Delhi: Tata McGraw Hill, 2010. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Barry Berman and Joel R Evans, Retail Management Strategic Approach, New Delhi: Prentice Hall of India, 2013. | | | | | | | |
| 2. | Piyush Kumar Sinha and Dwarika Prasad Uniyal, Managing Retailing, New Delhi: Oxford University Press, 2010. | | | | | | | |
| 3. | Andrew J Newman and Peter Cullen, Retailing Environment and Operations, New Delhi: Thomson Learning, 2009. | | | | | | | |


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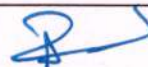
| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|--|--|-------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours/ Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEM02 | SERVICES MARKETING | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To understand the current marketing trend in service industry. To know about customer expectations and perception towards service industry. To study the customer relationship management. To know the various methods to develop service design. To identify the employee roles and responsibilities. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Understand the customers through effective communication about the service concept Summarize the influencing factors of customer expectations and perceptions Select appropriate service recovery strategies to retain the customers Design service development model with adequate customer standards Execute effective delivery of services by closing the expectation gaps | | | | | | | | |
| UNIT 1 | INTRODUCTION | | | | | | 8 | |
| Definition, Services vs. Goods, Characteristics, Service Marketing Mix, Current Trends, Gaps Model. | | | | | | | | |
| UNIT 2 | CUSTOMER EXPECTATIONS AND PERCEPTIONS | | | | | | 8 | |
| Customer Expectations, Meaning, Types, Levels, Influencing Factors. Customer Perceptions: Influencing Factors, Satisfaction, Service Quality, Building Blocks | | | | | | | | |
| UNIT 3 | CUSTOMER RELATIONS | | | | | | 8 | |
| Goals, Benefits, Life Time Value of a Customer, Factors, Estimation, Retention Strategies. Service Recovery: Impact of Service Failure, Response of Customers, Recovery Strategies, Service Guarantees | | | | | | | | |
| UNIT 4 | SERVICE DESIGN | | | | | | 8 | |
| New service Development, Stages, Service Blueprinting, Service Redesign. Customer Defined Service Standards: Factors, Guidelines. Physical Evidence: Types, Role | | | | | | | | |
| UNIT 5 | DELIVERING AND PERFORMING | | | | | | 8 | |
| Employee's Role, Customers' Role, Managing Demand and Capacity, Managing Service Promises, Closing the Gaps. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Valarie A Zeithaml and Mary Jo Bitner, Service Marketing, New Delhi: Tata McGraw Hill, 2011. | | | | | | | |
| 2. | Christopher Lovelock, Services Marketing People, Technology, Strategy, New Delhi: Pearson Education, 2010. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Govind Apte, Services Marketing, New Delhi: Oxford University Press, 2009. | | | | | | | |
| 2. | Steve Baron, Service Marketing, New Delhi: Sage Publications, 2010. | | | | | | | |
| 3. | R. Srinivasan, Services Marketing – The Indian Context, New Delhi: Prentice Hall of India, 2012. | | | | | | | |


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| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|--|--|--------------|---|---|--------|-------------|-------------------|----------|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEM03 | ADVERTISING AND SALES PROMOTION | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To know about evolution of advertisement To understand the various types of advertisement methods. To know about the designing strategies on advertisement. To identify the promotional mix. To know about promotional campaigns. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Design an effective advertising campaign. Carry out various advertising media strategies to reach customers. Design and develop media specific advertisements and measure their effectiveness Construct result oriented innovative sales promotion techniques. Organize effective promotional campaigns to increase customer base | | | | | | | | |
| UNIT 1 | INTRODUCTION | | | | | | | 8 |
| Definition, Evolution, Setting Advertising Objectives: DAGMAR. Advertising Agency: Structure, Functions. Organizing an Advertising Campaign | | | | | | | | |
| UNIT 2 | ADVERTISING MEDIA | | | | | | | 8 |
| Types, Social Media : Pros and Cons, Media Planning, Measuring Reach, Deciding on Frequency, Measuring Impact, Cost Appraisal, Media Strategy and Scheduling | | | | | | | | |
| UNIT 3 | DESIGNING ADVERTISEMENTS | | | | | | | 8 |
| TV Commercials: Different Appeals, Story Board, Message Development. Print AD: Layout, Design, Appeal, Copy Structure. Radio Advertising, Web Advertising. Testing Validity and Reliability of advertisements. | | | | | | | | |
| UNIT 4 | PROMOTION MANAGEMENT | | | | | | | 8 |
| Definition, Role, Objectives, Promotion Mix. Techniques: Trade Oriented, Customer Oriented. | | | | | | | | |
| UNIT 5 | PLANNING PROMOTIONAL CAMPAIGNS | | | | | | | 8 |
| Requirement Identification, Deciding on Promotion Campaigns. On-Line Sales Promotion | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | George E Belch and Michael A Belch, Advertising and Promotion, New Delhi: Tata | | | | | | | |
| 2. | Jaishri Jethwaney and Shruti Jain, Advertising Management, New Delhi: Oxford University Press, 2013 | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | O. Guinn Allen Semenik, Advertising and Integrated Brand Promotion, Singapore: Thomson South Western, 2011. | | | | | | | |
| 2. | David A Aaker and John G Myers, Advertising Management, New Delhi: Prentice Hall of India. | | | | | | | |
| 3. | Larry Percy and Richard Rosenbaum - Elliott, Strategic Advertising Management, New Delhi: Oxford University Press, 2012. | | | | | | | |


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| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|---|---|------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours/Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEM04 | DIGITAL MARKETING | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To understand the elements of digital marketing. To know about designing of campaign design. To identify social media marketing techniques. To study the concept on service design. To know about digital analytics. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Understand the basic concepts in Digital marketing. Identify the advantages and disadvantages of digital display advertising. Use the various social media marketing platforms to reach consumers. Analyze mobile marketing and SMS strategy. Compare and choose among the various analytical tools to assess the performance of websites. | | | | | | | | |
| UNIT 1 | INTRODUCTION | | | | | | 8 | |
| Concepts, Key elements, Social media networking sites, characteristics & Implications of Digital Marketing-Search Engine Optimization: Concepts, Benefits of SEO, Search Behaviour, Optimization process, Analysis and review- Pay per Click- Concepts, Strength of pay per click, Keyword, Search Campaign Process, Analytics. | | | | | | | | |
| UNIT 2 | DIGITAL DISPLAY ADVERTISING | | | | | | 8 | |
| Concepts, advantages & Disadvantages of digital display, Ad formats, campaign planning and budget, campaign tracking and optimization | | | | | | | | |
| UNIT 3 | E COMMERCE | | | | | | 8 | |
| Portals and Communities – tie ups-Email Marketing- Data Email Marketing Process, Design and Content, Delivery and Discovery -Social Media Marketing- Goals, channels – Face book, Twitter, LinkedIn, Google+, YouTube, insights and analytics. | | | | | | | | |
| UNIT 4 | SERVICE DESIGN | | | | | | 8 | |
| Concepts, SMS content, SMS Strategy, Mobile App. | | | | | | | | |
| UNIT 5 | DIGITAL ANALYTICS | | | | | | 8 | |
| Dashboards, Bounce Rate, Site Speed, Site Search, Conversions, Real Time Reporting, Intelligence Reporting, Customized Reporting. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Ian Dodson (2016), The Art of Digital Marketing: The Definitive Guide to Creating Strategic, targeted and Measurable Online Campaigns, New Jersey, John Wiley & Sons. | | | | | | | |
| 2. | VandanaAhuja, Fundamentals of Digital Marketing by Pearson,2015 | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | SeemaGupta ,Digital Marketing,2017 | | | | | | | |
| 2. | Puneet Singh Bhatia, Fundamentals of Digital Marketing by Pearson,2017 | | | | | | | |
| 3. | VandanaAhuja, Fundamentals of Digital Marketing by Pearson,2015 | | | | | | | |



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|---|---|--------------|---|---|--------|-------------|-------------------|----------|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEM05 | RURAL MARKETING | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To understand the rural economy developments. To know about marketing strategies in rural marketing To learn the regulations and institutional support for rural market To analyse the agro marketing concept. To explore the various distribution channels available for rural market. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Get a comprehensive understanding of the distinct nature of Rural Markets Identify the strategies to segment, target their rural customers & understand about the rural specific marketing mix. Make them understand the rural market regulations and support systems. Understand the agricultural marketing. Derive the channel of distribution in rural marketing. | | | | | | | | |
| UNIT 1 | INTRODUCTION | | | | | | | 8 |
| Rural Marketing – Evolution, Nature, Scope, Challenges and opportunities, Rural Economy-Economic Structure and Economic Scenario | | | | | | | | |
| UNIT 2 | RURAL MARKETING STRATEGIES | | | | | | | 8 |
| Rural Marketing Mix-4A's, Segmenting, Targeting, Positioning, Product strategies-Product levels, Product categories, Product adoption, Pricing strategies, Promotional Strategies for rural consumers | | | | | | | | |
| UNIT 3 | RURAL MARKET REGULATION AND INSTITUTIONAL SUPPORT | | | | | | | 8 |
| Regulated Market, APMC Act 1963, AGMARK, Food Products Order (FPO) 1955, Consumer Protection Act 1986, National Council for State Marketing Boards (COSAMB), Commission on Agriculture Costs and Prices (CACP). | | | | | | | | |
| UNIT 4 | AGRICULTURAL MARKETING | | | | | | | 8 |
| Nature and scope, Agro Marketing functions, Sales and Types of Agricultural Markets, Marketing of Agricultural inputs, Marketing of Agricultural produce- Agro Supply chain management. | | | | | | | | |
| UNIT 5 | CHANNELS OF DISTRIBUTION | | | | | | | 8 |
| Channels of distribution, E-Choupal (ITC Model), Corporate-SHG linkage, Food Corporation of India (FCI), State Trading Corporation (STC). | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | PradeepKashyap, Rural Marketing, New Delhi: Pearson, 2012. | | | | | | | |
| 2. | C.S.G. Krishnamacharyulu and LalithaRamakrishnan, Rural Marketing Text &Cases, New Delhi: Pearson Education Pvt Ltd, 2011. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | LalithaRamakrishnan and C. S. G. Krishnamacharyulu, Cases in Rural Marketing: An Integrated Approach, New Delhi: Pearson, 2010. | | | | | | | |
| 2. | Sanal Kumar Velayudam, Rural Marketing: Targeting on Non-Urban Consumers, New Delhi: Sage Publications, 2008 | | | | | | | |
| 3 | Balram and Dogra, Rural Marketing: Concepts and Practice, New Delhi: Tata McGraw Hill, 2009. | | | | | | | |


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| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|---|---|------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours/Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEM06 | BRAND MANAGEMENT | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To understand the evolution of brand management. To know about the brand extension techniques and methods. To learn the decision making process in brand building. To analyze the strategies to manage brand. To explore the various Strategic Issues in Brand management. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Create a brand identity prism for any given brand. Judge when to go for line extensions and brand extensions. Execute branding decisions using appropriate strategies. Demonstrate ways to position a brand. Breakdown the myths and issues in brand management. | | | | | | | | |
| UNIT 1 | INTRODUCTION | | | | | | 8 | |
| Evolution, Products and Brands, Importance. Brand Identity: Perspectives, Levels. Brand Identity Prism. | | | | | | | | |
| UNIT 2 | BRAND EXTENSIONS | | | | | | 8 | |
| Line Extensions, Brand Extensions, Brand Equity, Brand Awareness, Brand Associations, Brand Personality | | | | | | | | |
| UNIT 3 | BRANDING DECISIONS | | | | | | 8 | |
| Brand Name Decisions: Product Branding, Line Branding, Umbrella Branding, Double Branding, Range Branding, Endorsement Branding, Strategies. | | | | | | | | |
| UNIT 4 | MANAGING BRANDS | | | | | | 8 | |
| Brand Positioning Strategies, Managing Brand Image, Repositioning, Brand Revitalization. Brand Valuation: Methods. Brand Elimination. | | | | | | | | |
| UNIT 5 | STRATEGIC ISSUES | | | | | | 8 | |
| Strategic Issues in Brand Management, Myths, Influences, Building Retail Brands | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Kirti Dutta, Brand Management Principles and Practices, New Delhi: Oxford University Press, 2012. | | | | | | | |
| 2. | Sharad Sarin, Strategic Brand Management for B2B Markets, New Delhi: Sage Publications, 2010. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Kevin Lane Keller, Strategic Brand Management, New Delhi: Prentice Hall of India, 2011. | | | | | | | |
| 2. | James R. Gregory, The Best of Branding, New Delhi: Tata McGraw Hill, 2010. | | | | | | | |
| 3. | David A. Aaker, Managing Brand Equity, USA: Free Press, 2009. | | | | | | | |


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| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|--|---|--------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEM07 | CONSUMER BEHAVIOUR | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To know the various marketing strategies in consumer behaviour. To understand the intrinsic values of consumer behavior. To know the external factors influencing consumer behavior. To analyze the Consumer Decision Making Process. To know the Organizational Buyer Behaviour. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Summarize the basic concepts in consumerbehaviour. Indicate the attitude, perception and personality type of individual consumers and analyse the impact of these factors on the purchasedecisions. Analysethe external factors that influence a particular purchasedecision. Compute methods to influence the consumer decision makingprocess. Determine the organizational buyer behaviour and changing consumerbehavior. | | | | | | | | |
| UNIT 1 | INTRODUCTION | | | | | | 8 | |
| Definition, Concepts. Marketing Strategy and Consumer Behaviour. Approaches to the Study of Consumer Behaviour. | | | | | | | | |
| UNIT 2 | INTERNAL INFLUENCES ON CONSUMER BEHAVIOUR | | | | | | 8 | |
| Motivation, Personality, Perception- Dynamics of perception, Learning, Attitude-Formation, Changing Consumer Attitudes. | | | | | | | | |
| UNIT 3 | EXTERNAL INFLUENCES ON CONSUMER BEHAVIOUR | | | | | | 8 | |
| Reference Groups, Family, Social Class, Culture, Sub Culture, Marketing Communications, Personal Influence and Opinion Leadership. | | | | | | | | |
| UNIT 4 | DECISION PROCESS AND POST-PURCHASE BEHAVIOUR | | | | | | 8 | |
| Consumer Decision Making Process, Diffusion of Innovations. Post Purchase Behaviour: Post Purchase Dissonance, Product Use, Product Disposition, Purchase Evaluation and Consumer Satisfaction. | | | | | | | | |
| UNIT 5 | ORGANIZATIONAL BUYER BEHAVIOUR | | | | | | 8 | |
| Organizational Buyer Behaviour, Consumer Research, Changing Consumer Behaviour. | | | | | | | | |
| TOTAL: 40 HOURS | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | G. SchiffmanandLeslie Lazar Kanuk, Consumer Behaviour, New Delhi: Pearson Education, 2012. | | | | | | | |
| 2. | Jay D Lindquist and M Joseph Sirgy, Shopper, Buyer & Consumer Behaviour, New Delhi: Biztantra Publication,2010. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | David L Loudon and Albert J Della Bitta, Consumer Behaviour, New Delhi: Tata McGraw Hill,2010. | | | | | | | |
| 2. | ShetthandMittal, Consumer Behaviour, A Managerial Perspective, Singapore: Thomson South Western,2011. | | | | | | | |
| 3. | G. SchiffmanandLeslie Lazar Kanuk, Consumer Behaviour, New Delhi: Pearson Education, 2012. | | | | | | | |


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| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | R 2019 | Semester III & IV | PE |
|-------------|---|--------------|---|---|--------|-------------------|---------------|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks |
| | | L | T | P | | | |
| 19MEM08 | CUSTOMER RELATIONSHIP MANAGEMENT | 4 | 0 | 0 | 4 | 40 | 100 |

Course Objective(s): The purpose of learning this course is

- To understand the concepts of customer relationship management.
- To be familiar with the Customer Retention strategy.
- To know the Data Warehousing and Data Mining concepts
- To analyze the data's of Customer information databases
- To know the customer relationship management tools and techniques..

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

- Understand how customer relations are related to the business functions and its importance to the success of the business entity.
- Understand the importance of attitude and customer education as it relates to marketing
- Identify, understand, and apply basic marketing concepts to solving marketing challenges by using electronic device.
- Analyse the good marketing practices and techniques and how to apply them.
- Be able to develop a sound Integrated Marketing Communications plans & strategy.

UNIT 1 | INTRODUCTION

8

CRM concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling

UNIT 2 | CRM IN MARKETING

8

CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service

UNIT 3 | AUTOMATION

8

Sales Force Automation - Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet

UNIT 4 | ANALYTICAL CRM

8

Analytical CRM - Managing and sharing customer data - Customer information -databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

UNIT 5 | CRM IMPLEMENTATION

8

CRM Implementation - Defining success factors - Preparing a business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement

TEXT BOOKS:

1. Alok Kumar Rai, Customer Relationship Management Concept & CaseS, Prentice Hall of India Private Limited, New Delhi. 2011
2. S. Shanmugasundaram, Customer Relationship Management, Prentice Hall of India Private Limited, New Delhi, 2008

REFERENCES:

1. Kaushik Mukherjee, Customer Relationship Management, Prentice Hall of India Private Limited, New Delhi, 2008
2. Jagdish Seth, et al, Customer Relationship Management
3. V. Kumar & Werner J., CUSTOMER RELATIONSHIP MANAGEMENT, Willey India, 2008


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FINANCIAL MANAGEMENT – ELECTIVES

| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|--|--|--------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEF01 | SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To understand the concepts of security analyze and portfolio management. To be familiar with the capital market. To know the various techniques in fundamental analysis To be familiar with the various techniques in technical analysis To know the theories in portfolio management | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Capable of making an appropriate Investment Decision. Able to handle the new issuemarket. Ability to do the Fundamental Analysis and Technical Analysis. Performing Technical Analysis to strike a fine balance between risk and return of shareholders. Constructing and Maintaining Active / Passive Portfolios scientifically. | | | | | | | | |
| UNIT 1 | INTRODUCTION | | | | | | 8 | |
| Investment, Speculation, Securities, Investment Information, Investment Alternatives, Security Contract Regulation Act, Investor Protection | | | | | | | | |
| UNIT 2 | OVERVIEW OF CAPITAL MARKET | | | | | | 8 | |
| New Issue Market, Secondary Market, Listing of Securities, BSE, NSE, OTCEI, Stock Market Indices, Securities and Exchange Board of India. | | | | | | | | |
| UNIT 3 | FUNDAMENTAL ANALYSIS | | | | | | 8 | |
| Economic Analysis: Forecasting Techniques, Industry Analysis: Industry Classification, Industry life cycle. Company Analysis: Measuring Earnings, Forecasting Earnings, Applied Valuation Techniques. | | | | | | | | |
| UNIT 4 | TECHNICAL ANALYSIS | | | | | | 8 | |
| Fundamental Analysis Vs Technical Analysis, Charting Methods, Market Indicators, Trend, Trend Reversals, Patterns, Moving Average, Exponential Moving Average, Oscillators, ROC, MACD, RSI | | | | | | | | |
| UNIT 5 | PORTFOLIO MANAGEMENT | | | | | | 8 | |
| Portfolio Theory, Portfolio Construction, Performance Evaluation, Portfolio Revision, | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Donald E Fischer and Ronald J Jordan, Security Analysis & Portfolio Management, New Delhi: Prentice Hall of India Private Ltd, 2016. | | | | | | | |
| 2. | S. Kevin, Security Analysis & Portfolio Management, New Delhi: Prentice-hall of India Pvt Ltd, 2016 | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Prasanna Chandra, Investment Analysis and Portfolio Management, New Delhi: Tata McGraw Hill, 2017 | | | | | | | |
| 2. | Frank K Reilly and Keith C Brown, Investment Analysis and Portfolio Management, New Delhi: Thomson Learning, 2010. | | | | | | | |
| 3. | Dhanesh Kumar Khatri, Security Analysis and Portfolio Management, New Delhi: Macmillan, 2016. | | | | | | | |

| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|---|---|--------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEF02 | MERCHANT BANKING AND FINANCIAL SERVICES | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To understand the SEBI Regulations. To be familiar with the Capital Structure Decisions. To understand the various fee based financial services. To know about fund based financial services. To understand the theories in portfolio management | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Apply the rules and regulations of SEBI while handling Financial Services. Ability to administer Pre and Post Issue activities. Ability to provide Fee Based and Fund Based Financial Services. Evaluating the Tax Implication of Leasing and Hire Purchasing. Ability to administer Bill Discounting and Factoring. | | | | | | | | |
| UNIT 1 | INTRODUCTION | | | | | | 8 | |
| Introduction, Definition, Functions, SEBI Regulations - Procedure for inspection and action in case of default, Code of conduct, Registration, and SEBI Guidelines | | | | | | | | |
| UNIT 2 | ISSUE MANAGEMENT | | | | | | 8 | |
| Capital Market Instruments, Capital Structure Decisions, Public Issue Management, Marketing New Issue, Post – Issue Activities, Prospectus, Underwriting of Securities, Role and Responsibilities of Intermediaries | | | | | | | | |
| UNIT 3 | OTHER FEE BASED MANAGEMENT | | | | | | 8 | |
| Portfolio Management Services, Credit Syndication, DEMAT services, Depository Receipts, Credit Rating, Mutual Funds, Housing Finance. | | | | | | | | |
| UNIT 4 | FUND BASED FINANCIAL SERVICES | | | | | | 8 | |
| Leasing and Hire Purchasing - Basics, Financial Evaluation and Tax Implication. | | | | | | | | |
| UNIT 5 | OTHER FUND BASED FINANCIAL SERVICES | | | | | | 8 | |
| Consumer Finance, Real Estate Financing, Bills Discounting, Factoring and Forfeiting, Venture Capital, Depository (Demat) Services. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Dr S. Gurusamy, Merchant Banking and Financial Services, New Delhi: Tata McGraw Hill, 2017. | | | | | | | |
| 2. | M.Y.Khan, Financial Services, New Delhi: Tata McGraw-Hill, 2016. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Mathews Sasidharan, Financial Services and System, Tata McGraw Hill, 2016 | | | | | | | |
| 2. | Jeff Madura, Financial Institutions and Markets, Mason: Thomson South Western, 2016. | | | | | | | |
| 3. | Meir Kohn, Financial Institutions and Markets, New Delhi: Oxford University Press, 2014.. | | | | | | | |


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| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|--|--|--------------|---|---|--------|-------------|-------------------|----------|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEF03 | GOODS AND SERVICES TAX | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To understand the concept of GST. To be familiar with the Supply of Goods and Services. To understand the payment process in GST. To know about Input Tax Credit To understand the IGST act. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Understand the GST Network and Council. Proficient in Register, File Monthly Returns and Apply Revisions. Make a payment of GST. Capable of calculate the Input Tax Credit. Determine the Place of Supply of Goods and Services in the Inter State Sales. | | | | | | | | |
| UNIT 1 | OVERVIEW OF GOODS AND SERVICES TAX | | | | | | | 8 |
| Overview of GST, Implementation of GST, Liability of the Tax Payer, GST Network, GST Council. Levy of an Exemption from Tax - Levy of GST – Introduction, Composition Scheme, Remission of Tax / Duty. Registration – Introduction, Registration Procedure, Important Points, Special Persons, Cancellation. | | | | | | | | |
| UNIT 2 | SUPPLY | | | | | | | 8 |
| Meaning and Scope of Supply - Taxable Supply, Supply of Goods and Supply of Services, Course or Furtherance of Business, Special Transactions. Time of Supply - Time of Supply – Goods, Time of Supply – Services, Other Points. Valuation in GST - Transaction Value. | | | | | | | | |
| UNIT 3 | PAYMENT OF GST | | | | | | | 8 |
| Payment of GST - Introduction, Time of GST Payment, How to make payment, Challan Generation & CPIN, TDS & TCS. Electronic Commerce – Introduction, Tax Collected at Source (TCS), Procedures for E-commerce Operator | | | | | | | | |
| UNIT 4 | INPUT TAX CREDIT | | | | | | | 8 |
| Input Tax Credit – Introduction, Important Points, Job Worker. Input Service Distributors - Concept of Input Service Distributor, Legal Formalities for an ISD, Distribution of Credit. Matching of Input Tax Credit -Returns, GSTR-2, Other Taxable Persons. | | | | | | | | |
| UNIT 5 | IGST | | | | | | | 8 |
| Overview of the IGST Act – Overview, Other Provisions. Place of Supply of Goods & Services – Introduction, Registered and Unregistered Persons. GST Portal -Introduction, GST Eco-system, GST Suvidha Provider (GSP) | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Vashishtha Chaudhary Ashu Dalmia Shaifaly Girdharwal, Taxmann's GST- A Practical Approach, 3rd Edition 2017, ISBN No.:9789386635365. | | | | | | | |
| 2. | CA Alok Pareek, A Practitioner's Guide to Input Tax Credit under GST, Edition: 2018, Bloomsbury India. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Nitya Tax Associates, Basics of GST, Edition: August 2016, Taxmann Technologies, New Delhi. | | | | | | | |
| 2. | Jayaram Hiregange, Deepak Rao, India GST for Beginners, 2nd Edition, June 2017, White Falcon Publishing, Chandigarh. | | | | | | | |
| 3. | Frequently Asked Question by Central Board of Excise & Customs, New Delhi. | | | | | | | |

| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|--|---|--------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEF04 | CORPORATE FINANCE | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To know the concept of Industrial Finance. To analyze about Short term working capital finance. To understand the advanced financial management methods. To know about Financing Decisions. To understand the Issues in corporate finance. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Generalize the problems faced by the corporation. Determine the fundamental and practical concepts of corporate finance, assessing corporate needs and expectations. Assess the corporate decisions and conflict interest among corporation's stakeholders. Construct the methods of managing short term working capital. Evaluate the Corporate Social Responsibility. | | | | | | | | |
| UNIT 1 | INDUSTRIAL FINANCE | | | | | | 8 | |
| Indian Capital Market –Basic Problem of Industrial Finance in India. Equity –Debenture Financing – Sources of Finance and its uses -Finance from International Sources–Finance for Rehabilitation of Sick Units. | | | | | | | | |
| UNIT 2 | SHORT TERM-WORKING CAPITAL FINANCE | | | | | | 8 | |
| Estimating Working Capital Requirements –Approach Adopted by Commercial banks -Public Deposits and Inter Corporate Investments | | | | | | | | |
| UNIT 3 | ADVANCED FINANCIAL MANAGEMENT | | | | | | 8 | |
| Appraisal of Risky Investments, Certainty Equivalent of Cash Flows and Risk Adjusted Discount Rate, Risk Analysis in the Context of DCF Methods Using Probability Information, Nature of Cash Flows, Sensitivity Analysis; Simulation and Investment Decision, Decision Tree Approach in Investment Decisions. | | | | | | | | |
| UNIT 4 | FINANCING DECISION | | | | | | 8 | |
| Financing Decision -Cash Inadequacy, Cash Insolvency-Determining the Probability of Cash Insolvency-Financing Decision in the Context of Option Pricing Model and Agency Costs-Interdependence of Investment-Financing and Dividend Decisions. | | | | | | | | |
| UNIT 5 | ISSUES IN CORPORATE FINANCE | | | | | | 8 | |
| Public Sector Investment –Divestment -Disinvestment –Debt Banking –Assets Restructuring | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Richard A. Brealey, Stewart C. Myers andMohanthy,"Principles of Corporate Finance", 5thReprint, McGraw Hill, New Delhi, 2014. | | | | | | | |
| 2. | I.M.Pandey, "Financial Management", 11thEdition, Vikas Publishing House Pvt., Ltd., New Delhi, 2015. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Brigham and Ehrhardt, "Corporate Finance -A focused Approach", 6thEdition, Cengage Learning, New Delhi, 2016. | | | | | | | |
| 2. | M.Y Khan, "Indian Financial System", 8thEdition, McGraw Hill, New Delhi, 2013. | | | | | | | |
| 3. | Krishnamurthy and Viswanathan, "Advanced Corporate Finance", Illustrated Edition, PHI Learning, New Delhi, 2011. | | | | | | | |

| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|---|---|--------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEF05 | MICRO FINANCE | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To understand the concept of Microfinance. To analyze and manage financial performance of MFIs. To understand the various evaluation methods in microfinance. To know about microfinance in India. To understand the Issues in Microfinance. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Proficient in analyze the demand and supply of micro finance. Capable of calculate the financial and operational functions in micro finance. Examine the various evaluation methods of microfinance. Proficient in analyze the micro financial systems of India. Determine the issues, trends and frontiers of microfinance. | | | | | | | | |
| UNIT 1 | INTRODUCTION | | | | | | 8 | |
| Microfinance-Demand and Supply of Microfinance- Role of Grameen Banks in Microfinance- Microfinance Innovative Concepts | | | | | | | | |
| UNIT 2 | FINANCIAL AND OPERATIONAL EVALUATION | | | | | | 8 | |
| Analyzing and Managing Financial Performance of MFIs – Revenue Models of Microfinance-Role of Subsidies and Donors in Microfinance- Microfinance Operational Evaluation | | | | | | | | |
| UNIT 3 | OTHER EVALUATION OF MICROFINANCE | | | | | | 8 | |
| Products and Services –Pricing of Financial Services – Legal and Regulatory Compliance in Microfinance – Role of Ethics in Microfinance | | | | | | | | |
| UNIT 4 | MICROFINANCE IN INDIA | | | | | | 8 | |
| State Intervention in Rural Credit – Bank Linkup and Programme – Governance and the Constitution of the Board of Various Forms of MFIs in India – Intermediaries for Microfinance | | | | | | | | |
| UNIT 5 | ISSUES, TRENDS AND FRONTIERS OF MICROFINANCE | | | | | | 8 | |
| Emerging Issues in Microfinance – Role of Technology in Microfinance – Role of Technology in Microfinance – Micro Credit as Priority Sector Advance – Impact of Microfinance on Empowerment of Women | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | O.C.Rana , HemRaj – Microfinance – Himalaya Publishing House ,New Delhi ,2016 | | | | | | | |
| 2. | Mike Goldberg, Eric Palladini, Managing Risk and Creating Value with Microfinance, 2010 | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Jonathan Morduch, Beatriz Armendariz, The Economics of Microfinance, 2010 | | | | | | | |


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| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|--|---|--------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEF06 | BANKING FINANCIAL SERVICES MANAGEMENT | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To know the concept of Banking and its growth in India. To analyze and manage deposits and advances. To understand the various evaluation methods in microfinance. To know about microfinance in India. To understand the Issues in Microfinance. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Comprehend Banking Process and its growth in India. Evaluate a loan proposal submitted by the customer. Analyze about the priority sector lending and Non-Performing Assets in banking sector. Assist the customers to choose appropriate financial export credit and Get awareness on the broad contours of export & import credit Gain insight into the Electronic Payment System, Net Banking and Mobile Banking | | | | | | | | |
| UNIT 1 | INTRODUCTION | | | | | | 8 | |
| Role of banks, Evolution of Banking, Structure of banking sector in India, Rationale of Banking Sector Reforms, Basle Committee recommendations | | | | | | | | |
| UNIT 2 | DEPOSITS AND ADVANCES | | | | | | 8 | |
| Deposits: Banker Customer Relationship, BCSBI, Various Types of Deposits, Advances: Principles of Sound Lending, Methods of Granting Advances, Secured Advances, Modes of Creating Charges, Types of Advances. Bank Guarantees. | | | | | | | | |
| UNIT 3 | PRIORITY SECTOR LENDING & NPA NORMS | | | | | | 8 | |
| Rationale of Priority Sector Lending, Different Segments of Priority Sector Advances. CGTMSE, Classification of Advances: NPA Norms, Recovery of Advances | | | | | | | | |
| UNIT 4 | EXPORT CREDIT | | | | | | 8 | |
| Introduction to UCPDC, Exports – Preshipment and Post – Shipment Credit, Import Financing, RBI Role in Promoting Export Credit, EXIM Bank, ECGC. | | | | | | | | |
| UNIT 5 | RECENT DEVELOPMENTS IN BANKING | | | | | | 8 | |
| Retail Banking, ATM, EFT, Tele Banking, Credit Cards, Debit Cards, Smart Cards, e-banking, ChequeTransaction System, Ancillary Businesses: Drafts, Safe Custody, PARA Banking. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | JyostnaSethi and NishwanBhatia, Elements of Banking and Insurance, New Delhi: Prentice Hall of India,2012. | | | | | | | |
| 2. | Scott S Macdonald and Timothy W Koch, Management of Banking, New Delhi: Thomson Publishing, 2011. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Donald R Fraser, Benton E Gupand James W Kolari, Commercial Banking, The Management of Risk, Singapore: Wiley,2010. | | | | | | | |
| 2 | Peter S Rose, Commercial Bank Management, New Delhi: McGraw Hill/Irwin,2012. | | | | | | | |
| 3 | David H Buzzell., Principles of Banking, USA: American Bankers Associations,2010. | | | | | | | |


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| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|---|--|--------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEF07 | STRATEGIC INVESTMENT AND FINANCING DECISIONS | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To know the investment decisions. To analyze Investment decisions under conditions of uncertainty. To understand the Strategic Analysis of Selected Investment Decisions. To know the Capital structure theories. To know about Liquidation in bankruptcy. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Analyse the business for investment decisions. Evaluate Portfolio risk and diversified projects. Use the various strategic analysis for investment decisions. Assist to take financial decisions under capital structure formation. Create an awareness on financial distresses and able to maintain the sound financial status. | | | | | | | | |
| UNIT 1 | INVESTMENT DECISIONS | | | | | | 8 | |
| Project Investment Management Vs Project Management – Introduction to profitable projects – evaluation of Investment opportunities – Investment decisions under conditions of uncertainty – Risk analysis in Investment decision – Types of investments and disinvestments. | | | | | | | | |
| UNIT 2 | CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES | | | | | | 8 | |
| Significance of Information and data bank in project selections – Investment decisions under capital constraints – capital rationing, Portfolio – Portfolio risk and diversified projects. | | | | | | | | |
| UNIT 3 | STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS | | | | | | 8 | |
| Lease financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire Purchase Vs Lease Decision – Mergers and acquisition – Cash Vs Equity for mergers. | | | | | | | | |
| UNIT 4 | FINANCING DECISIONS | | | | | | 8 | |
| Capital Structure – Capital structure theories – Capital structure Planning in Practice. | | | | | | | | |
| UNIT 5 | FINANCIAL DISTRESS | | | | | | 8 | |
| Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Bodie, Kane, Marcus : Investment, Tata McGraw Hill, New Delhi 2002. | | | | | | | |
| 2. | Brigham E. F & Houston J.F. Financial Management, Thomson Publications, 2003. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | I. M.Pandey, Financial Management ,Vikas Publishing House, 2003. | | | | | | | |
| 2 | M.Y.Khan and P.K.Jain, Financial Management Text and Problems, Tata McGraw Hill Publishing Co, 2003. | | | | | | | |
| 3 | Prasanna Chandra, Projects : planning, Analysis, Financing implementation and review, TMH, New Delhi, 2008 | | | | | | | |


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| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|--|--|--------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEF08 | INTERNATIONAL TRADE FINANCE | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To understand the concepts of International Trade. To know about export and import finance. To be aware of Forex Management. To understand about foreign trade documents. To know about the Export Promotion Schemes. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Proficient in analyze the need & hurdles of International Trade. Assist the customers to choose appropriate financial export credit and Get awareness on the broad contours of export & import credit Capable of compare the foreign exchange rate & create awareness to invest in FOREX market. Assist to follow & maintain the various foreign Trade Documents. Aware about the various export promotional schemes offered by the government. | | | | | | | | |
| UNIT 1 | INTERNATIONAL TRADE | | | | | | 8 | |
| International Trade – Meaning and Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – Indian EXIM Policy. | | | | | | | | |
| UNIT 2 | EXPORT AND IMPORT FINANCE | | | | | | 8 | |
| Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.,) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfaiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods. | | | | | | | | |
| UNIT 3 | FOREX MANAGEMENT | | | | | | 8 | |
| Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting. | | | | | | | | |
| UNIT 4 | DOCUMENTATION IN INTERNATIONAL TRADE | | | | | | 8 | |
| Export Trade Documents: Financial Documents – Type- Commercial Documents - Transport Documents - Risk Covering Document- Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification. | | | | | | | | |
| UNIT 5 | EXPORT PROMOTION SCHEMES | | | | | | 8 | |
| Government Organizations Promoting Exports – Export Incentives : Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – EPZ – EQU – SEZ and Export House. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1 | N Apte P.G., International Financial Management, Tata McGraw Hill, 2008. 2. Jeff Madura, International Corporate Finance, Cengage Learning, 8th Edition, 2008. | | | | | | | |
| 2 | Alan C. Shapiro, Multinational Financial Management, PHI Learning, 4th Edition, 2008. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1 | Eun and Resnik, International Financial Management, Tata McGraw Hill, 4th Edition, 2008. | | | | | | | |
| 2 | Website of Indian Government on EXIM policy. | | | | | | | |

HUMAN RESOURCE MANAGEMENT – ELECTIVES

| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|--|---|--------------|---|---|--------|-------------|-------------------|----------|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEH01 | INDUSTRIAL RELATIONS AND LABOUR WELFARE | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> • To make the students to understand the perspectives of Industrial Relations. • To know about Objectives, Applicability of Trade Unions. • To analyse the labour legislation-I ,labour laws. • To know aboutlabour legislation-II , Wages Bonus, and maternity benefit act. • To study the about the labour legislation-III, provident fund, Insurance and compensation act. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> • Analyze the causes of industrial relations. • Form trade union in an organization. • Apply factories legislation in an organist ion. • Apply labour legislation in an organist ion. • Apply employee welfare legislation in an organist ion. | | | | | | | | |
| UNIT 1 | INDUSTRIAL RELATIONS | | | | | | | 8 |
| Concepts, Importance, Objectives, Scope, Approach to Industrial Relations, Evolution, Conditions for Successful Industrial Relations, Causes of Poor Industrial Relations | | | | | | | | |
| UNIT 2 | TRADE UNION | | | | | | | 8 |
| Objectives, Applicability, Evolution, Theories, Provisions of the Act, 1926,Registration of Trade Union, Duties and Liabilities of Registered Trade Union, Rights and Privileges of Registered Trade Unions, Amalgamation and Dissolution, Submission of Returns, Penalties and Fines, Power to Make Regulations | | | | | | | | |
| UNIT 3 | LABOUR LEGISLATION –I | | | | | | | 8 |
| Factories Act 1948, Contract Labour (Regulation and Abolition) Act, 1970, Industrial Disputes Act 1947, Industrial Employment (Standing Orders) Act, 1946. | | | | | | | | |
| UNIT 4 | LABOUR LEGISLATION -II | | | | | | | 8 |
| Minimum Wages Act 1948, Payment of wages Act, 1936, Payment of Bonus Act, 1965, Maternity Benefit Act 1961. | | | | | | | | |
| UNIT 5 | LABOUR LEGISLATION -III | | | | | | | 8 |
| Employees' Provident Funds and Miscellaneous Provisions Act, 1952, Employees State Insurance Act, 1948. Payment of Gratuity Act, 1972, Workmen Compensation Act, 1923. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | C.B. Mamoria and SathishMamoria, Dynamics of Industrial Relations, New Delhi: Himalaya Publishing house,2012. | | | | | | | |
| 2. | R.S. Dwivedi, Human Relations &Organizational Behaviour, New Delhi: Macmillan India Ltd, 2010. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | RatnaSen, Industrial Relations in India, New Delhi: Shifting Paradigms, Macmillan India Ltd, 2010. | | | | | | | |
| 2. | Monappa, NambudiriandSelvaraj, Industrial Relations and Labourlaws, New Delhi: Tata McGraw Hill,2012. | | | | | | | |
| 3. | Mark Bray, Industrial Relations, New Delhi: Tata McGraw Hill, 2011 | | | | | | | |


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| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|---|--|--------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEH02 | MANAGERIAL BEHAVIOR AND EFFECTIVENESS | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To make the students to understand the dimensions of managerial jobs. To know about the designing of managerial job. To understand the approaches and measuring Managerial Effectiveness, To know about organizational environmental issues To study the about the developing of winning edge. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Perform the managerial functions effectively. Identify managerial talents and development of skills. Manage Managerial Effectiveness. Handle environmental issues in organization. Develop competitive spirit. | | | | | | | | |
| UNIT 1 | INTRODUCTION | | | | | | 8 | |
| Descriptive Dimensions of Managerial Jobs, Methods, Model, Time Dimensions in Managerial Jobs, Effective and Ineffective Job Behaviour, Functional and Level Differences in Managerial Job Behaviour. | | | | | | | | |
| UNIT 2 | DESIGNING THE MANAGERIAL JOB | | | | | | 8 | |
| Identifying Managerial Talent, Managerial Skills Development, Pay and Rewards, Managerial Motivation, Effective Management Criteria, Balanced Scorecard, Feedback, Career Management | | | | | | | | |
| UNIT 3 | MANAGERIAL EFFECTIVENESS | | | | | | 8 | |
| Definition, The Person, Process, Product Approaches, Bridging the Gap, Measuring Managerial Effectiveness, Current Industrial and Government practices in the Management of Managerial Effectiveness. | | | | | | | | |
| UNIT 4 | ENVIRONMENTAL ISSUES | | | | | | 8 | |
| Organizational Processes, Organizational Climate, Leader, Group Influences, Job challenge, competition, Managerial Styles. | | | | | | | | |
| UNIT 5 | DEVELOPING THE WINNING EDGE | | | | | | 8 | |
| Organizational and Managerial Efforts, Self-Development, Negotiation Skills, Development of the Competitive Spirit, Knowledge Management, Fostering Creativity | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Peter Drucker, Management, New York: Harper Row, 2012. | | | | | | | |
| 2. | Milkovich and Newman, Compensation, New Delhi: McGraw-Hill International, 2011. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Blanchard and Thacker, Effective Training Systems, Strategies and Practices, New Delhi: Pearson Education, 2010. | | | | | | | |
| 2. | Dubin, Leadership, 'Research Findings, Practices & Skills, New Delhi: Biztantra, 2010. | | | | | | | |
| 3. | Mathis Jackson, Human Resource Management, Mason: Thomson South-western, 2011 | | | | | | | |


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| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEH03 | PERFORMANCE MANAGEMENT | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To make the students to understand the significance of Performance Management. To know about the Performance Management Process. To understand the approaches and measuring Performance, To know about various implementation and monitoring methods. To study the about the various rewards and evaluation methods. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Analyze and select performance appraisal method in an organization. Comprehend the process of performance management system. Evaluate the performance of employees. Manage the performance of employees. Design the compensation plans. | | | | | | | | |
| UNIT 1 | INTRODUCTION | | | | | | 8 | |
| Definition, Importance, Purpose, Performance appraisal Vs Performance Management | | | | | | | | |
| UNIT 2 | PROCESS | | | | | | 8 | |
| Performance Management Process, Performance Planning, Performance Dimensions | | | | | | | | |
| UNIT 3 | MEASURING PERFORMANCE | | | | | | 8 | |
| Approaches in Measuring Performance, Methods of Measuring Results, Methods of Measuring Behaviours, Developing Appraisal forms | | | | | | | | |
| UNIT 4 | IMPLEMENTATION AND MONITORING | | | | | | 8 | |
| Pilot Study, Monitoring, Methods of Monitoring, Giving Feedback, Development Plans, Counseling and Coaching | | | | | | | | |
| UNIT 5 | REWARDS AND EVALUATION | | | | | | 8 | |
| Rewards and Recognition, Traditional pay plans, Contingent pay plans, Areas of Evaluation | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Herman Aguinis., "Performance Management", New Delhi: Pearson International,2012. | | | | | | | |
| 2. | Kohli A S, Deb T, "Performance Management", New Delhi: Oxford University Press,2010 | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Robert Bacal, "Performance Management", New Delhi: McGraw-Hill,2011 | | | | | | | |
| 2. | Franklin Hartle, "Transforming the Performance Management Process", London: Kogan Page Limited,2012 | | | | | | | |
| 3. | Gary Benson, "Stepping Up Performance – A Collection of Practical Knowledge, Research and Theory on Performance &How to Improve it", Mumbai: JaicoPublishingHouse,2012 | | | | | | | |


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|---|---|--------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEH04 | STRATEGIC HUMAN RESOURCEMANAGEMENT | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To make the students to understand the Strategic framework for HRM and HRD. To know about the E–HRM. To understand the approaches of Human Resource System, To know about various strategies of Global environment. To Know about employees coaching and counselling methods | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Distinguish the strategic approach to human resources from the traditional functional approach Implement the E-HRM in an organization. Create HR systems Frame the globalized HR strategies. Provide coaching and counselling to employees. | | | | | | | | |
| UNIT 1 | HUMAN RESOURCE DEVELOPMENT | | | | | | 8 | |
| Meaning – Strategic framework for HRM and HRD– Introduction to business and corporate strategies; Integrating HR strategies with business strategies, Analyzing HR Practices followed by different firms | | | | | | | | |
| UNIT 2 | E–HRM | | | | | | 8 | |
| e– Employee profile– e– selection and recruitment – Virtual learning and Orientation – e – training and development – e– Performance management and Compensation design Development and Implementation of HRIS Designing HR portals – Issues in employee privacy – Employee surveys online. | | | | | | | | |
| UNIT 3 | HUMAN RESOURCE SYSTEM | | | | | | 8 | |
| Human Resource System–HR as a Strategic Partner: The Measurement Challenge–Implementation of SHRM: Process based approach. Human Resource Environment– Technology, structure; Workforce diversity; Demographic changes, Temporary & contract labour– Career Concepts – Roles – Career stages – Career planning and Process– Competencies and Career Management | | | | | | | | |
| UNIT 4 | GLOBAL ENVIRONMENT | | | | | | 8 | |
| Global environment, Recruitment & Retention strategies, training & development strategies: performance management strategies, reward & compensation strategies, retrenchment strategies and human aspects of strategy implementation. | | | | | | | | |
| UNIT 5 | EMPLOYEE COACHING & COUNSELING | | | | | | 8 | |
| Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective– Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling –Components of Counseling Programs – Counseling Effectiveness | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 2007. | | | | | | | |
| 2. | Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2011 | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 2007. | | | | | | | |
| 2. | Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning | | | | | | | |


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| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEH05 | ORGANISATIONAL THEORY, DESIGN AND DEVELOPMENT | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To make the students to understand the organizational design. To know about the types and forms of change. To understand the approaches of organizational development, To know about human process interventions. To know about organizational evolution and sustenance. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Design the organizational structure Become change agents for the organization. Facilitate of organizational development Maintain the group human relations. Create and innovate models for organizational sustenance. | | | | | | | | |
| UNIT1 | ORGANIZATIONAL DESIGN | | | | | | 8 | |
| Organizational Design – Determinants – Components – Basic Challenges of design –Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment -Mechanistic and Organic Structures- Technological and Environmental Impacts on Design-Importance of Design – Success and Failures in design. | | | | | | | | |
| UNIT 2 | ORGANIZATIONAL CHANGE | | | | | | 8 | |
| Meaning, Nature, Forces for change- change agents- Change process-Types and forms of change- Models of change- Resistance to change – individual factors – organizational factors – techniques to overcome change- Change programs –job redesign. | | | | | | | | |
| UNIT 3 | ORGANIZATIONAL DEVELOPMENT | | | | | | 8 | |
| Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD-managing the phases of OD- Organizational diagnosis-Process-stages- Techniques-Questionnaire, interview, workshop, task-force- collecting, analyzing- feedback of diagnostic information. | | | | | | | | |
| UNIT 4 | OD INTERVENTION | | | | | | 8 | |
| Human process interventions-Individual, group and inter-group human relations- structure and technological interventions- strategy interventions – sensitivity training – survey feedback, process consultation – team building – inter-group development. | | | | | | | | |
| UNIT 5 | ORGANIZATIONAL EVOLUTION AND SUSTENANCE | | | | | | 8 | |
| Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | French & Bell: Organisational Development, McGraw-Hill, 2005 | | | | | | | |
| 2. | Wendell L. French, Cecil H. Bell, Jr, VeenaVohra - Organization Development :Behavioral Science Interventions for Organizational Improvement, Sixth Edition 2017 | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Rajiv Shaw: Surviving Tomorrow: Turnaround Strategies In Organisational Design And Development, Vikas Publishing House. | | | | | | | |
| 2. | Thomas G. Cummings, Christopher G. Worley: Organisation Development And Change, Thomson Learning. | | | | | | | |
| 3. | S. Ramnarayan, T. VenkateswaraRao, Kuldeep Singh: Organization Development:Interventions And Strategies, Sage Publications | | | | | | | |


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| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEH06 | TRAINING AND DEVELOPMENT | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To learn the concept of training and development To identify training needs. To design training methods. To get familiarize in pedagogical approaches for Management Development. To evaluate training and development programmes. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Frame the training process. Become training need analyst. Facilitate the training design and implementation. Build Team building activities. Assess the effectiveness of training programmes. | | | | | | | | |
| UNIT 1 | INTRODUCTION | | | | | | 8 | |
| Scope, Objectives, Importance, Training Process, benefits, Learning, Principles of Learning, Learning Theories, Learning process | | | | | | | | |
| UNIT 2 | NEED ANALYSIS | | | | | | 8 | |
| Need Assessment Process, Organizational Analysis, Person Analysis and Task Analysis | | | | | | | | |
| UNIT 3 | TRAINING DESIGN AND IMPLEMENTATION | | | | | | 8 | |
| Designing Training Programmes, Training Methods, e-learning, Developing Effective Trainers | | | | | | | | |
| UNIT 4 | APPROACHES TO MANAGEMENT DEVELOPMENT | | | | | | 8 | |
| Methods of Development, Designing Development Programme, Team Building Exercises | | | | | | | | |
| UNIT 5 | EVALUATION OF TRAINING AND DEVELOPMENT | | | | | | 8 | |
| Overview, Evaluation process, Outcome, Evaluation design, Challenges in Training and Development | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Raymond A Noe, Employee Training and Development, New Delhi: Tata McGraw Hill Education Private Limited, 2013 | | | | | | | |
| 2. | P Nick Blanchard and James W Thacker, Effective Training-Systems, Strategies and Practices, New Delhi: Pearson Education, 2012 | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Craig Robert, Training and Development Handbook, New York: McGraw Hill, 2012. | | | | | | | |
| 2. | Randy L Desimone and John M Werner, Human Resource Development, New Delhi: Thomson Publishing, 2011. | | | | | | | |
| 3. | Dr.B.Janakiraman, Training and Development, New Delhi: Biztantra, 2012 | | | | | | | |


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|---|---|--------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEH07 | COMPETENCY MAPPING AND DEVELOPMENT | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To comprehend the basic concept in competency mapping. To analyze the various competency categories. To develop competency mapping models for an organization. To analyze fitness of competency mapping models. To know the strategies for implementing competency mapping models in an organization. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Analyze the need of competency mapping for an organization. Differentiate Competencies for an organization. Develop competency mapping models for an organization. Create competency models for an organization. Formulate strategies for implementation of competency mapping in an organization. | | | | | | | | |
| UNIT1 | INTRODUCTION | | | | | | 8 | |
| Definitions, Competence, Competency, Capability, Skill, Knowledge and Motive, Trait, Need of Competencies, Competency Mapping | | | | | | | | |
| UNIT 2 | COMPETENCY CATEGORIES | | | | | | 8 | |
| Threshold Competencies, Differentiating Competencies, Functional or Technical Competencies, Leadership or Managerial Competencies, Organizational Competencies. | | | | | | | | |
| UNIT 3 | DEVELOPING COMPETENCY MODEL | | | | | | 8 | |
| Identifying Core Competencies, Developing Assessment Instrument, Performance Effectiveness Criteria, Base Competency Map, Competency Grading, Competency Assessment, Finalizing and Validating Competency Model | | | | | | | | |
| UNIT 4 | COMPETENCY MODELS | | | | | | 8 | |
| Leadership and Managerial Competency Models, Recommended Actions to address resistance, Competencies and Generic Indicators, HR Generic Competency Model, Supervisory Generic Competency Model | | | | | | | | |
| UNIT 5 | IMPLEMENTATION AND DEVELOPMENT | | | | | | 8 | |
| Communication & Implementation of Competency Mapping, Strategies to Address the Gaps, Evaluate ROI, Reassess Competencies and Development | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | SeemaSanghi, The Handbook of Competency Mapping – Understanding, Designing & Implementing Competency Models, New Delhi: Sage Publications,2012. | | | | | | | |
| 2. | Sharma, 360 Degree Feedback, Competency Mapping and Assessment Centres for Personal & Business, McGrawHill Education (India),2011. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Whetten&Cameron, Development Management Skills, Prentice Hall India,2010. | | | | | | | |
| 2. | UdaiParek, Understanding OB, New Delhi: Oxford University Press,2010. | | | | | | | |
| 3. | Paul R.Bernthal, Competency Study: Mapping the future, ASTD,2011 | | | | | | | |


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| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|-------------|---|--------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEH08 | HR METRICS AND ANALYTICS | 4 | 0 | 0 | 4 | 40 | 100 | |

Course Objective(s): The purpose of learning this course is

- To understand the strategic roles of HR
- To know about the absenteeism and separation
- To understand the employee assistance and worksite health
- To know the employee attitude and engagement
- To understand the staffing utility & benefits of HR development programs.

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

- Measure organizational effectiveness.
- Reduce employee absenteeism and turnover.
- Assess the cost and benefits of worksite health.
- Estimate the financial impact of employee attitude.
- Make staffing decisions through utility analysis.

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| UNIT1 | EMOTIONAL INTELLIGENCE | 8 |
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Introduction, Perceiving Emotions, Understanding Emotions, Managing Emotions, Developing Emotional Intelligence, Persuasion

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| UNIT 2 | SELF-DEVELOPMENT | 8 |
|---------------|-------------------------|----------|

Johari Window, Building Interpersonal Skills – Transactional Analysis, Time Management – Steven Covey Model, Power of Trust – Competencies for Building Trust

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|---------------|-------------------------------|----------|
| UNIT 3 | COACHING AND MENTORING | 8 |
|---------------|-------------------------------|----------|

Coaching – Methods, Executive Coaching, Mentoring vs. Counselling, Being an Effective Mentor, Reverse Mentoring, Techniques of Counselling, Leadership Coaching.

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| UNIT 4 | NETWORKING | 8 |
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Importance of Networking, Making Contacts, Getting Connected, Building Rapport, Building the Bond, Business Etiquette, Connecting on the Phone, Connecting in Writing, Social Networking.

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| UNIT 5 | BUSINESS ETHICS | 8 |
|---------------|------------------------|----------|

Does Ethics Pay- On Becoming an Ethical Manager, Building an Ethical Organization, Ethics towards Competitors, Corporate Social Responsibility.

TEXT BOOKS:

1. Elizabeth Houldsworth and Jirasinghe Dilum (2006), "Managing & Measuring Employee Performance", Hay Group.
2. Fitz-entz, J. and Barbara Davison (2002). "How to measure Human Resource management", 3 edition, New York, NY: McGraw-Hill, Inc.

REFERENCES:

1. Dave Ulrich and Mark.Huselid, (2001), "The HR Scorecard: Linking people strategy and performance, Harvard Business school press, Boston, USA.
2. Jac Fitz-enz (2010), "The new HR Analytics: predicting the Economic value of your company's human capital investments", Amacom publisher.
3. Cascio W and Boudreau J, (2011), "Investing in people: Financial impact of Human Resource Initiatives", FT press, Second Edition


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ENTREPRENEURSHIP DEVELOPMENT- ELECTIVES

| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|--|--|--------------------------------------|--------------|---|---|--------|-------------------|----------|
| | Course Code | Course Name | Hours / Week | | | | | |
| L | | | T | P | C | | | |
| 19MEE01 | | SOFT SKILLS FOR ENTREPRENEURS | 4 | 0 | 0 | 4 | 40 | 100 |
| <p>Course Objective(s): The purpose of learning this course is</p> <ul style="list-style-type: none"> To understand the concepts of Emotional Intelligence. To know about self-development. To be need of coaching and mentoring. To understand about networking. To know about the business ethics. | | | | | | | | |
| <p>Course Outcomes: Upon completion of the course, students will be able to:</p> <ul style="list-style-type: none"> Develop emotional intelligence that may influence the running of business. Build the Interpersonal skills that will win and allow others to win. Understand the methods in coaching and mentoring which can easily connect with people. Know the importance of Networking. Ability to follow business etiquettes | | | | | | | | |
| UNIT 1 | EMOTIONAL INTELLIGENCE | | | | | | | 8 |
| Introduction, Perceiving Emotions, Understanding Emotions, Managing Emotions, Developing Emotional Intelligence, Persuasion | | | | | | | | |
| UNIT 2 | SELF-DEVELOPMENT | | | | | | | 8 |
| Johari Window, Building Interpersonal Skills – Transactional Analysis, Time Management – Steven Covey Model, Power of Trust – Competencies for Building Trust | | | | | | | | |
| UNIT 3 | COACHING AND MENTORING | | | | | | | 8 |
| Coaching – Methods, Executive Coaching, Mentoring vs. Counselling, Being an Effective Mentor, Reverse Mentoring, Techniques of Counselling, Leadership Coaching. | | | | | | | | |
| UNIT 4 | NETWORKING | | | | | | | 8 |
| Importance of Networking, Making Contacts, Getting Connected, Building Rapport, Building the Bond, Business Etiquette, Connecting on the Phone, Connecting in Writing, Social Networking. | | | | | | | | |
| UNIT 5 | BUSINESS ETHICS | | | | | | | 8 |
| Does Ethics Pay- On Becoming an Ethical Manager, Building an Ethical Organization, Ethics towards Competitors, Corporate Social Responsibility. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1 | Daniel Goleman, "Emotional Intelligence", New York: Bantam Books,2016. | | | | | | | |
| 2 | Joe Healey, "Radical Trust", New Delhi: Wiley India Pvt.Ltd,2015. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1 | "Coaching and Mentoring", Boston: Harvard Business School Publishing Corporation,2014. | | | | | | | |
| 2 | John Timperley, "Network Your Way to Success", London: Piatkus,2015. | | | | | | | |
| 3 | ManiKutty S, "Being Ethical –IIMA Business Books", Noida: Random House India,2016. | | | | | | | |


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| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
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| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEE02 | CREATIVITY, INNOVATION AND ENTREPRENEURSHIP | 4 | 0 | 0 | 4 | 40 | 100 | |

Course Objective(s): The purpose of learning this course is

- To understand the concepts of business opportunity guidance.
- To enhance the creativity.
- To develop the innovation skills.
- To understand about six thinking hats.
- To know about the intellectual property rights.

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

- Select the best business opportunities through value analysis
- Generate the alternatives using lateral thinking and brain storming
- Understand the types and goals of Innovations management.
- Use the Six Thinking Hats to avoid egos.
- Acquaint the knowledge on Intellectual Property Rights and Patents to know the trade mark issues.-

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| UNIT 1 | BUSINESS OPPORTUNITY GUIDANCE | 8 |
| Business Opportunity Identification, Opportunities into Ideas, Creativity and Innovation, Value Analysis | | |
| UNIT 2 | CREATIVITY | 8 |
| Lateral Thinking, Lateral vs. Vertical Thinking, Use of Lateral Thinking, Techniques – Generation of Alternatives, Fractionation, Reversal Method, Analogies. | | |
| UNIT 3 | INNOVATION | 8 |
| Sources of Innovation, Types of Innovation, Goals of Innovation, Diffusion of Innovation, Basics of TRIZ, Innovation Management | | |
| UNIT 4 | SIX THINKING HATS | 8 |
| Brainstorming, Six Hats, Using the Hats, Benefits of Six Thinking Hats. | | |
| UNIT 5 | INTELLECTUAL PROPERTY RIGHTS | 8 |
| Fundamentals of IPR, Patents, Trademarks, Copyrights, Geographical Indication IPR in International Scenario, Patent Management | | |
| TEXT BOOKS: | | |
| 1. | Edward De Bono, "Lateral Thinking", England: Penguin/Viking Books, 2016. | |
| 2. | Edward De Bono, "Six Thinking Hats", England: Penguin/Viking Books, 2016. | |
| REFERENCES: | | |
| 1. | Dr.RekhaShetty&Adhilsheety, "Corporate Strategy Mind Power Innovation" Chennai: Mind Power publications,2015. | |
| 2 | Allan Afuah, "Innovation Strategy", New Delhi: Oxford University press,2015. | |
| 3 | John Adair, "The Art of Creative Thinking: How to Be Innovative and Develop GreatIdeas", | |


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| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEE03 | BUSINESS PLAN | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To understand the preparation of business plan. To know the marketing concepts. To study the concepts of human resources. To understand about financial sources. To know about the feasibility study on business plan. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Prepare a businessplan for successive business. Conduct a viability study to interpret the marketing plan. Conduct the Interview for recruitment and to provide the training practices for employees. Expose the profitability statement for businessplan. Carryout the feasibility study for the business plan. | | | | | | | | |
| UNIT1 | BUSINESS PLAN PREPARATION | | | | | | 8 | |
| Purpose of Business Plan, Benefits of a Business Plan, Elements of the Business Plan, Developing a Well Conceived Business Plan, Guidelines to a Write a Business Plan | | | | | | | | |
| UNIT 2 | MARKETING | | | | | | 8 | |
| Importance of Market Orientation, Market Research, Sales Forecast, Features of Entrepreneurial Marketing, Purpose and Timing of the Marketing Plan, Marketing Research for the New Venture, Understanding the Marketing Plan, Characteristics of Marketing Plan, Steps in Preparing the Marketing Plan. | | | | | | | | |
| UNIT 3 | HUMAN RESOURCES | | | | | | 8 | |
| Introduction, Human Resources Mobilization / Head Hunting, Conducting Interviews, Induction, Motivating Employees, Training, Knowledge Management, Separation | | | | | | | | |
| UNIT 4 | FINANCE | | | | | | 8 | |
| Raising Capital-Sources, Family and Friends, Angel Funding, Venture Capital, Equity Funding, Debt Financing, Projected Cash Flow and Profitability Statements, DSCR and Sensitivity Analysis. | | | | | | | | |
| UNIT 5 | FEASIBILITY STUDY | | | | | | 8 | |
| Pre-Feasibility Study, Project Profile Preparation, Feasibility Report Preparation and Evaluation, Operations Planning, Presenting a Business Plan. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1 | Paul Barrow, "The Best-Laid Business Plans", London: Virgin Publishing Ltd,2015. | | | | | | | |
| 2 | "Entrepreneur's Tool Kit", Boston: Harvard Business School Publishing Corporation,2015. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1 | Charles Bronfman, Jeffrey R. Solomon, John Sedgwick, "The Art of Giving: Where the Soul Meets a Business Plan", New Delhi: Wiley,2016. | | | | | | | |
| 2 | Philip Kotler, Kevin Lane Kellar, Abraham Koshy, and MithileswarJha., "Marketing Management – A South Asian Perspective", Noida: Pearson,2014. | | | | | | | |
| 3 | C K Prahlad, "Fortune at the bottom of the Pyramid", Pearson Education,2013. | | | | | | | |


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|---|--|--------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEE04 | LEGAL AND REGULATORY FRAMEWORK FOR ENTREPRENEURSHIP | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To understand the basics of Micro, Small and Medium and Large Enterprises. To know the forms of organization. To enhance knowledge on GST and VAT. To familiarize the concepts of Income tax. To understand the structure and functions of corporate governance. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Availing the incentives and subsidies by fulfilling the registration formalities Choosing the opt form of organization Capable of setup a suitable enterprise Filling the tax returns Practicing corporate governance | | | | | | | | |
| UNIT 1 | MICRO, SMALL AND MEDIUM, AND LARGE ENTERPRISES | | | | | | 8 | |
| Definition of Tiny, Small, Medium and Large Enterprises, Procedure for Setting Up these Enterprises, Registration Formalities, Incentives and Subsidies | | | | | | | | |
| UNIT 2 | FORMS OF ORGANIZATION | | | | | | 8 | |
| Sole Proprietorship, Partnership, Public Limited and Private Limited Companies, Limited Liability partnership – Formation, Registration, Uniqueness, Conversion of Partnership, Private / Unlisted Public Companies into LLP. | | | | | | | | |
| UNIT 3 | GOODS AND SERVICE TAX (GST) AND VAT | | | | | | 8 | |
| Indirect Taxes, GST, GST Mechanism, GST and its Impact on Various Sectors, VAT – Rules Regulations Governing VAT, Filing of Tax Returns, Taxation with Special Reference to MSME. | | | | | | | | |
| UNIT 4 | INCOME TAX | | | | | | 8 | |
| Direct Tax – Personal Income and Corporate Tax, Deductions and Rebates, Taxability of Capital Gains, Investments, Filing of Tax Returns. | | | | | | | | |
| UNIT 5 | CORPORATE GOVERNANCE | | | | | | 8 | |
| Governance Committee, Audit Committee, Compensation Committee – Roles and Responsibilities, Independent Directors, Whistle Blowing, RTI Act, Insider Trading | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Akhileshwar Pathak, "Legal Aspects of Business", New Delhi: Tata McGraw Hill, 2016. | | | | | | | |
| 2. | Ramani K K & Jain N C, "Limited Liability Partnership (LLP)-Tax Planning, Law and Practice", | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | New Delhi: Out Look Publishing Pvt. Ltd., 2016. | | | | | | | |
| 2. | Kamal Garg, "Goods & Service Tax", New Delhi: Bharat Law House Pvt. Ltd., 2015. | | | | | | | |
| 3. | C K Prahlad, "Fortune at the bottom of the Pyramid", Pearson Education, 2013. | | | | | | | |


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|---|--|--------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEE05 | INTELLECTUAL PROPERTY RIGHTS | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To understand the concept and types of Intellectual Property. To know about patents and procedure of applying patents. To enhance knowledge on trademarks and geographical indications. To familiarize the concepts of copyright. To understand the procedure of industrial designs. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Adhere to the norms and procedures stated by various laws pertaining to IPR for getting the rights registered. Understand the relationship between intellectual property rights and economic development. Stop infringements of intellectual property rights and legally claim damages. Registering the rights under appropriate clauses. Protect the intellectual property exploit commercially the rights. | | | | | | | | |
| UNIT1 | INTRODUCTION | | | | | | 8 | |
| Concept of Intellectual Property - Kinds of Intellectual Property - Economic Importance of Intellectual Property – Need for Protection – IPR Legislations in India – Introduction to Various Conventions – WIPO, TRIPS & TRIMS, Basal Conventions | | | | | | | | |
| UNIT 2 | PATENTS | | | | | | 8 | |
| Introduction to Patents – Patentable Subject Matter - Patent Act 1970 – Amendments of the Act Procedure for Obtaining of Patents –License Agreement - Infringement – Remedies – Patent Cooperation Treaty (PCT) | | | | | | | | |
| UNIT 3 | TRADEMARKS AND GEOGRAPHICAL INDICATIONS | | | | | | 8 | |
| Introduction to Trademarks – Provisions of the Indian Trademark Act 1999 - Kinds of Trademarks - Registration of Trademarks - Rights of Registered Trademark Owners Infringement of Trademarks - Introduction to GI – Trademarks and Geographical Indications – The Geographical Indications of Goods (Registration and Protection) Act, 2000 - Domain Names.. | | | | | | | | |
| UNIT 4 | COPYRIGHT | | | | | | 8 | |
| Introduction to Copyright - Works Protected Under Copyright Law - Authorship and Ownership - Rights Conferred on Copyright Owners - Related Rights – Copyright in Digital Era – Infringement and Remedies. | | | | | | | | |
| UNIT 5 | INDUSTRIAL DESIGNS | | | | | | 8 | |
| Introduction – Classification of Designs - The Industrial Designs Act 2000 - Subject Matter of Protection and Requirements – Registration Procedures – Piracy. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1 | ShlomoMaital and D V R Seshadri, "Innovation Management", New Delhi: Sage Publications, 2012. | | | | | | | |
| 2 | PrabuddhaGanguli&DrKamilldris, "Intellectual Property Rights: Unleashing the Knowledge Economy", New Delhi: Tata McGraw-Hill Education,2016. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1 | Catherine Holland, Vito Canusolli, Diane Reed, SabingLee, AndrewKimmel, Wendy Peterson, "Intellectual Property: Patents, Trademarks, Copyrights and Trade Secrets" McGraw Hill Education,2016. | | | | | | | |
| 2 | Stim Richard W, "Intellectual Property: Patents, Trademarks, and Copyrights", CengageLearning,2012. | | | | | | | |
| 3 | JayashreeWatal, "Intellectual Property Rights in the WtoandDeveloping Countries", Oxford university press,2010. | | | | | | | |


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|-------------|---|--------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEE06 | FAMILY BUSINESS MANAGEMENT | 4 | 0 | 0 | 4 | 40 | 100 | |

Course Objective(s): The purpose of learning this course is

- To manage family and business at the same time.
- To know about ownership and its types.
- To understand the decision-making processes in family business management.
- To familiarize the concepts of strategic plan and personal plan.
- To Understand the family and business life cycles.

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

- Bridge the gap between family and the business.
- Creating a successful Stages of Family Business Ownership.
- Learn the governance structures and agreements for better decision making.
- Build the family personal plans for better future.
- Focusing on the importance of real-life business situations and challenges.

UNIT 1 | BALANCING FAMILY & BUSINESS | 8

Family Business Facts –Dilemmas of Family Business –Understanding the Genogram – How family relationships impact business dynamics – Managing both the family and the business at the same time

UNIT 2 | NAVIGATING OWNERSHIP | 8

Attributes of Ownership – Ownership Types – Addressing Risks in Ownership – Stages of Family Business Ownership - Single, Owner, Multiple Owners & Multi - generational Ownership – Understanding Professionalized Ownership

UNIT 3 | DECISION-MAKING PROCESSES | 8

Guiding Principles for Resolving Differences- Conflict Management Mechanisms - Governance Structures & Agreements; - Family Council, Shareholders' Group & Board of Directors. – Taylor Family on Decision Making Process

UNIT 4 | PLANNING AHEAD | 8

Defining family values – Impact of the values and beliefs – Finding common family vision-Family personal plans- Ownership & Transition plans – Business Strategic plan – Transition & Continuity.

UNIT 5 | UNDERSTANDING LIFE CYCLES | 8

Dimensions of family system-Personal life cycle & Family life cycle-The Family Business Life cycles - 6 Phases of Relationship Transitions-Younger & Older Generations going through the phases together - Changing Roles-Differences among generations

TEXT BOOKS:

1. Thomas Zellweger, Managing the Family Business: Theory and Practice Edward Elgar Publishing Ltd,2017
2. Keanon Alderson, Understanding the Family Business, Business Expert Press, 2011

REFERENCES:

1. R. Carlock, J. Ward, Strategic Planning for The Family Business, Springer, 2001
2. K. Rhodes, D. Lansky Managing Conflict in the Family Business ,Springer, 2013
3. Craig E Aronoff, Joseph H. Astrachan, John L. Ward, Developing Family Business Policies ,Palgrave Macmillan 2011

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| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEE07 | ENTREPRENEURSHIP AND GOVERNMENT | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To understand about basics of entrepreneurship. To Know about Business incubators. To Understand about Rural entrepreneurship. To know about the development of women entrepreneurs in India. To understand the dimensions of social entrepreneurship. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Acquire the knowledge on India's consumer sector. Learn about government policy for better business incubator. Aware about the financial institutions role in rural entrepreneurship. Focus on challenges and opportunities of women entrepreneurs in current scenario. Deploy the resources for a sustainable growth of Social entrepreneurship. | | | | | | | | |
| UNIT 1 | INTRODUCTION | | | | | | 8 | |
| Overview of entrepreneurship – India's startup revolution– trends–imperatives–benefits– Ecosystem – early pioneers–going global from India – India's consumer and informal sector | | | | | | | | |
| UNIT 2 | BUSINESS INCUBATORS | | | | | | | |
| Business incubators – impact of business incubators – evaluating business incubators – technology business incubators – key operational issues – global case studies- Government Policy | | | | | | | | |
| UNIT 3 | RURAL ENTREPRENEURSHIP | | | | | | | |
| Rural entrepreneurship – rural unemployment in India – importance of self employment – role of banks and financial institutions –legal and regulatory framework- Government Policy | | | | | | | | |
| UNIT 4 | WOMEN ENTREPRENEURS | | | | | | | |
| Women entrepreneurs – development of women entrepreneurs – challenges and opportunities – feminism and gender – status of women empowerment in India- Government Policy | | | | | | | | |
| UNIT 5 | SOCIAL ENTREPRENEURSHIP | | | | | | | |
| Social entrepreneurship – dimensions of social entrepreneurship – social change theories – equilibrium and complexity – theory of social emergence - Government Policy | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1 | Soum Paul, Flight of the Unicorns: Lessons from India's Startup Bubble, Harper Collins, 2017 | | | | | | | |
| 2 | Priyanka Sharma Gurnani, Women Entrepreneurship: Emerging Dimension of Entrepreneurship in India, Educreation Publishing, 2016 | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | RustamLalkaka, Technology Business Incubation: A Toolkit on Innovation in Engineering, Science and Technology, Volume 255,UNESCO, 2006 | | | | | | | |
| 2 | OECD, Business Incubation International Case Studies: International Case Studies, OECD Publishing, 1999 | | | | | | | |
| 3 | Constant Beugré, Social Entrepreneurship: Managing the Creation of Social Value, Routledge, 2016 | | | | | | | |


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| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEE08 | BUILDING SUSTAINABLE ENTERPRISES | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> Understand about concept of strategy and formulating strategies. Know about growth strategies. Understand about Internationalization and its impact. Know about the development Electronic commerce and succession planning. Understand the issues and challenges in management of business. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Acquire the knowledge on framing strategies for MSMEs. Learn about Growth Strategies for MSMEs.. Aware about the internationalization of businesses. Focus on challenges and opportunities in E-commerce. Monitor and evaluate MSME business. | | | | | | | | |
| UNIT1 | STRATEGIZING | | | | | | | 8 |
| Concept of Strategy, Formulating Strategies for Competitive Advantage, MSME & Strategic Issues, Information Technology as a Growth Strategy. | | | | | | | | |
| UNIT 2 | GROWTH STRATEGIES | | | | | | | 8 |
| Objectives of Growth, Stages of Growth, Types of Growth Strategies- Expansion, Diversification, Joint Ventures, Mergers and Acquisition, Sub-Contracting, Franchising. | | | | | | | | |
| UNIT 3 | INTERNATIONALIZATION | | | | | | | 8 |
| Export Potential, Constraints and Prospects, Support Organizations Promoting Exports and their Role, Entry into International Business, Impact of Culture in Business, Foreign Direct Investment, the Role of FIPB | | | | | | | | |
| UNIT 4 | ELECTRONIC COMMERCE AND SUCCESSION PLANNING | | | | | | | 8 |
| E-commerce, Benefits, Prospective Areas, challenges, B2B, B2B2C, B2C, Need for Succession Planning, Challenges in Succession Planning. | | | | | | | | |
| UNIT 5 | MANAGEMENT OF BUSINESS | | | | | | | 8 |
| Monitoring and evaluation of Business, Challenges of MSME Units Preventing Sickness and Rehabilitation of Business Units and Effective Management of Small Business, Essence of SICA 1985. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1 | Charles W L, Hill & Gareth and R Jones, "Strategic Management an Integrated Approach", New | | | | | | | |
| 2 | Elias M and Award, Electronic Commerce – From Vision to Fulfillment, New Delhi: Prentice Hall of India, 2015. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1.. | Export services, www.eximbankindia.com. | | | | | | | |
| 2. | Efraim Turban, Jae Lee & David King and H. Michael Chung, "Electronic Commerce A Managerial Perspective", New Delhi: Prentice Hall, 2014. | | | | | | | |
| 3. | James C Collins & Jerry I Porras, "Built to Last", London: Random House Business Books/Hooper Business, 2016. | | | | | | | |


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OPERATIONS MANAGEMENT – ELECTIVES

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| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEO01 | SUPPLY CHAIN AND LOGISTICS MANAGEMENT | 4 | 0 | 0 | 4 | 40 | 100 | |
| <p>Course Objective(s): The purpose of learning this course is</p> <ul style="list-style-type: none"> To understand about the fundamentals supply chain. To know about demand forecasting in the supply chain. To understand about distribution network design. To know about the functions of logistic system. To understand the role of transactional logistics. | | | | | | | | |
| <p>Course Outcomes: Upon completion of the course, students will be able to:</p> <ul style="list-style-type: none"> Structuring supply chain. Forecast demand in the supply chain. Design distribution network for supply chain. Manage logistic system. Utilize IT in transactional logistics. | | | | | | | | |
| UNIT 1 | SUPPLY CHAIN | | | | | | | 8 |
| Fundamentals, Importance, Decision Phases, Process view, 'Supplier- Manufacturer-Customer chain', Supply chain performance: Drivers, Structuring supply chain. | | | | | | | | |
| UNIT 2 | OVERVIEW OF DEMAND FORECASTING IN THE SUPPLY CHAIN | | | | | | | 8 |
| Aggregate planning, Managing predictable variability. Managing supply chain cycle inventory, Uncertainty, safety inventory, Determination of optimal level of product availability | | | | | | | | |
| UNIT 3 | DISTRIBUTION NETWORK DESIGN | | | | | | | 8 |
| Role, factors influencing network, options, Value Addition. Models for facility location and capacity planning. Network design: Impact of uncertainty, decisions using decision trees. Distribution centre location models. Supply chain network optimization models. | | | | | | | | |
| UNIT 4 | LOGISTIC SYSTEM | | | | | | | 8 |
| Evolution, Infrastructure and Networks. Freight Management, Route Planning, Containerization. Modal Characteristics, Inter-modal operators and transport economies. Ocean carrier management, import- export logistics management. Logistics outsourcing, 3PL / 4PL, Importance of Insurance | | | | | | | | |
| UNIT 5 | TRANSACTIONAL LOGISTICS | | | | | | | 8 |
| Framework and role of supply chain in e- business and B2B practices. Supply Chain IT Framework. International supply chain, GPS, tracking system. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Sunil Chopra and Peter Meindl, Supply Chain Management, New Delhi: Pearson Education, New Delhi, 2010. | | | | | | | |
| 2. | David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi and Ravi Shankar, Designing and Managing the Supply Chain, New Delhi: Tata McGraw Hill Ltd, 2007. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Jeremy F Shapiro, Modelling the Supply Chain, New Delhi: Cengage India, 2006. | | | | | | | |
| 2. | David N. Burt, Donald W. Dobler and Stephen L. Starling, World Class Supply Management: The Key to Supply Chain Management, New Delhi: McGraw-Hill, 2010 | | | | | | | |
| 3. | Sople Vinod V, Logistics Management – The Supply Chain Imperative, New Delhi: Pearson Education, 2007. | | | | | | | |


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|--|---|--------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEO02 | SERVICES OPERATIONS MANAGEMENT | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To understand the role of services in the economy. To know about the service enterprise design. To understand about the process of managing service operations. To know about the quantitative models for service management. To understand the techniques of service productivity measurement. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Innovate service strategy. Design service enterprise. Manage capacity and demand in service operations. Apply quantitative models for service management. Apply linear programming techniques for service productivity measurement. | | | | | | | | |
| UNIT 1 | UNDERSTANDING SERVICES | | | | | | 8 | |
| Role of services in the economy, Nature of services, Types of services, Service strategy | | | | | | | | |
| UNIT 2 | DESIGNING THE SERVICE ENTERPRISE | | | | | | 8 | |
| New service development, Service blue print, Technology in services, Service quality, Process improvement in service encounter, Supporting facility and process Flows. | | | | | | | | |
| UNIT 3 | MANAGING SERVICE OPERATIONS | | | | | | 8 | |
| Managing Capacity and Demand, Managing Waiting Lines, Service Supply Relationships. Growth and Globalization of Services. | | | | | | | | |
| UNIT 4 | QUANTITATIVE MODELS FOR SERVICE MANAGEMENT | | | | | | 8 | |
| Capacity Planning and Queuing Models, Forecasting Demand for Services, Managing facilitating Goods. | | | | | | | | |
| UNIT 5 | SERVICE PRODUCTIVITY AND MEASUREMENT OF PERFORMANCE | | | | | | 8 | |
| Application of linear programming techniques through Data Envelopment Analysis, Application of DEA in service sectors. | | | | | | | | |
| TEXT BOOKS | | | | | | | | |
| 1. | J.A. Fitzsimmons, Fitzsimmons and J. Mona, Service Management: Operations, Strategy and Information Technology, New Delhi: McGraw Hill, 2010. | | | | | | | |
| 2. | Metters, King Metters and Pullman, Successful Service Operations Management, New Delhi: Thomson Learning, 2007. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Davis M and Heinke J, Managing Services, New Delhi: McGraw Hill, 2005. | | | | | | | |
| 2. | Hacksever, Render, Russell and Murdick, Service Management and Operations, New Delhi: Prentice Hall of India, 2000. | | | | | | | |
| 3. | Zeithaml and Bitner, Service Marketing: Integrating Customer Focus Across the Firm, New Delhi: McGraw Hill, 2008. | | | | | | | |


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| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEO03 | PROJECT MANAGEMENT | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To understand the project portfolio process. To know about the methods of planning and budgeting. To understand the technique of scheduling & resource allocation. To know about the project control system designing. To understand the concepts of organization structure and conflict management. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Formulate project portfolio. Estimate the budget of project. Schedule&allocate resource for the project. Monitor and control the project flow. Structure the project and manage the management. | | | | | | | | |
| UNIT1 | PROJECT PORTFOLIO PROCESS | | | | | | 8 | |
| Project Management –Definition –Goal -Lifecycles. Project Selection Methods. Project Portfolio Process –Project Formulation. Project Manager –Roles-Responsibilities and Selection –Project Teams. | | | | | | | | |
| UNIT 2 | PLANNING AND BUDGETING | | | | | | 8 | |
| The Planning Process–Work Breakdown Structure –Role of Multidisciplinary teams. Budgeting – Methods. Cost Estimating and Improvement. Budget Uncertainty and Risk Management. | | | | | | | | |
| UNIT 3 | SCHEDULING & RESOURCE ALLOCATION | | | | | | 8 | |
| PERT & CPM Networks -Crashing –Project Uncertainty and Risk Management –Simulation –Gantt Charts –Expediting a Project –Resource Loading and Leveling. Allocating Scarce Resources. | | | | | | | | |
| UNIT 4 | CONTROL AND COMPLETION | | | | | | 8 | |
| The Plan-Monitor-Control Cycle –Data Collecting and Reporting –Project Control –Designing the Control System. Project Evaluation, Auditing and Termination. | | | | | | | | |
| UNIT 5 | PROJECT ORGANISATION & CONFLICT MANAGEMENT | | | | | | 8 | |
| Formal Organization Structure –Organization Design –Types of Project Organizations. Conflict – Origin & Consequences. Managing Conflict –Team Methods for Resolving Conflict | | | | | | | | |
| TEXT BOOKS | | | | | | | | |
| 1. | Gido and Clements, "Successful Project Management", 7th Edition, Cengage Learning, USA, 2017. | | | | | | | |
| 2. | Harvey Maylor, "Project Management", 4th Edition, Pearson Education, New Delhi, 2010. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Mike Field and Laurie Keller, "Project Management", 5thEdition, Thomson Learning, Reprint, New York, 2011. | | | | | | | |
| 2. | Clifford Gray and Erik Larson, "Project Management", 7thEdition, McGraw Hill Edition, New Delhi, 2017. | | | | | | | |
| 3. | John M. Nicholas, "Project Management for Business and Technology -Principles and Practice", Third Edition, Elsevier, Canada, 2008 | | | | | | | |


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| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEO04 | LEAN SIX SIGMA | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To understand the concepts of Six Sigma. To know about the define and measure stage in project management. To understand the analysis and improve stage in project management. To know about the control stage and six sigma measurements. To understand the types of control charts. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Understand the importance of six sigma. Ability to define and measure the stages. Ability to analysis and improve the stages. Assess the six sigma measurements. Ability to identify the quality control charts | | | | | | | | |
| UNIT1 | INTRODUCTION | | | | | | 8 | |
| Deployment Strategy-Six Sigma- Difference between six sigma and TQM- Elements of Successful deployment, Personnel requirement –Training plan –Training needs analysis, Focusing the Deployment- Customer focus- Project selection. | | | | | | | | |
| UNIT 2 | DEFINE AND MEASURE STAGE | | | | | | 8 | |
| Define Stage-Objectives-Project definition-Top level process definition-Team formation, Measure Stage-Process definition-Metric definition-Process baseline estimation. | | | | | | | | |
| UNIT 3 | ANALYSIS AND IMPROVE STAGE | | | | | | 8 | |
| Analyze stage-Value Stream Analysis-Analyzing the sources of Variation-Determining Process Drivers, Improve Stage- Defining New Process-Assessing the benefits of proposed solution-Evaluating Process failure modes-Implementation and verification | | | | | | | | |
| UNIT 4 | CONTROL STAGE AND SIX SIGMA MEASUREMENTS | | | | | | 8 | |
| Control Stage-Standardize on the new methods-Measure Bottom Line Impact-Document Lessons learned, Six Sigma Measurements-Converting defect rates to sigma Quality level units-Rolled Throughput Yield - Six Sigma relationships-Process Cycle Time. | | | | | | | | |
| UNIT 5 | CONTROL CHARTS | | | | | | 8 | |
| Introduction to control charts, Selection of control charts – Variable Control Charts, X & R Charts – Attribute Control Chart – p, np, u and c. | | | | | | | | |
| TEXT BOOKS | | | | | | | | |
| 1. | Paul Keller, Six Sigma Demystified- Tata McGraw Hill,2015 | | | | | | | |
| 2. | Eugene L.Grant, Richard S.Leevenworth, Statistical Quality Control- Tata McGrawhill,2016 | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Forrest W.BreyfogleIII, John, Implementing Six Sigma, Wiley & Sons.2014 | | | | | | | |
| 2. | Jay Arthur, Lean Six sigma Demystified, Tata McGraw Hill,2015 | | | | | | | |
| 3. | Peter S. Pandey, The Six Sigma Way, S.Chand& Co,2014 | | | | | | | |


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| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
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| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEO05 | TOTAL QUALITY MANAGEMENT | 4 | 0 | 0 | 4 | 40 | 100 | |
| <p>Course Objective(s): The purpose of learning this course is</p> <ul style="list-style-type: none"> To understand the concepts of quality and TQM. To know about the TQM implementation process. To understand the various process approaches to TQM. To know about the tools and techniques of TQM. To understand the quality management systems for TQM. | | | | | | | | |
| <p>Course Outcomes: Upon completion of the course, students will be able to:</p> <ul style="list-style-type: none"> Able to understand the dimensions of quality. Capable of applying TQM concepts for improving the quality of products and services. Assess the process approach in TQM. Use tools and techniques of TQM for continuous improvement in quality. Implement Quality Management System. | | | | | | | | |
| UNIT1 | INTRODUCTION | | | | | | | 8 |
| Introduction and basic concepts, Definition of quality, Dimensions of quality, Evolution of TQM, TQM frame work | | | | | | | | |
| UNIT 2 | TQM IMPLEMENTATION | | | | | | | 8 |
| Leadership for TQM, Deming's quality principle, TQM implementation, PDSA cycle, Quality Circles, Quality Council | | | | | | | | |
| UNIT 3 | PROCESS APPROACH TO TQM | | | | | | | 8 |
| Process approach, Juran's Trilogy, Taguchi's loss function, Kaizen, Quality by design, 5S.ESI (Early Supplier Involvement) | | | | | | | | |
| UNIT 4 | TOOLS AND TECHNIQUES | | | | | | | 8 |
| 7 Old quality control tools, Total productive maintenance, Failure mode and effect Analysis, POKAYOKE, Six Sigma | | | | | | | | |
| UNIT 5 | QUALITY MANAGEMENT SYSTEMS | | | | | | | 8 |
| Management systems for TQM, ISO 9000 & 14000 Quality management systems, Auditing and certification Process, Korean and American QMS | | | | | | | | |
| TEXT BOOKS | | | | | | | | |
| 1. | Dale H. Besterfieldetal, "Total Quality Management", New Delhi: Pearson Education,2011. | | | | | | | |
| 2. | SubburajRamasamy, "Total Quality Management", New Delhi: Tata McGraw Hill Publishing Co. Ltd,2008. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | J.R. Evans and W.M. Lindsay, "Quality control and Management", New Delhi: Cengage Learning2010. | | | | | | | |
| 2. | Barrie G Date, Ton Van Der Wietand Jos Van Iwaarden, "Management Quality", New Delhi: Wiley Publications,2012. | | | | | | | |
| 3. | Greg Brue, "Six Sigma for Managers",NewDelhi: Tata McGraw Hill Publishing Co. Ltd,2002. | | | | | | | |


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| | | L | T | P | C | | | |
| 19MEO06 | PURCHASING AND MATERIALS MANAGEMENT | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To understand the process of purchasing function. To know about the various sources of supply. To study the methodology of materials purchasing. To know about the methods of materials management. To understand the significance of stores management. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Understand the importance and functions of purchasing. Ability to make purchase decisions. Ability to plan for material requirements. Maintain good relationship between buyer and seller. Analyze inventory. | | | | | | | | |
| UNIT 1 | PURCHASING FUNCTIONS | | | | | | | 8 |
| Relationship of purchasing Department with other departments, Procurement, Supply management activities, Purchasing objectives and policies, Operating procedures, Purchasing cycles, Objectives of materials management | | | | | | | | |
| UNIT 2 | SUPPLY SOURCES | | | | | | | 8 |
| Importance of source selection, Vendor development & maintenance, Vendor rating, Competitive bidding, selecting the source, Negotiation: Objectives, Process, Techniques, Price negotiation, Purchasing of capital goods, Seasonal commodities, Insurance spares. | | | | | | | | |
| UNIT 3 | MATERIALS PLANNING | | | | | | | 8 |
| Materials Codification: Evolution of codes, Classification, Methodology, Advantages, Standardization: Definition, Specification, Advantages, Techniques, Pricing Principles: Price analysis, Discounts. | | | | | | | | |
| UNIT 4 | MATERIALS MANAGEMENT | | | | | | | 8 |
| Materials management, Legal aspects of buying, Buyer-Seller relationship, ethics in material management. | | | | | | | | |
| UNIT 5 | WAREHOUSING MANAGEMENT | | | | | | | 8 |
| Stores management, Incoming material Control, Stores documentation & accounting, Materials Management Information System (MMIS). | | | | | | | | |
| TEXT BOOKS | | | | | | | | |
| 1. | S.Chatterjee, "Applied Materials Management", New Delhi: SAGE Publications,2004. | | | | | | | |
| 2. | Tony Arnold J R and Stephen N Chapman, "Introduction To Materials Management", New Delhi: Prentice Hall of India, 2009. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Gopalakrishnan P and SundaresanM, "Material Management: An Integrated Approach", New Delhi: Prentice Hall of India PvtLtd,2004. | | | | | | | |
| 2. | A.K. Datta, "Materials Management Procedures, Text and Cases", New Delhi: Prentice Hall of India Pvt. Ltd, 2009. | | | | | | | |
| 3. | P. Gopalakrishnan, "Purchasing and Materials Management", New Delhi: Tata McGraw Hill Publishing Company Limited,2001. | | | | | | | |


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| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
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| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEO07 | WORLD CLASS MANUFACTURING | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To analyze the models of manufacturing excellence. To know about the various concepts of benchmarking, bottleneck and best practices. To study the System & tools for world class manufacturing. To know about the role of human resource management in WCM. To understand the significance of stores management. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Excellence in Manufacturing business Have access to the right information Use innovative tools for world class manufacturing Engage their employees Employ up-to-date techniques | | | | | | | | |
| UNIT 1 | HISTORICAL PERSPECTIVE | | | | | | | 8 |
| World class Excellent organizations – Models for manufacturing excellence – Business Excellence. | | | | | | | | |
| UNIT 2 | BENCHMARK, BOTTLENECKS AND BEST PRACTICES | | | | | | | 8 |
| Concepts of benchmarking, bottleneck and best practices, Best performers – Gaining competitive edge through world class manufacturing – Value added manufacturing – eliminating waste – Toyota Production System – example. | | | | | | | | |
| UNIT 3 | SYSTEM & TOOLS FOR WORLD CLASS MANUFACTURING | | | | | | | 8 |
| Improving Product & Process Design – Lean Production – SQC , FMS, Rapid Prototyping , Poka Yoke , 5-S ,3 M, use of IT ,JIT, Product Mix , Optimizing , Procurement & stores practices , Total Productive maintenance , Visual Control. | | | | | | | | |
| UNIT 4 | HUMAN RESOURCE MANAGEMENT IN WCM | | | | | | | 8 |
| Adding value to the organization – Organizational learning – techniques of removing Root cause of problems – People as problem solvers – New organizational structures . Associates – Facilitators – Teammanship – Motivation and reward in the age of continuous improvement. | | | | | | | | |
| UNIT 5 | TYPICAL CHARACTERISTICS OF WCM COMPANIES | | | | | | | 8 |
| Performance indicators – what is world class Performance – Six Sigma philosophy | | | | | | | | |
| TEXT BOOKS | | | | | | | | |
| 1. | World Class Manufacturing - Strategic Perspective - B.S. Sahay ,KBC Saxena , Ashish Kumar (Mac Millan) | | | | | | | |
| 2. | Making Common Sense Common Practice – Models for manufacturing excellence –Ron Moore (Butter worth Heinmann) | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | The Toyota Way - Jeffrey K.Liker – (Tata Macgraw Hill) | | | | | | | |
| 2. | Operations Management for Competitive Advantage – Chase | | | | | | | |
| 3. | Managing Technology & Innovation for Competitive Advantage – Narayanan | | | | | | | |


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| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEO08 | PRODUCT DESIGN | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To understand the Product design & development. To know about the product concept. To learn the product data management. To know about the various design tools. To understand the patent procedure | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Design a product based on customer needs. Create Product Architecture. Manage product data. Apply design tools for manufacturing process. Apply and manage Patent | | | | | | | | |
| UNIT1 | PRODUCT DESIGN & DEVELOPMENT | | | | | | 8 | |
| Product design & development - characteristics, duration and cost, challenges; Development Process - Generic Process, Concept development, Adapting to product types; Product Planning - Process, Understanding customer need, Product Specification; Concept Generation Evaluation - decay curve, cost expenditure curve; Technology Life Cycle; Disruptive Technologies. | | | | | | | | |
| UNIT 2 | PRODUCT CONCEPT | | | | | | 8 | |
| Concept Selection – Importance, Methodology, concept Screening, Concept Scoring, Concept Testing; Product Architecture - Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning. | | | | | | | | |
| UNIT 3 | PRODUCT DATA MANAGEMENT | | | | | | 8 | |
| PDM - concept and benefits, functions, Product data and workflow, Product reliability, CIM data, Architecture of PDM systems, Product data interchange, Portal integration, PDM acquisition and implementation; Product Life Cycle management - strategy, Change management for PLM. | | | | | | | | |
| UNIT 4 | DESIGN TOOLS | | | | | | 8 | |
| Design Approaches - Industrial Design, Design for Manufacturing, Value Engineering, Ergonomics, Robust Design, Design for Excellence; Collaborative Product development-Prototyping, failure rate curve, product use testing-Product development economics, scoring model, financial analysis. | | | | | | | | |
| UNIT 5 | PATENTS | | | | | | 8 | |
| Intellectual Property and Patents -Definitions, Patent Searches, Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patents. | | | | | | | | |
| TEXT BOOKS | | | | | | | | |
| 1. | Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, Fourth Edition, reprint 2009. | | | | | | | |
| 2. | Kenneth B.Kahn, New Product Planning, Sage, 2010. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008 | | | | | | | |
| 2. | Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005. | | | | | | | |
| 3. | Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2006. | | | | | | | |

SYSTEMS MANAGEMENT- ELECTIVES

| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
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| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MES01 | ADVANCED DATABASE MANAGEMENT SYSTEM | 4 | 0 | 0 | 4 | 40 | 100 | |
| <p>Course Objective(s): The purpose of learning this course is</p> <ul style="list-style-type: none"> To understand the Database and DBMS. To know about the modeling and design frame work. To learn the database implementation. To know about the distributed database and object oriented databases. To understand the emerging trends database management. | | | | | | | | |
| <p>Course Outcomes: Upon completion of the course, students will be able to:</p> <ul style="list-style-type: none"> Develop awareness of database model Design Data flow models Administer database Create distributed databases and Object oriented databases Acquire knowledge of database technologies. | | | | | | | | |
| UNIT1 | INTRODUCTION | | | | | | 8 | |
| Database and DBMS – characteristics – importance – advantages – evolution – codd rules database architecture; data organization- file structures and indexing | | | | | | | | |
| UNIT 2 | MODELING AND DESIGN FRAME WORK | | | | | | 8 | |
| Data models- Conceptual design- ER diagram-relationships- normalization -data management and system integration | | | | | | | | |
| UNIT 3 | DATABASE IMPLEMENTATION | | | | | | 8 | |
| Query languages-SQL for data creation, retrieval and manipulation, database transactions, concurrency control, atomicity, recovery, security, backup and recovery, data base administration-client server architecture based RDBMS. | | | | | | | | |
| UNIT 4 | DISTRIBUTED DATABASE AND OBJECT ORIENTED DATABASES | | | | | | 8 | |
| Concepts of distributed databases and design, Object oriented databases -object life cycle modeling conceptual design-UML. | | | | | | | | |
| UNIT 5 | EMERGING TRENDS | | | | | | 8 | |
| Overview of visual databases and knowledge based databases-conceptual design and business impacts. Scope for professionals and certifications such as Oracle Certified Professional. | | | | | | | | |
| TEXT BOOKS | | | | | | | | |
| 1. | V. K. Jain, Database Management Systems, Dreamtech press, 2007 | | | | | | | |
| 2. | Narayan S. Umanath and Richard W. Scamell, Data Modeling and database design, Thomson course technology, 2008 | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Mark L.Gillenson& el, Introduction database management, Wiley India Pvt. Ltd, 2008 | | | | | | | |
| 2. | Peter Rob and Carlos Coronel, Database systems- Design, Implementation and Management, Thomson Course technology, 2008 | | | | | | | |
| 3. | Hector Garcia -Molica et al, Database Systems – The complete book, Pearson Education, 2008 | | | | | | | |


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| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MES02 | E-BUSINESS MANAGEMENT | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To understand the concepts of E-Business models. To know about the technology infrastructure world wide. To learn the business applications. To know about the E-Business payments and security. To understand the Legal, Ethical And Privacy Issues in E-Business management. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Understand the concept of e-Business.. Analyze the impact of e-Business models and strategy. Examine the required skills for implementing e-Business. Describe the steps in establishing and managing an e-Business. Identify the legal issues and privacy in e-Business. | | | | | | | | |
| UNIT1 | e-BUSINESS | | | | | | | 8 |
| e-Business, e-Business Vs e-Commerce, Economic Forces –Advantages –Myths –e-Business Models, Design, Develop and Manage e-Business, Social Networking, Mobile Commerce | | | | | | | | |
| UNIT 2 | TECHNOLOGY INFRASTRUCTURE | | | | | | | 8 |
| Internet and World Wide Web, Internet Protocols -FTP, Intranet and Extranet,- Information Publishing Technology-Basics of Web Server Hardware and Software | | | | | | | | |
| UNIT 3 | BUSINESS APPLICATIONS | | | | | | | 8 |
| Consumer Oriented e-Business –e-Tailing and Web –Advertising, E-Mail Marketing, Affiliated Programs -e-CRM; Online Services, Business Oriented e-Business, e-Governance, EDI on the Internet, Delivery Management System, Web Auctions, Virtual Communities and Web Portals –Social Media Marketing | | | | | | | | |
| UNIT 4 | e-BUSINESS PAYMENTS AND SECURITY | | | | | | | 8 |
| E-payments -Characteristics of Payment of Systems, Protocols, e-Cash, e-Check and Micro Payment Systems-Internet Security –Cryptography –Security Protocols –Network Security | | | | | | | | |
| UNIT 5 | LEGAL AND PRIVACY ISSUES | | | | | | | 8 |
| Legal, Ethical and Privacy Issues –Protection Needs And Methodology –Consumer Protection, Cyber Laws, Contracts And Warranties, Taxation And Encryption Policies. | | | | | | | | |
| TEXT BOOKS | | | | | | | | |
| 1. | ParagKulkarni, SunitaJahirabadkao, PradeepChande, "E business", Illustrated Edition, Oxford University Press, New Delhi,2013 | | | | | | | |
| 2. | Henry Chang, Raymond Lee and Tharam Dillon, "E-Commerce –Fundamentals and Applications", 4thEdition, Wiley India Pvt Ltd, Reprint, New Delhi, 2010 | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Gary P. Schneider, "E-Business, Thomson course technology", 11thEdition, Fourth annual Edition, New Delhi, 2015. | | | | | | | |


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| | | L | T | P | C | | | |
| 19MES03 | ENTERPRISE RESOURCE PLANNING | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To understand ERP Concepts. To integrate and automate the business processes and shares information enterprise-wide To explore the significance of ERP to provide a solution for better project management. To enable the students to understand the various process involved in implementing ERP in a variety of business environment To learn about the post phases of ERP implementation. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Understand the fundamental concepts of ERP. Analyse the possibility for implementing ERP. Evaluate the ERP package chosen for implementation. Implement ERP with necessary modifications. Assess the successful implementation of ERP package. | | | | | | | | |
| UNIT1 | INTRODUCTION | | | | | | 8 | |
| ERP Concepts - Enterprise System - Evolution of ERP - Tangible and Intangible Benefits - Emerging Trends in ERP adoption. | | | | | | | | |
| UNIT 2 | PRE-IMPLEMENTATION STAGE | | | | | | 8 | |
| Need Analysis, Competitive Environment Analysis - Gap Analysis, Cost Elements, Feasibility Analysis- ERP Modules - ERP Industries verticals - ERP Architecture - ERP Software, SAP,MS Dynamics, Ramco, IFS, Oracle, People Soft - Comparison of ERP Software | | | | | | | | |
| UNIT 3 | ERP PACKAGE EVALUATION | | | | | | 8 | |
| ERP Package Evaluation Criteria - Package Life Cycle - Request for Information - Functional Requirement Specification - Request for Proposal - Vendor Selection - ERP Consultants. | | | | | | | | |
| UNIT 4 | IMPLEMENTATION | | | | | | 8 | |
| Phases of ERP implementation - Business Process Reengineering Concepts - BPR Steps, AS-IS and TO-BE Analysis - Modeling Business Process - Organizational Readiness - Implementation Approach | | | | | | | | |
| UNIT 5 | POST IMPLEMENTATION | | | | | | 8 | |
| Organizational Transformational Model of ES Success - Cross Functional - Organizational and Industrial Impacts - Measuring Business Benefits - Balanced Score card Method - ABCD Checklist Framework. | | | | | | | | |
| TEXT BOOKS | | | | | | | | |
| 1. | Alexis Leon, "ERPdemystified", Second Edition, Tata McGraw | | | | | | | |
| 2. | Alexis Leon, "Enterprise Resource Planning", Second Edition, Tata McGraw | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Sinha P. Magal and Jeffery Word, "Essentials of Business Process and Information System", 2nd Edition, Wiley India, New Delhi, 2012. | | | | | | | |
| 2. | Jagan Nathan Vaman, "ERP in Practice", 8th Edition, Tata McGraw-Hill, New Delhi, 2008. | | | | | | | |
| 3. | MahadeoJaiswal and Ganesh Vanapalli, "ERP", 3rd Edition, Macmillan India, New Delhi, 2009. | | | | | | | |


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| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MES04 | DECISION SUPPORT SYSTEM | 4 | 0 | 0 | 4 | 40 | 100 | |
| <p>Course Objective(s): The purpose of learning this course is</p> <ul style="list-style-type: none"> To know about the basics of database and DSS. To learn the procedure of decision making using DSS. To enable the students to understand how an Information system can be used for decision support. To introduce various types of models in decision support systems. To help students understand the design and implementation process of Group Decision Support Systems. | | | | | | | | |
| <p>Course Outcomes: Upon completion of the course, students will be able to:</p> <ul style="list-style-type: none"> Understand the basics of Database and Decision support system. Apply appropriate decision support system techniques. Outline the DSS standard packages. Resolve the implementation issues. Implement Group Decision Support System. | | | | | | | | |
| UNIT1 | DATABASE | | | | | | | 8 |
| Sources of Data, Data Dictionary, Data Structure and Database Languages, Query Facility, Data Management System, DBMS as DSS Development Tool. | | | | | | | | |
| UNIT 2 | DSS STEPS AND MODELS | | | | | | | 8 |
| Decision Making – steps, phases, Models, Descriptive, Prescriptive, Static, Dynamic, Optimization, Heuristic, Simulation Model. | | | | | | | | |
| UNIT 3 | DSS STANDARD PACKAGES | | | | | | | 8 |
| Specialized tools and Generators, Programming Language for DSS, User Interfaces. | | | | | | | | |
| UNIT 4 | BUILDING AND IMPLEMENTING DSS | | | | | | | 8 |
| Architecture, Internet and Client / Server Computing in DSS, DSS Development Process, System Conversion, Implementation issue. | | | | | | | | |
| UNIT 5 | GROUP DSS | | | | | | | 8 |
| Concepts, Reasons, Factors, Group activities, Media Richness, Task Types, Types of GDSS, Groupware, Electronic Meeting system and work flow system. | | | | | | | | |
| TEXT BOOKS | | | | | | | | |
| 1. | Efrem G Mallach, Decision Support and Data Warehouse System, New Delhi: Tata McGraw Hill, 2011. | | | | | | | |
| 2. | Efraim Turban and Jay E Aronson, Decision Support Systems and Intelligent Systems, New Delhi: Pearson Education, 2009. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Jatinder. N.D. Gupta, Guissepi.A. Forgionne and Manuel Mora, Intelligent Decision Support System: Foundations, Applications and Challenges, New Delhi: Springer, 2010. | | | | | | | |
| 2. | George.M. Marakas, Decision Support System, New Delhi: Prentice Hall of India, 2008. | | | | | | | |
| 3. | Gerald, V Post, Database Management Systems, New Delhi: Tata McGraw Hill, 2008 | | | | | | | |


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| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MES05 | BUSINESS INTELLIGENCE | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To give an insight into Business Intelligence and its concepts. To enable the students in understanding project planning. To learn about Meta data repository analysis To prepare the students for meta data application development. To introduce the students to modern information technology. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Understand the use of BI for Decision Support. Execute a BI Project by proper planning and analysis. Carry out Meta Data Repository Analysis. Design, implement and evaluate the meta data application Understand the modern information technology and its business opportunities. | | | | | | | | |
| UNIT1 | INTRODUCTION | | | | | | | 8 |
| Definition, BI process- Private and Public intelligence, BI Decision Support Initiatives, Business Drivers, Cost- Benefit analysis, Risk Assessment, Enterprise Infrastructure Evaluation-Technical and Non-technical | | | | | | | | |
| UNIT 2 | PROJECT PLANNING AND DATA ANALYSIS | | | | | | | 8 |
| BI Project planning, Requirements definition and gathering, deliverables, Business focused data analysis, Top-down Logical data modeling, Bottom-up source data analysis, data cleansing, Prototyping | | | | | | | | |
| UNIT 3 | METADATA REPOSITORY ANALYSIS AND DESIGN | | | | | | | 8 |
| Meta Data models, Analysis, Database design, Extract/ Transform / Load (ETL) design, Meta data design, ETL development. | | | | | | | | |
| UNIT 4 | APPLICATION DEVELOPMENT | | | | | | | 8 |
| OLAP tools, Multidimensional analysis factors, architecture, Data mining, Risks, Metadata repository development, Implementation, Release evaluation. | | | | | | | | |
| UNIT 5 | MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES | | | | | | | 8 |
| Business intelligence software, BI on web, Ethical and legal limits, Industrial espionage, BI software, Modern techniques of crypto analysis, Managing and organizing for an effective BI Team. | | | | | | | | |
| TEXT BOOKS | | | | | | | | |
| 1. | Larissa T. Moss and ShakuAtre, Business Intelligence Roadmap: The complete project Lifecycle for Decision Support Applications, Addison Wesley, 2011. | | | | | | | |
| 2. | Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2010. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Elizabeth Vitt and Michael LuckevichStaciaMisner, Business Intelligence, Microsoft, 2010. | | | | | | | |
| 2. | Michalewicz, M. Schmidt. M. Michalewiczand C. Chiriatic, Adaptive Business Intelligence, Springer – Verlag, 2009. | | | | | | | |
| 3. | GalitShmueli, NitinR. Patel and Peter C. Bruce, Data Mining for Business Intelligence – Concepts, Techniques and Applications Wiley India, 2011. | | | | | | | |


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| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MES06 | SOFTWARE PROJECT MANAGEMENT | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To understand software project management concepts. To learn project approach, effort estimation. To know about activity planning, risk management. To learn about resource allocation, monitoring and control. To learn about managing contracts, people and organizing teams. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Recognize the concept of software project management and project evaluation. Select process models and use estimation techniques to calculate the effort in project Identify the critical path and find ways to reduce the risks involved in project management. Select resources for implementation and monitor the progress of the project. Understand the process of managing contracts, people and teams. | | | | | | | | |
| UNIT 1 | INTRODUCTION, PROJECT PLANNING AND EVALUATION | | | | | | 8 | |
| SPM Activities - Categorizing Software Projects – Problems - Management Control - Stepwise Project Planning: Select Project - Analyse Project - Estimate effort - Identify activity risks - Allocate resources - Project Evaluation – Assessment. | | | | | | | | |
| UNIT 2 | PROJECT APPROACH, EFFORT ESTIMATION | | | | | | 8 | |
| Choosing technologies - Technical plan contents list - Choice of process models – Tools - Selecting Process model - Effort estimation – Problems – Basis - Estimation techniques. | | | | | | | | |
| UNIT 3 | ACTIVITY PLANNING, RISK MANAGEMENT | | | | | | 8 | |
| Activity planning – Objectives – Schedules –Activities -Planning Models – Critical Path –Precedence Network - Risk Management - Nature of risk - Managing risk –Identification – Analysis - Reducing - Evaluating risks | | | | | | | | |
| UNIT 4 | RESOURCE ALLOCATION, MONITORING AND CONTROL | | | | | | 8 | |
| Identifying resource requirements - Scheduling - Counting the cost - Resource schedule - Cost schedules- Monitoring and control – Framework - Visualizing progress - Cost monitoring - Back to target - Change control. | | | | | | | | |
| UNIT 5 | MANAGING CONTRACTS, PEOPLE AND ORGANIZING TEAMS | | | | | | 8 | |
| Types of contract - Stages in contract – Terms - Contract management - Organizational behavior – Instruction – Motivation - Decision making – Leadership. | | | | | | | | |
| TEXT BOOKS | | | | | | | | |
| 1. | Mike Cotterell, Bob Hughes, Software Project Management, International Thomson Computer Press, London,2009. | | | | | | | |
| 2. | Walker Royce, Software Project Management – A Unified Framework, Pearson Education,2007 | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | PankajJalote, Software Project Management in Practice, Addison Wesley,2008 | | | | | | | |
| 2. | Watts S Humphery, Managing the Software Process, Addison –Wesley,2009 | | | | | | | |


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| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|--|---|--------------|---|---|--------|-------------|-------------------|----------|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MES07 | SYSTEM ANALYSIS AND DESIGN | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To understand systems analysis and design concepts. To learn systems implementation process. To know about information systems. To learn about information systems development. To learn about database management. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Recognize the concept of system analysis and design. Design System / Database Build and manage information systems. Understand the process of managing database. | | | | | | | | |
| UNIT 1 | SYSTEMS ANALYSIS AND DESIGN | | | | | | | 8 |
| Systems Analysis and Design, Analysis Phase of Systems Development, Development Life Cycle, Feasibility Studies, Analysis of User Requirements. | | | | | | | | |
| UNIT 2 | SYSTEMS IMPLEMENTATION | | | | | | | 8 |
| Systems Implementation, Software Project Management, System / Database Design, GUI, Software Testing. | | | | | | | | |
| UNIT 3 | INFORMATION SYSTEMS | | | | | | | 8 |
| Introduction and Fundamentals of Information Systems, Technical and Organizational Foundations of Information Systems, Building Information Systems, Managing Information Systems Resources. | | | | | | | | |
| UNIT 4 | INFORMATION SYSTEMS DEVELOPMENT | | | | | | | 8 |
| Information Systems Development, User Requirement Analysis, Logical and Physical System Models, System Implementation and Maintenance. | | | | | | | | |
| UNIT 5 | DATABASE MANAGEMENT | | | | | | | 8 |
| Database Management – Database design, Development and Administration, Database Systems and Applications, Logical Data Models, Relational Database Systems, Structured Query Language (SQL), Conceptual Modeling, Database Design, Web-Connected Databases | | | | | | | | |
| TEXT BOOKS | | | | | | | | |
| 1. | V. Rajaraman, Analysis and Design of Information Systems, Prentice-hall of India:2011 | | | | | | | |
| 2. | J.A. Senn, Analysis & Design of Information System, New Delhi: Tata McGraw Hill,2009. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | J. Becker, M.J. Shaw, Information Systems and e-Business Management, Springer,2010 | | | | | | | |
| 2. | Alan Dennis, Systems Analysis and Design, Wiley Publications,2012. | | | | | | | |
| 3. | Gerald, V Post, Database Management Systems, New Delhi: Tata McGraw Hill,2010. | | | | | | | |


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| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|--|--|--------------|---|---|--------|-------------|-------------------|----------|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MES08 | KNOWLEDGE MANAGEMENT | 4 | 0 | 0 | 4 | 40 | 100 | |
| <p>Course Objective(s): The purpose of learning this course is</p> <ul style="list-style-type: none"> To understand knowledge management concepts. To illustrate on knowledge creation and capture. To learn about knowledge codification and system implementation. To know about km system tools and portals. To learn about Ethics, Legal and Managerial Issues in Knowledge management. | | | | | | | | |
| <p>Course Outcomes: Upon completion of the course, students will be able to:</p> <ul style="list-style-type: none"> Understand the basics of Knowledge Management System. Summarize knowledge creation and knowledge capturing techniques. Carry out Knowledge Codification and system implementation. Use the Neural Networks as Learning Model. Outline the ethics in knowledge management | | | | | | | | |
| UNIT 1 | INTRODUCTION | | | | | | | 8 |
| Understanding Knowledge: Data, Information and Knowledge, Types of Knowledge, Human thinking and Learning, Knowledge Management, System Life Cycle, Conventional vs. KM System Life Cycle, E Learning. | | | | | | | | |
| UNIT 2 | KNOWLEDGE CREATION AND CAPTURE | | | | | | | 8 |
| Knowledge Creation, Nanaka's Model, Knowledge Architecture. Capturing Tacit Knowledge: Evaluating the Expert, Developing a Relationship with Experts, Fuzzy Reasoning and Quality of Knowledge Capture, Interview as a Tool Guide to Successful Interview, Rapid Prototyping Interviews, Other Knowledge Capture Techniques. | | | | | | | | |
| UNIT 3 | KNOWLEDGE CODIFICATION AND SYSTEM IMPLEMENTATION | | | | | | | 8 |
| Knowledge Codification: Meaning, Reasoning for Codifying, Codification Tools and Procedures. Knowledge Developer's Skill Set, System Testing and Deployment: Knowledge Testing, Approaches to Logical Testing, Approaches to user Acceptance Testing, Managing the testing phase, KM System Deployment: Issues, User Training, Post Implementation Review. | | | | | | | | |
| UNIT 4 | KM SYSTEM TOOLS AND PORTALS | | | | | | | 8 |
| Learning from Data: Data Visualization, Neural Networks as a Learning Model, Association Rules, Classification Trees. Data Mining: Definition, Data Mining and Business Intelligence, Business Drivers, Technical Drivers, DM Virtuous Cycle. Portals: Definition, the Business Challenge, Knowledge Portal Technologies. | | | | | | | | |
| UNIT 5 | ETHICS IN KNOWLEDGE MANAGEMENT | | | | | | | 8 |
| Ethics, Legal and Managerial Issues: Knowledge Owners, Legal Issues, Ethics Factor, Improving the Climate, Managing Knowledge Workers. | | | | | | | | |
| TEXT BOOKS | | | | | | | | |
| 1. | Elias M Awad and Hassan M Ghaziri, Knowledge Management, New Delhi: Pearson Education, 2013. | | | | | | | |
| 2. | Ima Becerra Fernandez, Avelino Gonzalez and Rajiv Sabberwal, Knowledge Management Challenges, Solutions and Technologies, New Delhi: Prentice Hall of India, 2009. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Ralph Kimball and M. Ross, The Data Warehouse Tool Kit, The Complete Guide to Dimensional Modeling, Singapore: Wiley and Sons, 2013. | | | | | | | |
| 2. | Madan Mohan Rao, Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions, New York: Butterworth-Heinemann, 2009. | | | | | | | |
| 3. | S. Barnes, Knowledge Management Systems, Theory and Practice, New Delhi: Thomson Learning, 2009. | | | | | | | |

LOGISTICS AND SHIPPING MANAGEMENT – ELECTIVES

| | | | | | | | |
|--------------------|--|---------------------|------------------------------|-----------|---------------|--------------------|----------------------|
| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | R 2019 | Semester III & IV | PE | | | |
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks |
| | | L | T | P | | | |
| 19MEL01 | SHIPPING MANAGEMENT | 4 | 0 | 0 | 4 | 40 | 100 |

Course Objective(s): The purpose of learning this course is

- To know the international shipping process.
- To analyze liner shipping operations.
- To understand the dry bulk business.
- To know the tanker operations and business.
- To know about ship building and repair.

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

- Discuss the basics of shipping management.
- Describe the concept of building and repairing a ship.
- Demonstrate the knowledge on the skills needed for shipping industry.
- Discuss the operations of service providers of shipping companies.
- Identify and explain the complexities and impact of shipping activities.

UNIT 1 | INTRODUCTION TO INTERNATIONAL SHIPPING **8**

Role of Shipping in International Trade-Types of Ships and Cargoes Carried by Them - International Organizations Serving the Shipping Industry (IMO, BIMCO, ICS, IACS, and IAPH) - Ship Registration and Classification.

UNIT 2 | LINER SHIPPING OPERATIONS **8**

Liner shipping business - Types of Liner Services - Container Shipping Lines and their Services - Break Bulk, Ro-Ro and Project Cargo Services - Liner Freight Rates - Liner Cargo Documentation - Liner Agency Functions.

UNIT 3 | DRY BULK BUSINESS **8**

Dry Bulk Shipping Business- World's Leading Dry Bulk Ports and Cargoes Handled by them - Types of Dry Bulk Ships and the Dry Bulk Industry Structure - Dry Bulk Market Indices - Types of Chartering – Port Agency Functions.

UNIT 4 | TANKER OPERATIONS AND BUSINESS **8**

Liquid Bulk Shipping Business –Types of Tankers and Gas Carriers - Factors Affecting Tanker Markets - Marine Pollution Conventions

UNIT 5 | SHIP BUILDING AND REPAIR **8**

Service Providers to Shipping Industry -Ship Management Companies -Ports, Inland Terminals and Container Freight Stations- Ship Building and Repair Yards -Financing the Shipping industry - Marine Insurance Providers.

TEXT BOOKS:

1. Michael Roberts, Branchs "Elements of Shipping", Ninth Edition, Routledge, New Delhi, 2014.
2. Peter Brodie, "Commercial Shipping Handbook", Third Edition, Informa Law from Routledge, New Delhi, 2014.

REFERENCES:

1. Alistair M. Macnab, "The Fundamentals of Breakbulk Shipping", 3rd Edition, Pearson Learning Solutions, New Delhi, 2010.
2. A. J. W. Lap, Jan Dirk van Manen, "Fundamentals of ship resistance and propulsion", 4th Edition, Netherlands Ship Model Basin Publisher, New Delhi, 2010.

e-RESOURCES:

1. <http://nptel.ac.in/courses/114106026/>, Prof. Dr. P. Krishnankutty Ocean Department Indian Institute of Technology, Madras, "Ship Resistance and Propulsion".
2. <http://nptel.ac.in/courses/114106026/14>, Prof. Dr. P. Krishnankutty Ocean Department Indian Institute of Technology, Madras, "Ship Resistance And Propulsion".

| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|-------------|---|--------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEL02 | PORT AND TERMINAL MANAGEMENT | 4 | 0 | 0 | 4 | 40 | 100 | |

Course Objective(s): The purpose of learning this course is

- To understand the ports in international trade movements.
- To operate the port operations in trade.
- To develop the port marketing and services levels.
- To evaluate the port performance.
- To know about port security and issues.

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

- Describe the skills pertaining to port and terminal management.
- Examine the principles and applications for port and terminal management.
- Express the significance of ports in supply chains.
- Determine the relationship between port and varying transport modes within supply chain.
- Analyze basic principles regarding health, safety and environmental issues in ports.

UNIT 1 | PORTS IN INTERNATIONAL TRADE **8**

Port Meaning and Definition – Role of Ports in International Trade – Economic Impact of Ports on the Regional Economy – Multiplier Effect – Location Characteristics of Ports – Different Types of Ports.

UNIT 2 | PORT OPERATIONS **8**

Port Operations Framework – Role of Port Operations – Types of Port Operations – Port Operations Performance – Organization Structure in Ports – Pilotage.

UNIT 3 | PORT MARKETING AND SERVICES **8**

Marketing of Port Services - Pricing of Port Services - Components of Port Tariff - Concept of Hinterland – Identifying the Needs of Ship Owners and Operators, Ship Agents, Forwarders, Truckers, Rail and Barge Operators - Concept of Total Logistics Cost.

UNIT 4 | PORT PERFORMANCE **8**

Measurement of Port Performance – Performance Indicators – Vessel Turn Round Time, Cargo Volume, Speed of Cargo Handling - Information Flow Requirements of the Port, Statutory Bodies and Port Users - Port Community Computer Systems and EDI Applications.

UNIT 5 | PORT SECURITY AND ISSUES **8**

Environmental Issues Connected with Ports & Terminals - Health and Safety Issues - Port Security Issues - International Ships and Port Facility Security (ISPS).

TEXT BOOKS:

1. Maria G. Burns, "Port Management and Operations", 4th Edition, CRC Press, New Delhi, 2014.
2. Patrick Alderton, "Port Management and Operations", Third Edition, Lloyd's Practical Shipping Guides, New Delhi, 2008.

REFERENCES:

1. James Reveley, Malcolm Tull, "Port Privatization", 5th Edition, Edward Elgar Publishing House, New Delhi, 2008.
2. Institute of Chartered Ship brokers, "Port and Terminal Management", 2nd Edition, Wither by Seamanship International, New Delhi, 2009.
3. H. Ligteringen, H. Velsink, "Ports and Terminals" 2nd Edition, VSSD Publishers, New Delhi, 2012

e-RESOURCES:

1. http://commons.wmu.se/cgi/viewcontent.cgi?article=1459&context=all_dissertations.
2. http://unctad.org/en/Docs/ship4946_en.pdf.


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|--|--|--------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEL03 | LOGISTICS MANAGEMENT | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To know the logistics services systems. To develop the distribution channels and outsourcing logistics services. To understand the transportation and packaging strategy. To know the performance level and measurement of costs. To adopt the current trends of logistics management. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Describe the role of logistics in global business. Analyze the distribution channels and select the best service provider. Experiment the understanding on transportation system and packaging. Identify the distribution channel with optimum time and cost. Discuss the current trends in logistics management. | | | | | | | | |
| UNIT 1 | LOGISTICS SERVICES | | | | | | 8 | |
| Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of Logistics in Competitive Strategy. | | | | | | | | |
| UNIT 2 | DISTRIBUTION CHANNELS AND OUTSOURCING LOGISTICS | | | | | | 8 | |
| Distribution Channel Structure - Channel Members, Channel Strategy, The Role of Logistics and Supporting Distribution Channels. Logistics Requirements of Channel Members. Logistics Outsourcing - Third and Fourth Party Logistics. Selection of Service Provider. | | | | | | | | |
| UNIT 3 | TRANSPORTATION AND PACKAGING | | | | | | 8 | |
| Transportation System – Evolution, Infrastructure and Networks; Freight Management – Vehicle Routing – Containerization; Packaging - Design considerations, Material and Cost - Packaging as Unitization - Consumer and Industrial Packaging. | | | | | | | | |
| UNIT 4 | PERFORMANCE MEASUREMENT AND COSTS | | | | | | 8 | |
| Performance Measurement – Need, System, Levels and Dimensions. Internal and External Performance Measurement. Logistics Audit. Total Logistics Cost – Concept, Accounting Methods. Cost-Identification, Time Frame and Formatting. | | | | | | | | |
| UNIT 5 | CURRENT TRENDS IN LOGISTICS MANAGEMENT | | | | | | 8 | |
| Logistics Information Systems – Need, Characteristics and Design. E-Logistics - Logistics Resource Management e-LRM. Automatic Identification Technologies. - Reverse Logistics – Global Logistics – Strategic logistics planning. Green Logistics. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Bower sox Donald J, "Logistics Management –The Integrated Supply Chain Process", 2 nd Edition, Tata McGraw Hill, New Delhi 2010. | | | | | | | |
| 2. | Sople Vinod V, "Logistics Management–The Supply Chain Imperative", 3 rd Edition, Pearson Education, New Delhi, 2012. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Coyle et al., "The Management of Business Logistics", 7 th Edition, Thomson Learning, New Delhi, 2004. | | | | | | | |
| 2. | Ailawadi C Sathish & Rakesh Singh, "Logistics Manager", 2 nd Edition, PHI, New Delhi, 2005. | | | | | | | |
| 3. | Bloomberg, David J, et al., "Logistics", 3 rd Edition, Prentice Hall India, New Delhi, 2005. | | | | | | | |
| e-RESOURCES: | | | | | | | | |
| 1. | http://nptel.ac.in/courses/110108056/module3/Lecture08.pdf , "Performance | | | | | | | |
| 2. | Indian Institute of Science, Bangalore. | | | | | | | |


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|--|---|--------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEL04 | EXIM MANAGEMENT | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To design the framework of important export process. To create the contracts and schemes of Exim Policy. To understand the documentation process in Exim. To know the credit and payment methods. To know about clearance of customs and agencies process. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Explain the formalities of export and import industry. Describe the importance of Exim management. Contrast modes of export in order to fit the business needs of exporting organizations. Identify sources of information on export restrictions and documentation associated with foreign shipping in order to facilitate export compliance for the exporting organization. Summarize specific emphasis on terms associated with international trade. | | | | | | | | |
| UNIT 1 | FRAMEWORK OF IMPORT AND EXPORT | | | | | | 8 | |
| Role of Import and Export Trade in an Economy – Institutional Framework for Foreign Trade in India-Role of Director General of Foreign Trade and Commerce – Objectives of EXIM Policy-Global trade flows - Contract of International Sale of Goods - INCOTERMS 2010. | | | | | | | | |
| UNIT 2 | CONTRACTS AND SCHEMES | | | | | | 8 | |
| Marketing for Exports – ABC of Export – Negotiation and finalization of Export contract – Export Documentation Procedures – Cargo Insurance – Export Promotion Councils and incentive schemes – Role of Logistics in Exports- Export Houses / Trading Houses-Export market research – Export Processing Zones – Special Economic Zone. | | | | | | | | |
| UNIT 3 | DOCUMENTATION FRAMEWORK | | | | | | 8 | |
| Imports for industrial use/trading – Import Documentation and Customs clearance procedures - Types of Imports - Import Licenses - Role of Logistics in Import. | | | | | | | | |
| UNIT 4 | CREDIT AND PAYMENTS | | | | | | 8 | |
| Payment methods in Foreign Trade – Documentary Credit/Letter of Credit–UCP600 with respect to Shipping Documents and L/C Negotiation–Export/import financing strategies – Managing payment risks - Shipping procedures, customer departures & rules. | | | | | | | | |
| UNIT 5 | CUSTOMS CLEARANCE AND AGENCIES | | | | | | 8 | |
| Roles of Service providers in EXIM transactions–Global Traders–Commodity Brokers – Custom House Agents– Transport Operators – Freight Forwarders – Warehousing and 3PL service providers–Container Freight Stations – Port – Inspection Agencies/surveyors–Quarantine Agencies– Pest Control Agencies– Chamber of Commerce. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Justin Paul and Rajiv Aserkar, "Export Import Management", Second Edition, Oxford University Press, Mumbai, 2013. | | | | | | | |
| 2. | Usha Kiran Rai, "Export-Import and Logistics Management", Second Edition, PHI Learning, New Delhi, 2010. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Director General of Foreign Trade, "Foreign Trade Policy and Hand book of Procedures", PHI, New Delhi, 2015. | | | | | | | |
| 2. | Ajay Pathak, "Export Import Management", 3 rd Edition, Education Publishing, New Delhi, 2011. | | | | | | | |
| e-RESOURCES: | | | | | | | | |
| 1. | http://nptel.ac.in/courses/110105031/pr_pdf/Module5-5.pdf , | | | | | | | |
| 2. | Market", Dr.Prabina Rajib, IIT Kharagpur. | | | | | | | |


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|-------------|---|--------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MEL05 | SHIPPING FINANCE AND INSURANCE | 4 | 0 | 0 | 4 | 40 | 100 | |

Course Objective(s): The purpose of learning this course is

- To know the concept of shipping finance and insurance schemes.
- To explore the second ship of financing, sale and purchase of trade.
- To know the new ship of financing and its perspectives.
- To understand the financial market areas and ship mortgage process.
- To know about insurance in shipping and ship financing.

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

- Discuss the basics of shipping finance.
- Describe the concept of sale and purchase of second hand ship.
- Explain the skills needed for shipping industry.
- Examine the financial market products and ship mortgage.
- Identify and explain the complexities and impact insurance in shipping and ship financing.

UNIT 1 | FUNDAMENTALS OF SHIPPING FINANCE | 8

The shipping cycle - Shipping cycle and loan finance decision - Main sources of shipping finance- Issue of shares- types of shares- listing of shares in International stock exchanges. International element - Ship registration - The different types of registry - Bareboat charter registration. Loan: Types of loan - Hedging risk- CARO 2020.

UNIT 2 | FINANCING, SALE AND PURCHASE OF SECOND HAND SHIP | 8

Second-hand ships: Types of lender - Loan and guarantee facilities – International element - Loan agreement provisions – Execution - Standard security in ship financing- Registration of security- Equity –Mezzanine finance –Islamic finance options. Sale and Purchase – introduction – MOA and delivery-standard forms of MOA- Norwegian Sale form – standard documents.

UNIT 3 | FINANCING OF NEW SHIP AND BANKER'S PERSPECTIVE | 8

New buildings: Financing options – Government support – the OECD and the EU- the SUECS- Promissory note – Letter of commitment –Letter of guarantee. Shipping market - Assessing shipping risk - Choice of finance for ship owners - Term sheet and risk analysis. Basic principles of good lending –documentation of guarantee – Sources of security and guarantee for loan.

UNIT 4 | FINANCIAL MARKET PRODUCTS AND SHIP MORTGAGE | 8

Financial products: meaning – interest rate hedging products- currency hedging products – Freight hedging products– tying in hedging products to a ship finance facility – accounting issues. Ship mortgage: Types and Terms of mortgage – Basic rights required by a mortgagee - Standard mortgage provisions - Mortgages in the most important ship registration jurisdictions.

UNIT 5 | INSURANCE IN SHIPPING AND SHIP FINANCING | 8

Marin insurances as security for ship financing – insurance covenants – insurance documentation- insurance renewals – underwriting security, insurance claims – marine insurers and Protection and Indemnity (P&I) - marine liability insurance terms of P&I cover - bankers' insurances- insurance of other interests (lessors, ship owners and passive investors) - Mortgage rights insurance.

TEXT BOOKS:

1. Stephenson Harwood, "Shipping Finance Euro money Institutional and Investor", 3rd edition,
2. Manolis G. Kavussanos, "The International Handbook of Shipping Finance: Theory and Practice", 1st Edition,

REFERENCES:

1. Schinas, Orestis, Grau, Carsten and John, "Handbook on Ship Finance", Springer Science Publishers, Berlin Heidelberg, 2015.
2. Usha Kiran Rai, "Export – Import and Insurance Management", 2nd Edition, PHI, New Delhi, 2010.

e-RESOURCES:

1. <https://videoken.com/video-detail?videoID=mW-zo0LifWM&videoDuration=3505&videoName=Mod-01%20Lec-22%20Urea%20Cycle,%20Gluconeogenesis%20and%20Glyoxalate%20Cycle> & keyword = Shipping
2. % 20 cycle % 20and%20loan%20finance%20decision.

TOURISM AND HOTEL MANAGEMENT – ELECTIVES

| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|-------------|---|--------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MET01 | TOURISM AND TRAVEL MANAGEMENT | 4 | 0 | 0 | 4 | 40 | 100 | |

Course Objective(s): The purpose of learning this course is

- To know the basis of tourism industry in India.
- To create the new entrepreneurs in tourism.
- To understand the new strategies for tour packing.
- To improve the tour pricing and marketing levels in tour industry.
- To know about travel management processes.

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

- Express the basis of tourism studies and will give an overview of the tourism industry.
- Examine the current trends and practices in the tourism and travel trade sector.
- Integrate knowledge and skills applicable to travel industry.
- Operate travel industry operations using professional communication skills and travel industry knowledge.
- Predict international conditions and events and advise clients on safety and travel issues.

UNIT 1 | TOURISM INDUSTRY

8

Tourism: Meaning, Feature, Need, Objectives, Types, impacts and factors affecting tourism. Introduction to Visitor, Traveler and Excursionist –Role and Functions of Agencies in Hospitality Industry.

UNIT 2 | TOURISM ENTREPRENEURSHIP

8

Meaning, Characteristics, structure and organization framework, venture creation and management – preparation of business plan - Managing family enterprises in tourism industry.

UNIT 3 | TOUR PACKAGING

8

Tour Packaging: Meaning, importance, Itinerary Development, types, advantages and disadvantages- Costing: Process of costing, Types of Costs, Components and factors affecting tour cost.

UNIT 4 | TOURISM PRICING AND MARKETING

8

Tourism Pricing: Pricing Strategies and factors considered for tour pricing. Tourism marketing: Meaning, feature, Marketing mix and marketing strategies for the tourism market - Tourism motivators.

UNIT 5 | TRAVEL MANAGEMENT

8

Travel Agency: Meaning, functions, setting up a Full-Fledged Travel Agency, source of income - Tour Operation- Business: Functions, services offered - Travel Insurance: Meaning and coverage – MICE – Authorized Dealers – Authorized Money Changers.

TEXT BOOKS:

1. Sinatra Roday, Archana Bowel & Vandana Joshi, "Tourism Operations and Management", Oxford University Press, New Delhi, 2009.
2. Foster, Dennis L., "The Business Of Travel Agency Operations and Administration", Macmillan /Mc Graw, Singapore, 1993.

REFERENCES:

1. Sampad Kumar Swain & Jitendra Mohan Mishra, "Tourism principles and practices", Oxford University Press, New Delhi, 2008.
2. Biswanath Ghosh, "Tourism & Travel Management", 2nd Edition, Vikas Publishing House Pvt Limited, New Delhi, 2009
3. Vishal Agnihotri, "A Complete Book On Tourism And Travel Management", CyberTech Publications, New Delhi, 2007

e-RESOURCES:

1. <http://www.pondiuni.edu.in/sites/default/files/ECotourismt200813.pdf>, "Ecotourism", Dr. Sampad Kumar Swain, Professor, Dept. of Tourism & Hospitality, Indira Gandhi National Tribal University, Amarkantak.
2. https://www.usaid.gov/sites/default/files/documents/2151/DMOworkbook_130318.pdf, "Tourism Destination Management", Jennifer Stange David Brown Solimar International.

| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|---|--|--------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MET02 | HOTEL MANAGEMENT | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To know the types of hotels and process. To improve the hotel department service quality. To creating the new structure of hotel services and rebuilds it. To know the process and systems of hotel administration. To know about horticulture. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Describe the essentials of the hotel industry. Examine the organization and function of the hotel industry at the end of the two year program. Examine the current hotel infrastructure facilities. Determine the functions of the hotel administration. Evaluate the recent trends in the hotel industry. | | | | | | | | |
| UNIT 1 | CLASSIFICATION OF HOTEL | | | | | | 8 | |
| Introduction to Hospitality Industry: Classification of Hotels - Star Rating of Hotels - Classification on the Basis of Size, Location, Clientele, Duration of Stay, Level of Service - Classification on the Basis of Ownership – Alternative Accommodations - Hotel Tariff Plans - Types of Guest Rooms. | | | | | | | | |
| UNIT 2 | HOTEL DEPARTMENTS | | | | | | 8 | |
| Hotel Organization: Organizational Charts, Major Departments of a Hotel - Front Office, Housekeeping, Food and Beverage Service Departments, Food Production, Engineering and Maintenance, Accounts, Human Resource, Security, Sales and Marketing, Purchase etc. | | | | | | | | |
| UNIT 3 | HOTEL INFRASTRUCTURE | | | | | | 8 | |
| Room Reservations: Registration - Allotment of Rooms - Stay, Departure - Handling FIT – GIT - Guest Services - Various Guest Services - Handling Guest Mail - Message Handling - Custody and Control of Keys - Guest Paging -Safe Deposit Locker, Left Luggage Handling, Wake up Call, Handling Guest Complaints. | | | | | | | | |
| UNIT 4 | HOTEL ADMINISTRATION | | | | | | 8 | |
| Evaluating Hotel Performance: Methods of Measuring Hotel performance - Occupancy Ratio - Average Daily Rate, Average Room Rate Per Guest - Rev PAR - Market Share Index - Evaluation of Hotel by Guest. | | | | | | | | |
| UNIT 5 | GREEN HOSPITALITY | | | | | | 8 | |
| Eco housekeeping - Horticulture- Contemporary Spas - Eco Hotels - Emerging Trends. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Jagmohan Negi, "Professional Hotel Management", 5 th Edition, S. Chand, New Delhi, 3 rd Revised Edition 2014. | | | | | | | |
| 2. | G.Raghubalan & Smart Ragubalan: "Hotel Housekeeping operations and Management", 4 th Edition, S. Chand, New Delhi, 2009. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Jagmohan Negi, "Hotels for Tourism Development", 8 th Edition, S. Chand, New Delhi, 2012. | | | | | | | |
| 2. | Jatashankar R Tewari, "Hotel front office operations and Management", 5 th Edition, Oxford publication New Delhi, 2009. | | | | | | | |
| e-RESOURCES: | | | | | | | | |
| 1. | http://prohotelia.com.ua/wp-content/uploads/2015/03/UNWTO-Hotel-Classification-System.pdf , "World Tourism Organization (2015), Hotel Classification Systems: Recurrence of criteria in 4 and 5 stars hotels, UNWTO, Madrid. | | | | | | | |


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| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|---|---|--------------|---|---|--------|-------------|-------------------|----------|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MET03 | HOSPITALITY MANAGEMENT | 4 | 0 | 0 | 4 | 40 | 100 | |
| <p>Course Objective(s): The purpose of learning this course is</p> <ul style="list-style-type: none"> To know the origin and growth of hospitality industries. To analyze hotel market segments in hospitalities. To understand the front office department decisions. To know the functional areas of hospitality. To know about hospitality of marketing levels and growth areas. | | | | | | | | |
| <p>Course Outcomes: Upon completion of the course, students will be able to:</p> <ul style="list-style-type: none"> Detect the major areas of coverage of the hospitality industry. Appraise the organization and structure of lodging operations. Analyze the changing tourism trends as a result of the changes in divisional areas. Formulate the functional areas in Hospitality Industry. Distinguish the key sectors that represent tourism service suppliers and understand their interdependence. | | | | | | | | |
| UNIT 1 | HOSPITALITY INDUSTRY | | | | | | | 8 |
| The Hospitality Industry-Origin and Growth-Factors Affecting Hospitality-Nature of Hospitality: Communication, Turnover, Demands and Rewards - Employment Opportunities in Hospitality Industry. | | | | | | | | |
| UNIT 2 | ORGANIZATION AND STRUCTURE OF LODGING OPERATIONS | | | | | | | 8 |
| Hotel Market Segments - Organization of Hotels - Food Service Industry: Composition and Size of Food Service Industry - Organization of Hotel and Restaurant Food Service - Management and Operation of Food Services. | | | | | | | | |
| UNIT 3 | FRONT OFFICE MANAGEMENT | | | | | | | 8 |
| Functions of front office - Structure of front office - Various sections of front office and their functions - Check in and Checkout formalities - Hotel Tariffs and Room Rates - Types of Rooms and Bed Types - Meal Plans. | | | | | | | | |
| UNIT 4 | FUNCTIONAL AREAS | | | | | | | 8 |
| Maintenance Division - Marketing and Sales Division - Accounting Division - Human Resources Division - Security Division. | | | | | | | | |
| UNIT 5 | HOSPITALITY MARKETING | | | | | | | 8 |
| Distinctive characteristics - Seven Ps of Marketing - Segmentation, Targeting and Positioning - Future trends in Hospitality Industry: Usage of CRS in Hotel Industry, Chain of hotels - Role of Associations in hospitality management. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Clayton W. Barrows, Tom Powers and Dennis Reynolds, "Introduction to Management in the Hospitality Industry". 10 th Edition, John Wiley and Sons, Inc., New Delhi, 2012. | | | | | | | |
| 2. | Lockwood.A & Medlik.S, "Tourism and Hospitality in the 21 st Century", 6 th Edition, Elsevier, New Delhi, 2001. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Lim Tau, Hemaetal., "Fundamentals of Hospitality and Tourism Management", 2 nd Edition Open University Malaysia, 2009. | | | | | | | |
| 2. | Walker, John R, "Introduction to Hospitality", 6 th Edition, Prentice Hall of India, New Delhi, 2001. | | | | | | | |
| 3. | Enz, C.A. "Hospitality Strategic Management: Concepts and Cases" 2 nd Edition, Wiley, New Delhi, 2012. | | | | | | | |
| e-RESOURCES: | | | | | | | | |
| 1. | http://scholarworks.umass.edu/jhfm/vol9/iss1/7 , Devendra, Amitabh, "The Hotel Industry in India- The Past and the Present, "Journal of Hospitality Financial Management: Vol.9: Iss.1, Article7, 2001. | | | | | | | |
| 2. | http://onlinelibrary.wiley.com/doi/10.1002/jtr.359/abstract , "Tourism and hospitality in the 21 st Century, edited by A.Lockwood and S.Medlik. Butterworth-Heinemann, Oxford, 2001. | | | | | | | |

| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|--|---|--------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MET04 | TOURISM MARKETING AND COMMUNICATION | 4 | 0 | 0 | 4 | 40 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> To know the concept of marketing strategies and processes. To analyze the suitable area of tourism markets. To develop the innovative strategies for promotional in tourism. To know the destination and accommodation marketing. To increase the services of transports and travel facilities. | | | | | | | | |
| Course Outcomes: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> Arrange sustainable ecotourism facilities and services that result in positive outcomes for visitors, local communities, economies and the environment. Examine the model ecotourism projects; and use the theoretical knowledge to manage ecotourism resources. Interpret and clarify the patterns and processes that generate biodiversity and current threats to conservation. Explain the role of sustainable tourism development for conservation. Analyze a business framework to plan and implement sustainable tourism. | | | | | | | | |
| UNIT 1 | TOURISM MARKETING | | | | | | 8 | |
| Tourism information and communication - Importance and sources of information in tourism - Advertising and publicity in tourism - Role of media in tourism - Tourism writing Communication skills and tourism. | | | | | | | | |
| UNIT 2 | TOURISM MARKETS | | | | | | 8 | |
| Tourism marketing- definition, concepts and features - Market segmentation - International and domestic tourism markets - Marketing research and analysis - Tourism forecasting - Role of technology in tourism marketing. | | | | | | | | |
| UNIT 3 | TOURISM PROMOTIONAL STRATEGIES | | | | | | 8 | |
| Role of tourism marketing and marketing mix - Role of public organization, local bodies and NGOs – Product designing and pricing strategies - Sales promotion and distribution strategies. | | | | | | | | |
| UNIT 4 | DESTINATION AND ACCOMMODATION MARKETING | | | | | | 8 | |
| Marketing of regions, cities and leisure spots Events, individuals, shopping, local foods, education and culture - Accommodation marketing: hotels, alternate and supplementary accommodation - Linkages within tourism segment. | | | | | | | | |
| UNIT 5 | TRANSPORT AND TRAVEL SERVICE | | | | | | 8 | |
| Airlines marketing - Travel Agency marketing - Tour operation marketing - Eco-Tourism is marketing. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Kotler, Philip, Bowen John, Makens James, "Marketing for Hospitality and Tourism", 6 th Edition, Pearson Publishers, New Delhi, 2013. | | | | | | | |
| 2. | Keller & Kotler, "A Framework for Marketing Management", 3 rd Edition, Dorling Kindersley India Private Ltd, New Delhi, 2007. | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Chaudhary Manjula, Tourism Marketing, 1 st Edition, Oxford Higher Education University Press, New Delhi, 2010. | | | | | | | |
| 2. | Morrison Alistair. M, Hospitality and Travel Marketing, 2 nd Edition, Delmar Thomson Publications, Florence, 22. | | | | | | | |
| 3. | Keller & Kotler, A Framework for Marketing Management, 3 rd Edition, Dorling Kindersley India Private Ltd, New Delhi, 2007. | | | | | | | |
| e-RESOURCES: | | | | | | | | |
| 1. | http://textofvideo.nptel.ac.in/110105078/lec14.pdf , Service Marketing: A practical approach Prof. Dr. Biplab Datta Vinod Gupta School of Management Indian Institute of Technology-Kharagpur. | | | | | | | |
| 2. | http://textofvideo.nptel.ac.in/110105078/lec35.pdf , Service Marketing: A practical approach Prof. Dr. Biplab Datta Vinod Gupta School of Management Indian Institute of Technology-Kharagpur. | | | | | | | |

| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|-------------|---|--------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MET05 | MANAGEMENT FUNCTIONS AND PRACTICES IN TOURISM | 4 | 0 | 0 | 4 | 40 | 100 | |

Course Objective(s): The purpose of learning this course is

- To improve the public relations in our business.
- To analyze Investment areas under conditions of uncertainty.
- To understand our customer behavior and relationships.
- To create new ideas of our event management.
- To increase the services and relations in tourism.

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

- Compare the relationship of geography and tourism;
- Analyze the positive and negative impacts of tourism on the physical and social environment of a destination.
- Integrate with major tourism destinations worldwide and able to plan tours itineraries of various countries across time zones.
- Predict the interrelationships between geography and tourism.
- Apply the conceptual framework to explain and understand global travel patterns.

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| UNIT 1 | HUMAN RESOURCE MANAGEMENT | 8 |
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Managing personnel in tourism Personnel Management – concepts and features Recruitment , selection, induction and placement Training, development and motivational aspects in tourism - Career planning and performance appraisal Employee counseling - discipline and grievance handling.

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| UNIT 2 | FINANCIAL MANAGEMENT | 8 |
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Management functions in tourism - Financial Management Information - technology and management – Waste Management.

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| UNIT 3 | PUBLIC RELATION | 8 |
|---------------|------------------------|----------|

Managerial practices in tourism - Tour Operation - Travel Agencies - Hotel Services - Role of public relations in tourism.

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| UNIT 4 | EVENT MANAGEMENT | 8 |
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Management of conventions, Meetings, conferences, seminars, workshops, symposiums - Understanding trade fairs and exhibitions - Convention Industry - Convention planning, management and implementations Event Management.

| | | |
|---------------|-------------------------|----------|
| UNIT 5 | TOURISM SERVICES | 8 |
|---------------|-------------------------|----------|

Tourism services and management - Food services - Tourist transport system - Tourist operations Airlines and airports.

TEXT BOOKS:

1. Swain, K.S., & Mishra, M.M., "Tourism Principles and Practices", Oxford University Press, New Delhi, 2012.
2. Seth, P.N., "Successful Tourism Management" 1st Edition Sterling Publishers Pvt Ltd, New Delhi, 1999.

REFERENCES:

1. Koontz Herold & Weihrich Heinz, "Essentials of Management", 7th Edition, Tata Mc. Graw Hill Publishers, New Delhi, 2006.
2. Sherleker & Das Suresh, "Principles of Management", Himalaya Publishing House, New Delhi, 2011.
3. Herold Koontz, Heinz Weihrich, "Management: A Global Perspective", 10th Edition, Tata Mc. Graw Hill Publishers, New Delhi, 2006.

e-RESOURCES:

1. file:///C:/Users/mbastaff/Downloads/lec4.pdf, Global Marketing Management Prof. Zillur Rahman Department of Management Studies Indian Institute of Technology – Roorkee.
2. https://nptel.ac.in/courses/105101008/downloads/cete_11.pdf, Dr. Tom V. Mathew, IIT Bombay.


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| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester III & IV | PE |
|---|--|--------------|---|---|--------|-------------|-------------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MTP03 | QUANTITATIVE APTITUDE AND LOGICAL REASONING | 2 | 0 | 0 | 0 | 30 | 100 | |
| Course Objective(s): The purpose of learning this course is <ul style="list-style-type: none"> Teach the numbers systems concepts in fast pace. Grasp average and percentage concepts through shortcuts. Learn the basic of ratio and proportion. Calculate the calendars and series in simplified way. Know the relationship, direction concepts in easy way. | | | | | | | | |
| Course Outcomes: At the end of this course, learners will be able to: <ul style="list-style-type: none"> Develop the student's mental ability of solving aptitude through number systems Calculate percentages and averages in real life contexts. Solve most of the aptitude topics by knowing ratio and proportion topics. Solve the question based on calendar, odd man out and series by using shortcuts methods. Evaluate critically the real life situations by resorting and analyzing analytical reasoning of key issues and factors. | | | | | | | | |
| UNIT 1 | NUMBER SYSTEMS | | | | | | 6 | |
| NUMBER SYSTEMS: Numbers and types of Numbers – Properties of Numbers –Face value and place value - Divisibility rules – Concept on unit digit and remainder theorem. | | | | | | | | |
| UNIT 2 | AVERAGES & PERCENTAGE | | | | | | 6 | |
| AVERAGES: Average from total –Total from the average – Miscellaneous problems. PERCENTAGE: Percentage – Percentage using shortcuts. | | | | | | | | |
| UNIT 3 | RATIO & PROPORTION | | | | | | 6 | |
| RATIO AND PROPORTION: Ratio between two or more persons – Miscellaneous problems. | | | | | | | | |
| UNIT 4 | CALENDARS, ODDMAN OUT & SERIES | | | | | | 6 | |
| CALENDARS: Odd days – Leap year – Ordinary year – Counting of odd days – Day of the week. ODDMAN OUT & SERIES: Odd man out – Power series – Number series-Sequence of real numbers. | | | | | | | | |
| UNIT 5 | BLOOD RELATIONSHIP & DIRECTION SENSE TEST | | | | | | 6 | |
| BLOOD RELATIONSHIP: Analysis the gender relationship –Relationship diagram - Family tree. DIRECTION SENSE TEST: Distance between the starting and ending points - Sense the direction correctly. | | | | | | | | |
| REFERENCES: | | | | | | | | |
| <ol style="list-style-type: none"> The Seven Habits of Highly Effective People - Stephen R. Covey. All the books in the "Chicken Soup for the Soul" series. Man's search for meaning – Viktor Frankl The greatest miracle in the world – OgMandino Goal - EliyahuGoldratt. Working with Emotional Intelligence - David Goleman. Excel in English – Sundra Samuel, Samuel Publications Developing Communication Skills by Krishna Mohan and MeeraBanerji; MacMillan India Ltd., Delhi Essentials of Effective Communication, Ludlow and Panthon; Prentice Hall of India. Effective Presentation Skills (A Fifty-Minute Series Book) by Steve Mandel "Strategic interviewing" by Richaard Camp, Mary E. Vielhaber and Jack L. Simonetti – Published by Wiley India Pvt. Ltd "Effective Group Discussion: Theory and Practice" by Gloria J. Galanes, Katherine Adams , John K. Brillhart | | | | | | | | |


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IV SEMESTER

| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester IV | PC |
|---|---|--------------|---|---|--------|-------------|---------------|----------|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MST41 | INTERNATIONAL BUSINESS MANAGEMENT | 3 | 0 | 0 | 3 | 40 | 100 | |
| <p>Course Objective(s): The purpose of learning this course is</p> <ul style="list-style-type: none"> To enable the students to understand the fundamentals of International business. To illustrate on global trade and investment. To learn about strategies for international business. To study about Global production and operations. To learn about Ethics, Legal and Managerial Issues in international business management. | | | | | | | | |
| <p>Course Outcomes: Upon completion of the course, students will be able to:</p> <ul style="list-style-type: none"> Understand how international factors affect domestic concerns. Explain regional economic integration and economic and political integration Analyse the main institutions that shape the global marketplace. Provide competence to the students on making International business decisions. Manage conflicts in international business. | | | | | | | | |
| UNIT 1 | INTRODUCTION | | | | | | | 8 |
| International Business –Definition – Internationalizing business-Advantages – factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment | | | | | | | | |
| UNIT 2 | INTERNATIONAL TRADE AND INVESTMENT | | | | | | | 8 |
| Promotion of global business – the role of GATT/WTO –Challenges for global business – global trade and investment – theories of international trade and theories of international investment– Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history. | | | | | | | | |
| UNIT 3 | INTERNATIONAL STRATEGIC MANAGEMENT | | | | | | | 8 |
| Strategic compulsions – Strategic options – global entry strategy – different forms of international business – advantages - organizational issues of international business – controlling of international business – approaches to control – performance of global business- performance evaluation system. | | | | | | | | |
| UNIT 4 | PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF | | | | | | | 8 |
| Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Challenges in product development, pricing, production and channel management. | | | | | | | | |
| UNIT 5 | CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS | | | | | | | 8 |
| Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making. | | | | | | | | |
| TEXT BOOKS | | | | | | | | |
| 1. | Francis Cherunilam, "International Business", New Delhi: Prentice Hall of India, 2010 | | | | | | | |
| 2. | John D Daniels, Lee H.Radebaugh, and Sullivan, "International Business", New Delhi:PearsonEducation,2010 | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | Ralph Kimball and M. Ross, The Data Warehouse Tool Kit, The Complete Guide to Dimensional Modeling, Singapore: Wiley and Sons,2013. | | | | | | | |
| 2. | Madan Mohan Rao, Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions, New York: Butterworth-Heinemann, 2009. | | | | | | | |
| 3. | S. Barnes, Knowledge Management Systems, Theory and Practice, New Delhi: Thomson Learning,2009. | | | | | | | |


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ONE CREDIT COURSES

| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester | OC |
|---|--|--------------|---|---|--------|-------------|---------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MOC01 | E-Retailing | 1 | 0 | 0 | 1 | 20 | 100 | |
| Course Objective (s): The purpose of learning this course is to <ul style="list-style-type: none"> • Impart necessary knowledge in on line marketing • Understand the concepts of e-retailing | | | | | | | | |
| Course Outcomes: <ul style="list-style-type: none"> • At the end of this course, learners will be able to • Apply the porter's five force model for business analysis. Understanding of online market • Apply search engine for content marketing | | | | | | | | |
| Fundamentals of E-retailing - Fundamentals of digital marketing - Traditional Marketing VS Digital Marketing - Content marketing - Content creation for digital marketing - Content marketing using Search engines (Earned and Paid). Google and social media - Measuring the return on investment - Online payment/ security - Online purchase decision aids - Shopping portal. Operational aspects of E-Retailing | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Dave Chaffey, E-Business and E-Commerce Management : S: Strategy, Implementation and Practice Pearson Education; Fifth edition(2013) | | | | | | | |
| 2. | Dr.K.AbiramiDevi, Dr.M.Alagammai E-Commerce by Margham Publications; 1 edition(2012) | | | | | | | |
| REFERENCES: | | | | | | | | |
| 1. | S. J. Joseph P. T ,E - Commerce: An Indian Perspective,. PHI; 4 edition(2012) | | | | | | | |
| 2. | Ramesh Mittal ,RuchiNayyar, S. L. Gupta, Retailing And E- Tailing, International Book House Pvt. Ltd.(2011). | | | | | | | |


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| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester | OC |
|---|---|--------------|---|---|--------|-------------|---------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MOC02 | Business Ethics | 1 | 0 | 0 | 1 | 20 | 100 | |
| Course Objective (s): The purpose of learning this course is to <ul style="list-style-type: none"> • Enable the students to understand businessethics. • Enable them to understand how these moral standards apply toorganizations. | | | | | | | | |
| Course Outcomes: At the end of this course, learners will be able to <ul style="list-style-type: none"> • Appreciate the ethical dimensions in work place and uphold the valuesystem. • Contribute to the CSR activity of the company based on the company's philosophy of businessethics | | | | | | | | |
| INTRODUCTION TO BUSINESS ETHICS: Nature, Scope, Objective, Importance, Moral, Values, Normative Ethics in Managerial Decision Making. | | | | | | | | |
| ETHICAL ISSUES IN MARKETING, HRM AND FINANCE: Consumer Privacy, Pricing, Job Discrimination, Sexual Harassment, InsiderTrading. | | | | | | | | |
| CORPORATE GOVERNANCE IN INDIA: Issues, Need, Code, Transparency and Disclosure, Role of Auditors, Board of Directors and Share Holders. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | S. K. Chakraborty, "Values and Ethics for Organisations", New Delhi: Oxford University Press,2007 | | | | | | | |
| 2. | William H. Shaw, "Business Ethics", New Delhi: Cengage Learning,2016. | | | | | | | |



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| Programme | MBA – MASTER OF BUSINESS ADMINISTRATION | | | | | R 2019 | Semester | OC |
|--|--|--------------|---|---|--------|-------------|---------------|----|
| Course Code | Course Name | Hours / Week | | | Credit | Total Hours | Maximum Marks | |
| | | L | T | P | C | | | |
| 19MOC03 | Corporate Social Responsibility | 1 | 0 | 0 | 1 | 20 | 100 | |
| Course Objective (s): The purpose of learning this course is to <ul style="list-style-type: none"> To have grounding on theory through the understanding of real life situations and cases | | | | | | | | |
| Course Outcomes: <ul style="list-style-type: none"> At the end of this course, learners will be able to Understand ethical components of managerial decision making | | | | | | | | |
| Definition- Evolution- Need for CSR; Theoretical perspectives; Corporate citizenship; Business practices; Strategies for CSR; Challenges and implementation; Evolution of corporate governance; Governance practices and regulation; Structure and development of boards; Role of capital market and government; Governance ratings; Future of governance- innovative practices; Case studies with lessons learnt. | | | | | | | | |
| TEXT BOOKS: | | | | | | | | |
| 1. | Beeslory, Michel and Evens, Corporate Social Responsibility, Taylor and Francis, 1978. | | | | | | | |
| 2. | Philip Kotler and Nancy Lee, Corporate social responsibility: doing the most good for company and your cause, Wiley, 2005. | | | | | | | |


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