

Academic Regulations
Program Structure & Detailed Syllabus
(VR 21)

Master of Business Administration
(Post Graduate Program)



VIGNAN'S INSTITUTE OF INFORMATION TECHNOLOGY
(AUTONOMOUS)

DUVVADA - VISAKHAPATNAM – 530 049

(An Autonomous Institute, Accredited by NAAC, Affiliated to JNTUK, Kakinada, AP)

VIGNAN'S INSTITUTE OF INFORMATION TECHNOLOGY
(AUTONOMOUS)

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ACADEMIC REGULATIONS

(VR 21)

VIGNAN'S INSTITUTE OF INFORMATION TECHNOLOGY
(AUTONOMOUS)

ACADEMIC REGULATIONS for MBA (Regular)

(Applicable for the batch admitted from 2021-22 onwards)

Academic programs are governed by rules and regulations approved by the Academic Council, which is the highest academic body of the institute. These are applicable to the students admitted into MBA program offered by the institution. The Institution follows semester pattern for all two years of MBA Program with internal and external evaluation.

1.0 Admission Eligibility

Admission to the two-year MBA Regular Program will be through the common entrance test conducted by the state of Andhra Pradesh.

- a) The student should fulfill the following criteria to be eligible for admission to the two year MBA program:
 - i. Student should have been awarded the Graduate Degree (or equivalent) in the disciplines outlined in JNTUK norms
 - ii. Student should be an Indian National (Except under Foreign Nationals / PIO category)
- b) The total seats available as per the AICTE approved intake have been divided into two categories namely category A and category B with a ratio of 70:30. The admission to both the categories shall be as per the rules of Govt. of Andhra Pradesh in consonance with government reservation policy.
 - i. Category A seats: 70% of the seats are filled by participating in APICET counseling.
 - ii. Category B seats: 30% seats under management quota are filled on merit basis as per the guidelines of Andhra Pradesh State Council for Higher Education (APSCHE).

2.0 Award of MBA Degree

- i. A student shall be declared eligible for the award of MBA degree, if the course of study is successfully completed for not less than two academic years and not more than four academic years.
- ii. A student, who fails to fulfill all the academic requirements for the award of the degree within **FOUR** academic years from the year of their admission, shall forfeit the seat in MBA course.
- iii. For the award of a degree, regular candidate has to register for 104 credits and shall secure 104 credits.

3.0 Attendance requirements

- i. Aggregate 75% of the attendance is required for promotion to next semester.

- ii. Condonation of shortage of attendance in aggregate up to 10% (65% and above and below 75%) in each semester may be granted by the College Academic Committee based on genuine medical grounds. *This privilege is given to any student only one time during the entire program of study.*
- iii. A stipulated fee shall be payable towards condonation of shortage of attendance.
- iv. Shortage of attendance may be considered for the students who participate in prestigious sports, co and extra-curricular activities if their attendance is in the minimum prescribed limit.

Note: Shortage of Attendance below 65% in aggregate shall not be condoned.

4.0 Dual Specialization:

- i. The institute is offering dual specialization in MBA program. The electives will be offered in the areas of Marketing, Finance, Human Resource Management, Business Analytics, Logistics and Supply chain Management, Health Care and Hospitals Management and Travel and Tourism Management.
- ii. The students should choose two specializations from elective areas at the end of the second semester of MBA.
- iii. Specialization will be offered subject to a minimum of 20 students.

5.0 Evaluation (for all courses)

- i. A candidate shall be deemed to have secured the minimum academic requirements in a subject, if the student secures a minimum of 40 percent of marks in the End Examination and overall 50 percent of the total marks in the End semester examination and Internal Evaluation, taken together.
- ii. The performance of the candidate in each semester shall be evaluated course wise, with a maximum of 100 marks for Theory and Laboratory on the basis of the Internal Evaluation and End Examination.

Note: For courses where there is no internal evaluation or no external evaluation, pass mark is 50%.

5.1 Theory course (100Marks)

For the theory subjects 70 marks shall be awarded based on the performance in the End Semester Examination and 30 marks shall be awarded based on the Internal Evaluation.

5.1.1. Theory Internal Evaluation:

Internal 30 marks shall be awarded as follows:

The break up for 30 marks is divided into 3 components:

- i) 15 marks for descriptive which is conducted for 90 minutes duration consisting of three questions
- ii) 5 marks for continuous assessment in the respective subject
- iii) 10 marks for presentation.

The internal evaluation shall be calculated with 80% weightage for best of the two Midterm examinations and 20% weightage for other Midterm examinations, conducted one in the middle of the Semester and the other immediately after the completion of instruction.

5.1.2. Question paper pattern – End semester examination

External examination shall be conducted for 70 marks.

The semester end examination shall be conducted for a duration of three hours with 5 questions and one case study which is compulsory. All questions are to be answered and for each question has “either or” option except case study. All 5 questions carry 12 marks each and case study carries 10 marks, total becomes 70 marks.

5.2 Laboratory course (100Marks)

For practical subjects, 70 marks shall be awarded based on the performance in the End Semester Examinations and 30 marks shall be awarded based on the day-to-day performance as Internal Marks.

5.2.1. Internal 30 marks shall be awarded as follows:

- i) Day to day assessment including record – 10 marks
- ii) Internal examination – 20 marks

5.2.2. External examination shall be conducted for 70 marks.

- i. Aim, theory and procedure – 15 marks
- ii. Execution – 25 marks
- iii. Results/Program output – 15 marks,
- iv. Viva-voce – 15 marks

5.2.3. External Laboratory examinations must be conducted with two Examiners. Laboratory class teacher acts as internal examiner and external examiner, shall be appointed by the Chief Superintendent of Examinations from the panel of experts recommended by the HOD.

5.3. Employability Skills: This is purely a value-added course with participatory learning approach which is completely evaluated through internal assessment only. The total course (1 Credit) consists of Campus Recruitment Training – CRT and Co-curricular activities.

- i. The first part, CRT will be conducted through contact hours in the class room and it will be evaluated at the end of semester through “Internal assessment” for 15marks.
- ii. The second part, Co-curricular activities will be conducted through activity-based learning. In First Semester as Communication Skills, Second Semester as Problem Solving Skills, Third Semester as Self Management Skills and in Fourth Semester as Leadership Skills.
- iii. It will be evaluated at the end of semester through “Internal assessment” for 35 marks. The internal assessment procedure for 35 marks: 10 marks will be directly allocated for active participation in the class room i.e for regular attendance. 25 marks will be awarded for activity performance.
- iv. If any students fail/absent to the course, he/she will be reappearing for this course during the next schedule.

5.4. Internship / Mini Project/Evaluation of Major Project

5.4.1 Internship

Internship is introduced in the course of study for duration of 8 weeks after the completion of Second Semester during summer vacation in order to provide hands on experience to the students. It is expected to create a platform for a job or further research in the chosen area. The evaluation of the internship is done in Third semester.

In training period, the candidates should work on a specific problem related to the elective subject.

- i. The student has an option of choosing their own area of interest which should be related to the course work and it is evaluated for 1 credit.
- ii. A detailed project report, duly authorized by the industry supervisor / guide, shall be submitted at second year first semester end and the Internship report is evaluated for 50 marks in total by the internal guides.

5.4.2 Mini Project

The mini project is preferably field based i.e., society/corporate/ business/ Government/ NGO's is carried out during the third semester.

- i. The student has an option of choosing their own area of interest which may be related to the course work. It is evaluated for 2 credits.
- ii. The mini project evaluated for the total of 50 marks, of which assessment by the supervisor / guide for 25 marks is done based on the work of mini project report and the remaining 25 marks are sub-divided for presentation/viva-voce. The viva-voce is done internally by a committee, comprising the project supervisor and two faculty members nominated by the Head of the Department.

5.4.3 Evaluation of Major Project

A student who has undergone practical training for a period of 8 weeks in a Corporate Enterprise based on field survey i.e., society/corporate/ business/ Government/ NGO's after the second Semester during summer vacation has to submit the major project report.

- i. The student should submit a certificate obtained from the organization in the report.
- ii. The student should prepare a Project Report under the supervision of an internal guide from Department of Management Studies.
- iii. The student has to carry out a project work assigned for 4 credits. The candidate is required to submit dissertation approved by the Project Review Committee (PRC).
- iv. PRC consists of Head of the Department, Project Coordinator and concerned Project Guide and one senior faculty from each specialization of the department.
- v. Registration of Project work: A candidate is permitted to register for the project work in the end of the third semester after satisfying all the academic requirements.

- vi. In order to get the approval from the PRC, the candidate has to submit the title, objective and plan of action of his project work in consultation with his project guide. The student can initiate the project work from the beginning of the fourth semester.
- vii. Each candidate works on the project approved by the PRC of the college. Progress of the work is reviewed for every month by the PRC.
- viii. On completion of the project work, the candidate has to submit the draft copy of dissertation to the Head of the Department for the approval of PRC and has to make an oral presentation.
- ix. After the final approval of PRC, four copies of the Project Thesis certified by the Project Guide and Head of the department has to be submitted to the department.
- x. The thesis is evaluated for 100 marks by one external examiner selected by the chief superintendent of examinations from a panel of 3 examiners, who have expertise in that specialization.

5.5. MOOCS (Massive Open Online Courses)

It is an online course (Minimum of 12 weeks) evaluated for 3 credits to promote advanced knowledge suitable for placement and research.

- i. The registered MOOCs course must not be same as any of the courses listed in the program structure of their regulation.
- ii. The MOOCs course can be registered in any of the semester and the grade obtained in the MOOCs course will be printed on the grade sheet/transcript of the Fourth Semester.
- iii. In case the student fails in the registered MOOCs course, he/she shall register and qualify the same or another course through MOOCs in the same domain.

5.6. Audit Courses

To enhance students' knowledge and awareness on critical areas, apart from the regular course, two audit courses are introduced in second year MBA semester one, "Women rights in India" and semester two, "Universal Human Values." These courses are evaluated in grades having Zero Credit.

5.7 Job – oriented skill courses/Skill-Oriented courses

The job-oriented skill courses may be registered at the college or at any accredited external agency. A student shall submit a record/report on the on the list skills learned. If the student completes job-oriented skill course at external agency, a certificate from the agency shall be included in the report. The course will be evaluated at the end of the semester for 50 marks (record/report: 20 marks and viva-voce/exam: 30 marks) along with laboratory end examinations in the presence of external and internal examiner (course instructor or mentor). There are no internal marks for the job-oriented skill courses.

5.8 Games, Sport and Yoga: Though this course has no credits, it is mandatory to satisfy minimum attendance of 80%

6.0. Examinations and Evaluation

6.1. General guidelines

6.1.1 All the semester end examinations are conducted for duration of three hours under the supervision of the Chief Superintendent of Examinations.

6.1.2 Pattern of end examination paper (for theory courses):

- a. External examination shall be conducted for 70 marks.
- b. The semester end examination shall be conducted for a duration of three hours with 5 questions and one case study which is compulsory. All questions are to be answered and for each question has “**either or**” option except case study. All 5 questions carry 12 marks each and case study carries 10 marks, total becomes 70 marks.
- c. For laboratory examinations, the evaluation is done by internal examiner and one external examiner.

6.1.3. **Re-registration for Courses:** In case the candidate does not secure the minimum academic requirement in any course (theory/ laboratory / project course) he/she has to re-appear for the end semester examination in that subject. A candidate shall be given one chance to re-register for each subject provided the internal marks secured by a candidate are less than 50% and has failed in the end examination. In such a case, the candidate must re-register for the subject(s) and secure the required minimum attendance. The attendance in the re-registered subject(s) shall be calculated separately to decide upon his eligibility for writing the end examination in those subject(s). In the event of the student taking another chance, his internal marks and end examination marks obtained in the previous attempt shall stand cancelled. For re-registration the candidates have to apply to the by paying the requisite fees and get approval before start of semester in which re-registration is sought.

6.2. Revaluation

There is a provision for revaluation of theory courses if student fulfils the following norms.

The request for revaluation must be made in the prescribed format duly recommended by the Chief Superintendent of Examination through additional controller along with the prescribed revaluation fee.

6.3. Challenge Revaluation

If the student is very confident, there is a provision for challenge revaluation for the courses as per the following norms.

- i. The challenge revaluation will be carried out by a three-member committee comprising of an external course expert nominated by Principal / Chief Superintendent of Examinations, the faculty member who taught the course chosen by student from the same institute and the third member is the Head of the respective department/faculty nominated by HOD.
- ii. The candidate will forfeit the challenging revaluation fee if the difference in the marks awarded by the committee and the initial awarded marks is not more than or equals to 15%. If the difference in marks is more than 15%, the challenge fee will be returned to the candidate. The marks awarded in the Challenge revaluation will be the final.

7.0. Grading System: CGPA

Marks Range (in %)	Letter Grade	Level	Grade Point
≥ 90	O	Outstanding	10
≥80 to <90	A	Excellent	9
≥70 to <80	B	Very Good	8
≥60 to <70	C	Good	7
≥50 to <60	D	Satisfactory	6
<50	F	Fail	0
		Absent	-1
		Withheld	-2
		Malpractice	-3

Computation of SGPA

The following procedure is to be adopted to compute the Semester Grade Point Average. (SGPA) and Cumulative Grade Point Average (CGPA):

The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

$$\text{SGPA}(S_i) = \Sigma(C_i \times G_i) / \Sigma C_i$$

Where C_i is the number of credits of the i^{th} course and G_i is the grade point scored by the student in the i^{th} course.

Computation of CGPA

- The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.

$$\text{CGPA} = \Sigma(C_i \times S_i) / \Sigma C_i$$

Where S_i is the SGPA of the i^{th} semester and C_i is the total number of credits in that semester.

- Equivalent Percentage = $(\text{CGPA} - 0.75) \times 10$

8.0. Award of Class

After a student has satisfied the requirements prescribed for the completion of the program and is eligible for the award of MBA Degree, he shall be placed in one of the following four classes:

Class Awarded	CGPA to be secured	From the CGPA secured from 104 Credits.
First Class with Distinction	≥ 7.75 with no failures	
First Class	≥ 6.75 to < 7.75	
Second Class	≥ 5.75 to < 6.75	

9.0. General Instructions

- Where the words 'he', 'him', 'his', occur, they imply 'she', 'her', 'hers', also.
- The academic regulations should be read as a whole for the purpose of any interpretation.
- In case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Chairman, Academic Council is final.
- The college may change or amend the academic regulations or syllabi from time to time and the changes or amendments made shall be applicable to all the students with effect from the dates notified by the college.

10.0 Withholding of Results

If the student has not paid the dues, if any, to the Institute or if any case of indiscipline is pending against him, the result of the student will be withheld. His degree will be withheld in such cases.

11.0 Transitory Regulations

If a student is detained and has to get Re-admitted and follow the same regulation of year of admission.

Transcripts

After successful completion of the entire program of study, a transcript containing performance of all academic years will be issued as a final record. Partial transcript will also be issued up to any point of study to a student on request, after payment of requisite fee.

The Academic Calendar consisting of instruction period of the program is released for every academic year before the commencement of the class work.

There shall be no program transfers after the completion of the admission process. There shall be no transfer from one college/stream to another.

12.0. Supplementary examinations: Supplementary examinations for the odd Semester shall be conducted with the regular examinations of even semester and vice versa.

Advanced Supplementary Examinations: Candidates failed in theory/project work courses in 4th semester can appear for advanced supplementary examinations conducted as per the norms & regulations.

12.0. MALPRACTICES RULES		
DISCIPLINARY ACTION FOR / IMPROPER CONDUCT IN EXAMINATIONS		
	Nature of Malpractices/ Improper conduct	Punishment
	If the candidate:	
1. (a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to Appear for the remaining examinations of the subjects of that Semester/year.

3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the subjects of the examination including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from classwork and all examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.
4.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from classwork and all examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.

6.	Refuses to obey the orders of the Chief Superintendent/ Assistant – Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.
7.	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including, practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
8.	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.

9.	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/ year examinations.

13.0. UGC recommended punishment for Ragging

- i. Suspension from attending classes and academic privileges
- ii. Withholding/withdrawing scholarships/fellowship and other benefits.
- iii. Debarring from appearing in any test/examination or other evaluation process
- iv. With holding results
- v. Debarring from representing the institution in any regional, national or international meet, tournament, youth festival etc.
- vi. Suspension/expulsion from the hostel
- vii. Cancellation of admission
- viii. Rustication from the institution for period ranging from 1 to 4semesters.
- ix. Expulsion from the institution and consequent debarring from admission to any other institution for a specified period.
- x. Fine may extend up to Rs. 2.5lakh.

PROGRAM STRUCTURE

For

Post Graduate Programme

MASTER OF BUSINESS ADMINISTRATION

(Applicable for The Batches Admitted From 2021 – 2022)



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(AUTONOMOUS)**

DUVVADA - VISAKHAPATNAM – 530 049

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VIGNAN'S INSTITUTE OF INFORMATION TECHNOLOGY: VISAKHAPATNAM
[Autonomous]
DEPARTMENT OF MANAGEMENT STUDIES
PROGRAM STRUCTURE (VR-21)

I Year**I SEMESTER**

S. No.	Name of the Course	Course Code	Marks	L	T	P	Credits
1	Management Theory and Organizational Behaviour	3099211100	100	3	1	0	4
2	Managerial Economics	3099211101	100	3	1	0	4
3	Accounting for Managers	3099211102	100	3	1	0	4
4	Business Communication & Soft Skills	3099211103	100	3	1	0	4
5	Business Environment and Legal Aspects	3099211104	100	3	1	0	4
6	Operations Research for Business Decision	3099211105	100	3	1	0	4
7	Information Technology Lab	3099211110	100	1	0	2	2
8	Communication Skills	3099211180	50	1	0	1	1
9	Sports/Games-I	3099211120		0	0	2	0
10	Life skills-I	3099211121		0	0	2	0
Total Mark			750	Total Credits:			27

I Year**II SEMESTER**

S. No.	Name of the Course	Course Code	Marks	L	T	P	Credits
1	Financial Management	3099211200	100	3	1	0	4
2	Human Resource Management	3099211201	100	3	1	0	4
3	Marketing Management	3099211202	100	3	1	0	4
4	Production and Operations Management	3099211203	100	3	1	0	4
5	Business Research Methodology	3099211204	100	3	1	0	4
6	Project Management	3099211205	100	3	1	0	4
7	Problem Solving Skills	3099211280	50	1	0	1	1
8	Sports/Games-II	3099211220		0	0	2	0
9	Life skills-II	3099211221		0	0	2	0
Total Marks			650	Total Credits:			25

II Year**I SEMESTER**

S. No.	Name of the Course	Course Code	Marks	L	T	P	Credits
1	Strategic Management	3099212100	100	3	1	0	4
2	Business Ethics & Corporate Governance	3099212101	100	3	1	0	4
3	Specialization 1: Elective 1		100	3	1	0	3
4	Specialization 1: Elective 2		100	3	1	0	3
5	Specialization 2: Elective 1		100	3	1	0	3
6	Specialization 2: Elective 2		100	3	1	0	3
7	Mini Project	3099212160	50	0	0	2	2
8	Self Management Skills	3099212180	50	1	0	1	1
9	Internship	3099212161	50	0	0	1	1
10	Sports\Games-III	3099212120		0	0	2	0
11	Women's Rights in India	3099212121		2	0	0	0
	Total Marks	750	Total Credits			24	

II Year**II SEMESTER**

S. No.	Name of the Course	Course Code	Marks	L	T	P	Credits
1	Supply Chain Management and Analytics	3099212200	100	3	1	0	4
2	Innovation and Entrepreneurship	3099212201	100	3	1	0	4
3	Specialization 1: Elective 1		100	3	1	0	3
4	Specialization 1: Elective 2		100	3	1	0	3
5	Specialization 2: Elective 1		100	3	1	0	3
6	Specialization 2: Elective 2		100	3	1	0	3
7	Major Project	3099212260	100	0	0	6	4
8	Leadership Skills	3099212280	50	1	0	1	1
9	MOOCS	3099212270	100	0	3	0	3
10	Sports\Games-IV	3099212220		0	0	2	0
11	Universal Human Values	3099212221		2	0	0	0
Total Marks			850	Total Credits			28
Final Credits							104

Specialization

HUMAN RESOURCE MANAGEMENT

III SEMESTER

S. No.	Course Code	COURSE TITLE
1	3099212130	Performance Evaluation and Compensation
2	3099212131	Employee Relations and Engagement
3	3099212132	Human Capital Management

IV SEMESTER

S. No.	Course Code	COURSE TITLE
1	3099212230	Global Human Resource Management
2	3099212231	Labour Welfare and Employment Laws
3	3099212232	Human Resource Development

Specialization

FINANCE

III SEMESTER

S. No.	Course Code	COURSE TITLE
1	3099212133	Investment Analysis and Portfolio Management
2	3099212134	Banking and Insurance
3	3099212135	Mergers, Acquisitions and Corporate Restructuring

IV SEMESTER

S. No.	Course Code	COURSE TITLE
1	3099212233	International Financial Management
2	3099212234	Financial Risk Management
3	3099212235	Behavioural Finance

Specialization

MARKETING

III SEMESTER

S. No.	Course Code	COURSE TITLE
1	3099212136	Retail Management
2	3099212137	Digital and Social Media Marketing
3	3099212138	Customer Relationship Management

IV SEMESTER

S. No.	Course Code	COURSE TITLE
1	3099212236	Advertising and Brand Management
2	3099212237	Green Marketing
3	3099212238	Global Marketing Management

Specialization

BUSINESS ANALYTICS

III SEMESTER

S. No.	Course Code	COURSE TITLE
1	3099212139	Essentials of Business Analytics
2	3099212140	Big Data Analytics
3	3099212141	Marketing Analytics

IV SEMESTER

S. No.	Course Code	COURSE TITLE
1	3099212239	Financial Analytics
2	3099212240	HR Analytics
3	3099212241	Econometrics and Business Forecasting

Specialization

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

III SEMESTER

S. No.	Course Code	COURSE TITLE
1	3099212142	Store Keeping and Warehousing Management
2	3099212143	Transportation and Infrastructure Management for SCM
3	3099212144	Purchasing and Material Management

IV SEMESTER

S. No.	Course Code	COURSE TITLE
1	3099212242	Enterprise Resource Planning
2	3099212243	Lean Supply Chain Management
3	3099212244	Green Supply Chain Management

Specialization

HEALTH CARE AND HOSPITALS MANAGEMENT

III SEMESTER

S. No.	Course Code	COURSE TITLE
1	3099212145	Hospital Organization and Management
2	3099212146	Health Care Policies and Delivery Systems
3	3099212147	Hospital Functions and Support Services

IV SEMESTER

S. No.	Course Code	COURSE TITLE
1	3099212245	Patient Care & Services Management
2	3099212246	Managed Health Care and Insurance
3	3099212247	Hospital Management Information System

Specialization

TRAVEL AND TOURISM MANAGEMENT

III SEMESTER

S. No.	Course Code	COURSE TITLE
1	3099212148	Travel Agency and Tour Operations
2	3099212149	Hospitality Management
3	3099212150	Tourism Policy and Planning

IV SEMESTER

S. No.	Course Code	COURSE TITLE
1	3099212248	Event Management
2	3099212249	Front Office Management
3	3099212250	Information Technology and Tourism

I Year – I Semester

Course Overview:

I MBA I SEM	MANAGEMENT THEORY AND ORGANIZATIONAL BEHAVIOUR	L	T	P	C
Course Code 3099211100		3	1	0	4

This course is to give a basic perspective of management. This will form foundation to study other functional areas of management and to provide the students with the conceptual framework and techniques, policies, processes, for understanding of human behaviour in the workplace from an individual, group, and organizational perspective.

COURSE OBJECTIVES:

To acquaint the students to

1. Identify what management is and what it does, major developments in management thought.
2. Understanding organization structures, principles of coordination and control techniques.
3. To gain a solid understanding of human behaviour in the workplace from an individual, group, and organizational perspective.
4. To provide a basic knowledge of main ideas and key theories relating to motivation, leadership and group dynamics
5. To develop an interest in an appreciation of and a positive attitude toward the many aspects of the subject matter of management.

COURSE OUTCOMES:

This course will acquaint the students with :

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Extract Managerial skills of the students.	PO2, PO7	3
CO 2	Analyze how an organization's leaders/managers utilize job design, positional power, and goal setting/performance management to motivate employees.	PO1, PO3	3
CO 3	Understand the fundamentals of organizational behaviour by getting acquainted to the concepts related to individual and interpersonal processes	PO5	3
CO 4	To analyze the human behaviour in sociological and psychological perspectives	PO7	3

DETAILED SYLLABUS

UNIT I

Definition, Nature, Functions and Importance of Management – Evolution of Management thought – Scientific management, administrative management, Hawthorne experiments – systems approach - Levels of Management - Managerial Skills - Planning – Steps in Planning Process – importance and Limitations – Types of Plans - Characteristics of a sound Plan -Management By Objectives (MBO) - Techniques and Processes of Decision Making – Social Responsibilities of Business

UNIT II

Organizing – Principles of organizing – Organization Structure and Design – Delegation of Authority and factors affecting delegation – Span of control –Decentralization –Coordination definition and principles - Emerging Trends in Corporate Structure- Nature and importance of Controlling, process of Controlling, Requirements of effective control and controlling techniques

UNIT III

Organizational behavior: Nature and scope – Linkages with other social sciences – Individual roles and organizational goals – perspectives of human behavior - Perception– perceptual process – Learning - Learning Process- Theories - Personality and Individual Differences - Determinants of Personality - Values, Attitudes and Beliefs - Creativity and Creative thinking.

UNIT IV

Motivation and Job Performance – Content and process Theories of Motivation – Leadership-Styles - Approaches – Challenges of leaders in globalized era – Groups – stages formation of groups – Group Dynamics - Collaborative Processes in Work Groups - Johari Window -Transactional Analysis.

UNIT V

Organizational conflict-causes and consequences-conflict and negotiation team building, Conflict resolution in groups and problem solving techniques – Organizational change - change process - resistance to change - Creating an ethical organization.

Relevant cases have to be discussed in each unit and analysis of real business contexts with examples

Text Books

1. Dilip Kumar Battacharya, Principles of Management, Pearson,
2. Harold Koontz, Heinz Weihrich, A.R.Aryasri, Principles of Management, TMH,
3. K. Aswathappa: “Organizational Behavior-Text, Cases and Games”, Himalaya Publishing House, New Delhi, 2008,
4. PareekUdai: “Understanding Organizational Behavior”, Oxford University Press, New Delhi, 2007.
5. Sharma VS, Veluri: “Organizational Behavior

Reference Books

1. V.S.P.Rao, Management Text and Cases, Excel, Second Edition,
2. K.Anbuvelan, Principles of Management, University Science Press.
3. Neeta Baporikar, Case Method – Cases in Management, Himalaya Publishing House (HPH)
4. Deepak Kumar Bhattacharyya, Principles of Management-text and cases, Pearson
5. Steven L McShane, Mary Ann Von Glinow, Radha R Sharma: “Organizational Behavior”, Tata McGraw Hill Education, New Delhi, 2008.
6. Jerald Greenberg and Robert A Baron: “Behavior in Organizations”, PHI Learning Private Limited, New Delhi, 2009.
7. Jai B.P. Sinha: “Culture and Organizational Behavior”, Sage Publication India Private Limited, New Delhi, 2008

E-Books and Online Resources

1. <https://www.kobo.com/us/en/ebook/management-and-organization-theory>
2. http://sdeuoc.ac.in/sites/default/files/sde_videos/BUSINESS%20MANAGEMENT%20%282%29%20%281%29.pdf

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.swayam2.ac.in/nou21_mg02/preview
2. https://onlinecourses.nptel.ac.in/noc21_mg82/preview
3. https://onlinecourses.nptel.ac.in/noc21_mg87/preview
4. https://onlinecourses.nptel.ac.in/noc21_mg88/preview

I MBA I SEM	MANAGERIAL ECONOMICS	L	T	P	C
Course Code 3099211101		3	1	0	4

Course Overview: To enable the student to acquire the knowledge about managerial economics and its relation to the present day business scenario, this course is designed and developed. The present course is designed in such a way that it gives an overview of concepts of Economics. Managerial Economics enables students to understand micro environment in which markets operate how price determination is done under different kinds of competitions.

COURSE OBJECTIVES:

1. To familiarize the student the objectives, nature, scope, role & responsibilities of a manager of a business undertaking.
2. Use the tools of economic theory to explain optimal production and pricing decision by the firm in each market structure.
3. To apply the knowledge of demand, demand elasticity & demand forecasting by using statistical techniques for any hypothetical enterprise.
4. To explain production function relation, law of variable proportion, returns of scale, producer equilibrium, economies of scale
5. To develop better understanding the macroeconomic concepts

COURSE OUTCOMES:

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	To familiarize the student the objectives, nature, scope, role & responsibilities of a manager of a business undertaking	PO1, PO2, PO3	3
CO 2	The knowledge of demand, demand elasticity & demand forecasting by using statistical techniques for any hypothetical enterprise	PO1, PO4	3
CO 3	Applying the knowledge of demand, demand elasticity & demand forecasting by using statistical techniques for any hypothetical enterprise	PO1, PO6	3
CO 4	Developing better understanding the macroeconomic concepts	PO1, PO4	3

DETAILED SYLLABUS

UNIT I

Introduction to Managerial Economics: Nature and Scope- Relationship with other areas in Economics, Fundamental Concepts: Incremental reasoning, Concept of Time Perspective, Discounting Principle, Opportunity Cost Principle, Equi -Marginal Concept.

UNIT II

Demand Analysis and Forecasting: Concepts of Demand, Supply, Determinants of Demand and Supply, Elasticities of Demand and Supply- Methods of demand forecasting for established and new products

UNIT III

Cost and Production Analysis: Cost: Concept and types of Costs, Cost-Output Relationships, Cost Estimation, Production function, Economies and Diseconomies of Scale- Law of Variable Proportions- Returns to Scale- Isoquants -Cobb- Douglas and CES Production functions. Least cost combination of inputs and MRTS.

UNIT IV

Market Structure and Pricing practices: Features and Types of different Markets – Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both in the long run and short run. Pricing methods in practice – Bain's limit pricing theory - Managerial Theories of a firm – Marris & Williams Models.

UNIT V

Macro Economics and Business: Concept, Nature and Measurement of National Income- Inflation and Deflation: Inflation - Meaning and Kinds, Types, Causes and measurement of inflation Measures to Control Inflation, Deflation- - Philips's curve- Stagflation-Theory of Employment- Business cycles: Policies to counter Business Cycles. Introduction to Econometrics and Econometric Analysis, Steps involved in Econometric Analysis

Relevant cases have to be discussed in each unit and analysis of real business contexts with examples

Text Books:

1. Milgrom, P. R., & Roberts, J. (1992). *Economics, organization & management*. Englewood Cliffs, NJ: Prentice Hall.
2. Samuelson, W. F., & Marks, S. G. (2010). *Managerial economics* (6th ed.). Hoboken, NJ: John Wiley & Sons
3. Shugart, W. F., II, Chappell, W. F., & Cottle, R. L. (1994). *Modern managerial economics: Economic theory for business decisions*. Cincinnati, OH: South-Western Publishing Company
4. Introductory Econometrics by Wooldridge- *Introductory Econometrics: A Modern Approach: Jeffrey M. Wooldridge:*
5. The Econometrics of Financial Markets Hardcover – 29 Dec. 1996 ,by John Y. Campbell (Author), Andrew W. Lo (Author), A. Craig MacKinlay

Reference Books:

1. Managerial Economics: Craig H. Petersen, W. Chris Lewis and Sudhir K. Jain, Pearson Education, 5th Ed., 2008.
2. Managerial Economics – Foundations of Business Analysis and Strategy: Christopher R. Thomas and S. Charles Maurice, McGraw Hills, 10th Ed., 2011.

E-Books and Online Resources:

1. <http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers-6e-6/9788131733530>
2. <http://pearsoned.co.in/prc/book/h-craig-petersen-managerial-economics-4e-4/9788177583861>
3. http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?course_id=4207
4. <http://ocw.mit.edu/courses/economics/>

NPTEL/SWAYAM/MOOCs:

1. https://onlinecourses.swayam2.ac.in/imb21_mg41/preview
2. https://onlinecourses.nptel.ac.in/noc21_mg90/preview

I MBA I SEM	ACCOUNTING FOR MANAGERS	L	T	P	C
Course Code 3099211102		3	1	0	4

Course Overview: The course develops an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, and decision-making. Further the course also provides information about cost accounting, cost concepts which emphasizes on basic decision-making tools, such as break-even analysis and cost-volume-profit analysis to interrelate the topics of financial accounting and management.

COURSE OBJECTIVES:

At the end of the course, the students will be able:

1. To learn the concept and the role of accounting.
2. To prepare financial statement
3. To analyse financial statement
4. To evaluate the cost behaviour of the enterprise.

COURSE OUTCOMES:

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Understand basic concepts of Accounting	PO1	3
CO 2	Prepare the financial statements	PO1, PO2, PO6	3
CO 3	Apply various financial techniques to analyse the financial statements	PO2, PO4, PO5, PO6, PO8	3
CO 4	Explain cost concepts	PO4, PO6, PO7, PO8	3

DETAILED SYLLABUS

Unit-I

Introduction of accounting: Meaning of accounting-Book keeping Vs Accounting - Accounting Vs Accountancy – Objectives of accounting- Users of accounting information- Branches of accounting - Financial Accounting: Definition- Principles of accounting (GAAP) - Classification of accounts-Accounting Cycle – Preparation of Book of Original entry, Ledger, Trial balance.

Unit-II

Preparation of Financial Statements: Preparation of final accounts: Trading and Profit & Loss account - Balance Sheet with Adjustments- Limitations of Financial Statements - Accounting standards.

Unit-III

Financial Analysis: The scope and purpose of financial analysis - financial statement analysis – Ratio analysis - Fund flow statement analysis - Preparation and analysis of funds flow statement - Cash flow statement analysis, Difference between funds flow and cash flow statement - Comparative statement analysis - Common statement analysis - Trend analysis.

Unit-IV

Cost Accounting Concepts & Methods of Inventory Valuation: Meaning of cost - Elements of cost - Methods of Costing, Techniques of Costing - Cost sheet - Preparation of cost sheet under different cost heads. Inventory valuation methods- LIFO, FIFO, HIFO and weighted average method.

Unit-V

Cost behaviour and Decision making: Behavioural classification of costs and methods for calculation of fixed, variable and semi variable costs - CVP analysis - Break Even analysis and decision making- Key factor distribution & analysis - Optimization of Product mix - Make or Buy decisions - Capacity utilization - Plant shutdown or continue decision- CVP under conditions of uncertainty - Sensitivity analysis.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books

1. VijayaKumar.P, Ravindra P.S., Kiran Kumar V: “Accounting for Managers”, Himalaya Publishing House, New Delhi, 2013
2. Shankarnarayana, Ramanath: “Finanacial Accounting for Management”, Cengage Learning, New Delhi.
3. Ramachandran N, RamKumarKakani: Financial Accounting for Management”, McGraw Hill – 2013.
4. AmberishGupta:”Financial Accounting for Management”, Pearson Education, 2012.
5. Dr.JawaharLal: “Accounting for management”, Himalaya Publishing house, NewDelhi, 2012.
6. Asish K. Bhattacharyya: “Essentials of Financial Accounting”, PHI Learning, New Delhi, 2012.
7. Ashok Banerjee: “Financial Accounting”, a managerial Emphasis, Excel books, New Delhi, 2012.

Reference Books

1. Maheashwari and Maheshwari, “Financial Accounting”, Vikas publishing House, New Delhi,2013
2. Dr.V.R.Palanivelu: “Accounting for Management”. University Science Press, New Delhi, 2009.

E-Books and Online Resources

1. <http://www.ddegjust.ac.in/studymaterial/bba/bba-104.pdf>
2. <http://www.ddegjust.ac.in/studymaterial/bba/bba-304.pdf>

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.nptel.ac.in/noc19_mg37/preview
2. https://onlinecourses.nptel.ac.in/noc20_mg53/preview

I MBA I SEM	BUSINESS COMMUNICATION AND SOFT SKILLS	L	T	P	C
Course Code 3099211103		3	1	0	4

Course Overview:

Effective communication is an integral part of life. Communication is a process of exchanging ideas, messages, information etc. through verbal or nonverbal communication. In this course, the focus will be on improving LSRW skills, i.e. listening, speaking, reading and writing. Students will learn how to communicate effectively through prescribed course

COURSE OBJECTIVES:

1. To provide an overview of Prerequisites to Business Communication.
2. To provide an outline to effective presentation skills.
3. To underline the nuances of Business communication.
4. To participate effectively in groups with emphasis on listening, critical and reflective thinking, and responding.
5. To impart the correct practices of the strategies of Effective Business writing

COURSE OUTCOMES:

This course will acquaint the students with:

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	To distinguish among various levels of organizational communication and communication barriers while developing an understanding of Communication as a process in an organization	PO1,PO4	2
CO 2	Students will enhance their reading, speaking, listening and presentation skills	PO1,PO3,PO5	1
CO 3	To demonstrate his verbal and non-verbal communication ability through presentations.	PO1,PO4	2
CO 4	To draft effective business correspondence with brevity and clarity.	PO4	2

DETAILED SYLLABUS

Unit I

Communication: Objectives of Communication-Process of Communication .Barriers and pitfalls of business communication-Non-verbal communication Silence as communication - communication styles, Intrapersonal Communication, Inter Personal Communication. Etiquette of Communication. Exchange Theory-Gateways for Effective Interpersonal Communication.

Unit II

Reading and listening Skills: Reading for different purpose, Reading comprehension to infer the meaning etc, Listening skills: Difference between listening and hearing, process of listening, barriers to effective listening- effective listening strategies, the role of listening in leadership styles. Essentials of good listening and tips.

Unit III

Speaking and Presentation Skills: Characteristics of effective presentation, Types of presentation, Business Presentations, Positive body language, and Team presentation. Interview Skills, Tele-conference and Video-conferencing, Role of Technology in modern business Communication. Assertiveness –strategies of assertive behavior; Communication skills for group Discussion and interviews, Interview Techniques, appropriate body language and mannerisms for interviews.

Unit IV

Written communication: Features of effective writing, Letter-writing - formats – kinds of business letters- style of writing - effectiveness, promptness – Writing E-Mail, Memos, Circulars/Notice, Agenda and Minutes. Resume writing- Business Report Writing: – Report layout and design for clarity and impact, Types of formats and styles, subject matter – organization, clarity, coherence and style, planning, data-collection, tools, analysis, Progress and Project Reports.

Unit V

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit. Discussion and analysis of real business contexts with examples .

Text Books

1. MallikaNawal: —Business Communication, Cengage Learning, New Delhi, 2012.
2. Edwin A. Gerloff, Jerry C. Wofford, Robert Cummins Organisational Communication: The key stone to managerial effectiveness.

Reference Books

1. Meenakshi Rama: —Business Communication, Oxford University Press, New Delhi
2. C.S.G. Krishnamacharyulu and Dr. LalithaRamakrishnan, Business Communication, Himalaya Publishing House, Mumbai
3. Paul Turner: —Organisational Communication, JAICO Publishing House, New Delhi.
4. SathyaSwaroopDebasish, Bhagaban Das —Business Communication, PHI Private Limited, New Delhi, 2009.
5. R.K.Madhukar: —Business Communication, Vikas Publishing House, New Delhi, 2012.
6. Kelly M Quintanilla, Shawn T.Wahl:—Business and Professional Communication, SAGE, New Delhi, 2012.
7. Sangita Mehta, NeetyKaushish: —Business Communication, University Science Press, New Delhi, 2010.
8. Anjali Ghanekar: —Business Communication Skills, Everest Publishing House, New Delhi, 201

E-Books and Online Resources

1. <https://www.freebookcentre.net/business-books-download/Business-Communication.html>
2. <https://www.e-booksdirectory.com/listing.php?category=230>

NPTEL/SWAYAMMOOCS:

1. <https://www.nptel.ac.in/noc/courses/noc18/SEM1/noc18-hs18/>
2. <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23>

I MBA I SEM	BUSINESS ENVIRONMENT AND LEGAL ASPECTS	L	T	P	C
Course Code 3099211104		3	1	0	4

Course Overview:

This is a course which enables the students with immense knowledge of external and internal environment of the business and how this environment plays key role in taking up decisions in the organizations. Students will have clear understanding of Indian economy, legal framework related to business, international trade. The Course provides an exposure to important and commercial and Industrial laws.

COURSE OBJECTIVES:

By the end of this course, you should be able to:

1. Familiarize the students with meaning, concept and Objectives of Business.
2. Understand the environmental influence of business and its challenges.
3. To analyze various policies pertaining to business world.
4. To enhance students with the legal framework related to business.
5. To understand various aspects related to international Trade.
6. Recognize the effective and efficient business policies at international level.

COURSE OUTCOMES:

After completing this Course, the student should be able to know:

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Explain the environment and its impact on Global business.	PO1	3
CO 2	Obtain the knowledge on structure of Indian economy.	PO1, PO2, PO6	3
CO 3	Analyze on various Policies pertaining to the business.	PO2, PO4	3
CO 4	Extract the legal Regulations pertaining to business.	PO6, PO7, PO8	3

DETAILED SYLLABUS:

UNIT –I

Introduction: Concept of Business Environment-Definition Characteristics- Environmental, factors Importance at national and International level problems and challenges–Environmental Scanning:, Process of scanning-NITI Aayog: Its Role in Economic Development India Technological Environment features Its impact on Business, Restraints on Technological growth. WTO: Agreements in the Uruguay round including TRIPS, TRIMS and GATS.

UNIT-II

Economic and Political Environment: Concept-Definition of Economic Environment-Economic Systems- Relative merits and demerits of each systems-Economic Policies-Monetary-Fiscal- Industrial policies since independence and their significance – regulatory and promotional framework. Structure of Indian Economy- Nature and significance. Economic Planning- Objectives, Merits, Limitations-Concept and Meaning of Political Environment.

UNIT –III

Legal Environment: - Business Law: Meaning, scope and need for Business Law- Source of Business Law- Indian Contract Act 1872: Its Essentials, Breach of Contract and Remedies. Intellectual Property Rights. Negotiable Instruments Act 1881

UNIT-IV

Company Act 2013: Memorandum and Articles of Association-Partnership Act 1932: Duties of Partners- Dissolution of Partnership-Information Technology Act 2000: Digital Signature – Cyber Frauds

UNIT-V

Miscellaneous Acts: Sales of Goods Act 1930-Sale- agreement to Sale – Implied Conditions and Warranties-Consumer Protection Act 1986- Competition Act- Environment (Protection) Act 1986 - Foreign Exchange Management Act (FEMA).

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. Francis Cherunillam, Business Environment, Himalaya Publishers 2010.
2. K.Aswathappa, Essentials of Business Environment, Himalaya Publishers 2011.
3. P.K.Dhar, Indian Economy Growing Dimensions, Kalyan Publishers 2011
4. Veena Keshav Pail war: "Economic Environment of Business" PHI Learning, New Delhi, 2012

Reference Books:

1. Vivek Mittal: "Business Environment Text and Cases", Excel Books New Delhi, 2011.
2. Raj Kumar: "International Business Environment", Excel Publication, New Delhi, 2012.
3. Shaikh Saleem: "Business Environment" Pearsons, New Delhi,

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.swayam2.ac.in/imb19_mg08/preview
2. [https://www.coursera.org/learn/ Business Environment/ Legal Aspects](https://www.coursera.org/learn/Business%20Environment/Legal%20Aspects)

I MBA I SEM	OPERATIONS RESEARCH FOR BUSINESS DECISIONS	L	T	P	C
Course Code 3099211105		3	1	0	4

Course Overview:

Operation Research provides the theoretical and practical base for a straight forward research project. It consists of 5 modules which cover the basic mathematical and fundamental statistics. The course first emphasises the statistical methods and the importance of the decision making. It then focuses upon the appropriateness of specific projects. Students are encouraged to critically evaluate different strategies and methods by identifying both the strengths and weaknesses of qualitative and quantitative methods. Overall, this course equips students with the skills and expertise to develop and implement statistical tools.

COURSE OBJECTIVES:

1. A basis for the analysis and interpretation of quantitative information
2. An understanding of certain mathematical formulation of linear programming.
3. Realize the Importance of certain mathematical techniques in getting the minimum transportation cost.
4. Introduce advanced topics such as Probabilistic models and Replacement techniques
5. To understand the basic principles of decision theory .

COURSE OUTCOMES:

At the end of the course, the student will be able to

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO1	Calculate descriptive statistical measures and appreciate the uses and limitations of the measures. Understand and apply correlation analysis and predicting regression analysis.	PO1, PO2	2
CO2	Formulate a given simplified description of a suitable real-world problem as a linear programming model	PO1,PO2,PO3	3
CO3	Solve the transportation problem, and assignment problems to drive their optimal solution. Identify the resources required for a project and generate a plan and work schedule.	PO1, PO2,PO3	3
CO4	Understand the basic principles of decision theory, Apply various decision criteria, and use decision trees to assist in sequential decisions.	PO1, PO2	2

DETAILED SYLLABUS:

UNIT – I

Basic Mathematical & Statistical Techniques: Linear, Quadratic, Logarithmic and Exponential Functions- Permutations and Combinations – Matrices - Elementary operations of matrices. Measures of Central Tendency – Measures of Dispersion – Simple Correlation and Regression Analysis, Concept of Probability.

UNIT-II

Linear Programming: Formation of mathematical modeling, Graphical method, the Simplex Method; Justification, interpretation of significance of all elements in the Simplex Table, Artificial variable techniques: Big M method, Two phase method.

UNIT-III

Transportation: Assignment Models: Definition and application of the transportation model, solution of the transportation problem, the assignment Model, Traveling salesman Problem.

UNIT-IV

P.E.R.T. & C.P.M. and Replacement Model: Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration.

UNIT-V

Introduction to Decision Theory: Decision Making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a decision criterion, Decision trees. Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. Operations research by S.D.Sharma
2. Operations Research by J.K.Sharma

References

1. Operation Research, P. K. Gupta, Man Mohan
2. N.D.Vohra: “Quantitative Techniques in Management”, Tata-McGraw Hill Private Limited, New Delhi, 2011.
3. Hamdy, A.Taha: “Operations Research: An Introduction”, Prentice-Hall of India, New Delhi 2003.

NPTEL/SWAYAMMOOCS: https://onlinecourses.nptel.ac.in/noc19_ma29/preview

I MBA I SEM	INFORMATION TECHNOLOGY LAB	L	T	P	C
Course Code 3099211110		1	0	2	2

Course Overview: To introduce the students to the Basics of MS Office, more insights on MS Excel and the usage of TALLY for Accounting Practices.

COURSE OBJECTIVES:

To acquaint the students to

1. Learn the basics of Microsoft Office Tools.
2. Acquiring In-depth overview of MS Excel.
3. Basics of Tally ERP 9.
4. Applications of Tally ERP 9 in the real-time.

COURSE OUTCOMES:

CO's	This course will acquaint the students with:	PO's mapped	Strength of Mapping
CO 1	Basics of Microsoft Office Tools.	PO1	2
CO 2	In-depth overview of MS Excel.	PO2	2
CO 3	Basics of Tally ERP 9.	PO1	2
CO 4	Applications of Tally ERP 9 and ability to run Tally ERP 9.	PO2	2

DETAILED SYLLABUS

UNIT- I

Part-1: Introduction to MS Office: MS Word and its applications, Powerpoint and its applications, Access, one note and other tools of MS Office suite.

Part-2: Google-Suite, Survey Monkey, Coursera, LMS Platform.

UNIT- II

Introducing spreadsheet: Choosing the correct tool; Creating and Saving; Spreadsheet workspace; Managing the workspace; Entering and editing data; Data entry; Selecting cells; Saving time when entering data. Presenting a spreadsheet; Number and date/time format tools; Percentages; Dates and Times; Currency; Text; Performing calculations; Basic arithmetic; Using functions; Replicating formulae; Absolute cell addressing; References between worksheets.

UNIT –III

Ranges and functions: Creating named ranges; Using named ranges; Finding and inserting functions; Excel – Functions: what if, Conditional count, sum and average, Multiple criteria with count, sum and if. Time and date calculations.

UNIT- IV

Accounting Masters in Tally ERP 9 - Features- Configurations- Setting up Account Heads.

UNIT- V

Inventory in Tally ERP 9 - Stock – groups – Stock Categories - Godowns / Location Units of Measure - Stock Items - Creating Inventory Masters for National Traders

Text Books

1. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).
2. Shelly, Cashman: “Microsoft copies 2007”, Cengage Learning, New Delhi. 2012
3. Satish Jain-BPB's Computer Course Windows 10 with MS Office 2016 (BPB)
4. Official Guide to Financial Accounting using Tally ERP 9 with GST, (BPB Publications)

E-Books and Online Resources

1. <https://sscstudy.com/tally-erp-9-book-pdf-free-download/>

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.swayam2.ac.in/cec20_cs05/preview
2. https://onlinecourses.swayam2.ac.in/cec19_cm03/preview

I MBA I SEM	COMMUNICATION SKILLS	L	T	P	C
Course Code 3099211180		1	0	1	1

Course Overview: Communication Skills play an important role in one's career. Speaking is also a vital part of a conversation. This course will help you gain a better understanding of the basics of communication and body language. Communication skills are a person's ability to interact effectively with co-workers and customers. Hard skills are mainly applicable at the work place. Communication skills are applicable both at workplace and outside the work place. Communication skills complement the hard skills which are occupational requirement of a job. It also complements many other activities even outside the work place. There are instances of professions where Communication Skills proved to be more important, on a long term basis than occupational skills.

COURSE OBJECTIVES:

To acquaint the students with

1. To provide an overview of Prerequisites to Business Communication.
2. To provide an outline to effective presentation skills.
3. To underline the nuances of Business communication.
4. To participate effectively in groups with emphasis on listening, critical and reflective thinking, and responding.
5. To impart the correct practices of the strategies of Effective Business writing

COURSE OUTCOMES:

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	To distinguish among various levels of communication and communication barriers while developing and understanding of Communication as a process	PO1,PO4	2
CO 2	Students will enhance their reading, speaking, listening and presentation skills	PO1, PO3,PO5	1
CO 3	To demonstrate his verbal and nonverbal communication ability through presentation	PO1, PO4	2
CO 4	Understand the importance of cultural differences in communication	PO7	2

DETAILED SYLLABUS:

Unit-I

Basics of Communication :Fundamentals of Communication Skills, Listening Skills, Enhancing Listening Skills

Unit-II

Corporate Communication –Introduction to Writing Skills, Letter writing, Official Correspondence, Report writing, Social Networking

Unit-III

Interpersonal Communication: Speaking skills, Interviews and GDs, Non-Verbal communication.

Unit-IV

Cross Cultural Communication:Importance of Culture in Communication, Barriers to Effective Communication.

Managerial Communication:- Introduction, Managerial Writing Strategies, Inter office and Intra office communication, Strategies for Understanding messages.

Text books:

1. Textbook on Employability Skills- January 2019 by NATIONAL COUNCIL OF EDUCATIONAL RESEARCH AND TRAINING (Author).
2. Textbook on Employability Skills - January 2020 by NCERT (Author, Editor)
3. Textbook on Employability Skills - by NCERT-2018.

Web Source:

1. https://www.google.com/search?q=employability+skills+syllabus&sxsrf=ALeKk003eR_HYrhUEL7hVF3Y-oUeQ8-nQg%3A1622373488570&ei=cHSzYIayIsqFyAOnvpXIAw&oq=course+content+of+employability+skills&gs_lcp=Cgdnnd3Mtd2l6EAEYADIFCAAQzQI6BwgjELADECC6BwgAEEcQsAM6BwgjELACECC6CAGAEAgQBxAeOgYIABAHEB46BAGjECc6BAghEApQgChYvGNg3XxoBnACeACAAbOciAHTF5IBCDuMTEuNC4xmAEAoAEBqgEHZ3dzLXdpesgBCcABAQ&scient=gws-wiz
2. https://nqr.gov.in/sites/default/files/CORE%20SKILLS%20CTS_30.pdf
3. <https://bharatskills.gov.in/pdf/EmployabilitNew.pdf>
4. <http://www.mpskills.gov.in/DSS/ViewSyllabusByID.ashx?ID=42>
5. <https://bharatskills.gov.in/Home/StudyMaterial?var=HJ1vcoASs4YBXr2GjzRpXw==&Default=YES>

I MBA I SEM	LIFE SKILLS - I	L	T	P	C
Course Code 3099211121		0	0	2	0

Course Overview: Yoga is becoming a popular mode of wellness and it can be practised for self-benefit as well as to help others. It is an audit course that can be taken up by students to take regular Yogabhyasa training to stay fit and energetic. It will be an additional skill-based program for positive self-development and may be useful in future Yoga practices.

COURSE OBJECTIVES:

To aim of this course are:

1. The course will empower and motivate students to achieve wellness.
2. It will also give them requisite skills in various Yoga techniques that can be practiced for their own benefit or shared with others.
3. It will develop their all-round personality.
4. Yoga make possible not only physical and mental development but also intellectual and spiritual development

COURSE OUTCOMES:

This course will acquaint the students with :

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Yogasanas are unique postures that enhance their flexibility, strength, coordination, and body awareness. In addition, their concentration and sense of calmness and relaxation improves.	PO8	1
CO 2	Yoga helps with self-esteem, self-expression, self confidence and weight loss.	PO7	1
CO 3	Yoga helps to develop control and awareness of their breathing. Breath awareness and the ability to calm down and meditate are important skills that can use for their whole lives.	PO8	3
CO 4	Yoga helps prevent sports injuries. By improving strength and overall flexibility, yoga can help young athletes prevent injury to growing bones and muscles.	PO8	1

UNIT-I

Introduction -definitions and meanings of the term ‘Yoga’-development of yoga – Rules and Regulations for Practice of Yoga .

UNIT-II

Practice of Surya Namaskara and Pavan Mukta Asana series

UNIT-III

Meditation: meaning, nature, Methods and benefits

UNIT-IV

Practice of different types of meditation and Pranayamas

UNIT-V

Pancha Koshas theory

Reference Books

1. Rajayoga - Swami Vivekananda - Ramakrishna Ashrama Publications.
2. Hathayoga Pradipika of Swatmarama - Kaivalyadhama, Lonavala
3. The Science of Yoga - Taimini - Theosophical Publishing House, Adyar, Madras.
4. Yogasutras of Patanjali - Hariharananda Aranya, University of Calcutta Press, Calcutta.
5. Patanjali Yoga Pradeepa Omananda Tirtha- Geeta Press, Gorakhpur.
6. Gherandasamhita - Bihar School of Yoga, Munger, Bihar.
7. Shivayogadipika - Sadashivabrahmendra, Ananda Ashramagranthavali, Choukhamba Press.
8. Yoga Darshan : Swami Niranjanananda-Sri Panchadashanam Paramahansa Alakh Bara, Deoghar.
9. Four chapters on Freedom (commentary on the Yoga sutras of Patanjali), Swami Satyananda (1983), Bihar School of Yoga, Munger.

NPTEL/SWAYAM

https://onlinecourses.swayam2.ac.in/aic19_ed29/preview

I Year – II Semester

I MBA II SEM	FINANCIAL MANAGEMENT	L	T	P	C
Course Code 3099211200		3	1	0	4

Course Overview: The Finance Function is a part of financial management. Financial Management is the activity concerned with control and planning of financial resources. In a business, the finance function involves the acquiring and utilization of funds necessary for efficient operations. Financial managers are also known as financial or business analysts. Financial managers advise clients on appropriate business planning and help in decision making processes to ensure that businesses are financially successful. This course introduces the role of financial managers, core concepts in corporate finance and the concept of Cost of capital and Capital Structure. Students discuss the financial manager's role within a company, including financing decisions, investing decisions and risk/return tradeoffs. Additional topics include financing decisions like, financing decisions, investing decisions, Dividend Decisions and Working capital Management Decisions.

COURSE OBJECTIVES:

1. To learn a complete overview of modern corporate finance.
2. To provides a base level of finance knowledge.
3. Ability to understand the capital structure of business.
4. To know the investment decision of the business.
5. To understand the working capital decisions of the business.

COURSE OUTCOMES:

Acquaint the students with

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Calculate common investment criteria and project cash flows associated with corporate project evaluation	PO 1	3
CO 2	Apply measures of cost of capital and financial leverage to form long-term financial policies for business.	PO 1, PO 2	3
CO 3	Judge the merits of leasing over borrowing to purchase assets.	PO 1	3
CO 4	Describe the common factors influencing dividend policy	PO 1	3

DETAILED SYLLABUS:

UNIT I

Introduction of Financial Management: Nature and Scope and Objectives of Financial Management. Functions of FM- Firms Missions and Objectives- Major decisions of financial Management-Profit Maximization Vs Wealth Maximization Vs EPS Maximization– Role of Financial Manager in modern organizations.

UNIT II

Financing Decision: Sources of finance (long-term and short-term) – The Concept and financial effects of leverage – EBIT – EPS analysis- Leverage decisions in practices-Cost of Capital - weighted average cost of capital – Theories of cost of capital- Capital structure – Factors effecting capital structure -Theories of capital structure.

UNIT III

The Investment Decision: Concept of Time Value of money - Nature and Significances of Investment decision – Estimation of cash flows – Capital Budgeting Process – Techniques of investment appraisal: Pay-back method-Accounting rate of return, and DCF: NPV-IRR- Profitability index (PI).

UNIT IV

Dividend Decision: Meaning and Significance – Forms of Dividend-Theories of Dividend (relevant and irreverent theories)– Determinants of Dividend Decisions – Dividend Policies in Indian Corporate - Stock Splits.

UNIT V

Working Capital Decision: Meaning – Classification and Significance – Components of Working Capital – Concepts of Working Capital - Working Capital Cycle - Factors determining the Working Capital Estimation of Working Capital: Cash Management models – Cash Budgeting - Accounts Receivables Management – Credit policies – Inventory Management.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. Financial Management, I.M.Pandey, 11th Edition, Vikas publishing house, New Delhi.
2. Financial Management Theory & Practice, Prasanna Chandra, Publisher: TMH, New Delhi.
3. Financial Management & Policy: Global Perspective: Srivastava, R. M. Himalaya
4. Financial Management: Theory, Concepts & Problems: Rustagi, R. P. Galgotia
5. Theory & Problems In Financial Management: Khan, M. Y/ Jain, P. K. TMH
6. Fundamentals of Financial Management by Van Horne, Publisher: Prentice Hall of India.

Reference Books :

1. Rajiv Srivastava, Anil Misra: “Financial Management”, Oxford University Press, New Delhi, 2012
2. Brigham, E.F: “Financial Management Theory and Practice”, Cengage Learning, New Delhi, 2013.
3. Prasanna Chandra: “Financial Management Theory and Practice”, Tata McGrawHill 2011.
4. Pradip Kumar Sinha: “Financial Management”, Excel Books, New Delhi, 2009.
5. Ross, Westerfield and Jaffe and Kakani (RWJK) Corporate Finance, Tata McGraw Hill, 2009.
6. Cases In Financial Management: Pandey, I/ Bhat, R. TMH

E-Books and Online Resources

1. Financial Management and Analysis Workbook, 2nd Edition, Wiley Finance, <https://www.pdfdrive.com/financial-management-and-analysis-workbook-step-by-step-exercises-and-tests-to-help-you-master-financial-management-and-analysis-e158595305.html>

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.nptel.ac.in/noc20_mg31/preview
2. <https://www.coursera.org/specializations/financial-management>
3. <https://www.ibm-institute.com/financial-management-program/>

I MBA II SEM	HUMAN RESOURCE MANAGEMENT	L	T	P	C
Course Code 3099211201		3	1	0	4

Course Overview: In this course, students will learn the basic concepts and frameworks of human resource management (HRM), and understand the role that HRM has to play in effective business administration. This course will also improve student's ability to think about how HRM should be used as a tool to execute strategies. More specifically, students will analyze elements such as the environment surrounding each company and their vision, values and strategies. Then, students will discuss how these elements relate to the various parts of HRM, such as HR policy, organizational structure, HR systems (recruitment, placement, evaluation, compensation and development) and organizational culture. Students will also look at numerous problems of HRM and their causes, and what action plans should be implemented in order to solve these problems.

COURSE OBJECTIVES:

At the end of the course, the students will be able to:

- 1.To gain an understanding of human resource management
- 2.To understand HRP, Recruitment and selection.
- 3.To analyse various HRD programmes
- 4.To enhance students with the legal framework related to industrial relations
- 5.To understand various latest trends in HRM

COURSE OUTCOMES:

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO1	Infer the concept and framework of human resource management	PO1, PO3, PO4	3
CO2	Understanding the concepts related to HR procurement including recruitment and selection, HRP and Training and development	PO1, PO6	3
CO3	Integrate the importance of performance appraisal and compensation and its correlation with employee retention	PO1, PO2	3
CO4	Provide better understanding of using HRD practices as competitive tool for organizational excellence	PO1, PO5	3

DETAILED SYLLABUS:

Unit I

HRM: Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- - HR policies, Strategies to increase firm performance - Role and position of HR Department –aligning HR strategy with organizational strategy - HRM at global perspective challenges– HRM analytics insights -emerging trends in HRM

Unit II

Procurement functions of HRM:- Job design- Job Analysis –Job description and specifications- : HR Planning – HR Demand and Supply forecasting - Recruitment and Selection- Sources of recruitment – selection process -Tests and Interview Techniques-placement –induction

Unit III

Human resource development: HRD concepts- Training And Development – Methods and techniques – Training evaluation- Management development- Performance Appraisal- Importance – Methods – Traditional and Modern methods – Latest Trends in performance appraisal - Career Development and Counselling-mentoring - retention

Unit IV

Wage and Salary Administration: Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures.

Unit V

Managing Industrial Relations: Trade Unions - Employee Participation Schemes-Collective Bargaining– Grievances and disputes resolution mechanisms – Safety at work – nature and importance – work hazards – safety mechanisms - Managing work place stress-WLB- HRIS..

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books

1. K Aswathappa: —Human Resource and Personnel Management, Tata McGraw Hill, New Delhi, 2013.
2. N.SambasivaRao and Dr.Nirmal Kumar: —Human Resource Management and Industrial Relations, Himalaya Publishing House, Mumbai.
3. Mathis, Jackson, Tripathy:—Human Resource Management: A South-Asian Perspective, Cengage Learning, New Delhi, 2013.
4. SubbaRao P: —Personnel and Human Resource Management-Text and Cases, Himalaya Publications, Mumbai, 2013.
5. MadhurimaLall, SakinaQasimZasidi: —Human Resource Management, Excel Books, New Delhi, 2010.
6. Edwin B. Flippo- Principles of Personnel Management (McGraw-Hill Series in Management)

E-Books and Online Resources

1. <https://www.ciphr.com/features/seven-best-hr-ebooks/>
2. <https://open.umn.edu/opentextbooks/textbooks/71>

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.swayam2.ac.in/imb19_mg08/preview
2. <https://www.coursera.org/learn/strategic-management>

I MBA II SEM	MARKETING MANAGEMENT	L	T	P	C
Course Code 3099211202		3	1	0	4

Course Overview: In this comprehensive and practical introduction to marketing management, students improve their ability to make effective marketing decisions, including assessing marketing opportunities and developing marketing strategies and implementation plans. Course topics include market-oriented strategic planning, marketing research and information systems, buyer behavior, target market selection, competitive positioning, product and service planning and management, pricing, distribution, and integrated communications, including advertising, public relations, Internet marketing, social media, direct marketing, and sales promotions. Through a combination of interactive discussions, cases, practical examples, individual assignments, and a group project, the course applies marketing topics to consumer and business-to-business products, services, and non-profit organizations. Students gain significant experience in communicating and defending their marketing recommendations and building on the ideas of others.

COURSE OBJECTIVES:

Upon completion of this course, student will be able to:

1. Gain solid understanding of key marketing concepts and skills.
2. Perform situation analysis to assess market opportunities.
3. Develop marketing strategies (Segmentation, targeting, and positioning) to achieve company's objectives.
4. Use the 4P's frame (Product, Place, Price, and Promotion) to help define the marketing element needed for a successful product offering.
5. Build an effective marketing plan to promote a company's product and/or service.

COURSE OUTCOMES:

Acquaint the students with

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Understanding of key marketing concepts and skills. Management process.	PO1	3
CO 2	Analyse, and draw conclusions from market and environmental data.	PO1, PO2, PO6	3
CO 3	Develop marketing strategies (Segmentation, targeting, and positioning) to achieve company's objectives.	PO2, PO4	3
CO 4	Build an effective marketing plan to promote a company's product and/or service.	PO6, PO7, PO8	3

DETAILED SYLLABUS:

UNIT 1

Introduction to Marketing: Needs - Wants – Demands - Products - Exchange - Transactions - Concept of Market and Marketing - Product and Production Concept - Sales and Marketing Concept - Societal Marketing Concept - Indian Marketing Environment -

UNIT 2

Market Segmentation and Targeting: Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis - Selecting Target Markets – Role of Segmentation and Targeting in Strategy Formulation - Developing and Communicating a Positioning Strategy.

UNIT 3

Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle-strategic implications; New product development. **Pricing Strategy:** Objectives of Pricing - Methods of Pricing - Selecting the Final price - Imitating price increases - Responding to Competitor's price changes.

UNIT 4

Distribution channels: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. Marketing Communication: Communication Process – Communication Mix – Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force - Objectives of Sales force - Structure and Size - Sales force Compensation.

UNIT 5

Marketing Organization and Control: Evolution of Marketing Department - Organizing the Marketing Department – Marketing Ethics, Marketing Implementation – Marketing Audit Control of Marketing Performance -Annual Plan Control - Profitability Control - Efficiency Control – Strategic Control.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. Lamb, Hair, Sharma: “MKTG” Cengage Learning , New Delhi, 2013
2. Phillip Kotler: “Marketing Management “, Pearson Publishers, New Delhi, 2013.
3. Rajan Sexena: “Marketing Management”, Tata McGraw Hill, New Delhi, 2012.
4. R.Srinivasan: “Case Studies in Marketing”, PHI Learning, New Delhi, 2012
5. Tapan K Pand: “Marketing Management”, Excel Books, New Delhi, 2012
6. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “Marketing”, Oxford University Press, Chennai, 2013.

Ebooks/Online Materials

1. <https://www.amazon.in/Marketing-Management-Philip-T-Kotler/dp/0133856461>
2. <https://www.amazon.in/Marketing-Management-free-INDIAN-CASES/dp/933258740X>
3. <https://www.flipkart.com/marketing-management/p/itmfbrrt4zuqassj>
4. <https://www.quora.com/What-are-the-best-book-about-marketing-management>
5. <https://www.bestmarketingdegrees.org/best-books-on-marketing/>

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.swayam2.ac.in/nou21_cm01/preview
2. https://onlinecourses.swayam2.ac.in/cec21_mg17/preview

I MBA II SEM	PRODUCTION AND OPERATIONS MANAGEMENT	L	T	P	C
Course Code 3099211203		3	1	0	4

Course Overview: Production Management also called operations management, planning and control of industrial processes to ensure that they move smoothly at the required level. Techniques of production management are employed in service as well as in manufacturing industries.

COURSE OBJECTIVE:

1. To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and operations of manufacturing/service firms.
2. To develop skills necessary to effectively analyze and synthesize the many inter-relationships inherent in complex socio-economic productive systems.
3. To reinforce useful analytical tools for operational tasks.
4. To recognize situations in a production system environment that suggests the use of quantitative methods to assist in decision making on operations management and strategy.
5. To understand how CRP and MRPII systems are used in managing operations
6. To increase the knowledge, and broaden the perspective of the world in which the manager has to contribute talents and leadership in business operations.

COURSE OUTCOMES:

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of mapping
CO 1	Understand the core features of the operations and production management function to achieve the competitiveness of firms.	PO 1	1
CO 2	Explain the various parts of the operations and production management processes and their interaction with other business functions	PO 4	2
CO 3	Develop an integrated framework for strategic thinking and decision making to analyze the enterprise as a whole with a specific focus on the wealth creation processes	PO 2	3
CO 4	Identify operational methodologies to assess and improve an organizations performance	PO 6	3

DETAILED SYLLABUS:

Unit – I

Introduction: production and operations management-Definition, Nature and Scope Historical Evolution of Production and Operations Management – Recent trends in Operation Management, Manufacturing & Theory of Constraint, Role & responsibilities of the production manager, Types of Production System, Just in Time (JIT Manufacturing & Theory of Constraint) & lean system.

Unit – II

Production Planning and Control: Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing- Aggregate planning and Master Scheduling, MRP, CRP. Plant Location & Layout Planning- Factors influencing location - types of layouts, Work Design: Method Study and Work Measurement - Work Sampling.

Unit – III

Managing of Work Environment –Automation —Technology Management- Waste Management. Quality Assurance and Quality Circles – Statistical Quality Control –Control Charts for Variables- Average, Range and Control charts for Attributes. Acceptance Sampling Plans. Inventory control —Types of Inventory Control Systems

Unit – IV

Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, ISO 9000-14000 clauses & coverage. Total Quality Management - Zero Defects Programmes Six Sigma, Productivity –factors affecting productivity, measurement & improvements in productivity - Total Productive Maintenance (TPM). Industrial Safety

Unit – V

ValueEngineering - Introduction, Value Engineering/Value Analysis, Relevance of VE in Modern Manufacturing, Process of Value Analysis, VE – Approaches and Aim, Providing Value to the Customers Benefits

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Textbooks:

1. K Aswathappa & Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai.
2. PannerSelvem, Production and Operation Management, Prentice Hall of India.
3. Krajewski & Ritzman (2004). Operation Management - Strategy and Analysis. Prentice Hall of India.

Reference Books:

1. Chunnawals, Production & Operation Management Himalaya, Mumbai
2. Charry, S.N (2005). Production and Operation Management- Concepts, Methods Strategy.
John Willy & Sons Asia Pvt Limited

E – Books and Online Resources

1. https://www.academia.edu/23992923/Production_and_Operations_Management_2nd_Edition_by_S_Anil_Kumar_and_N_Suresh
2. <https://www.freebookcentre.net/business-books-download/Production-Management.html>
3. <http://www.freepdfbook.com/production-and-operations-management-book-2/>

NPTEL/SWAYAM/MOOCs:

1. https://onlinecourses.nptel.ac.in/noc20_mg06/preview
2. https://onlinecourses.nptel.ac.in/noc21_me18/preview

I MBA II SEM	BUSINESS RESEARCH METHODOLOGY	L	T	P	C
Course Code 3099211204		3	1	0	4

Course Overview: Business Research Methods provides the theoretical and practical base for a straightforward research project such as Honours. It consists of 5 modules which cover the fundamentals of the research proposal, literature review, and qualitative and quantitative methods. The course first emphasises the research process and the importance of the literature review. It then focuses upon the appropriateness of specific research methods. Students are encouraged to critically evaluate different strategies and methods by identifying both the strengths and weaknesses of qualitative and quantitative methods. Overall, this course equips students with the skills and expertise to develop and implement a research dissertation.

COURSE OBJECTIVES:

The objectives of the course are:

1. Identify, specify and scope an organisational problem or issue requiring a research-based approach
2. Define an appropriate research question prior to undertaking research
3. Assess and select from a range of research methods
4. Identify major stakeholders in the research context and identify the potential impact of their objectives and expectations on the design of the research project
5. Conceptualise a framework for the design and implementation of a research or professional project
6. Understand basic ideas of sampling theory and test hypotheses concerning means and proportions, involving one or two samples.

COURSE OUTCOMES:

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of mapping
CO1	Understand and apply the major types of research designs	PO1,PO8	2
CO2	Be able to formulate and present effective research reports	PO2	2
CO3	Formulate clearly defined research questions	PO2,PO6	2
CO4	Clearly identify and analyse business problems and identify appropriate and effective ways to answer those problems	PO6	2

DETAILED SYLLABUS:

Unit I

Introduction : Nature and Importance of research, The role of business research, aims of social research, research process, pure research vs. applied research, qualitative research vs quantitative research, exploratory research, descriptive research and experimental research, ethical issues in business research. Research Process – Types of Research –Defining Research Problem – Formulation of Hypothesis – Testing of Hypothesis.

Unit II

Data Base: Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random Vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire –Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

Unit III

Survey Research and data analysis: Media used to communicate with respondents, personal interviews, telephone interviews, self-administered questionnaires, selection of an appropriate survey research design, the nature of field work, principles of good interviews and field work management. Editing – Coding – Classification of Data – Tables and Graphic Presentation – Preparation and Presentation of Research Report.

Unit IV

Statistical Inference: Tests of Hypothesis, Introduction to Null hypothesis vs alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test.

Unit V

Multivariate Analysis: Nature of multivariate analysis, Multivariate techniques (Regression, Co-variance, Correlation, Factor, Conjoint), analysis of dependence, analysis of interdependence. Bivariate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. Navdeep and Guptha : “Statistical Techniques & Research Methodology”, Kalyani Publishers
2. Willam G. Zikmund, Adhkari: “Business Research Methods”, Cengage Learning, New Delhi, 2013.
3. S. Shajahan: “Research Methods for management”, JAICO Publishing House, New Delhi, 2009.
4. C R Kothari: “Research Methodology”, New Delhi : New Age International (P) Ltd., ©2004

Reference Books:

1. C.R. Kothari: Research Methodology, methods and Techniques New Age International Publisher.
2. Navdeep and Guptha : —Statistical Techniques & Research Methodology, Kalyani Publishers
3. Willam G. Zikmund, Adhkari: —Business Research Methods Learning, New Delhi, 2013.
4. A.N. Sadhu, Amarjitsingh, Research methodology in social sciences, 7 th Edition Himalaya Publications.
5. A Bhujangarao , Research methodology, Excel Books, 2008.
6. Panneerselvam, R., RESEARCH METHODOLOGY, Prentice Hall of India, New Delhi, 2004

E – books and Online Resources

1. <https://www.geektonight.com/business-research-methods-pdf/>
2. <https://gfgc.kar.nic.in/magadi/GenericDocHandler/32-b29ae961-fb2a-413c-91a7-fc8599f21be0.pdf>

NPTEL/SWAYAM/MOOCs:

1. https://onlinecourses.swayam2.ac.in/nou21_cm03/preview

I MBA II SEM	PROJECT MANAGEMENT	L	T	P	C
Course Code 3099211205		3	1	0	4

Course Overview: Project management is the application of knowledge, skills, tools, and techniques applied to project activities in order to meet the project requirements. Project management is a process that includes planning, putting the project plan into action, and measuring progress and performance.

COURSE OBJECTIVES:

1. To acquaint the students and develop understanding on project planning.
2. To develop ability to monitor and control projects and risk involved.
3. To become familiar with tools and techniques used in managing projects.

COURSE OUTCOMES:

This course will acquaint the students with:

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Understand the Concepts of Project management at the individual, team and organizational level and also understand the Team-building skills required to support successful performance	PO1,PO2,PO3,PO4, PO7,PO8	3
CO 2	Practical applications of project management to formulate strategies allowing organizations to achieve strategic goals. And give a perspective of leadership effectiveness in organizations	PO1,PO2,PO3,PO4, PO5,PO6	3
CO 3	Learn to develop a project scope while considering factors such as customer requirements and internal/external goals	PO1,PO4,PO5,PO6, PO7,PO8	3
CO 4	Develop Critical-thinking and analytical decision-making capabilities to investigate complex business problems to propose project-based solutions	PO2,PO3,PO5,PO7, PO8	3

DETAILED SYLLABUS:

UNIT I

Basics of Project Management –Concept– Project environment – Types of Projects – Project life cycle – Project proposals – Monitoring project progress – Project appraisal and Project selection – Causes of delay in Project commissioning– Remedies to avoid overruns. Identification of Investment opportunities – Sources of new project ideas, preliminary screening of projects – Components for project feasibility studies

UNIT II

Market feasibility- Determine Market conditions- Market Survey: Definition, Purpose,Importance, Types and Example- Categories of Market survey – steps involved in conducting market survey- Demand forecasting techniques, sales projections.

UNIT III

Technical and Legal feasibility: Production technology, materials and inputs, plant capacity, site selection, plant layout, Managerial Feasibility Project organization and responsibilities. Legalities – Basic legal provisions. Development of Programme Evaluation & Review Technique (PERT) –Construction of PERT (Project duration and valuation, slack and critical activities, critical path interpretation) – Critical Path Method (CPM)

UNIT IV

Financial feasibility – Capital Expenditure – Criteria and Investment strategies – Capital Investment Appraisal Techniques (Non DCF and DCF) – Risk analysis – Cost and financial feasibility – Cost of project and means of financing — Estimation of cash flows – Estimation of Capital costs and operating costs; Revenue estimation – Income – Determinants – Forecasting income –Operational feasibility - Breakeven point – Economics of working.

UNIT V

Project Implementation and Review: Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation – project review – performance evaluation – abandonment analysis.

Relevant cases have to be discussed in each unit and in examination case study is compulsory.

Reference Books

1. Prasanna Chandra, —Projects, Planning, Analysis, Selection, Financing, Implementation and Reviewl, Tata McGraw Hill Company Pvt. Ltd., New Delhi 1998.
2. Gido: Effective Project Management, 2e, Thomson, 2007.
3. Singh M.K, —Project Evaluation and Managementl.
4. Vasanth Desai, Project Management, 4th edition, Himalaya Publications 2018.
5. Clifford F. Gray, Erik W. Larson, —Project Management, the Managerial Emphasisl, McGraw Hill, 2000.

E-Books and Online Resources

1. <https://www.manage.gov.in/studymaterial/PM.pdf>
2. <https://bookdown.org/content/e12712f9-eea3-49cb-ad8d-a3e908f52a2f/an-introduction-to-project-management.html>

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.nptel.ac.in/noc21_mg71/preview

I MBA II SEM	PROBLEM SOLVING SKILLS	L	T	P	C
Course Code 3099211280		1	0	1	1

Course Overview: Problem Solving skills play an important role in one's career. Most of what business managers and supervisors do is solve problems and make decisions and they are likely to do it by reacting to the problems. Often, when they encounter a new problem or decision they must make, they react with a decision that seemed to work before. While problem solving is of crucial importance to all businesses when products or processes fail, such that corrective action can be taken to prevent further failures, a potential problem can be predicted, analysed and mitigation applied to proactively reduce the likelihood of problems occurring. problem solving skills are one of the most important employability skills.

COURSE OBJECTIVES:

To acquaint the students with

1. Identify different problem solving styles
2. Identify methods appropriate for solving problems
3. Apply methods to specific problems
4. Apply problem solving skills when working with children.

COURSE OUTCOMES:

Acquaint the students with

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Understand the concepts of problem solving	PO8	3
CO 2	Apply the different types of charts and diagrams for problem solving	PO1	3
CO 3	Understand the required skills needed for decision making .	PO2	2
CO 4	Understand the basic skills to implement different methods in real time cases .	PO8	1

DETAILED SYLLABUS:

Unit-I

Introduction to Problem Solving

Unit-II

Charts & Diagrams

Unit-III

Decision making methods

Unit-IV

Implementing Methods

Unit-V

Real Time cases

Text books:

1. Textbook on Employability Skills- January 2019 by NATIONAL COUNCIL OF EDUCATIONAL RESEARCH AND TRAINING (Author).
2. Textbook on Employability Skills - January 2020.by NCERT (Author, Editor)
3. Textbook on Employability Skills - by NCERT-2018.

Reference:

1. https://www.google.com/search?q=employability+skills+syllabus&sxsrf=ALeKk003eR_HYrhUEL7hVF3Y-oUeQ8-nQg%3A1622373488570&ei=cHSzYIayIsqFyAOnvpXIAw&oq=course+content+of+employability+skills&gs_lcp=Cgdnd3Mtd2l6EAEYADIFCAAQzQI6BwgjELADECC6BwgAEecQsAM6BwgjELACECC6CAgAEAgQBxAeOgYIABAHEB46BAgjECc6BAghEApQgChYvGNg3XxoBnACeACAAboCiAHTF5IBCDuMTEuNC4xmAEAoAEBqgEHZ3dzLXdpesgBCcABAQ&sclient=gws-wiz
2. https://nqr.gov.in/sites/default/files/CORE%20SKILLS%20CTS_30.pdf
3. <https://bharatskills.gov.in/pdf/EmployabilitNew.pdf>

NPTEL/SWAYAM COURSES:

1. https://onlinecourses.nptel.ac.in/noc19_hs33/preview

I MBA II SEM	LIFE SKILLS - II	L	T	P	C
Course Code 3099211221		0	0	2	0

Course Overview: This course comprises of life skills need for a students to survive in the organization. And it has also covered “Fundamentals of Food and Nutrition” is aimed to enable students to gain knowledge about interaction between food, body and health under normal and special circumstances.

COURSE OBJECTIVES:

To aim of this course are:

1. To know the importance of positive thinking in all area and work ethics.
2. To create self awareness using different theories in management and skills needed to communicate in public.
3. To provide students with the knowledge of basic terminology and several aspects of nutrition and the functions of food in healthy life sustenance.
4. To ensure that students are familiar with the food classification, nutrition during special conditions and role of special functional food;

COURSE OUTCOMES:

This course will acquaint the students with :

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Understand the significance of positivity and ethics in work	PO1, PO2, PO8	2
CO 2	Assess oneself using techniques like SWOT and using skills to present in public.	PO1, PO2, PO4	2
CO 3	Explain functions of specific nutrients in maintaining health, identifying nutrient specific foods and apply principles from the various facets of food science and related disciplines to solve practical as well as real-world problems.	PO6,PO7, PO8	3
CO 4	Use current information technologies to locate and apply evidence-based guidelines and protocols and get imparted with critical thinking to take leadership roles in fields of health, dietetics, special nutritional needs and nutritional counselling.	PO2, PO3, PO7,PO8	3

UNIT-I

Positive Attitude and Positive Work Ethics, Time Management, Goal Setting: Short term, Long Term. (Activity has to be conducted)

UNIT-II

Emotional Intelligence: Self Awareness through Johari Window and SWOT analysis (Activity has to be conducted)

UNIT-III

Public Speaking: Body Language, presentation skills, impromptu presentation, interviewing others. (Activity has to be conducted)

UNIT-IV

Basics of Food science: Basic definition, function, classification and dietary sources of foods, nutrition and dietetics - Concept of malnutrition, health, immunity by food and functions of food Classification of macronutrients and micronutrients.

UNIT –V

Nutritional principals of adaptation during special circumstances of weather, professions and diseases- Nutrition for industrial worker - Nutrition for high physical work - Nutrition for extreme weather conditions

References:

1. Barun K. Mitra; (2011), “Personality Development & Soft Skills”, First Edition;
2. Oxford Publishers.
3. Kalyana; (2015) “Soft Skill for Managers”; First Edition; Wiley Publishing Ltd.
4. Larry James (2016); “The First Book of Life Skills”; First Edition; Embassy Books.
5. Shalini Verma (2014); “Development of Life Skills and Professional Practice”; First Edition; Sultan Chand (G/L) & Company
6. John C. Maxwell (2014); “The 5 Levels of Leadership”, Centre Street, A division of Hachette Book Group Inc.
7. An introduction to nutrition Volume 1.0 authored by Maureen Zimmerman and Beth Snow
8. Nutrition and Dietetics by Sheila John, Sadhana Rajmohan Parimalam, S. Karthiga, B. S. Vasanthi
9. Essentials of Human Nutrition authored by Jim Mann, A. Stewart Truswell

NPTEL/SWAYAM

https://onlinecourses.nptel.ac.in/noc19_hs32/preview

https://onlinecourses.swayam2.ac.in/cec19_ag02/preview

II Year – I Semester

II MBA I SEM	STRATEGIC MANAGEMENT	L	T	P	C
Course Code 3099212100		3	1	0	4

Course Overview: The business world today is considerably different and more complex than it was in the previous years. Both the challenges and opportunities facing organizations of all sizes today are greater than ever. Organizations are required to continuously find better ways to compete in the rapidly changing global business environment. Survival and competition have become imperative for organizations in the current global scenario. In this context, the course develops the strategic thinking and decision-making abilities of students, especially in relation to understanding the employability of various strategies in different situations.

COURSE OBJECTIVES:

To acquaint the students with

1. The basic concepts of strategic management,
2. To acquire the knowledge about strategic management tools and techniques including SWOT analysis,
3. To formulate strategy for any organization and understand various generic strategies,
4. To analyse the knowledge -strategy implementation and planning systems and
5. To evaluate the problems in strategy evaluation and establishing strategic controls

COURSE OUTCOMES:

Acquaint the students with

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Understand the concepts of strategic management and strategic management process.	PO1	3
CO 2	Apply the techniques of strategic management to Scan the Business environment	PO1,PO2, PO6	3
CO 3	Develop a Strategic framework for analyzing competition	PO2, PO4	3
CO 4	Formulate and establish Strategic Controls	PO6, PO7, PO8	3

DETAILED SYLLABUS:

UNIT I

Introduction: Concepts in Strategic Management, Strategic Management process –Developing a strategic Vision, Mission, Goals, Objectives, and Policies – Factors that shape a company’s strategy – Crafting a strategy

UNIT II

Environmental Scanning and leadership: Industry and Competitive Analysis -Evaluating company resources and competitive capabilities - SWOT Analysis - Strategies and Competitive advantages in diversified companies and its evaluation. Strategic Analysis and Choice: Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model– Balanced Scorecard

UNIT III

Strategy Formulation: Strategic information systems – Strategy Framework for analysing competition - Porter’s Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at Corporate, business and functional levels. Types of Strategies – Tailoring strategy to fit specific industry –first mover advantages

UNIT IV

Strategy Implementation and Global level strategies: Strategy and Structure, Strategy and Leadership, Strategy and culture connection – Operationalising and institutionalizing strategy - Organizational Values and Their Impact on Strategy – Resource Allocation – Planning systems for implementation. Strategies for competing in Global markets.

UNIT V

Strategy Evaluation and control: Establishing strategic controls - Measuring performance – qualitative and quantitative techniques - Benchmarking performance evaluation Systems - Problems in measuring performance –Strategic surveillance -strategic audit.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books

1. Vijaya Kumar P, Hitt A: Strategic Management, Cengage learning, New Delhi, 2010
2. John A Pearce II, Amita Mital: "Strategic Management", TMH, New Delhi, 2012.
3. Sanjay Mohapatra: "Cases Studies in Strategic Management", Pearson, New Delhi, 2012

Reference Books

1. Adrian Haberberg & Alison: Strategic Management, Oxford University Press, New Delhi 2010
2. P. Subba Rao: "Business Policy and Strategic Management" Text and Cases, Himalaya Publishing House, New Delhi, 2011
3. Appa Rao, Parvatheshwar Rao, Shiva Rama Krishna: "Strategic Management and Business Policy", Excel Books, New Delhi, 2012

E-Books and Online Resources

1. <https://www.kau.edu.sa/Files/0057862/Subjects/Strategic%20Management%20Book.pdf>
2. <https://vtechworks.lib.vt.edu/handle/10919/99282>

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.swayam2.ac.in/imb19_mg08/preview
2. <https://www.coursera.org/learn/strategic-management>

II MBA I SEM	BUSINESS ETHICS AND CORPORATE GOVERNANCE	L	T	P	C
Course Code 3099212101		3	1	0	4

Course Overview: The course aims to develop an understanding of the underlying concepts of Corporate Governance, business ethics which are relevant to the contemporary business environment. It is designed to foster candidates' understanding of the ethical influences on economic, financial, managerial, and environmental aspects of business. The course further aims to develop a candidate's ability to critically analyze ethical issues in business. This course reviews different regulatory processes essential to the understanding of the principles of corporate governance in India.

COURSE OBJECTIVES:

1. To develop an understanding of Corporate Governance and Business Ethics.
2. To understand the concept of business ethics and its relevance to India and globe.
3. To explain Marketing ethics, corporate governance and its implications to business.
4. To develop better understanding of corporate social responsibility in today business.
5. To bridge the gap between theory and practice by discussing and analysing relevant Case

COURSE OUTCOMES:

Acquaint the students with

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Learn the overview of Corporate Governance and Business Ethics.	PO1, PO2, PO3	3
CO 2	To Promote understanding of the importance, for business and the community, of ethical conduct;	PO1, PO4	3
CO 3	Provide the skills with which to recognize and resolve ethical issues in business;	PO1, PO6	3
CO 4	Enhance awareness and critical self-examination of one's own values, and to appreciate the relevance of personal values in the business/workplace setting	PO1, PO4	3

DETAILED SYLLABUS

UNIT I

Introduction to Business Ethics: Define Ethics, Values, Morals-Importance of Business Ethics- Business Ethics and Law-Ethics in Workplace-Ethical decision-making process-Theories of Business Ethics- Ethical practices in management

UNIT II

Impact of Globalization on Indian business ethics-Unethical practices among Indian companies and their reasons-Concept of Corporate Social Responsibility- Relationship between CSR and Business Ethics -Reasons behind major Indian scams- Ethical Behavior and Audit of Ethical Behavior

UNIT III

Ethics in functional management: ethics in marketing mix-Marketing Ethics of sales, advertising, Product placement, Target marketing-Ethics in HRM & Finance – HR related ethical issues – Whistle blowing policy- Ethics in financial aspects of business-Frauds in Banks - Measures taken against Bank Frauds – Frauds in Insurance sector - Measures taken against Insurance Frauds.

UNIT IV

Corporate Governance: An overview – Theory and Practice of Governance- various model of Governance- Good Corporate Governance - OECD Principles – Sarbanes-Oxley Act 2002- SEBI Initiatives— Various Committee Reports on Corporate Governance.

UNIT V

Corporate Governance in Local and Global Scenario: – Governance issues relating to Board of Directors– Duties and responsibilities of Auditors -Rights and privileges of Shareholders - Problems faced by investors and other stakeholders- Governance Policies & practices in Developed Economies.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. S.K.Mandal: “Ethics in Business and Corporate Governance”, TMH, New Delhi, New Edition
2. Marianne M Jennings: “Cases in Business Ethics”, Cengage Learning, New Delhi, New Edition

Reference Books:

1. S.Prabhakaran: “Business Ethics and Corporate Governance”, Excel Books, New Delhi, New Edition
2. . N.Balasubramanyam: “A Case Book on Corporate Governance and Stewardship”, TMH., New Delhi, New Edition. A.C.Fernando: “Business Ethics and Corporate Governance”, Pearson Publishers, New Delhi, New Edition

E-Books and Online Resources

1. Business Ethics and Corporate Governance by K ViyyannaRao& G Naga Raju (Author)

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.nptel.ac.in/noc21_mg46/preview
2. https://onlinecourses.swayam2.ac.in/cec20_mg32/preview

II MBA I SEM	MINI PROJECT	L	T	P	C
Course Code 3099212160		0	0	2	2

The mini project is preferably field based i.e., society/corporate/ business/ Government/ NGO's is carried out during the third semester.

- The student has an option of choosing their own area of interest which may be related to the course work. It is evaluated for 2 credits.
- The mini project evaluated for the total of 50 marks, of which assessment by the supervisor / guide for 25 marks is done based on the work of mini project report and the remaining 25 marks are sub-divided for presentation/viva-voce. The viva-voce is done internally by a committee, comprising the project supervisor and two faculty members nominated by the Head of the Department.

II MBA I SEM	SELF-MANAGEMENT SKILLS	L	T	P	C
Course Code 3099212180		1	0	1	1

Course Overview:

Self-Management skills play an important role in one's career. Professional skills are a person's skill set and ability to perform a certain type of activity or task. Self-Management skills enhance a person's ability to make himself/herself better. Hard skills are mainly applicable at the work place. Self-Management skills are applicable both at workplace and outside the work place. Self-Management skills complement the hard skills which are occupational requirement of a job. It also complements many other activities even outside the work place. Presently Self-Management skills are increasingly sought out by employers in addition to standard qualification. There are instances of professions where Self-Management skills proved to be more important, on a long-term basis than occupational skills.

COURSE OBJECTIVES:

To acquaint the students with

1. Identifying Self-Management skills and personal attributes commonly required by professional's,
2. Identify and evaluate the Self-Management skills or qualities student need to develop in order to improve their employment prospects.
3. Identify and describe one career path appropriate for your self
4. To identify, explain and evaluate the skills and personal attributes for success.
5. Identify and explain own individual development needs in relation to a job selection.

COURSE OUTCOMES:

Acquaint the students with

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Understand the concepts of Self-Management skills.	PO1	3
CO 2	Apply the different type of Self-Management skills for management of the Business environment.	PO1,PO2,PO6	3
CO 3	Understand the required Self-Management skills needed for the better improvement individual development and to face competition.	PO2, PO4	3

CO 4	Understand the basic skills to perform and to control in all business activities.	PO6, PO7, PO8	3
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DETAILED SYLLABUS:**Unit-I**

Self-awareness and Confidence

Unit-II

Attitude & Enthusiasm

Unit-III

Discipline & Punctuality

Unit-IV

Ambition & Goal setting

Unit-V

Adaptability and Resilience

Reference books:

1. Textbook on Employability Skills- January 2019 by NATIONAL COUNCIL OF EDUCATIONAL RESEARCH AND TRAINING (Author).
2. Textbook on Employability Skills January 2020 by NCERT (Author, Editor)
3. Textbook on Employability Skills - by NCERT-2018.

Web sources:

4. https://www.google.com/search?q=employability+skills+syllabus&sxsrf=ALeKk003eR_HYrhUEL7hVF3Y-oUeQ8-nQg%3A1622373488570&ei=cHSzYIayIsqFyAOnvpXIAw&oq=course+content+of+employability+skills&gs_lcp=Cgdnd3Mtd2l6EAEYADIFCAAQzQI6BwgjELADECC6BwgAEEcQsAM6BwgjELACECC6CAGAEAgQBxAeOgYIABAHEB46BAGjECc6BAghEApQgChYvGNg3XxoBnACeACAABoCiAHTF5IBCDuMTEuNC4xmAEAoAEBqgEHZ3dzLXdpesgBCcABAQ&sclient=gws-wiz

NPTEL/SWAYAM COURSES:

1. <https://nptel.ac.in/courses/109/104/109104107/>

II MBA I SEM	INTERNSHIP	L	T	P	C
Course Code 3099212161		0	0	1	1

Internship is introduced in the course of study for duration of 8 weeks after the completion of Second Semester during summer vacation in order to provide hands on experience to the students. It is expected to create a platform for a job or further research in the chosen area. The evaluation of the internship is done in Third semester.

- In training period, the candidates should work on a specific problem related to the elective subject.
- The student has an option of choosing their own area of interest which should be related to the course work and it is evaluated for 1 credit.
- A detailed project report, duly authorized by the industry supervisor / guide, shall be submitted at second year first semester end and the Internship report is evaluated for 50 marks in total by the internal guides.

II MBA I SEM	WOMEN'S RIGHTS IN INDIA	L	T	P	C
Course Code 3099212121		3	0	0	0

Course Overview: This course is designed to make students to understand the significance of Women's role in society and development of the nation and make aware the rights and constitution for women's.

COURSE OBJECTIVES:

To acquaint the students with

1. To make them understand the rights of the women defined in the constitution of India.
2. To aware about the laws related to family and marriages in legal perspectives.
3. To aware the Political rights and reservations for women in India.
4. To create awareness on gender base violence at work and law for women who are working.

COURSE OUTCOMES:

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

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	To know the role of women in the development of the society and the rights given by the constitution of India.	PO7	1
CO 2	To identify the acts and laws related to women's in family and marriages	PO7	1
CO 3	To elucidate political rights of women in India and their reservations	-	
CO 4	To remember the laws related to women's protection at work and violence	-	

DETAILED SYLLABUS:

UNIT I

CONSTITUTIONAL RIGHTS OF WOMEN IN INDIA: Indian constitution relating to women - Fundamental rights - Directive principles of state policy - right to equality - rights against exploitation - cultural and educational rights - the right to constitutional remedy - Universal Declaration of Human Rights - Enforcement of Human Rights for Women and Children - Role of Cells and Counseling Centers - Legal AID cells, Help line, State and National level Commission

UNIT II

LAWS RELATED TO FAMILY AND MARRIAGE Rights inside the family: Personal Laws - Laws of Marriage (Hindu and Muslims) registration of Marriages - Minimum age at marriage - Special Marriage act 1954 - Divorce Laws - Judicial Separation and Divorce - Hindu Divorce Laws - Muslim Divorce Laws Maintenance Laws: Hindu - Muslim and Cr.P.C.Sec 125 read - with Section 127 of Cr.P.C Women and Property Rights including Right to Succession and Inheritance (with reference to Hindu and Muslim Laws) Issues & Rights related to abortion (Medical termination of pregnancy) Domestic violence - Dowry prohibition Act - family court act 1986 - Need for Uniform Civil Code.

UNIT III

POLITICAL RIGHTS OF WOMEN IN INDIA Political Rights of Women in India - Electoral process - women as voters - candidates and leader - pressure group, 73rd and 74th amendment and representation of women in local self-government – women in Rural and urban local bodies - Reservation of women - party ideologies and women's issues.

UNIT IV

LAWS RELATED TO GENDER BASED VIOLENCE AND WORK -Laws against violence & Sexual crimes: eve teasing – rape - indecent representation of women -abduction and kidnapping - immoral trafficking, prevention of sati - Devadasis act.

UNIT V

LAWS FOR WORKING WOMEN-Labor law relating to women - minimum wages act - Equal wages & Equal remuneration -Maternity benefit & child care – ESI - Sexual harassment at work place and visakha Judgement.

Reference:

1. Agnes, Flavia. (1992). "Give us "Give us This Day Our Daily Bread: Procedures and Case Law on Maintenance". Majlis, Bombay.
2. Agnes, Flavia. (1999). "Law and Gender Inequality: The Politics of Women"s Rights India". OUP, New Delhi
3. Agnes, Flavia. (2003). "Feminist Jurisprudence: Contemporary Concerns". Majlis, Mumbai.
4. Agnes, Flavia. (2004). "A Study of Family Courts in West Bengal". West Bengal Commission for Women Kolkata.
5. ArunaGoel. (2004). "Violence and Protective Measures for Women Development and Empowerment".Deep& Deep, New Delhi.
6. Dhagamwar, Vasudha.(1992). "Law, Power and Justice: The Protection of Personal Rights in the Indian Code". Second Edition, Sage, New Delhi.
7. IAWS. (1994). "The State and The Women"s Movement in India". IAWS, Delhi
8. International Solidatory Network. (2006). "Knowing our rights: Women, Family, Laws and customs in the Muslim World". Zubaan, Kali for women, New Delhi.
9. Krishna Iyer, V.R. (1984). "Law and Religion" Deep and Deep Publication, New Delhi.
10. Leelavathi Chari.(1987). "Know your rights – Marriage and Divorce, Maintenance". Custory and guaradianship of minor children, Tamil Nadu Social Welfare Board, Madras.
11. Menonnivedita (2004). "Recovering Subversion: Feminist Politics beyond the Law".Permanent Black, Delhi.

II Year –II Semester

II MBA II SEM	SUPPLY CHAIN MANAGEMENT AND ANALYTICS	L	T	P	C
Course Code 3099212200		3	1	0	4

Course Overview: This course provides to acquire knowledge and skills in data driven decision making for enhancing supply chain management performance and thus positively impact the financial performance of the company.

COURSE OBJECTIVES:

1. To understand the functions comprising supply chain, how these functions interact, and how supply chain can be managed as a system to reduce total cost.
2. To gain a working understanding of supply chain analytics and data driven decision making for enhancing supply chain performance.
3. To introduce students advanced vehicle routing problem heuristics, scheduling algorithms-deficit function Approach and linking algorithms.

COURSE OUTCOMES:

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of mapping
CO 1	Understand the core features of supply chain management function to achieve the competitiveness of firms.	PO1	1
CO 2	foster data driven decision making by applying supply chain analytics for enhancing supply chain performance	PO2	3
CO 3	Apply scheduling algorithms and linking algorithms to resolve business problems.	PO6	3
CO 4	Understand the role of computer/ IT in supply chain management by being adoptive to continuous learning	PO8	2

DETAILED SYLLABUS:

Unit I

Basics of Supply Chain Management: Introduction to Supply Chain Management – Evolution- Different views of Supply Chain – Supply Chain Strategy – Supply Chain Drivers – Developing Supply Chain Strategy- Strategic fit in Supply Chain. Analytics in Supply Chain Management

Unit II

Supply Chain Analysis - Types of Supply Chains - Advanced Planning - Structure of Advanced - Planning Systems-Strategic Network Planning - Demand Planning - Master Planning - Demand Fulfilment and ATP - Production Planning and Scheduling, Purchasing and Material Requirements Planning , Distribution and Transport – Planning - Coordination and Integration - Collaborative Planning.

Unit III

Set covering and Set Partitioning Problems, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms-Deficit function Approach and Linking Algorithms

Unit IV

Fuzzy Logic and Techniques-Application in SCM - Recent issues in SCM: Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing –basic concepts, value addition in SCM – concept of demand chain management.

Unit V

Inventory Management in Supply Chain- Network Design in Supply Chain- Alternative Channels of Distribution- Location Decisions in Supply Chain-Implementing Advanced Planning Systems - The Definition of a Supply - Chain Project -The Implementation Process- SCM in a Pharmaceutical Company , Food and Beverages

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books

1. Mohanty R.P, S.G Deshmuki —Supply Chain Management Biztantra, New Delhi
2. Sunil Chopra, Peter Meindl, Supply Chain Management ,Pearson Education, India

E – books and Online Resources

1. https://base-logistique-services.com/storage/app/media/Chopra_Meindl_SCM.pdf
2. https://www.pfri.uniri.hr/knjiznica/documents/Supply_Chain_Management.pdf

NPTEL/SWAYAM/MOOCs:

1. https://onlinecourses.nptel.ac.in/noc20_mg27/preview
2. <https://www.coursera.org/learn/supply-chain-analytics-essentials>

II MBA II SEM	INNOVATION AND ENTREPRENEURSHIP	L	T	P	C
Course Code 3099212201		3	1	0	4

Course Overview: This course provides business and non-business majors with the skills necessary to succeed as an entrepreneur. The fundamentals of starting and operating a business, developing a business plan, obtaining financing, marketing a product or service and developing an effective accounting system will be covered, basic knowledge on institutions which provide EDP's will be covered.

COURSE OBJECTIVES:

At the end of the course, the students will be able to:

1. To give an overview on the concept of Entrepreneurship.
2. To understand the role and qualities of an entrepreneur.
3. To know Ethical Responsibilities of an entrepreneur.
4. To understand the concept of Women Entrepreneurship.
5. To know the entrepreneurial motivation.

COURSE OUTCOMES:

Acquaint the students with

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Understand the outline of Entrepreneurship development	PO1	3
CO 2	To develop the project identification and selection, idea planning	PO1, PO2, PO6	3
CO 3	To understand the about the MSME policies and services.	PO2, PO4,	3
CO 4	To know the institutional support to the MSME industries.	PO6, PO7, PO8	3

DETAILED SYLLABUS

UNIT I

Entrepreneurship: Definition of Entrepreneur, Entrepreneurial motivation and barriers; Internal and external factors; Types of entrepreneurs; Theories of entrepreneurship; Classification of entrepreneurship. Creativity and Innovation: Creative Problems Solving, Creative Thinking, Lateral Thinking, Views of De Bono, Khandwala and others, Creative Performance in terms of motivation and skills.

UNIT II

Creativity and Entrepreneurial Plan: Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis: Economic, Marketing, Financial and Technical; Project Planning, Evaluation, Monitoring and Control, segmentation, Targeting and positioning of Product, Role of SIDBI in Project Management.

UNIT III

Operation problems: Incubation and Take-off, Problems encountered Structural, Financial and Managerial Problems, Types of Uncertainty. Institutional support for new ventures: Supporting organizations; Incentives and facilities; Financial Institutions and Small-scale Industries, Govt. Policies for SSIs.

UNIT IV

Family and non-family entrepreneurs: Role of Professionals, Professionalism vs. family entrepreneurs, Role of Woman entrepreneur, Sick industries, Reasons for Sickness, Remedies for Sickness, Role of BIFR in revival, Bank Syndications.

UNIT V

Introduction to Innovation management, Managing Innovation within Firms, Business strategy & organization Knowledge, New Product Strategy & Managing New Product Development, Role of Technology in Management of innovation, Managing for Intellectual Property Right.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

- 1.VSP Rao, Kuratko: "Entrepreneurship", Cengage Learning, NewDelhi,
- 2.K.Ramachandran: "Entrepreneurship Development", TMH, NewDelhi, 2012
- 3.B.Janakiram, M Rizwana: "Entrepreneurship Development" ExcelBooks, New Delhi, 2011
- 4.Rajeev Roy: "Entrepreneurship", Oxford University Press, NewDelhi,2012
- 5.Manjunatha, Amit Kumar Goudar: "Management andEntrepreneurship" University Science Press, New Delhi, 2011
- 6.Eric A Morse, Ronald K Mitchell: "Cases in Entrepreneurship", SAGE Publication, New Delhi, 2011.

References:

1. Couger, C-Creativity and Innovation (IPP, 1999)
2. Nina Jacob, -Creativity in Organisations (Wheeler, 1998)
3. Jonne&Ceserani-Innovation&Creativity(Crest) 2001.
4. BridgeSetal-Understanding Enterprise: Entrepreneurship and Small Business(Palgrave,2003)
5. Holt-Entrepreneurship: New Venture Creation (Prentice-Hall) 1998.
6. Singh P&Bhanderkar A-Winning the Corporate Olympiad:TheRenaissancearadigm(Vikas)
7. Dollinger M J-Entrepreneurship (Prentice-Hall, 1999).
8. Tushman, M.L. & Lawrence, P.R. (1997)-Managing Strategic Innovation & Change Oxford .
9. Jones T. (2003)-Innovating at the Edge: How Organizations Evolve and Embed Innovation Capability.Butterwork Heinemann, U. K.
10. Amidon, D. M.(1997)-Innovation Strategy for the Knowledge Economy:TheKanawakening. Butterwork-Heinemann, New Delhi, India.

E-Books and Online Resources

1. <https://www.dynamicutorialsandservices.org/2018/10/entrepreneurship-development-notes.html>
2. <https://www.google.com/search?client=avast-a-1&q=entrepreneurship+development+notes&oq=entrepreneurship+development+note&aqs=avast..69i64j69i59i450i8.12j0j7&ie=UTF-8>

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.nptel.ac.in/noc21_mg70/preview
2. https://onlinecourses.nptel.ac.in/noc21_hs102/preview

II MBA II SEM	MAJOR PROJECT	L	T	P	C
Course Code 3099212260		0	0	6	4

- A student who has undergone practical training for a period of 8 weeks in a Corporate Enterprise based on field survey i.e., society/corporate/ business/ Government/ NGO's after the second Semester during summer vacation has to submit the major project report.
- The student should submit a certificate obtained from the organization in the report.
- The student should prepare a Project Report under the supervision of an internal guide from Department of Management Studies.
- The student has to carry out a project work assigned for 4 credits. The candidate is required to submit dissertation approved by the Project Review Committee (PRC).
- PRC consists of Head of the Department, Project Coordinator and concerned Project Guide and one senior faculty from each specialization of the department.
- Registration of Project work: A candidate is permitted to register for the project work in the end of the third semester after satisfying all the academic requirements.
- In order to get the approval from the PRC, the candidate has to submit the title, objective and plan of action of his project work in consultation with his project guide. The student can initiate the project work from the beginning of the fourth semester.
- Each candidate works on the project approved by the PRC of the college. Progress of the work is reviewed for every month by the PRC.
- On completion of the project work, the candidate has to submit the draft copy of dissertation to the Head of the Department for the approval of PRC and has to make an oral presentation.
- After the final approval of PRC, four copies of the Project Thesis certified by the Project Guide and Head of the department has to be submitted to the department.
- The thesis is evaluated for 100 marks by one external examiner selected by the chief superintendent of examinations from a panel of 3 examiners, who have expertise in that specialization.

II MBA II SEM	LEADERSHIP SKILLS	L	T	P	C
Course Code 3099212280		1	0	1	1

Course Overview: Leadership skills play an important role at least once in anyone's career. Leadership skills can help in all aspects of career, from applying for jobs to seeking career advancement. It is one of many soft skills that employers value. Leadership skills often incorporate several different personality traits and communication abilities that are useful for anyone to learn and practice over time. Leadership skills are skill used when organizing other people to reach a shared goal. Whether in a management position or leading a project, leadership skills require the person to motivate others to complete a series of tasks often according to a schedule. Leadership is not just one skill but rather a combination of several different skills working together.

COURSE OBJECTIVES:

To acquaint the students with

1. Identifying Leadership skills and personal attributes commonly required by professional's,
2. Identify and evaluate the Leadership skills or qualities student need to develop in order to improve their employment prospects.
3. Identify and describe one career path as Leader.
4. To identify, explain and evaluate the skills and personal attributes for success.
5. Identify and explain own individual development needs in relation to a job selection.

COURSE OUTCOMES:

Acquaint the students with

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Understand the concepts of employability skills and responsibilities	PO1	3
CO 2	Apply the different type of skills for management the Business environment.	PO1, PO2, PO6	3
CO 3	Understand the required skills needed for the better improvement individual development and to face competition.	PO2, PO4	3
CO 4	Understand the basic skills to perform and to lead in all business activities.	PO6, PO7, PO8	3

DETAILED SYLLABUS:

Unit-I

Introduction to Leadership and team effectiveness.

Unit-II

Charismatic and Transformational Leadership

Unit-III

Cross-cultural leadership

Unit-IV

Ethical Leadership

Unit-V

Developing Leadership skills

Reference books:

1. Textbook on Employability Skills- January 2019 by NATIONAL COUNCIL OF EDUCATIONAL RESEARCH AND TRAINING (Author).
2. Textbook on Employability Skills - January 2020 by NCERT (Author, Editor)
Textbook on Employability Skills - by NCERT-2018.

Web sources

1. https://www.google.com/search?q=employability+skills+syllabus&sxsrf=ALeKk003eR_HYrhUEL7hVF3Y-oUeQ8-nQg%3A1622373488570&ei=cHSzYIayIsqFyAOnvpXIAw&oq=course+content+of+employability+skills&gs_lcp=Cgdnd3Mtd2l6EAEYADIFCAAQzQI6BwgjELADECC6BwgAEecQsAM6BwgjELACECC6CAgAEAgQBxAeOgYIABAHEB46BAgjECc6BAghEApQgChYvGNg3XxoBnACeACAAboCiAHTF5IBCDuMTEuNC4xmAEAoAEBqgEHZ3dzLXdpesgBCcABAQ&sclient=gws-wiz
2. https://nqr.gov.in/sites/default/files/CORE%20SKILLS%20CTS_30.pdf

NPTEL/SWAYAM COURSES:

1. https://onlinecourses.nptel.ac.in/noc19_mg34/preview

II MBA II SEM	MOOCS: Related to Management Courses other than listed courses in the syllabus	L	T	P	C
Course Code 3099212270		0	0	0	2

- It is an online course (Minimum of 12 weeks) evaluated for 3 credits to promote advanced knowledge suitable for placement and research.
- The registered MOOCs course must not be same as any of the courses listed in the program structure of their regulation.
- The MOOCs course can be registered in any of the semester and the grade obtained in the MOOCs course will printed on the grade sheet/transcript of the Fourth Semester.
- In case the student fails in the registered MOOCs course, he/she shall register and qualify the same or another course through MOOCs in the same domain.

II MBA II SEM	UNIVERSAL HUMAN VALUES	L	T	P	C
Course Code 3099212221		2	0	0	0

Course Overview: Every human being has two sets of questions to answer for his life: a) what to do? and, b) how to do?. The first set pertains to the value domain, and the other to the skill domain. Both are complimentary, but value domain has a higher priority. Today, education has become more and more skill biased, and hence, the basic aspiration of a human being, that is to live with happiness and prosperity, gets defeated, in spite of abundant technological progress. This course is aimed at giving inputs that will help to ensure the right understanding and right feelings in the students in their life and profession, enabling them to lead an ethical life.

COURSE OBJECTIVES:

1. To help students distinguish between values and skills, and understand the need, basic guidelines, content and process of value education.
2. To help students initiate a process of dialog within themselves to know what they really want to be' in their life and profession.
3. To help students understand the meaning of happiness and prosperity for a human being.
4. To facilitate the students to understand harmony at all the levels of human living, and live accordingly.
5. To facilitate the students in applying the understanding of harmony in existence in their profession and lead an ethical life

COURSE OUTCOMES:

Acquaint the students with

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Understand the significance of value inputs in a classroom, distinguish between values and skills, understand the need, basic guidelines, content and process of value education, explore the meaning of happiness and prosperity and do a correct appraisal of the current scenario in the society.	PO8	3

CO 2	Distinguish between the Self and the Body, understand the meaning of Harmony in the Self the Co-existence of Self and Body	PO1,PO8	3
CO 3	Understand the value of harmonious relationship based on trust, respect and other naturally acceptable feelings in human-human relationships and explore their role in ensuring a harmonious society	PO2, PO4,PO8	3
CO 4	Understand the harmony in nature and existence, and work out their mutually fulfilling participation in the nature.	PO6, PO7, PO8	3

UNIT I

Course Introduction-Need, Basic Guidelines, Content and Process for Value Education
Understanding the need, basic guidelines, content and process for Value Education, Self-Exploration-what is it?-its content and process, Natural Acceptance' and Experiential Validation-as the mechanism for self exploration, Continuous Happiness and Prosperity-A look at basic Human Aspirations, Right understanding, Relationship and Physical Facilities-the basic requirements for fulfilment of aspirations of every human being with their correct priority, Understanding Happiness and Prosperity correctly-A critical appraisal of the current scenario, Method to full fill the above human aspirations: understanding and living in harmony at various levels.

UNIT II

Understanding Harmony in the Human Being-Harmony in Myself -Understanding human being as a co-existence of the sentient I' and the material Body', Understanding the needs of Self (I') and Body'-Sukh and Suvidha, Understanding the Body as an instrument of I' (I being the doer, seer and enjoyer), Understanding the characteristics and activities of I' and harmony in I'. Understanding the harmony of I with the Body: Sanyam and Swasthya, correct appraisal of Physical needs, meaning of Prosperity in detail, Programs to ensure Sanyam and Swasthya.

UNIT III

Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship
Understanding harmony in the Family- the basic unit of human interaction , Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay-tripti; Trust (Vishwas) and Respect (Samman) as the foundational values of relationship, Understanding the meaning of Vishwas; Difference between intention and competence, Understanding the meaning of Samman, Difference between respect and differentiation; the other salient values in relationship, Understanding the harmony in the society (society being an extension of family): Samadhan, Samridhi, Abhay, Sah-astitva as comprehensive Human Goals, Visualizing a universal harmonious order in societyUndivided

Society (AkhandSamaj), Universal Order (SarvabhaumVyawastha)- from family to world family!.

UNIT IV

Understanding Harmony in the Nature and Existence-Whole existence as Co-existence
Understanding the harmony in the Nature, Inter connectedness and mutual fulfillment among the four orders of nature-recyclability and self-regulation in nature, Understanding Existence as Co-existence (Sah-astitva) of mutually interacting units in all-pervasive space, Holistic perception of harmony at all levels of existence.

UNIT V

Implications of the above Holistic Understanding of Harmony on Professional Ethics Natural acceptance of human values, Definitiveness of Ethical Human Conduct, Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order.

Text Books:

1. R R Gaur, R Sangal, G P Bagaria, 2009, A Foundation Course in Human Values and Professional Ethics.

Reference:

1. Ivan Illich, 1974, Energy & Equity, The Trinity Press, Worcester, and Harper Collins, USA.
2. E.F. Schumacher, 1973, Small is Beautiful: a study of economics as if people mattered, Blond & Briggs, Britain.
3. Sussan George, 1976, How the Other Half Dies, Penguin Press. Reprinted 1986, 1991.
4. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, Limits to Growth-Club of Rome's report, Universe Books.
5. A Nagraj, 1998, JeevanVidyaEkParichay, Divya Path Sansthan, Amarkantak.

NPTEL/SWAYAM COURSES:

1. <https://nptel.ac.in/courses/109/104/109104068/>

SPECIALIZATION COURSES (DETAILED SYLLABUS)

II MBA I SEM	PERFORMANCE EVALUATION AND COMPENSATION MANAGEMENT	L	T	P	C
Course Code 3099212130		3	1	0	3

Course Overview: In this course, students will learn the basic concepts of performance management (PM), and understand the role that PM has to play in effective role in various functions like performance plan, competency mapping, performance evaluation for Recognition and Rewards, performance monitoring and counselling. This course will also improve student's ability to think about how Compensation management in organizations takes place. Several important topics will be addressed like basic concepts of compensation, welfare measures, structures of compensation and the role of tax planning in compensation benefits.

COURSE OBJECTIVES:

1. To understand the objectives and evolution of Performance Management
2. To understand the merging dimension of Performance Management system
3. To evaluate how effectively employees are fulfilling their job responsibilities and contributing to the accomplishment of organizational goals
4. To learn basic compensation concepts and the context of compensation practice and to understand the legally required employee benefits
5. To familiarize the role of various bodies involved in Compensation Management.

COURSE OUTCOMES:

CO's	After completing this Course, the student should be able to know:	PO's mapped	Strength of Mapping
CO1	Determine effectiveness of performance management in an organization	PO1, PO8	3
CO2	Analyze concept of performance appraisal for reward and recognition	PO1, PO8	3
CO3	Determine concepts of compensation and designing of effective compensation system	PO1, PO4, PO7	3
CO4	To Understand Wage and Salary Administration	PO1, PO2, PO7	3

DETAILED SYLLABUS:

Unit- I

Introduction: –Definition –concerns-scope-Historical developments in performance management-Over view of performance management-Process for managing performance-Importance –Linkage of PM to other HR processes-Performance Audit.

Unit- II

Performance Management Planning: Introduction-Need-Importance-Approaches-The Planning Process—Planning Individual Performance- Strategic Planning –Linkages to strategic planning-Barriers to performance planning-Competency Mapping-steps-Methods.

Unit-III

Management System: objectives – Functions- Phases of Performance Management System-Competency, Reward and Electronic Performance Management Systems-Performance Monitoring and Counselling: Supervision- Objectives and Principles of Monitoring-Monitoring Process- Periodic reviews- Problem solving- engendering trust-Role efficiency-Coaching- Counselling and Monitoring- Concepts and Skills.

UNIT -IV

Compensation: concept and definition – objectives and dimensions of compensation program – factors influencing compensation –Role of compensation and Reward in Modern organizations Compensation as a Retention strategy- aligning compensation strategy with business strategy - Managing Compensation: Designing a compensation system – internal and external equity– pay determinants - frame work of compensation policy - influence of pay on employee attitude and behaviour - the new trends in compensation management at national and international level.

UNIT V

Compensation Structure: Compensation Structure -History and past practices, elements of, management compensation –Types of compensation system-Performance based and Pay based structures-Designing pay structures-comparison in evaluation of different types of pay structures-Significance of factors affecting-Tax Planning –Concept of Tax Planning-Role of tax planning in compensation benefits-Tax efficient compensation package-Fixation of tax liability salary restructuring. Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Relevant cases have to be discussed in each unit and in examination case is compulsory

Reference Books

1. PremChadha: —Performance Management, Macmillan India, New Delhi, 2008.
2. Michael Armstrong & Angela Baron, —Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2010.
3. T.V.Rao, —Appraising and Developing Managerial Performance, Excel Books, 2003.
4. David Wade and Ronald Recardo, —Corporate Performance Management, Butter Heinemann, New Delhi, 2002.
5. Dewakar Goel: —Performance Appraisal and Compensation Management, PHI Learning, New Delhi, 2009
6. A.M. Sarma —Performance Management Systems, Himalaya Publishing House, New Delhi, 2010.

E-Books and Online Resources

1. <https://store.shrm.org/books-resources/hr-topics/compensation>
2. <https://www.humanresourcetoday.com/ebook/performance-management/>

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.swayam2.ac.in/imb19_mg08/preview
2. <https://www.coursera.org/learn/strategic-management>

II MBA I SEM	EMPLOYEE RELATIONS AND ENGAGEMENT	L	T	P	C
Course Code 3099212131		3	1	0	3

Course Overview: This course serves as an introduction into the field of Employee relations. Students will learn about the history of the field and of labour unions, how the Employee relations system in the India works in general, and differences and similarities between public and private sector Employee relations. It will also cover Employee Engagement systems, management and trade union activity at the strategic, functional and workplace levels, Employee Engagement in the present Corporate organizations.

COURSE OBJECTIVES:

By the end of this course, you should be able to:

1. To introduce students to the terminology, history, and models of the industrial relations system.
2. To provide tools and other resources for students who will be pursuing further instruction and research in industrial relations
3. To provide the various grievance Redressal mechanisms
4. To provide current practices in organizations.
5. To make them understand the role of managers in employee engagement

COURSE OUTCOMES:

CO's	After completing this Course, the student should be able to know:	PO's mapped	Strength of Mapping
CO 1	Explain and apply different laws related to Employee relation in India	PO1, PO2	3
CO 2	Understand the concept of trade union and aware of its disputes solving mechanisms.	PO1, PO3, PO8	3
CO 3	Able to understand and cope up with the emerging trends in employee relations	PO3, PO4, PO5	3
CO 4	To implement various IR legislations for the wellbeing of employees.	PO2, PO5, PO6	3

DETAILED SYLLABUS:

UNIT I

Industrial Relations Management: Concept-meaning and scope of IR-system frame work-Theoretical perspective- Evaluation –Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Globalization and IR- Recent trends in industrial relations.`

UNIT II

Trade Unions: Introduction-Definition and objectives-growth of Trade Unions in India -Union recognition-Union Problems-Employees Association- Collective Bargaining –Characteristics-Importance-Principles-The process of CB-Participation in the bargaining process-Essential conditions for the success of collective bargaining –Negotiating techniques and skills.

UNIT III

Employee Grievances: Causes of Grievances – Grievances Redressal Machinery – Discipline in Industry - Measures for dealing with Indiscipline–Standing Orders- Code Discipline.

UNIT IV

Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India.

UNIT V

Employee Engagement: Concept-Definition-Elements- Factors- Levels - Drivers of Employee Engagement-Measurement-Strategies- The role of managers in engaging the employees.

Relevant cases have to be discussed in each unit and in examination case is compulsory:

Text Books:

1. B.D.Singh: —Industrial Relations|| Excel Books, New Delhi, 2010
2. Prof. N. SambasivaRao and Dr.Nirmal Kumar: —Human Resource Management and Industrial Relations||, Himalaya Publishing House, Mumbai
3. RatnaSen: —Industrial Relations||, MacMillan Publishers, New Delhi, 2011
4. ArunMonappa: —Industrial Relations||, TMH, New Delhi. 2012

Reference Books:

- 1.Memoria: —Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2010
- 2.C.S Venkataratnam: —Industrial Relations||, Oxford University Press, New Delhi, 2011
- 3.Sinha: Industrial Relations, Trade Unions and Labour Legislation Pearson Education, New Delhi, 2013.

NPTEL/SWAYAMMOOCS:

- 1.https://onlinecourses.swayam2.ac.in/imb19_mg08/preview
- 2.https://www.coursera.org/learn/Employee_Relations/Engagement

II MBA I SEM	HUMAN CAPITAL MANAGEMENT	L	T	P	C
Course Code 3099212132		3	1	0	3

Course Overview: The course examines the techniques, policies, processes, strategies, and practices used by corporate companies and managers to effectively and efficiently leverage their human Intellectual capital. Students will learn how the various —core areas of human Capital management including staffing, performance management, & Compensation are aligned to accomplish business objectives.. The goal is that by the end of the course, students will have a greater appreciation for the importance of human capital for achieving an organization's goals.

COURSE OBJECTIVES:

By the end of this course, you should be able to:

1. Familiarize the students with meaning, definitions and Objectives of HCM
2. Understand the environmental influence of human resources.
3. Describe the field of "HCM" and understand its relevance to managers and employees in corporate organizations.
4. Establish a basic Accounting practices adopted by the Corporate Organizations.

COURSE OUTCOMES:

CO's	After completing this Course, the student should be able to know:	PO's mapped	Strength of Mapping
CO 1	Developing business and management competencies among the future managers.	PO1	3
CO 2	Developing the ability to examine and analyze the impact of Human Capital Management Initiatives	PO1, PO2, PO6	3
CO 3	Facilitating deeper insights, stimulation towards creative thinking, honing of management skills.	PO2, PO4,	3
CO 4	To analyze and apply international HCM concepts in relation to g ethical issues at the work place	PO6, PO7, PO8	3

DETAILED SYLLABUS:

Unit I

Economic theories of Human Capital: Nature and Role of Human Capital; The Human Capital Model; Predictions of Human Capital Approach; Socio-economic relevance of labour problems in changing scenario; Evolution of organized labour; Industrialization and Development of Labour Economy; Growth of Labour Market in India in the globalised setting.

Unit II

Accounting Aspects of Human Capital – Cost Based Models: Meaning, Basic Premises, Need and Significance of HRA, Advantages and Limitation of HRA; Monetary and Non-Monetary Models; Cost Based Models- Acquisition Cost Method, Replacement Cost Model, Opportunity Cost Method, standard cost method, Current Purchasing Power Method (C.P.P.M.); Comparison of Cost incurred on Human capital and the contributions made by them in the light of productivity and other aspects.

Unit III

Accounting Aspects of Human Capital – Value Based Models: Value Based Models - Hermanson's Unpurchased Goodwill Method, Hermanson's Adjusted Discount Future Wages Model, Lev and Schwartz Present Value of Future Earnings Model, Flamholtz's Stochastic Rewards Valuation Model, Jaggi and Lau's Human Resource Valuation Model, Robinson's Human Asset Multiplier Method, Watson's Return on Effort Employed Method, Brummet, Flamholtz and Pyle's Economic Value Method of Group Valuation, Morse's Net Benefit Method; Recent developments in the field of Human Asset/Capital Accounting.

Unit IV

Quality of Work Life: Workers' Participation in Management - Worker's Participation in India, shop floor, Plant Level, Board Level- Quality Circles. Workers' education objectives - Rewarding. Employees Engagement and Empowerment-nature-types-drivers-benefits-measurement of Engagement-Empowerment.

Unit V

Industrial Accidents and safety: meaning and definition of accident-types of industrial accidents-cost and consequences-causes and prevention of accidents- Industrial safety – statutory machineries for industrial safety-safety audit. Social Security: Introduction and types –Social Security in India, Health and Occupational safety programs- work place discipline – work place counselling-meaning –definition –types-advantages-characteristics of an effective counsellor.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. Walter Hageabuch, Social Economics, Cambridge University Press.
2. S. Howard Patterson, Social Aspects of Industry.
3. Millis and Montgomery, Labours Progress and some Basic Labour Problems Mc -Graw Hill Book Company.
4. Likert, Rensis, the Human Organisation: Its Management and Value, McGraw Hill Book Co., New York, N.Y.
5. Ganguli, Prabuddha, Intellectual Property Rights: Unleashing the Knowledge Economy, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
6. Chakra borthy, S.K., Human Asset Accounting: The Indian Context in Topics in Accounting and Finance, Oxford University Press.

Reference Books:

1. I.L.O., Social & Labour aspects of Economic Development, Geneva
2. Report of the National Commission on Labour
3. Herman son, Roger H. Accounting for Human Assets, Occasional Paper No.14, Graduate School of Business Administration, Michigan State University.
4. Flamholtz's, Eric G., Human Resource Accounting: Advances in Concepts, Methods and Applications, Jossey Eass Publishers, San Francisco, London.

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.swayam2.ac.in/imb19_mg08/preview
2. <https://www.coursera.org/learn/Human Capital Management>

II MBA II SEM	GLOBAL HUMAN RESOURCE MANAGEMENT	L	T	P	C
Course Code 3099212230		3	1	0	3

Course Overview: The course examines the techniques, policies, processes, strategies, and practices used by corporate companies and managers to effectively and efficiently leverage their human Intellectual capital. Students will learn how the various —core areas of human resource management including staffing, performance management, work and job design, training, and compensation and cross culture Management issues are aligned to accomplish business objectives. Additionally, because GHRM is becoming less of a functional responsibility and more of manager's responsibility, the theories and techniques taught in the course are applicable for many positions in a wide variety of organizations. The goal is that by the end of the course, students will have a greater appreciation for the importance of human capital for achieving an organization's goals.

COURSE OBJECTIVES:

By the end of this course, you should be able to:

1. Familiarize the students with meaning, definitions and Objectives of GHRM
2. Understand the environmental influence of human resources.
3. Describe the field of "HRM" and understand its relevance to managers and employees in corporate organizations.
4. Conduct a basic job analysis and apply this understanding of job requirements to other human resource management systems
5. Recognize Global human resource management tools
6. Critically assess and evaluate Global human resource policies and practices.

COURSE OUTCOMES:

After completing this Course, the student should be able to know:

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Able to Demonstrate across a broad knowledge of GHRM strategies, Policies and practices across a range of cultural and nations.	PO1	3
CO 2	To Understand and identify the differences between the intentional and domestic dimension of the operational aspects of GHRM	PO1, PO2,PO6	3

CO 3	To Demonstrate and understand the management of expatriate employees and the problems confront to expatriate management	PO2, PO4,	3
CO 4	To analyze and apply international HRM concepts in relation to global ethical issues in the work place	PO6, PO7, PO8	3

DETAILED SYLLABUS:**UNIT –I**

Introduction: A Global HR Perspective in New Economy-Challenges of Globalization - Implications of Managing People and Leveraging Human Resource- - Conflicts - Strategic Role of International HRM – Global HR Planning – Staffing policy – Training and development – performance appraisal –International Labour relations – Industrial democracy – Talent crunch – Indian MNCs and Challenges – Legal Aspects of Global HRM

UNIT-II

Managing International Assignments: Significance, Selection methods, Recent trends in international staffing, Positioning Expatriate, Repatriate factors of consideration, Strategies, International assignments for Women, Problems

UNIT –III

Cross Culture Management: Importance – Concepts and issues –dimensions of multicultural management and organization theories (Globe project, Hofstede's and Trompennar's framework,) considerations Problems, Skill building methods, Cross Culture Communication and Negotiation – Cross Culture teams

UNIT-IV

Talent Management:

Talent Acquisition: Effective recruiters, Training and Developing Recruiters- Recruitment Metrics, Developing Applicant Attraction Strategies Measurement, Describing and Interpreting Data, Using Data Strategically, Characteristics of using successful measures, Creating and validating assessment systems – External Assessment Methods – Internal Assessment Methods

UNIT-V.

Global Strategic Advantages through HRD: Measures for creating global HRD Climate, Strategic Frame Work of HRD and Challenges, Globalization and Quality of work Life and Productivity, Challenges in Creation of New Jobs through Globalization- New Corporate Culture –ethics and the GHR Manager.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. SubbaRao P: “International Human Resource Management”, Himalaya Publishing House, Hyderabad, 2011
2. Aswathappa K, Sadhana Dash: “International Human Resource Management, TMH, New Delhi,
3. Tony Edwards: “International Human Resource Management”, Pearson Education, New Delhi,

Reference Books:

1. Monir H Tayeb: “International Human Resource Management”, Oxford Universities Press, Hyderabad, 2012.
2. NilanjanSen Gupta: “International Human Resource Management Text and cases” Excel Books, New Delhi

NPTEL/SWAYAMMOOCS:

- 1.https://onlinecourses.swayam2.ac.in/imb19_mg08/preview
- 2.[https://www.coursera.org/learn/Global Human Resource Management](https://www.coursera.org/learn/Global%20Human%20Resource%20Management)

II MBA II SEM	LABOUR WELFARE AND EMPLOYMENT LAWS	L	T	P	C
Course Code 3099212231		3	1	0	3

Course Overview: To have an effective human resource practice, the knowledge of Labour welfare and employment law is an indispensable part. Especially in the Indian scenario, the Labour welfare and security is paramount in industrial relations solutions. Thus to enable the students to have a good base in Labour Law, this paper focuses on various Labour legislations, dispute solving machineries and Judicial setup. There are units with conceptual, descriptive, analytical, practical and legal aspects.

COURSE OBJECTIVES:

To acquaint the students to

1. To know the development and the judicial setup of labour laws
2. Understanding the salient features of labour welfare
3. To learn constitutional provisions regarding labour.
4. Identify forms of legal remedies available under employment laws
5. To learn the laws relating to Industrial Relations, Social Security and Working conditions.

COURSE OUTCOMES:

This course will acquaint the students with:

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Understands the concepts of labour welfare and law	PO1, PO7	3
CO 2	Apply knowledge of the structure of the legal system to understand the validity of various types of legal pronouncements, rulings and regulations.	PO1, PO4, PO 7	2
CO 3	Understand the administrative process and the role it plays in resolving disputes that frequently arise in employment settings.	PO7	2
CO 4	Students should be better at handling wages and salary administration	PO1	2

DETAILED SYLLABUS:

UNIT I

Labour Welfare: Concept, scope and philosophy, principles and approaches of labour welfare, Indian constitution on labour, Agencies of labour welfare and their role. Impact of ILO on labour welfare in India.

UNIT II

Labour welfare programmes: Statutory and non-statutory, extra mural and intra mural, Central Board of Workers' Education; Workers' Cooperatives- Welfare Centres -Welfare Officers' Role, Status and Function, Signs of poor welfare

UNIT III

Labour Legislation: Objectives-Principles-Classification-Evaluation of Labour legislation in India- Factories Act 1948, Definitions - Objectives of Act - Factory Inspectorate: – Measures to be taken by Factories for Health, Safety and Welfare of Workers - Working Hours - Wage and Compensation - Provisions Relating to Hazardous Processes - Annual Leave with Wages - Special Provisions - Obligations by Employer and Employee - Offences and Penalties., Contract Labour (Regulation and Abolition) Act 1970 and A.P.Shops and Establishments Act.

UNIT IV

Industrial Relations Legislation: Industrial Disputes Act 1947Concept, objectives, Types of Strikes and their Legality – Authorities under the Act and their Duties – Voluntary Reference of Disputes to Arbitration – Types of Strikes and Lock-outs Wages for Strike and Lock-out Period– Change in Conditions of Service. Industrial Employment (standing orders) Act 1946 Certification of Draft Standing Orders – Appeals – Date of Operation of Standing Orders – Posting of Standing Orders – Payment of Subsistence Allowance.

UNIT V

Trade Unions Act 1926. Definitions - Scope and Significance – Characteristics - Types of Trade Unions - Reasons for Joining Trade Unions - Advantages and Disadvantages of Trade unionsLegislations of Trade Unions- Rights and Privileges. Wage and Social Security Legislation: Payment of wages Act 1936 - Minimum wages Act 1948 - Payment of Bonus Act 1966 -. Payment of Gratuity Act 1972 - Workmen's Compensation Act 1923 - Employees State Insurance Act 1948 - Maternity Benefit Act 1961 and Employees Provident Fund and Miscellaneous Provisions Act 1952.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text books

1. Malik, P.L: —Industrial Law, Eastern Book Company. Laknow, 1977
2. Moorthy, M.V: —Principles of Labour Welfare, Oxford University Press, New Delhi

References:

1. Govt. of India (Ministry of Labour, 1969). Report of the Commission on Labour Welfare, New Delhi: Author.
2. Govt. of India (Ministry of Labour, 1983). Report on Royal Commission on Labour in India, New Delhi: Author.
3. Pant, S.C: —Indian Labour Problems, Chaitanya Pub. House. Allahabad.

E-Books and Online Resources

1. <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=16102>. http://sdeuoc.ac.in/sites/default/files/sdehttp://www.ebooks-for-all.com/bookmarks/detail/Labour-Laws-in-India/onecat/Electronic-books+Law+Law-by-Country+Asia/0/all_items.html

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.nptel.ac.in/noc21_mg88/preview
2. <https://nptel.ac.in/courses/122/105/122105020/>
3. https://onlinecourses.swayam2.ac.in/arp19_ap57/preview

II MBA II SEM	HUMAN RESOURCE DEVELOPMENT	L	T	P	C
Course Code 3099212232		3	1	0	3

Course Overview: The course aims to equip students to develop themselves into a critically reflective and capable HRD practitioner, or a manager who can facilitate the learning of others. The major objective of the course is to explain and demonstrate the contribution of HRD in an organization and enable student to develop an ability to decide learning and training needs; and have competence in the design and delivery of learning programmes. Organizations are made up of people: their knowledge, skills, attitudes and interconnections. In order to survive and thrive, organizations need to facilitate the growth of all of these as part of a HRD strategy. Human Resource Development (HRD) is a key activity that systematically leads to the growth and development of people in organisations, and makes organisations more effective

COURSE OBJECTIVES:

By the end of this course, you should be able to:

1. To enable the students to understand the HRD and system at various levels in general and in certain specific industries or organizations.
2. To help the students focus on and analyse the issues and strategies required to select and develop manpower resources
3. To develop relevant skills necessary for application in HRD related issues
4. To Enable the students to integrate the understanding of various HRD concepts along with the domain concept in order to take correct business decisions

COURSE OUTCOMES:

CO's	After completing this Course, the student should be able to know:	PO's mapped	Strength of Mapping
CO 1	To develop the understanding of the concept of human resource development and to understand its relevance in organizations.	PO1	3
CO 2	To develop necessary skill set for application of various HRD issues.	PO1,PO4	2
CO 3	To analyse the strategic issues and strategies required to select and develop manpower resources.	PO1,PO2	2
CO 4	To integrate the knowledge of HRD concepts to take correct business decisions	PO1,PO2	2

DETAILED SYLLABUS:

UNIT-I

Concept of HRD-objectives-Structure-Need-Scope- HRD in selected industrial organisations-significance-HRD functions-Framework-Techniques-Attributes of a HRD manager.

UNIT – II

HRD Strategies:- An Overview - Strategies - Training and Development - Methods - Evaluation of training programmes. HRD Process Model: Methods of Implantation, Evaluation of HRD programmes. Identification of HRD needs and Design and development of HRD programmes.

UNIT – III

HRD interventions: Mentoring for employee development: Concepts of Mentoring-Perspectives-Mentoring relationship-Outcomes of Mentoring programmes-Design and implementation of formal-mentoring programmes-Barriers to mentoring-Role of mentoring in development, understanding the role and responsibilities of mentor, mentee-Special issues in Mentoring.

UNIT – IV

Employee counselling for HRD: Overview of counselling programmes, employee assistance programme, stress management, employee wellness and health promotion. Career Planning, management, and development: Career development stages and activities, role of individual and organization in career planning, Issues in career management.

UNIT-V

The future of HRD and HRD Ethics: Research, practice and education of HRD for innovation and talent development and management, Role of HRD in developing ethical attitude and behaviour and development, Ethical problems with HRD roles. Applications of HRD: HRD Climate, HRD for managing organizational change, HRD for Workers (blue collar employees), HRD Audit.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. Arun Monappa; Personnel Management;
2. Rudrabasava Raj M.N. : Dynamic Personnel Administration Management of Human Resources;
3. Udai Pareek, Human Resource Development;

Reference Books:

- 1.S. Ravishankar & R.K. Mishra (Ed). : Management of Human Resources in Public Enterprises;
- 2.Haribson F, Educational Planning and Human Resources Development, International Institute for Education, UNESCO, Paris;
3. Bell DJ, Planning Corporate' Manpower, Longman;
- 4.Walker James W'. Human Resource Planning, MGH.

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.nptel.ac.in/noc19_mg51/preview

II MBA I SEM	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
Course Code 3099212133		3	1	0	3

Course Overview: This course will emphasize an understanding of the economic forces that influence the pricing of financial assets. Understanding of investment theory will be stressed and tied in with discussion of applicable techniques such as portfolio selection. Although the course material will cover formulae that can be applied in different business situations, a primary objective of this course will be to learn the concepts behind the formulae. Simple memorization of formulae is meaningless in this age of computers; simple computation of formulae is increasingly automated. The added value that a human being brings to a work situation is the ability to impose structure on the situation and to analyze the situation.

COURSE OBJECTIVES:

1. To learn the basic concepts of investment education like Investment, Equity and Bond Valuation Models, Investment Analysis Portfolio Analysis and Selection and Portfolio Evaluation and Revision.
2. Acquire the knowledge about asset valuations which helps in investment analysis.
3. Understand the approach to investment analysis and efficient market theories.
4. To know the methods of portfolio management, evaluation and revision

COURSE OUTCOMES:

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Meet the needs of students who want to pursue career in the investment field, use the various alternatives available for investment.	PO1	3
CO 2	Find the relationship between risk and return and learn to measure risk and return and adopt the same in the real life situations.	PO1, PO 2	3
CO 3	Value the equities and bonds.	PO1, PO2	3
CO 4	Undertake the tasks of investment analysis, portfolio analysis and evaluation	PO1, PO2	3

DETAILED SYLLABUS

UNIT I

Concept of Investment Education: Investment Vs Speculation, Investment alternatives - Investment Process - Sources of Investment Information – 2. Financial Markets: Primary market, Secondary market; Stock Exchange: Meaning, Functions, regulatory structure, Types of stock exchanges, Trading mechanism, Calculation of SENSEX and NIFTY. Evaluation of Return and Risk – Meaning and of Security Returns & Risk, Types of Risk, Portfolio Risk, Measurement of Risk and Return (Problems), Risk Return Trade-off

UNIT II

Equity and Bond Valuation Models – Preference Shares and Equity Shares Earning Valuation- Cash flow valuation-Asset Valuation-Dividend-discount model; Valuation of Bonds – Bond Returns and Risks -Bond Pricing Theorems convexity, duration, bond immunization. (Problems)

UNIT III

Investment Analysis: Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Dow Theory – Candlestick Analysis _Elliot Wave Theory – Trends and Trend Reversals – Moving Averages- Relative Strength Index - Efficient Market Theory – Hypothesis- Forms of Market Efficiency.

UNIT IV

Portfolio Analysis and Selection: Elements of Portfolio Management, Portfolio Management Process, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory. (Problems)

UNIT V

Portfolio Evaluation and Revision: Performance Evaluation of Portfolios; - Sharpe Model - Jensen's Model and Treynor Ratio for PF Evaluation, Evaluation of Mutual Fund – Portfolio Revision. (Problems)

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books

1. S.Kevin: “Security Analysis and Portfolio Management”, PHI Learning, New Delhi, 2009
2. PunithavathyPandian: “Security Analysis and Portfolio Management”, Vikas Publishing House, New Delhi, 2009

Reference Books

1. Prasanna Chandra, “Investment Analysis and Portfolio Management”, TMH, New Delhi, 2013
2. Shashi and Rosy: “Security Analysis and Portfolio Management Investment Management”, Kalyani Publishers, New Delhi 3rd ed.
3. SudhindraBhat, “Security Analysis and Portfolio Management”, Excel Books.32
4. Charles.P.Jones, “Investments: Analysis and Management”, John Wiley & Sons, Inc. 9th Ed.
5. Preeti Singh, “Investment Management”, Himalaya Publishing House. New Delhi.
6. DhaneshKhatri, “Investment Management and Security Analysis;Text and Cases”, Macmillan Publishers. New Delhi, 2011
7. V.K.Bhalla: “Fundamentals of Investment Management”, S.Chand, New Delhi, 2013

E-Books and Online Resources

1. Investment Analysis and Portfolio Management, 10th ed, Reilly & Brown,
a.<https://www.pdfdrive.com/investment-analysis-and-portfolio-management-10th-ed-e1650318.html>
2. Investments Workbook: Principles of Portfolio and Equity Analysis, (CFA Institute Investment Series)
a.<https://www.pdfdrive.com/investments-workbook-principles-of-portfolio-and-equity-analysis-cfa-institute-investment-series-e162154063.html>

NPTEL/SWAYAMMOOCS:

- 1.<https://nptel.ac.in/courses/110/105/110105035/>

II MBA I SEM	BANKING AND INSURANCE MANAGEMENT	L	T	P	C
Course Code 3099212134		3	1	0	3

Course Overview: Banking and Insurance is a postgraduate Banking program. The degree course is the study of fundamentals as well as concepts in the banking and Insurance. The course has been designed to expose students to the understanding of banking and its technicalities. The course prepares students for a professional qualification in banking & insurance and provides a solid base in the field of Banking & insurance, thus making it easier to acquire leadership/ Managerial role in both Banking & insurance sector. The programme will also illuminate the economic functions of banks, banking and insurance industry.

COURSE OBJECTIVES:

1. To develop an understanding about fundamental concepts of Banking.
2. To understand about financial system and its role and to study on NPA.
3. To analyse the Banking & Insurance regulations.
4. To gain an overall understanding of Insurance industry.

COURSE OUTCOMES:

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Understand a comprehensive knowledge about evolution of banking sector and its growth	PO1, PO8	3
CO 2	Analyse banking tools & services	PO1, PO2, PO3, PO6, PO8	3
CO 3	Demonstrate the contemporary developments in Banking.	PO1, PO3, PO8	3
CO 4	Understand various insurance products	PO1, PO4, PO7	3

DETAILED SYLLABUS:

UNIT-I

Introduction to Indian Financial System: Structure of Indian financial system-Meaning of Bank & Banking- Evolution of Banking- Nationalization, Reforms - Indian banking structure-Types - Role and functions of RBI - Financial Inclusion & Exclusion in India - Role and importance of banks in economic development

UNIT-II

Bank Credit & Financial Performance Analysis of Banks: Introduction to Bank Credit-Types of Lending - Assessment of Credit Worthiness of a Prospective Borrower - Management of Credit Process - Loan Pricing, Financial Performance Analysis of Banks: CAMEL Approach, Key Performance indicators -Profitability Analysis-Non-Performing Assets: - Causes & Implications - Modes of Recovery and Management of NPAs (Recent issues)

UNIT -III

Regulation & Innovations in Banking System: Banking regulation in India- Regulation of Bank Capital: Basel Accords I, II, III and IV, SLR, CRR, and Repo Rate & Reverse Repo rate. Innovations in Banking Services: E-Banking - Security aspects of E-Banking-Core concepts of E-Banking: ATM, Debit & Credit Card (Plastic Money), Tele banking, CDM, E-Cheque, ECS, EFT, RTGS, NEFT, IFSC, E-Purse, Net Banking, Mobile Banking

UNIT -IV

Introduction to Insurance: Insurance as a Risk Management Tool- Principles of Insurance - Characteristics of Insurance contract – Types of Insurance-Functions of Insurers- Types of Insurers- Concept of Reinsurance, Advantages and Limitations- Marketing channels: Role of Agents & brokers –Classification, Criteria for appointment - An Overview of IRDAI.

UNIT V

Insurance: Life and General: Classification of Insurance; Life Insurance - Types of Life Insurance contracts, General insurance: –Overview, Types - Third Party Administrators- Micro Insurance in India.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books

1. Peter.S.Rose& Sylvia. C. Hudgins: “Bank Management & Financial Services”, Tata McGraw Hill New Delhi, 2010,
2. James S. Trieschmann, Robert E. Hoyt & David. W. Sommer B:“Risk Management & Insurance”, Cengage Learning, New Delhi

Reference Books

1. Vasant Desai: “Banks & Institutional Management”, Himalaya Publishing House, 2010.
2. R.K.Sharma, Shashi and Jagwant: “Banking and Insurance”, ,Kalyani Publishers, 16th edition.

E-Books and Online Resources

1. https://drive.google.com/file/d/1eIS3wwFbhtkPhtT1Xx_6gq6P9JZX97La/view
2. http://cbseacademic.nic.in/web_material/Curriculum/Vocational/2018/Banking%20and%20Insurance/Banking%20%20XI%20%20class.pdf

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.swayam2.ac.in/cec20_mg08/preview
2. https://onlinecourses.nptel.ac.in/noc20_mg10/preview

II MBA I SEM	MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING	L	T	P	C
Course Code 3099212135		3	1	0	3

Course Overview: This course enriches us with all strategic, legal, accounting, taxation, funding and valuation concepts and issues relating to Mergers & Acquisition and Corporate restructuring in the Indian and global context.

COURSE OBJECTIVES:

1. Understand basic concepts of Mergers & Acquisitions
2. Interpret strategic perspectives of Mergers & Acquisitions
3. Explore the dynamics of Mergers & Acquisitions process
4. Evaluate the methods of Mergers & Acquisitions and corporate restructuring

COURSE OUTCOMES:

Acquaint the students with

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Critically Understand basic concepts of Mergers & Acquisitions	PO1	3
CO 2	Discuss the various strategic perspectives of Mergers & Acquisitions	PO2	3
CO 3	Analyse the dynamics of Mergers & Acquisitions process	PO6	3
CO 4	Elucidate on methods of Mergers & Acquisitions and corporate restructuring	PO3	3

DETAILED SYLLABUS:

Unit – I

Mergers- types of merger– theories of mergers- operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities- Impact of M & A on stakeholders.

Unit – II

M & A – A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix. Takeovers, types, takeover strategies, - Takeover defences – financial defensive measures – methods of resistance – anti-takeover amendments – poison pills Legal aspects of Mergers/amalgamations and acquisitions/takeovers- Combination and Competition Act- Competition Commission of India (CCI), The SEBI Substantial Acquisition of Shares and Takeover code

Unit – III

Merger Process: Dynamics of M&A process - identification of targets – negotiation - closing the deal. Five-stage model – Due diligence– Types - due diligence strategy and process - due diligence challenges. Process of merger integration – organizational and human aspects – managerial challenges of M & A.

Unit – IV

Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision Synergies from M&A: Operating and Financial synergy Accounting for amalgamation – amalgamation in the nature of merger and amalgamation in the nature of purchase- pooling of interest method, purchase method – procedure laid down under Indian companies act of 2013.

Unit – V

Corporate restructuring – significance - forms of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnership– Limited Liability Partnership (LLP) in India: Nature and 91 incorporation of LLP-De merger- strategic alliance buyback of shares.

Text Books:

1. Value Creation from Mergers and Acquisitions, Sudi Sudarsanam – 1/e, Pearson Education, 2003.
2. Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath. S.R – Sage Publication.
3. Corporate Restructuring, Bhagaban Das, Debdas Raskhit and Sathya Swaroop Debasish, Himalaya Publishing, 2009.
4. Sudarsanam, S. 2010. *Creating Value from Mergers and Acquisitions: The Challenges*, Prentice Hall - Pearson.
5. Arzac, R.E., 2008. *Valuation for Mergers, Buyouts and Restructuring*, Wiley. (Important for topics 3 to 6).

Reference Books:

1. Mergers, acquisitions and Corporate Restructuring, NishikantJha, Himalaya Publishing House, 2011.
2. Business Legislation for Management, M.C. Kuchhal and Vivek Kuchhal, 4/e, Vikas Publishing House, 2013.
3. De Pamphilis, D., 2019. *Mergers, Acquisitions, and Other Restructuring Activities*, 9th Edition. Academic Press.

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.nptel.ac.in/noc20_mg56/preview
2. https://onlinecourses.swayam2.ac.in/cec20_mg17/preview

II MBA II SEM	INTERNATIONAL FINANCIAL MANAGEMENT	L	T	P	C
Course Code 3099212233		3	1	0	3

Course Overview: Globalization era has given way to Competitive global environment Domestic as well as multinational corporations (MNC) are either directly or indirectly exposed to international competition and a requirement of an understanding of various currency risks and international financial markets becomes imperative. This course aims at providing students with an in-depth knowledge of international finance issues.

COURSE OBJECTIVES:

Upon successful completion of this subject students should be able to:

1. To provide overview of International financial system-markets, Institutions, Instruments
2. To develop an understanding of Frame work of Foreign exchange
3. To Study the Global financial management in MNCs
4. To Know the various international financing/investing activities,
5. To understand international taxation and Global Indebtedness

COURSE OUTCOMES:

To acquaint the students with:

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Demonstrate the understanding of international financial environment	PO1	3
CO 2	Illustrate applications pertaining to, e.g., exchange rate determinants, foreign exchange exposure, foreign direct investment and the balance of payment.	PO1	3
CO 3	Develop a frame of reference through which to identify, evaluate, and solve problems pertaining to international financial management.	PO1, PO6	3
CO 4	Develop critical and analytical skills and the ability to international financing.	PO1, PO6	3

DETAILED SYLLABUS:

UNIT I

Introduction to Global Financial Management: Evolution of international financial system- International Financial Markets-Instruments- Euro CP, Euro Bonds, Euro Equity, ADRs, GDRs.; International Financial Institutions- ADB, International Monetary Fund (IMF), IBRD(International bank for reconstruction and Development), BIS, Multi-lateral development banks (MLDB).

UNIT II

Management of Exchange: What is exchange rate? Sources and uses of foreign exchange- Foreign Exchange Market mechanism; Exchange Rates-Determination of Exchange Rates - Balance of Payments (Equilibrium vs Disequilibrium)- correcting mechanism- - Different Theories- IRP, PPP, IFE theories.

UNIT III

Global Financial Management: Globalization and MNCs- New Challenges and Opportunities- PESTLE analysis - Global Organizational structure; Sources of funds for MNCs.

UNIT IV

Foreign Investment Decisions: Corporate Strategy and Foreign Direct Investment (FDI) and motives; Multinational Capital Budgeting; International Acquisition and Valuation, Adjusting for Risk in Foreign Investment.

UNIT V

Global Indebtedness and International Accounting External Resources and Development- Nature and Magnitudes of External Debt- Factors influencing Debt Crisis- Management of external Indebtedness and Challenges - International Accounting and Reporting; Foreign Currency Transactions, Multinational Transfer Pricing.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books

1. Eun C.S., Resnick B.G: “International Financial Management”, Tata McGraw Hill Education Pvt. New Delhi 2010
2. Jeff Madura, “ International Financial Management” Cengage Learning Limited, 2008.

Reference Books

1. PG Apte, “International Financial Management” Tata McGraw Hill Limited, 2009.
2. Sharan V., “International Financial Management”, PHI Learnings, New Delhi, 2012.
3. V.A. Avadhani: “International Financial Management” Himalaya Publication, 2013

E-Books and Online Resources

1. International Financial Management, 9th ed, JEFF Madura
2. <https://www.pdfdrive.com/international-financial-management-9th-ed-e33407995.html>

NPTEL/SWAYAMMOOCS:

1. <https://nptel.ac.in/courses/110/105/110105031/>

II MBA II SEM	FINANCIAL RISK MANAGEMENT	L	T	P	C
Course Code 3099212234		3	1	0	3

Course Overview: Effective risk management is not only a cornerstone of good corporate governance; it is increasingly an essential business tool that assists with the development of strategy, the preparation of Business Plans and decision-making processes. This course will apply the fundamental concepts of risk management to a number of key business functions and equip you to perform risk assessments, develop appropriate mitigation strategies and effectively communicate outcomes to senior management.

COURSE OBJECTIVES:

To acquaint the students with

1. Develop a common understanding of risk across multiple functions and business
2. It helps in so we can manage risk cost-effectively on an enterprise wide basis.
3. Achieve a better understanding of risk for competitive advantage.
4. Build safeguards against earnings-related surprises.
5. Build and improve capabilities to respond effectively to low probability, critical, catastrophic risks.

COURSE OUTCOMES:

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Demonstrate the risk management concepts in identifying financial risks.	PO1, PO3	3
CO 2	Applying models to measure financial risks	PO1, PO2, PO6	3
CO 3	Interpret and analyze financial risks for their management	PO2, PO4, PO5	3
CO 4	Understand the Regulatory framework	PO4, PO6, PO7, PO8	3

DETAILED SYLLABUS:

UNIT I

Introduction of Financial Management: Nature and Scope and Objectives of Financial Management. Functions of FM- Firms Missions and Objectives- Major decisions of financial Management-Profit Maximization Vs Wealth Maximization Vs EPS Maximization– Role of Financial Manager in modern organizations.

UNIT II

Financing Decision: Sources of finance (long-term and short-term) – The Concept and financial effects of leverage – EBIT – EPS analysis- Leverage decisions in practices-Cost of Capital - weighted average cost of capital – Theories of cost of capital- Capital structure – Factors effecting capital structure -Theories of capital structure.

UNIT III

The Investment Decision: Concept of Time Value of money - Nature and Significances of Investment decision – Estimation of cash flows – Capital Budgeting Process – Techniques of investment appraisal: Pay-back method-Accounting rate of return, and DCF: NPV-IRR- Profitability index (PI).

UNIT IV

Dividend Decision: Meaning and Significance – Forms of Dividend-Theories of Dividend (relevant and irreverent theories)– Determinants of Dividend Decisions – Dividend Policies in Indian Corporate - Stock Splits.

UNIT V

Working Capital Decision: Meaning – Classification and Significance – Components of Working Capital – Concepts of Working Capital - Working Capital Cycle - Factors determining the Working Capital Estimation of Working Capital: Cash Management models – Cash Budgeting - Accounts Receivables Management – Credit policies – Inventory Management.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books

1. Dr. G. Kotreshwar: “Risk Management”, Himalaya Publishing House, Delhi. 2012
2. Trieschmann, Hoyt, Sommer: “Risk Management and Insurance”, Cengage Learning, 2005

Reference Books

1. Dhanesh Kumar Khatri: “Derivatives and Risk Management”, Mac Millan, 2012
2. Vivek, P.N. Asthana: “Financial Risk Management”, Himalaya Publishing House, Delhi. 2012
3. Rene M. Stulz. “Risk Management & Derivatives” Cengage Learning. 2003.

E-Books and Online Resources

1. https://www.academia.edu/7303634/Financial_Risk_Management_A_Practitioners_Guide_to_Managing_Market_and_Credit_Risk_2_edition
2. <https://www.ust.edu/usty/images/open/library/mang/33/%D9%83%D8%AA%D8%A8%20%D8%A3%D8%AC%D9%86%D8%A8%D9%8A%D8%A9%20%D8%A5%D8%AF%D8%A7%D8%B1%D8%A9%20%D9%85%D8%AE%D8%A7%D8%B7%D8%B1/Essentials%20of%20Financial%20Risk%20Management.pdf>
3. https://www.cimaglobal.com/Documents/ImportedDocuments/cid_mag_financial_risk_jan_09.pdf

NPTEL/SWAYAMMOOCS:

1. <https://nptel.ac.in/noc/courses/noc19/SEM2/noc19-mg39/>
2. https://onlinecourses.swayam2.ac.in/imb20_mg18/preview

II MBA II SEM	BEHAVIOURAL FINANCE	L	T	P	C
Course Code 3099212235		3	1	0	3

Course Overview: This course will cover the behavioral aspects of financial decision making and finance planning.

COURSE OBJECTIVES:

1. To understand the fundamentals of behavioural finance
2. To appreciate the limitations of rational 'models of investment decision making
3. To introduce an alternate framework for understanding price discovery in the markets
4. To identify persistent or systematic behavioral factors that influence investment behavior

COURSE OUTCOMES:

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Critically discuss the fundamentals of behavioural finance	PO1	3
CO 2	To prescribe alternative models of investment decision making;	PO2	3
CO 3	To analyze various factors impacting the markets	PO6	3
CO 4	To measure the risk factors related to emotions	PO2, PO3	3

DETAILED SYLLABUS:

Unit – I

Introduction to Behavioral finance – Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty :Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Weber law -Subjective probability – Representativeness – Anchoring - Asymmetric perception of gains and losses framing and other behavioral effects - Exponential discounting - Human economic behavior - Discount factors for short and long horizons - Experimental measurement of the discount factor - Hyperbolic discounting.

Unit – II

Utility/ Preference Functions: Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept – Decisionmaking in historical prospective - Allais and

Elsberg's Paradoxes - Rationality from an economics and evolutionary perspective – Herbert Simon and bounded rationality- Investor rationality and market efficiency - Empirical data that questions market efficiency.

Unit –III

Behavioral Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental information and technical analysis – the case for psychological influence.

Unit – IV

Behavioral Corporate Finance: Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing - Mergers and Acquisitions. Systematic approach to using behavioral factors in corporate decisionmaking. External Factors and Investor Behavior: Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation Active portfolio management – the source of the systematic underperformance.

Unit – V

Emotions and Decision – Making: Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risktaking. Personality traits and risk attitudes in different domains.

Text Books:

1. Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves. • ThePsychologyofInvestingbyJohnR.
2. Understanding Behavioral Finance by AckertNofsinger, Pearson Prentice Hall, (4th Edition)What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, • McGrawHill
3. Handbook of Behavioral Finance – Brian R. Bruce
Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch

Reference Books:

- 1.Behavioral Finance, William Forbes, Wiley, 2009.
- 2.Behavioral Finance: Psychology, Decision-Making and Markets, L. F. Ackert and R. Deaves, South-Western College Publication.
- 3.Plous, Scott, 1993, The Psychology of Judgment and Decision Making, Ch 10-15 Shleifer, Andrei, 2000, Are Financial Markets Efficient?, Chapter 1 in Inefficient

4. Markets, Oxford University Press. Ackert, L., and R. Deaves, 2010, Behavioral Finance: Psychology, Decision-Making and Markets, South-Western Cengage Learning, Mason, Ohio. Nofsinger, J. R., 2001, Investment Madness, Prentice Hall.
5. Mitchell, O. S., and S. P. Utkus, eds., 2004. Pension Design and Structure: New Lessons from Behavioral Finance (Oxford University Press, New York, New York). Shleifer,
6. Andrei (2000): Inefficient Markets: An Introduction to Behavioral
7. Finance, Oxford University Press, Oxford. Montier, James (2002): Behavioural Finance, John Wiley & Sons, New York.
8. Plous, S. (1993). The psychology of judgment and decision-making NY: McGrawHill.

NPTEL/SWAYAMMOOCS:

1. <https://nptel.ac.in/courses/110/105/110105144/>

II MBA I SEM	RETAIL MANAGEMENT	L	T	P	C
Course Code 3099212136		3	1	0	3

Course Overview: The students, who are pursuing the course of retail management, are taught about the introduction and concept of retail management, pricing and merchandising, segmentation, relationship marketing and international retailing.

COURSE OBJECTIVE:

1. Objective of Retail Management is to create and develop services that meet the specific needs of Customers and offer these services at competitive, reasonable prices that will still yield profits.
2. To acknowledge the students with the different elements of retail marketing environment and Its issues.
3. Students would able to study the relationship Marketing, and its Principles in retailing
4. Understand Integrated Marketing Communication and study the upcoming tools of IMC
5. Able to understand the global aspects of business and its entry methods.

COURSE OUTCOMES:

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of mapping
CO 1	Understand the concept of retail management and retail marketing environment	PO1	2
CO 2	Develop retail formats basing upon the social and environmental concerns	PO2, PO7	2
CO 3	Understand Integrated Marketing Communication to Integrate marketing process to achieve organizational goals	PO5, PO6	3
CO 4	Able to Gauge Growth Opportunities to build a Sustainable Competitive Advantage in the markets	PO4, PO5	3

DETAILED SYLLABUS:

UNIT – I

Introduction to Retailing - Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Retailing Marketing Environment: Elements in a Retail Marketing Environment, Environmental Issues, Indian vs. Global Scenario

UNIT – II

The Retail Marketing Segmentation - Introduction, Importance of Market Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions, Limitations of Market Segmentation; Store Location and Layout - Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies

UNIT – III

Retail Formats and Planning - Introduction, Target Market and Retail Format, Gauging Growth Opportunities, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Differentiation Strategies, Positioning Decisions; Retail Pricing- Introduction, Establishing Pricing Policies, Factors Influencing Pricing, Pricing Strategies, Psychological pricing, Mark-up and Mark-down Pricing

UNIT – IV

Customer Relationship Management in Retailing - Introduction, Benefits of Relationship Marketing, Management of Relationship, Principles of CRM, Customer Relationship Management Strategies, Components of CRM, Customer Service in Retailing, CRM and Loyalty Program; Understanding Integrated Marketing Communication - Integrated marketing process, Tools of IMC, Upcoming tools of IMC, Factors influencing the Increased use of sales promotion

UNIT – V

International Retailing - Introduction, Stages in Retail Global Evolution, Reasons for Going Global, Benefits of Going Global, Other Opportunities of Going Global, Market Entry Methods

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. Sheikh and Kaneez Fatima, —Retail Management, Himalaya Publishing House, Mumbai, 2012
2. A.J. Lamba: The Art of Retailing, Tata McGraw Hill Education Pvt. Ltd. N. Delhi. 2011

Reference Books:

1. Sivakumar, A, —Retail Marketing, Excel Books, New Delhi, 2007
2. Swapna Pradhan, —Retail management, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2012

E – books and Online Resources

- 1.<https://www.freebookcentre.net/business-books-download/Retail-Marketing.html>
- 2.https://www.researchgate.net/publication/307855561_Retail_Management

NPTEL/SWAYAM/MOOCs:

- 1.https://onlinecourses.swayam2.ac.in/imb19_mg02/preview
- 2.<https://www.classcentral.com/course/swayam-retail-management-14274>

II MBA I SEM	DIGITAL AND SOCIAL MEDIA MARKETING	L	T	P	C
Course Code 3099212137		3	1	0	3

Course Overview: The main aim of the course is to provide students with a comprehensive understanding of how digital technologies and the rise of social media are changing marketing strategies and tactics across different industries. This includes learning about marketing concepts that are relevant in the digital environment, analyzing best practice examples, and developing skills for creating, delivering and communicating value by using digital marketing tools and social media platforms. Additional aims of the course include providing students with insights into current digital marketing and social media trends, and teaching them how to combine digital and offline marketing tactics.

COURSE OBJECTIVES:

1. To Assess the marketing potential of digital technologies and social media platforms for a particular real-life marketing challenge
2. To Understand the digital consumer
3. To Propose relevant online value proposition
4. To Choose relevant digital and social media platforms
5. To Propose digital tactics to achieve marketing goals.

COURSE OUTCOMES:

CO's	At the end of the course, the student will have the ability to	PO's mapped	Strength of Mapping
CO 1	To assess the marketing potential of digital technologies in real-life challenges	PO1	2
CO 2	To choose relevant digital and social media platforms.	PO2	1
CO 3	To propose digital tactics to achieve marketing goals.	PO5	2
CO 4	To understand the digital consumer	PO8	1

DETAILED SYLLABUS:

Unit – I

Understanding Digital Marketing: Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.

Unit – II

Channels of Digital Marketing: Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels. Marketing in the Digital Era Segmentation – Importance of Audience Segmentation, how different segments use Digital Media –Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

Unit – III

Digital Marketing Plan: Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.

Unit – IV

Search Engine Marketing and Online Advertising: Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.

Unit – V

Social Media Marketing: Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

Reference Books:

1. Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
2. Vandana Ahuja, Digital marketing, Oxford University Press 2015
3. Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.
4. Judy Strauss and Raymond Frost, E-Marketing, Pearson, 2016
5. Richard Gay, Alan Charles worth and Rita Esen, Online marketing – A customer led approach Oxford University Press 2007.
6. Chuck Hemannand Ken Burbary, Digital Marketing Analytics, Pearson, 2019

E-Books:

1. <https://www.emarketinginstitute.org/free-ebooks/>

NPTEL/SWAYAM:

1. https://onlinecourses.swayam2.ac.in/ugc19_hs26/preview

II MBA I SEM	CUSTOMER RELATIONSHIP MANAGEMENT	L	T	P	C
Course Code 3099212138		3	1	0	3

Course Overview: Customer Relationship Management, also known as CRM, helps businesses successfully implement strategies, practices and technologies aimed at winning and retaining customers profitably. The objective of this course is to equip students with a sound foundation of CRM concepts and best practices so you can implement CRM practices successfully for long-term profitability.

COURSE OBJECTIVE:

1. To provide a conceptual understanding of CRM, its processes, and structure.
2. To enable the students understand human issues relating to implementation of Customer Relationship Management in the organizations
3. To enable the students understand ERP systems
4. To provide conceptual understanding of data base management

COURSE OUTCOMES:

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of mapping
CO 1	Apply the concept of CRM, the benefits delivered by CRM	PO1	3
CO 2	Implement how CRM practices and strategies enhance the achievement of marketing	PO1,PO4,PO2	2
CO 3	Implement various technological tools for data mining and also successful implementation of CRM in the Organizations	PO1,PO7	2
CO 4	Design customer relationship management strategies by understanding customers' preferences	PO1,PO2	3

DETAILED SYLLABUS:

Unit – I

Customer Relationship Management Fundamentals: Definition and Significance of Customer Relationship Marketing, Theoretical perspectives of relationship, Evolution of Relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, Approach towards marketing: A paradigm shift, Historical Perspectives, CRM Definitions, Emergence of CRM practice, CRM cycle, Significance of CRM, CRM Strategy, Customer Life Time Value, Relationship Life Cycle.

Unit – II

Building Customer Relationship Management: Requisites for Effective Customer acquisition, Customer Knowledge Management for Effective CRM, Customer Retention Process, Strategies to Prevent Defection and Recover Lapsed Customers , CRM Implementation: CRM framework for Implementation, Implementing CRM process, Integration of CRM with ERP System, Barriers to effective CRM Gartner's Competency model of CRM.

Unit – III

Functional Components of CRM: Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM software's

Unit – IV

Sales Force Automations (SFA): Definition and need of Sales Force Automation, barriers to successful Sales Force Automation functionality, technological aspect of Sales Force Automation, data synchronization, flexibility and performance, reporting tools, Impact of CRM on Marketing Channels: Meaning, how does the traditional distribution channel structure, support customer relationship, emerging channel trends that impact CRM

Unit – V

Trends and Issues in CRM: CRM in e- business (B2B & B2C), Measuring the Effectiveness of CRM, Factors Influencing the future of CRM. E-CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM,

Text Books:

1. Alok Kumar, Chabbi Sinha & Rakesh Kumar, Customer Relationship Management: Concepts & Application Biztantra, Delhi, 2007
2. H Peeru Mohamed, A Sagadevan, Customer Relationship Management- A Step-by-Step Approach, Vikas Publishing House Pvt. Ltd., Delhi, 2008

Reference Books:

1. Jill Dyche: The CRM Handbook: A Business Guide to Customer Relationship Management, Pearson Education, 2002.
2. Ed Peelen, Customer Relationship Management,, Pearson Education,2005.
3. Barnes James G: Secrets of Customer Relationship Management, McGraw Hill, 2001

NPTEL/SWAYAMMOOCS:

- 1.https://onlinecourses.nptel.ac.in/noc20_mg57/preview

II MBA II SEM	ADVERTISING AND BRAND MANAGEMENT	L	T	P	C
Course Code 3099212236		3	1	0	3

Course Overview: Expose the students to the dynamism of advertising and brand management and equip them to be able to manage the advertising and branding activities in the business scenario.

COURSE OBJECTIVES:

1. To educate the student to understand the major advertising platforms, including: display, video, audio, sponsored, native, social media, search and programmatic.
2. To educate the student about how to build brands from a broad organisational perspective
3. To educate the students regarding how to measure brand health in new ways, that is, internally in addition to externally
4. To explain the roles which advertising can play in the contemporary marketing mix and marketing environment.

COURSE OUTCOMES:

CO's	At the end of the course, the student will have the ability to	PO's mapped	Strength of Mapping
CO 1	Understand major advertising platforms.	PO2	1
CO 2	Build brands from an organizational goals perspective.	PO5	1
CO 3	Measure brand health in new ways, both internally and externally	PO7	3
CO 4	Explain the roles which advertising can play in the current Marketing Environment.	PO4	2

DETAILED SYLLABUS:

UNIT – I

Advertising: Its importance and nature; Communication model; Persuasion Process – perception, learning and attitude change; Major advertising decisions and influencing factors; Determining advertising Objectives and budget.

UNIT – II

Developing Advertising Campaign: Determining advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; Media planning – media selection and scheduling Advertising through Internet.

UNIT – III

Organisation and Evaluation of Advertising Efforts: In-house arrangements; Using advertising agencies – selection, compensation and appraisal of advertising agency; Evaluating Advertising Effectiveness. Importance of branding; Basic Branding concepts – Brand personality, brand image, brand identify, brand equity and brand loyalty; Product vs. Corporate branding; Major branding decisions.

UNIT – IV

Identifying and selecting brand name Building brand personality, image and identity; Brand positioning and re-launch; Brand extension; Brand portfolio; communication for branding Enhancing brand image through sponsorship and even management.

UNIT – V

Managing Brand Equity and Loyalty: Brand Building in Different Sectors - Customers, industrial, retail and service brands. Building brands through Internet. Developing International Brands: Pre-requisites and process; Country-of-origin effects and global branding; Building Indian brands for global markets.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. S.H.H Kazmi and SatishK.Batra : Advertising and sales promotion, Excel books
Cowley. D: Understanding Brands, ,Kogan Page Ltd
2. George E.Belch& Michael A. Balch : Advertising and Promotion, TMH
3. Aaker, Myers &Batra : Advertising Management , Prentice Hall.
4. Wells,Moriarity&Burnett : Advertising Principles & practices , Prentice Hall.

E-Books:

- 1.<https://www.hubspot.com/resources/ebook/advertising>

NPTEL/SWAYAM COURSES:

- 1.https://onlinecourses.swayam2.ac.in/cec20_ge07/preview
- 2.https://onlinecourses.swayam2.ac.in/imb19_mg04/preview

II MBA II SEM	GREEN MARKETING	L	T	P	C
Course Code 3099212237		3	1	0	3

Course Overview: This course introduces students about the concept of Green Marketing and Green Products. It also focuses on various segmenting consumers and various shades of consumers. It delivers about the fundamentals of green marketing. It talks about the importance of environmentalism. It also discusses about the Green marketing initiatives of various industries.

COURSE OBJECTIVES:

1. To make the student understand the concept of Green Marketing and Green Products.
2. To make the student understand the concept of purchase decision and the factors affecting it.
3. To make the student understand Green marketing's importance to environmental concerns
4. To make the student understand the initiatives on Green Marketing

COURSE OUTCOMES:

This course will acquaint the students with:

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO1	Understand and apply knowledge of Green Marketing	PO1	2
CO2	Analyze Green Marketing concepts	PO2	2
CO3	Understand Green marketing's importance to environmental concerns	PO7	1
CO4	Continuous learning of Green marketing initiatives	PO8	1

DETAILED SYLLABUS:

UNIT I

Introduction to green marketing-strategic green planning environment and consumption- Green Product- Green Behavior- Five shades of green consumers Segmenting consumers- Green consumer's motives-Buying strategies -Green Business Opportunities- Designing green products-eco-design to eco- innovation-Fundamentals of green marketing-Establishing Credibility-Green distribution and Packaging Contemporary Government policies and subsidies that aids green product development

UNIT II

Green Spinning – Green Selling – Green Harvesting – Enviropreneur Marketing - Compliance Marketing – Green Washing – Climate Performance Leadership Index

UNIT III

Meaning of Purchase decision – Factors affecting Purchase decision - Steps in the decision making process - Five stages of consumer buying decision process - Models of buyer decision-making

UNIT IV

Introduction of Environment – Importance of environmentalism - Environmental movement - Benefits of green environment to the society - E-waste exchange - Extended Producer Responsibility Plan - Guidelines for Collection and Storage of E-Waste - Guidelines for Transportation of E-Waste - Guidelines for Environmentally Sound Recycling of E-Waste

UNIT V

Green Firms – HCL's Green Management Policy – IBM's Green Solutions – IndusInd Bank's Solar Powered ATMs – ITCs Paperkraft – Maruti's Green Supply Chain – ONGCs Mokshada Green Crematorium – Reva's Electric Car – Samsung's Eco-friendly handsets- Wipro InfoTech's Eco-friendly computer peripherals.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books

1. Green Marketing and Environmental Responsibility in Modern Corporations, Esakki and Thangasamy, IGI Global, 2017
2. Green Marketing Management, Robert Dahlstrom, Cengage Learning, 2010.

References:

1. Green Marketing: Challenges and Opportunities for the New Marketing Age, Jacquelyn A. Ottman, NTC Business Books, 1993
2. The New Rules of Green Marketing, Jacquelyn A. Ottman, Berrett-Koehler Publishers, 2011.

NPTEL/SWAYAM COURSES:

1. https://onlinecourses.nptel.ac.in/noc21_ge16/preview
2. https://onlinecourses.nptel.ac.in/noc21_gehs83/preview

II MBA II SEM	GLOBAL MARKETING MANAGEMENT	L	T	P	C
Course Code 3099212238		3	1	0	3

Course Overview: This course is designed to help the student to gain an understanding of concepts of global Marketing, types of international markets, demand and supply position in international markets, import-export documentation, policies and procedures of foreign trade.

COURSE OBJECTIVE:

1. To enhance the concepts among the students about free trade at global level and attempt to bring all the countries together for the purpose of trading..
2. To increase the conception of globalization by integrating the economies of different countries, enabling them to understanding the world peace by building trade relations among different nations.
3. To understand the global market entry strategies by global investors.
4. To study different types international marketing channels, export and import markets.

COURSE OUTCOMES:

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of mapping
CO 1	Apply basic international marketing theories and concepts to understand the environment	PO1,PO2	3
CO 2	Understand international environment in order to develop appropriate international marketing objectives and strategies	PO4,PO5, PO7	2
CO 3	Develop unique international marketing plans	PO2,PO4, PO6	3
CO 4	Design and implement effective market access strategies	PO1,PO2, PO6	3

DETAILED SYLLABUS:

Unit – I

Global Marketing: Scope and Significance of Global Marketing, The importance of global / international marketing, Differences between international and domestic marketing International environment, International Social & culture Environment, the political legal environment and regulatory environment of international marketing. Technological Environment.

Unit – II

Global Market Entry Strategies: Indirect Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies without Direct Investment, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.

Unit – III

Global product management: International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion–Strategic Alternatives. New products in Intentional Marketing, Product and culture, brands in international Market.

Unit – IV

International Marketing Channels: channels –Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing an international Distribution Strategy Selecting Foreign Country Market intermediaries. The management of physical distribution of goods, advertising and Branding, Grey Market goods.

Unit – V

Export Marketing: Introduction to Export Marketing, Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

Text Books:

1. Varshney and Bhattacharya: International Marketing management.
2. Philip Kotler: Marketing Management
3. John Fayer wearther: International Marketing
4. David Carson: International Marketing

Reference Books:

1. Lee Kiefer And Carter, Steve, Global Marketing Management, Oxford University
2. Keegan, W.J. (2002). Global Marketing Management. Seventh Edition. Pearson Education, New Delhi
3. Cateora, Philip R. International Marketing 13E. Tata McGraw-Hill Education, 2008.
4. Bhattacharyya, B., & Varshney, R. L. (1986). International Marketing Management: An Indian Perspective. Sultan Chand

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.nptel.ac.in/noc22_mg28/preview
2. https://onlinecourses.nptel.ac.in/noc22_mg50/preview

II MBA I SEM	ESSENTIAL OF BUSINESS ANALYTICS	L	T	P	C
Course Code 3099212139		3	1	0	3

Course Overview: The course is designed to gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making. The course familiarizes the students with the processes needed to develop, report, and analyze business data

COURSE OBJECTIVES:

1. To understanding of how managers use business analytics
2. To formulate and solve business problems
3. To study the methods to analyze the business data.
4. To know how to visualization, reporting and decision making

COURSE OUTCOMES:

This course will acquaint the students with :

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Critically Understand basic concepts of Business Analytics	PO1	3
CO 2	Discuss the various Methods to formulate and solve business problems	PO2	3
CO 3	Analyze Business data using different statistical methods	PO6	3
CO 4	Develop the reports using different visualizations tools for Business decision making	PO5	3

DETAILED SYLLABUS:

Unit-I

Introduction to Business Analytics: Evolution of Business analytics, scope, Data for Business Analytics, Models in Business Analytics, problem solving with business analytics- Types of data, Integrating Analytics with business, Business Analytics for Competitive Advantage, Descriptive, Predictive, and Prescriptive Analytics, Dashboards Business Analytics Process Cycle.

Unit-II

Analytics on Spreadsheets: Basic Excel, Excel Formulas, Excel Functions, Data Queries. Descriptive Analytics: Descriptive Statistical measures - Populations and samples, Statistical notations, Measures of Location, Measures of Dispersion, and Measures of Association. Statistical Inference: Hypothesis testing, one-Sample Test, Two-Sample Test, Two tailed Hypothesis for mean, ANOVA. Predictive Analytics: Simple Linear regression, Multiple Linear regression, Residual Analysis, Building regression models, Regression with categorical Independent variables.

Unit-III

Machine Learning, Supervised Learning and Unsupervised Learning, Clustering & Segmentation, Affinity/ Association Analysis, Data Reduction, Visual Analytics and Data Visualization Prescriptive Analytics: Building Linear Optimization models, Implementing Linear Optimization models on spreadsheets, Solving Linear Optimization models

Unit-IV

Marketing Analytics, Models and metrics- Market Insight – Market data sources, sizing, PESTLE trend analysis, and porter five forces analysis - Market basket Analysis, Text Analytics, Spreadsheet Modeling - Sales Analytics: E Commerce sales mode, sales metrics, profitability metrics and support metrics.

Unit-V

Introduction to Big Data, Master Data Management. Data mining on what kind of data, what kinds of patterns can be mined, which technologies are used, which kinds of applications are targeted, major issues in Data Mining, Getting to know your Data: Data Objects and Attribute Types, Basic Statistical Descriptions of Data, Data Visualization, Measuring data Similarity and Dissimilarity.

Text Books:

1. Analytics at Work by Thomas H. Davenport, Jeanne G.Harris and Robert Morison, Harvard Business Press, 2010.
2. Getting Started with Business Analytics: Insightful Decision – Making by David Hardoon, Galit Shmueli, Chapman & Hall/CRC, 2013.
3. Business Intelligence: A Managerial Approach by Efraim Turban, Ramesh Sharda, Dursun Delen and Daid King, Pearson Publication, 2012.
4. Business Intelligence Making Decision through Data Analytics, Jerzy Surma, Business Expert Press, 2011.

Reference Books:

1. Successful Business Intelligence: Secrets to Making BI a Killer App by Cindi Howson, Tata McGraw Hill Edition 2012.
2. R for Everyone: Advanced Analytics and Graphics, Jared Lander, Addison Wesley

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.nptel.ac.in/noc22_mg11/preview
2. https://onlinecourses.nptel.ac.in/noc22_mg09/preview

II MBA I SEM	BIG DATA ANALYTICS	L	T	P	C
Course Code 3099212140		3	1	0	3

Course Overview: Students will gain knowledge on analysing Big Data. It serves as an introductory course for graduate students who are expecting to face Big Data storage, processing, analysis, visualization, and application issues on both workplaces and research environments. In this course, part of the Big Data Micro Master's program, students will develop their knowledge of big data analytics and enhance your programming and mathematical skills.

COURSE OBJECTIVES:

By the end of this course, you should be able to:

1. To study the basic technologies that forms the foundations of Big Data.
2. To study the programming aspects of cloud computing with a view to rapid prototyping of complex applications.
3. To understand the specialized aspects of big data including big data application, and big data analytics.
4. To study different types Case studies on the current research and applications of the Hadoop and big data in industry.

COURSE OUTCOMES:

CO's	After completing this Course, the student should be able to know:	PO's mapped	Strength of Mapping
CO 1	Student must be Able to understand the building blocks of Big Data	PO1,PO2, PO3	3
CO 2	Student must be able to understand the specialized aspects of big data with the help of different big data applications	PO1,PO2, PO5	2
CO 3	Student must be able to represent the analytical aspects of Big Data,	PO1,PO2, PO3	3
CO 4	Student must be know the recent research trends related to Hadoop File System,	PO1,PO2, PO5	3

DETAILED SYLLABUS:

Unit I

Introduction to Big Data: Big Data-definition, Characteristics of Big Data (Volume, Variety, Velocity, Veracity, Validity), Importance of Big Data, Patterns for Big Data Development, Data in the Warehouse and Data in Hadoop [Zikopoulos] - Introduction to Hadoop: Hadoop- definition, Understanding distributed systems and Hadoop, Comparing SQL databases and Hadoop, Understanding MapReduce, Counting words with Hadoop—running your first program, History of Hadoop, Starting Hadoop - The building blocks of Hadoop, NameNode, DataNode, Secondary NameNode, JobTracker and Task Tracker.

Unit II

HDFS: Components of Hadoop -Working with files in HDFS, Anatomy of a MapReduce program, Reading and writing the Hadoop Distributed File system -The Design of HDFS, HDFS Concepts, The Command-Line Interface, Hadoop Filesystem, The Java Interface, Data Flow, Parallel Copying with distcp, Hadoop Archives. Hadoop I/O: Compression—Serialization-- Avro and File-Based Data structures.

Unit III

Map Reduce Programming: Writing basic Map Reduce programs - Getting the patent data set, constructing the basic template of a Map Reduce program, Counting things, Adapting for Hadoop's API changes, Streaming in Hadoop. MapReduce Advanced Programming: Advanced MapReduce - Chaining Map Reduce jobs, joining data from different sources.

Unit IV

Hadoop Eco System --User Defined Functions-- Data Processing operators. Hive : Hive Shell- - Hive Services-- Hive Metastore-- Comparison with Traditional Databases—HiveQL-- Tables, Querying Data and User Defined Functions. Hbase : HBasics—Concepts—Clients—Example-- Hbase Versus RDBMS. Big SQL : Introduction

Unit V

Graph Representation in MapReduce: Modeling data and solving problems with graphs, Shortest Path Algorithm, Friends-of-Friends Algorithm, PageRank Algorithm, BloomFilters. Data Analytics with R Machine Learning : Introduction, Supervised Learning, Unsupervised Learning, Collaborative Filtering. Big Data Analytics with BigR.

Text Book:

1. Anand Rajaraman and Jeffrey David Ullman, —Mining of Massive Datasets, Cambridge University Press, 2012.
2. Bill Franks, —Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics, John Wiley & sons, 2012.

Reference Books:

1. Tom White — Hadoop: The Definitive Guide, Third Edition, O'Reilly Media, 2012.
2. Seema Acharya, Subhasini Chellappan, "Big Data Analytics" Wiley 2015.
3. Michael Berthold, David J. Hand, "Intelligent Data Analysis", Springer, 2007.
4. Jay Liebowitz, —Big Data and Business Analytics, Auerbach Publications, CRC press (2013)
5. Tom Plunkett, Mark Hornick, —Using R to Unlock the Value of Big Data: Big Data Analytics with Oracle R Enterprise and Oracle R Connector for Hadoop, McGrawHill/Osborne Media (2013), Oracle press.
6. Anand Rajaraman and Jeffrey David Ullman, —Mining of Massive Datasets, Cambridge University Press, 2012. 19. Bill Franks, —Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics, John Wiley & sons, 2012.
7. Glen J. Myatt, —Making Sense of Data, John Wiley & Sons, 2007 21. Pete Warden, —Big Data Glossary, O'Reilly, 2011.
8. Michael Minelli, Michele Chambers, Ambiga Dhiraj, "Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses", Wiley Publications, 2013.
9. Arvind Sathi, —Big Data Analytics: Disruptive Technologies for Changing the Game, MC Press, 2012
10. Paul Zikopoulos, Dirk DeRoos, Krishnan Parasuraman, Thomas Deutsch, James Giles, David Corigan, "Harness the Power of Big Data The IBM Big Data Platform", Tata McGraw Hill Publications, 2012

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.swayam2.ac.in/arp20_ap10/preview

II MBA I SEM	MARKETING ANALYTICS	L	T	P	C
Course Code 3099212141		3	1	0	3

Course Overview: This course aims to provide knowledge on elements of market analysis and to use marketing analytics to predict outcomes and systematically allocate resources.

COURSE OBJECTIVES:

1. To understand the fundamentals of Market analysis
2. To know Competitive Analysis And Business Strategy
3. To use Product, Service and Price Analytics
4. To apply promotional and E-commerce analytics

COURSE OUTCOMES:

This course will acquaint the students with :

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Critically discuss fundamentals of Market analysis	PO1	3
CO 2	Formulate Competitive Analysis And Business Strategy in decision making	PO2	3
CO 3	Analyze Product, Service and Price Analytics	PO6	3
CO 4	Measure promotional and E-commerce performances using analytics	PO2, PO3	3

DETAILED SYLLABUS:

Unit I

Introduction: Marketing Analytics, Models and metrics- Market Insight – Market data sources, sizing, PESTLE trend analysis, and Porter five forces analysis – Market segment identification and positioning.

Unit II

Competitive Analysis And Business Strategy: Competitor identification, Intelligence gathering, analysis and strategy- Analytics based strategy selection, with strategic models and metrics, Forecasting, balanced scorecard, and critical success factors.

Unit III

Product, Service and Price Analytics: Conjoint analysis model, decision tree model, portfolio resource allocation, Pricing techniques, pricing assessment, pricing for business markets, price discrimination.

Unit IV

Distribution And Promotion Analytics: Retail location selection, distribution channel evaluation, and multi-channel distribution, Promotion budget estimation and allocation, promotion metrics for traditional media and social media.

Unit V

Market basket Analysis, Text Analytics, Spreadsheet Modelling - Sales Analytics: E Commerce sales mode, sales metrics, profitability metrics and support metrics.

Text Books:

1. Stephan Sorger, —Marketing Analytics – Strategic Models and Metrics, Admiral Press, 2013.
2. Mark Jeffery, —Data Driven Marketing: The 15 Metrics Everyone in Marketing should know, Wiley, 2013.

Reference Books:

1. Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein —Marketing Metrics: The Definitive Guide to Measuring Marketing Performance, Pearson FT press, 2012.

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.nptel.ac.in/noc22_mg26/preview

II MBA II SEM	FINANCIAL ANALYTICS	L	T	P	C
Course Code 3099212239		3	1	0	3

Course Overview: The Financial Analytics course is structured around a core of courses covering data science, risk management and time series, and their applications in finance.

COURSE OBJECTIVES:

1. To understand the basic concepts of financial analytics
2. To know about the various financial alternatives
3. To identify the various techniques of analytics
4. To inculcate domain knowledge in application of models

COURSE OUTCOMES:

This course will acquaint the students with :

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	To present the competency of financial knowledge	PO1	3
CO 2	To inculcate domain knowledge in Commerce with focus on Finance and Accounting	PO3	3
CO 3	To apply various techniques	PO2	3
CO 4	To predict the best portfolio	PO6	3

DETAILED SYLLABUS:

Unit -I

Financial analytics: Concept and Practices- Data science - What is R and its application - Language features: functions-- Assignment-- Aruguments and types. Financial Statistics: Concept and mathematical expectation - Probability - Mean; SD and Variance - Skewness and Kurtosis - Covariance and correlation - Capital Asset Pricing model.

Unit –II

Financial Securities : Bond and Stock investments - Housing and Euro crisis - Securities Datasets and Visualization - Plotting multiple series. Time Series and Sharpe ratio: Examining and Stationary - Auto Regressive and integrated moving average Processes-- Time periods and Annualizing - Ranking investment candidates - Sharpe Ratio for Income Statement growth.

Unit –III

Markowitz means - variance optimization - Optimal Portfolio of two risky assets - Data mining with Portfolio optimization- Cluster Analysis - K -means Clustering and Algorithm - Covariance and Precision matrices - Usage of Regression.

Unit -IV

Gauging the market Sentiment: Markov Regime Switching model - Bayesian reasoning - Beta distribution. Stimulating Trading Strategies: Foreign exchange markets - Chart analytics - Initialization and finalization - Bayesian Reasoning within Positions. Black - Scholes model and option - Implied volatility: Black - Scholes model: Concept and applications - Derivation - Algorithm for - Implied volatility.

Unit –V

Prediction using fundamentals and binomial model for options: Best income statement Portfolio - obtaining Price Statistics - combining the income statement with Price statistics - Prediction using classification trees and Recursive Partitioning. Applying Computational finance - risk Neutral Pricing and No Arbitrage - High Risk - Free Rate Environment

Text Books:

1. Financial Analytics with R _ Mark J. Bennets, Cambridge University Press.
2. Financial Analytics with R: Building a Laptop Laboratory for Data Science Mark J. Bennett , Dirk L. Hugen

NPTEL/SWAYAMMOOCS:

1. <https://nptel.ac.in/courses/110/106/110106064/>
2. <https://nptel.ac.in/courses/127/101/106101224/>

II MBA II SEM	HR ANALYTICS	L	T	P	C
Course Code 3099212240		3	1	0	3

Course Overview: This course aims to provide knowledge on elements of HR analytics and to use HR analytics to predict outcomes and systematically allocate resources.

COURSE OBJECTIVES:

1. To understand the fundamentals of Market analysis
2. To know Competitive Analysis And Business Strategy
3. To use Product, Service and Price Analytics
4. To apply promotional and E-commerce analytics

COURSE OUTCOMES:

This course will acquaint the students with :

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Critically discuss HR perspectives	PO1	3
CO 2	Fundamentals of HR Analytics	PO1	3
CO 3	Understand HR analytics Frameworks Discuss	PO2	3
CO 4	Apply the concepts of HR metrics and HR scorecard using different analytical methods	PO6	3

DETAILED SYLLABUS:

Unit I

HR Analytics in Perspective: Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey Understanding the organizational system (Lean) , Locating the HR challenge in the system , Valuing HR Analytics in the organizational system, Typical problems. Case Studies

Unit II

HRA Frameworks: Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship Framework, 5 overarching components of an effective Analytics framework.

Unit III

Basics of HR Analytics: Basics of HR Analytics, what is Analytics, Evolution, Analytical capabilities, Analytic value chain, Analytical Model, Typical application of HR analytics. Insight into Data Driven HRA: Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit (case studies), Techniques for establishing questions, Building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data.

Unit IV

HR Metrics: Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum. HR Dashboards: Statistical software used for HR analytics: MS-Excel, IBM- SPSS, IBMAMOS, SAS, and R programming and data visualisation tools such as Tableau, Plotly, Click view and Fusion Charts.

Unit V

HR Scorecard: Assessing HR Program, engagement and Turnover, Finding money in Analytics, Linking HR Data to operational performance, HR Data and stock performance. Creating HR Scorecard, develop an HR measurement system, guidelines for implementing a HR Scorecard.

Text Books:

1. Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.
2. Predictive analytics for Human Resources, Jac Fitz-enz, John R. Mattox, II, Wiley, 2014.
3. Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013.
4. The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001.

Reference Books:

1. HR Analytics: The What, Why and How, by Tracey Smith
2. The New HR Analytics: Predicting the Economic Value of Your Company's Human By Jac FITZ-ENZ, 2010.

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.nptel.ac.in/noc22_mg11/preview
2. https://onlinecourses.nptel.ac.in/noc22_mg09/preview

II MBA II SEM	ECONOMETRICS AND BUSINESS FORECASTING	L	T	P	C
Course Code 3099212241		3	1	0	3

Course Overview: This course will introduce students to econometric techniques and their applications in economic time series analysis. We will first review key concepts in multiple regression using time series data. We then introduce the test for structural change. We will walk through both the theory and applications of ARMA models for forecasting, estimation of dynamic causal effects using vector auto regression, unit root and co integration, conditional heterosk elasticity through the lens of GARCH models. Emphasis will be put on special features of economic time series data and the associated statistical tools.

COURSE OBJECTIVES:

1. To enrich the students about time series econometrics and acquire basic analytical skills
2. To understand the core techniques of empirical macroeconomics and finance
3. To introduce the students about the First-Generation Forecasting Models
4. To discuss various problems in Econometrics and set hypothesis

COURSE OUTCOMES:

By the end of the course, students will be able to:

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO1	Understand key concepts in time series econometrics and acquire basic analytical skills in time series analysis.	PO1	3
CO2	Provide a proper understanding of articles in empirical macroeconomics and finance using the core techniques of time series econometrics.	PO1, PO2	2
CO3	Select an appropriate regression model and use Gretl to analyze a given time-series economic data set, and then conduct forecasting and statistical inference and interpret the results.	PO1, PO6	3
CO4	Collect their own data set to conduct empirical analysis, and provide answers to economic questions.	PO1, PO6	3

DETAILED SYLLABUS:**Unit I**

Introduction: Broad classification of economic relations-- stochastic and non-stochastic relations-- econometrics versus mathematical economics-- econometrics versus statistics-- concepts of econometric and mathematical models and their essential ingredients-- functions of econometrics-- essential steps of an empirical study.

Unit II

The simple linear regression model: ordinary least squares (OLS) estimators and their properties-- goodness of fit and tests of hypotheses-- effect of changing scale and units of measurement of variables. - testing of hypotheses-- testing individual coefficients-- testing several coefficients jointly-- testing linear combination of coefficients-- computing R^2 -- R^2 and F-statistic when there is no intercept term-- effect of omitting intercept term-- effect of inclusion of irrelevant and exclusion of relevant variable in the model.

Unit III

Stationary time series models: stochastic difference equation models-- ARMA models— stationarity-- the autocorrelation function-- the partial autocorrelation function-- sample autocorrelations of stationary series-- Box-Jenkins model selection-- and seasonality.-- Modeling Economic Time Series: Trends and Volatility-- ARCH process-- GARCH model-- ARCH-M model-- Testing for Trends and Unit Roots: Unit root processes, Dicky-Fuller tests, Augmented Dicky-Fuller test, Phillips Perron test. Introduction to VAR model-- estimation and identification-- the Impulse response function-- structural VAR-- Co-integration and Error Correction Models-- Testing for co-integration-- The Engle Granger methodology-- Johansen methodology-- ARDL bounds-testing approach.

Unit IV

First Generation Forecasting Model – The Deterministic Trend/Deterministic Seasonal (DTDS) Model A. The Simple Trend Model – A Deterministic Trend -- Trend Model with Seasonal Dummies -- DTDS plus Autocorrelated Errors -- Tests for Trend and Seasonality – F-tests . Some Important Concepts Leading up to Box-Jenkins Modeling -- Mean, Variance, and Autocorrelation in Time Series --- Definition of Covariance Stationarity -- Example of a Stationary Time Series: the AR(1) model

- i. AR(1) Time Series Model $y_t = \phi_0 + \phi_1 y_{t-1} + a_t$ when $|\phi_1| < 1$
- ii. Mean, Variance, Autocovariance, and Autocorrelation
- iii. The Special Case of $\phi_1 = 1$. The Random Walk model.
- iv. The Random Walk Model is not Stationary
- v. Differing Prediction Profiles for the two cases: $|\phi_1| < 1$ versus $\phi_1 = 1$
- vi. Do Stock Prices follow a Random Walk?

Unit V

Box Jenkins Models for Stationary-- Non-Seasonal Time Series -- Some Simple Box-Jenkins Models and Their Properties i. ARMA(0,0) ii. MA(1) iii. AR(1) iv. ARMA(1,1) v. General Notation vi. Concepts of Stationarity and Invertibility-- Identification Tools -- Autocorrelation Function (ACF) --Partial Autocorrelation Function (PACF) -- Pattern Table -- Sample Counterparts -- Information Criteria -- P/Q Box -- Box-Jenkins Models -- Forecasting for Stationary, Non-Seasonal Time Series-- Box-Jenkins Models for Non-Seasonal, Stochastically-Trending Time Series - The Transfer Function Model --- The Equal-Lag Length Vector Autoregressive Model -- System-Wide Goodness of Fit Measures to Help Choose the Lag-Length E. Using Out-of-Sample Forecasting Experiments to Detect Useful ---Extrall Variables for use in Forecasting a Variable of Interest -- Diebold-Mariano Test for Significant Differences in Forecasting Accuracies-- Combination Forecasting --Some Basic Theorems on Diversification of Forecasts -- Nelson Combination Method -- Granger-Ramanathan Combination Method -- Combinations with Time-Varying Weights --- Application to Economic Time Series

Text Books:

1. Berndt, E.R. (1991) —The Practice of Econometrics, Reading, Mass: AddisonWesley,
2. Gujarati, Damodar, N. (1995), Basic Econometrics, Mc Graw Hill, New Delhi.
3. Intriligator, M., R.G. Bodkin, and C. Hsiaq. (1996), Econometric Models, Techniques and Applications. Prentice Hall,
4. Johnson, J. (1984), Econometric Methods. New York: Mc Graw-Hill.
5. Kmenta, J. (1986), Elements of Econometrics. New York: Macmillan,
6. Krishna, K.L. ((1997) (Ed), Econometric Application in India Oxford University Press, New Delhi.
7. Lott, W., and S.C. Ray. (1992), Applied Econometrics: Problems and Data Sets. Fort Worth, Tex: The Dryden Press.
8. Maddala, G.S. (1977), Econometrics. Mc Graw-Hill, Inc.
9. J. Holton Wilson and Barry Keating(2009). Business Forecasting, Sixth Edition McGraw-Hill/Irwin
10. Ramanathan, Ramu. (2002), Introductory Econometrics with Applications. South Western: Thomson.

Reference Books:

1. Walter Enders, (2010), Applied Econometrics Time Series, Wiley India Pvt. Ltd.
2. Kerry Patterson, (2008), An Introduction to Applied Econometrics: A Time Series Approach, Palgrave, MacMillan.
3. Davidson, R. and J. MacKinnon (2004): Econometric theory and methods, Oxford, Oxford University Press.
4. Hsiao, C. (1986): Analysis of panel data, Cambridge, Cambridge University Press.
5. Baltagi, B.H (2005): Econometrics Analysis of panel data, Wiley and Sons Ltd Wooldridge,
6. J.M. (2002): Econometric analysis of cross-section and panel data, Cambridge, Mass. MIT Press

NPTEL/MOOCs:

1. <https://nptel.ac.in/courses/110/106/110106150/>

II MBA ISEM	STORE KEEPING AND WAREHOUSING MANAGEMENT	L	T	P	C
Course Code 3099212142		3	1	0	3

Course Overview: This course is designed to help the student to gain an understanding of concepts of warehousing, storage management system. Functions of warehouse manager and operations in materials handling. This course gives a clear picture on the systems and techniques used in materials handling and safety systems.

COURSE OBJECTIVES:

1. To understand the concept of procurement system and planning of materials purchase mix
2. To study the warehousing concepts, its processes and system.
3. To know the storage management techniques and methods of inventory systems.
4. To study about the materials handling and warehouse safety materials handling system.

COURSE OUTCOMES:

This course will acquaint the students with :

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Understand the procurement system, selection of supplier and warehouse management	PO1,PO2	3
CO 2	Apply the concepts to design a store management system	PO4,PO5, PO7	2
CO 3	Develop an efficient warehouse management system for materials handling	PO2,PO4, PO6	3
CO 4	Design and implement effective inventory control device and warehouse layout for safety handling	PO1,PO2, PO6	3

DETAILED SYLLABUS:

UNIT I

Objectives of Procurement System, Principles of Procurement, History of procurement function: from administrative to strategic, value added role, Procurement Cycle, Procurement Planning, Purchasing Mix: Six Rights, Selecting the right supplier, Source of information and process, Supplier appraisal/vendor capability, Bidding process.

UNIT-II

Introduction to Warehousing Concepts -Role of warehouse-types of warehouse- warehouse location- Need for warehousing- Supply chain trends affecting warehouse –Warehouse functions- Role of warehouse manager-Warehouse process: e-commerce warehouse- Receiving and put away- Warehouse process – pick up preparation-Receiving - Pre-receipt - In- handling - Preparation - offloading - Checking - Cross-docking - Quality control - Put-away - Pick preparation - Pick area layout – Picking strategies and equipment -order picking methods - Warehouse processes- Replenishment to dispatch- Value adding services - Indirect activities - Stock management - Stock or Inventory counting - Perpetual inventory counts - Security - Returns processing – Dispatch.

UNIT-III

Storage Management system – Storage Inventory Management – Functions of storage & Inventory - Classification of Inventory- Methods of Controlling Stock Levels- Always Better Control (ABC) Inventory system- Warehouse Management Systems (WMS) - choosing a WMS the process implementation-cloud computing- Warehouse layout-Data collection-space calculation-aisle width- finding additional space.

UNIT – IV

Storage and Warehousing Information system -Storage Equipment: storage option - shuttle technology - very high bay warehouse - warehouse handling equipment - vertical and horizontal movement - Automated Storage/ Retrieval System (AS/RS)-specialised equipment- Technical advancements- Resourcing a warehouse- warehouse costs- Types of cost - Return on Investment (ROI) - Charging for shared-user warehouse service - Logistics charging methods Warehousing Information System (WIS)- Performance management- outsourcing decisions.

UNIT – V

Material Handling and Warehouse safety Material handling- Product movement- concept-costsproduct load activity—dispatch activityunload activity-control device-impact of the computer technologyautomatic identification-issues and trends in product transport— Packaging - Pallet - Stretch wraps - Cartons – Labeling- Health and safety- Risk assessment -

Layout and design - Fire safety- Slips and trips – Manual handling - Working at height - Vehicles - Forklift trucks – Warehouse equipment legislation. Warehouse safety check list- Warehouse Environment Energy production - - Product waste - waste disposal - Hazardous waste- Sustainable warehouse Management.

Text Books:

1. GWYNNE RICHARDS (2014) Warehouse Management: A Complete Guide to Improve Efficiency and Minimizing Cost in the Modern Warehouse. The Chartered Institute of Logistics and Transport, Kegan page limited.
2. DAVID E. MULCHY & JOACHIM SIDON (2008) A Supply Chain Logistics Program for Warehouse Management. Auerbachian Publications

Reference Books:

1. Bowersox, D.J., Closs, D.J., Cooper, M.B., & Bowersox, J.C. (2013). Supply Chain Logistics Management. (4 th ed.), McGraw Hill/Irwin.
2. Arnold, J.R., Chapman, S.N. (2012). The Introduction to Materials Management. (7 th ed.), Prentice-Hall.
3. Coyle, J.J., Jr. Langley, C.J., Novack, R.A., & Gibson, B.J. (2013). Managing Supply Chains: A Logistics Approach. (9 th ed.), McGrawHill. Edward, F.(2002).
4. World-Class Warehousing and Material Handling. (International ed.), McGraw-Hill.
5. Muller, M. (2011). Essentials of Inventory Management. (2 nd ed.), American Management Association

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.nptel.ac.in/noc22_mg27/preview
2. https://onlinecourses.swayam2.ac.in/cec22_mg02/preview

II MBA I SEM	TRANSPORTATION AND INFRASTRUCTURE MANAGEMENT FOR SCM	L	T	P	C
Course Code 3099212143		3	1	0	3

Course Overview: This course is designed to help the student to gain an understanding on concepts of transportation functionalities, principles, logistics and designing networks for supply chain. This course also discusses the essentials of packing and packaging types, its significance in overseas shipments. Role of sourcing decision in supply chain and special aspects of export logistics and required documentation system.

COURSE OBJECTIVES:

1. To understand the concept logistics and supply chain management and its functionality.
2. To study the multimodal transportation and its characteristics of shipping.
3. To know functions and essentials of packing and packaging types and standards.
4. To study how to design transportation networks in supply chain and essentials of export logistics.

COURSE OUTCOMES:

This course will acquaint the students with :

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Understand transportation functionality its principles and supply chain management systems	PO1,PO2	3
CO 2	Apply the concepts to packaging models for overseas shipment of materials with proper standards	PO4,PO5, PO7	2
CO 3	Develop an efficient plan for sourcing and transportation network in supply chain and models	PO2,PO4, PO6	3
CO 4	Design and implement distribution network for sourcing materials	PO1,PO2, PO6	3

DETAILED SYLLABUS:

UNIT I

Basics of Transportation, Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; International Air Cargo Transport; Coastal and Ocean transportation, Characteristics of shipping transport- Types of Ships. Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR;

UNIT II

Logistics management and Supply Chain management - Definition, Evolution, Importance. The concepts of logistics and Supply Chain Management, Key Drivers of Supply Chain Management and Logistics relationships. Drivers of Supply Chain Performance : Framework for structuring drivers- Facilities- Inventory- Transportation- Information- Sourcing- Pricing - an over view of Designing distribution network – and overview of Network Design in the Supply Chain - an overview of Network design in Uncertain Environment.

UNIT III

Packing and Packaging: Meaning, Functions and Essentials of Packing and Packaging, Packing for Storage- Overseas Shipment- Inland-Transportation- Product content Protection, Packaging Types: Primary, Secondary and Tertiary- Requirements of Consumer Packaging, Channel Member Packaging and Transport Packaging - Shrink packaging –Identification codes, bar codes, and electronic data interchange (EDI)- Universal Product Code- GS1 Standards- package labels- Symbols used on packages and labels.

UNIT IV

Sourcing and Planning Transportation Networks in Supply Chain: Sourcing decision in supply chain : Role of sourcing – in-house or outsource – Third and Fourth – Party Logistics providers – Supplier scoring and assessment – Transportation in Supply Chain : role- modes- performance characteristics – Logistics - Design options- role of IT- risk – Trade-offs in transportation design.

UNIT V

Special Aspects of Export logistics: Picking, Packing, Vessel Booking [Less-than Container Load(LCL) / Full Container Load (FCL)], Customs, Documentation, Shipment, Delivery to distribution centers, distributors and lastly the retail outlets- Import Logistics: Documents Collection- Valuing- Bonded Warehousing- Customs Formalities- Clearing ,Distribution to Units.

Text Books:

1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.
2. Burt, Dobbler, Starling, World Class Supply Management, TMH.
3. Donald J Bowersox, David J Closs, Logistical Management, TMH
4. Pierre David, —International Logistics, Biztantra.
5. Sunil Chopra, Peter Meindl, Supply Chain Management ,Pearson Education, India.

Reference Books:

1. Liu, J., Supply Chain Management and Transport Logistics, Routledge, 2011.
2. Sinha, A. and Kotzab, H., Supply Chain Management: A Managerial Approach, Tata McGraw-Hill Education, 2011.
3. Sople, V.V., Supply Chain Management: Text and Cases, Pearson, 2011.

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.nptel.ac.in/noc22_ce34/preview
2. https://onlinecourses.nptel.ac.in/noc22_mg27/preview
3. https://onlinecourses.swayam2.ac.in/cec22_mg02/preview

II MBA ISEM	PURCHASING AND MATERIAL MANAGEMENT	L	T	P	C
Course Code 3099212144		3	1	0	3

Course Overview: While organizations buy varying combinations and amounts of raw materials, manufactured parts/components, and services, they all have to perform this procurement function efficiently and effectively.

COURSE OBJECTIVES:

1. To discuss the role of materials management in other areas of management Functions
2. To know about the various purchasing functions
3. To identify various legal aspects in purchasing
4. To inculcate domain knowledge in application of models

COURSE OUTCOMES:

This course will acquaint the students with :

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	To inculcate domain knowledge on management roles and responsibilities of purchasing Management	PO1	3
CO 2	inculcate domain knowledge on various Materials Handling and Transportation Management	PO3	2
CO 3	To apply various methods of inventory techniques	PO2	2
CO 4	To Analyze various lending institutes	PO6	3

DETAILED SYLLABUS:

UNIT I

The purchasing and supply process - Introduction to purchasing and SCM - Strategic supply management roles and responsibilities - Improving the procure to pay process - Approval, contract and purchase order preparation - Types of purchases - Purchasing policy and procedures -Policy overview - Purchasing policies Policy defining- Role and conduct of purchasing, Buyersupplier Relationship, operational issues- Purchasing procedures.

UNIT II

Organizing the purchasing function: Purchase function position within the organization structure, factors affecting purchasing's position, reporting of purchasing function, organizing of purchasing, separating operational and strategic purchasing- advantages and disadvantages of centralized- decentralized purchasing, hybrid purchasing structure.

UNIT III

Concept of Integrated Materials Management (IMM) – Organising for IMM – Types of Inventories – Inventory Problems in India. Codification – Computerisation and Information Systems – Standardisation and Variety Reduction – Value Analysis: ABC, VED, XYZ and other methods of Selective Analysis.

UNIT-IV

Q-Based Inventory System – P-Based Inventory System – S-S based Inventory System – Practical Inventory Models – Inventory Valuation. Purchasing – Source Selection – Vendor Rating – Purchase Budget – Systems – Tenders – Price Negotiations – Forward Buying – Purchasing Capital Equipments – Seasonal Goods – Special Items – Deferred Payment Schemes – Lending Institutions – Global Purchases – Government Buying – EGS & D – Rate Contract – Insurance – Legal Aspects in Purchasing – Evaluation of Purchase Performance.

UNIT-V

Stores Layouts – Stores Accounting Procedures and Forms – Stock Verification – Practical Problems in Management of Dead Stocks – Surplus and Scraps – Evaluation of Stores Performance – Materials Handling and Transportation Management.

Text Books:

1. Parasram, —in Coterms Exports Coartind and Pricing with Practical Guide to in Co-Terms, 1st Edition, Jain Book, 6th Edition, 2010.
2. Gopalakrishnan, P & Sundaresan, M: MATERIALS MANAGEMENT – AN INTEGRATED APPROACH; Prentice Hall of Indian Private Ltd
3. Gopalakrishnan, P & Sandilya, M.S: INVENTORY MANAGEMENT – TEXT and CASES; The Macmillan Company of India Ltd

Reference Books:

1. Ramakrishnan. R V, Tony Arnold. J R (2007). “Introduction to Materials Management”. Pearson
2. K. Shridhar Bhat, “Production and Materials Management”. Himalaya Publishing House
3. Chary. S.N., “Production and Operations Management”. Tata McGraw Hill
4. Gopalkrishnan. P, Sundaresan. M, “Materials Management: An Integrated Approach”. PHI Learning Pvt. Ltd.

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.nptel.ac.in/noc22_ce34/preview
2. https://onlinecourses.nptel.ac.in/noc22_mg27/preview
3. https://onlinecourses.swayam2.ac.in/cec22_mg02/preview

II MBA IISEM	ENTERPRISE RESOURCE PLANNING	L	T	P	C
Course Code 3099212242		3	1	0	3

Course Overview: This course introduces students to understand Enterprise Systems. In this course, students would be able to develop integrated modules, Business Process Mapping for ERP Module Design. Specifically, ERP and Related Technologies would help in ERP implementation, and change management techniques to utilize when an organization is undergoing ERP implementation. At the end of this course, practical knowledge would help to address real world business problems associated with ERP usage and implementation.

COURSE OBJECTIVES:

1. To provide a contemporary and forward-looking on the theory and practice of Enterprise Resource Planning Technology.
2. To focus on a strong emphasis upon practice of theory in Applications and Practical oriented approach.
3. To train the students to develop the basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth.
4. To aim at preparing the students technologically competitive and make them ready to self-upgrade with the higher technical skills.

COURSE OUTCOMES:

This course will acquaint the students with :

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Make basic use of Enterprise software, and its role in integrating business functions	PO1,PO2, PO3,	3
CO 2	Analyze the strategic options for ERP identification and adoption	PO1,PO3, PO6	2
CO 3	Design the ERP implementation strategies	PO1,PO6, PO8	3
CO 4	Create reengineered business processes for successful ERP implementation.	PO1,PO6, PO8	2

DETAILED SYLLABUS:

UNIT- I

Introduction to ERP: Overview of ERP – Introduction and Evaluation –advanced ERP-SCM and CRM systems and related technologies – ERP life cycle ERP implementation Life cycle-SDLC and ERP life cycle.

UNIT-II

ERP Implementation: reasons for ERP failure. pre – implementation Tasks – Implementation methodologies – Process definition - Dealing with employee resistance Training and Education – Project management and monitoring Success and failure factors of an ERP implementation.

UNIT-III

Post ERP implementation: Change Management – post implementation review, support, maintenance and security of ERP. Different business modules of an ERP package. ERP market place and market place dynamics.

UNIT-IV

ERP System Options and Selection Methods: Optimal Means of Developing an ERP, Measurement of Project Impact, IT Selection and Project Approval, ERP proposal Evaluation, Project Evaluation Techniques, Testing.

UNIT—V

ERP present and future: Turbo charge the ERP system- EAI – ERP. Internet and WWW- Future Directions and trends in ERP – Future Directions in ERP: New Markets, New Technologies, Faster Implementation Methodologies, New Business Segments, Trends in Security. Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2007.
2. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008.
3. Hammer, Michael – Reengineering the corporation.
4. E-commerce strategy, technologies and applications by David Whitley.

Reference books:

1. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.
2. MahadeoJaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009.
3. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2 nd edition, 2006.
4. Summer, ERP, Pearson Education, 2008.

NPTEL/SWAYAMMOOCS:

1. <https://www.coursera.org/lecture/advanced-manufacturing-enterprise/enterprise-resource-planning-erp-MAUTK>
2. <https://www.coursera.org/lecture/enterprise-systems/1-1b-introduction-to-enterprise-resource-planning-erp-LneSo>
3. <https://nptel.ac.in/courses/110/105/110105083/>

II MBA IISEM	LEAN SUPPLY CHAIN MANAGEMENT	L	T	P	C
Course Code 3099212243		3	1	0	3

Course Overview: This course introduces students to eliminate waste, reduce cycle time and improve operational efficiencies in a manufacturing/service environment. Lean focuses on flow, value stream and elimination of waste when compared to traditional mass production systems the overall goal is production of goods/services with less waste, human effort, manufacturing space, inventory and time. This course will provide students with a basic understanding of the components of Lean Management and the opportunity to practically apply the principles, methods and tools of Lean Management to real problems. Some of the fundamental benefits of Lean Management to be addressed through course include lower production cost, lower inventories, reduced lead time, improved flexibility and lead times.

COURSE OBJECTIVES:

1. To understand lean management principles & provides an understanding of factors that contribute to organizational wastes, examining ways to eliminate wastes, & developing & implementing an improved organizational processes, for significant impact to the company's bottom line.
2. To understand how lean management today represents a profound change in the competitive business culture and a leading indicator of excellence in the organization
3. To understand how lean management principles is developed from Toyota Production System(TPS)
4. To understand how by implementing lean management organizations can improve product & processes without adding any more money, people, equipment, inventory or space and aim for perfection.

COURSE OUTCOMES:

This course will acquaint the students with :

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	To understand issues & challenges in implementing & developing lean manufacturing techniques for improving organizational performance.	PO1,PO2, PO6	3
CO 2	Analyze how lean techniques can be applied to manufacturing & service industry	PO1,PO2, PO4	2
CO 3	Developing lean management strategy for Supply chain management	PO1,PO3	2
CO 4	Analyzing how lean technique can create value generation for organization.	PO3,PO5, PO8	3

DETAILED SYLLABUS:

UNIT I

Lean Manufacturing: Principle And Tools : Evolution of Just-In-Time and Lean Manufacturing – Principle – Seven wastes – Just-In-Time (JIT) – One-Piece or Continuous Flow – Kanban or Pull System – Basic tools such as 5S, Kaizen, PokaYoke and Single-Minute Exchange of Dies (SMED). -- Lean Manufacturing--Fit into Operations Strategy-- Mapping for supply chain management-- Lean thinking and supply chain management.

UNIT II

Technique: Value Stream Mapping: Value Stream Mapping (VSM) – Material and Information Flow – VSM symbols – Identification of Product or Product Family – Current-State Mapping – Future-State Mapping by key questions – Plan and Implementation.

UNIT III

SIX SIGMA: Evolution – TQM vs. Six Sigma – What is Six Sigma – Six Sigma methodologies Such as DMAIC, DFSS – Six Sigma Belts. LEAN SIX SIGMA: The Synergy of Six Sigma and Lean – Lean Six Sigma – Principle – Lean tools in DMAIC – Implementation of Lean Six Sigma.

UNIT IV

DMAIC: TOOLS -- Define – Measure – Analyze – Improve – Control – SIPOC model – VOC – CTQ – Seven Quality or SPC tools such as Pareto Analysis, Cause and Effect Diagram, Control Charts etc. – Process Capability Analysis such as Cp, Cpk – Design of Experiments (DoE).

UNIT V

Supply Chain Processes and Strategies: Integrated supply chains design - Customer relationship process - Order fulfillment process - Supplier relationship process - Supply chain strategies - Strategic focus - Mass customization - Lean supply chains - Outsourcing and offshoring - Virtual supply chains

Text Books:

1. Feld, W. M., Lean Manufacturing tools, Techniques and How to Use Them, St. Lucie Press, Florida, 2000.
2. Liker, J., The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer, McGraw-Hill Education, 2004.
3. Rother, M. and Shook, J., Learning see: Value stream mapping create value and eliminate muda, The lean enterprises institute Brookline, Massachusetts, USA, 1999.

Reference Books:

1. Michael L. George, et al., The Lean Six Sigma Pocket tool book: A Quick REFERENCES Guide Nearly 100 tools for Improving Process Quality, Speed, and Complexity, McGrawHill, 2005
2. Pyzdek, T. and Keller, P. A., The Six Sigma Handbook, Fourth Edition, McGraw-Hill Professional, 2014.

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.swayam2.ac.in/ugc19_hs51/preview
2. <https://nptel.ac.in/courses/110/106/110106045/>
3. <https://www.coursera.org/specializations/supply-chain-management>
4. <https://www.coursera.org/lecture/supply-chain-management-strategy/lean-inventory-g4as1>

II MBA IISEM	GREEN SUPPLY CHAIN MANAGEMENT	L	T	P	C
Course Code 3099212244		3	1	0	3

Course Overview: This course introduces students to traditional Supply Chain and Green Supply Chain with environmental Concern and Supply Chain Basic Concepts like GSCM Practices. It also introduces the design for the environment (DFE) or Eco-Design, involving suppliers in product eco-design and Challenges faced for Success. It gives a detailed explanation of Lean Manufacturing for Green Manufacturing or Production. Finally, it gives outline of Green transportation and logistics practices and their impact of transportation and logistics on environment.

COURSE OBJECTIVES:

1. Understand how to establish and maintain a green procurement strategy
2. Learn to identify corporate social responsibility strategies to meet organizational needs
3. Learn how to develop and use Green Supply Practices (GSP)
4. Discover how to select and use a variety of environmental accounting methods effectively
5. Examine ways to align supply chain operations and business strategies to meet sustainability objectives

COURSE OUTCOMES:

This course will acquaint the students with :

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Develop the understanding of green and sustainable supply chain practices	PO1,PO8	2
CO 2	Learn tools and techniques required to analyze and design environmentally sustainable supply chain systems	PO1,PO6,P07,	2
CO 3	Critically assess strategic choices related to Green SCM design	PO2,PO3,P06	2
CO 4	Develop variety of environmental accounting methods effectively	PO7,PO8	2

DETAILED SYLLABUS:

UNIT I

Introduction – Traditional Supply Chain and Green Supply Chain – Environmental Concern and Supply Chain – Closed-loop Supply Chain – Corporate Environmental Management – Green Supply Chain (GSCM): Definition, Basic Concepts – GSCM Practices

UNIT II

ECO-DESIGN : Design for the Environment (DFE) or Eco-Design – Eco-Design and Supplier Relationships – Definitions of Eco-Design – Tools of Product Eco-Design – Involving suppliers in product ecodesign: Drivers, Challenges and Successful factors

UNIT III

Green Purchasing: Green Procurement and Purchasing – Definitions of green purchasing – Drivers of green purchasing – Green purchasing strategies – Green purchasing performance measurement –Green Supplier Development and Collaboration.

UNIT IV

Green Manufacturing: Green Manufacturing or Production: Evolution, Definitions – 4Re's: recycling, remanufacturing, reuse and reduction – Closed-loop Manufacturing – ISO 14000 systems – Life Cycle Analysis (LCA) – Lean Manufacturing for Green Manufacturing or Production.

UNIT V

Green Logistics And Transportation: Green Logistics and Transportation – Definitions of Green Logistics – Critical drivers of Green Logistics – Green transportation and logistics practices – Environmental impacts of transportation and logistics – Closing the Loop: Reverse Logistics.

Text books:

1. Joseph Sarkis, Yijie Dou. Green Supply Chain Management: A Concise Introduction, Routledge, 2017.
2. Charisios Achillas, Dionysis D. Bochtis, Dimitrios Aidonis, Dimitris Folinas. Green Supply Chain Management, Routledge, 2018.

Reference books:

1. Hsiao-Fan Wang, Surendra M. Gupta. Green Supply Chain Management: Product Life Cycle Approach, McGraw Hill publishing, 2011
2. Stuart Emmett, VivekSood. Green Supply Chains: An Action Manifesto by Stuart Emmett, Wiley publications, 2010

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.swayam2.ac.in/ugc19_hs51/preview
2. https://onlinecourses.nptel.ac.in/noc21_mg85/preview
3. <https://www.coursera.org/lecture/supply-chain-principles/supply-chain-sustainability-D23vx>

II MBA I SEM	HOSPITAL ORGANIZATION AND MANAGEMENT	L	T	P	C
Course Code 3099212145		3	1	0	3

Course Overview: This course introduces students to familiarize the students with the basic concepts and principles of management, organization and leadership on hospitals

COURSE OBJECTIVES:

1. To know Role of a professional manager in a Hospital
2. To understand the Managerial function in a hospital
3. To understand Behavioural concepts and theories
4. To know the Organization structure and Organizational climate

COURSE OUTCOMES:

This course will acquaint the students with :

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	To know Role of a professional manager in a Hospital	PO1,PO3 ,PO6,PO 7	3
CO 2	To understand the Managerial function in a hospital	PO1,PO2 ,PO3	2
CO 3	To understand Behavioral concepts and theories	PO1,PO4 ,PO7	3
CO 4	To know the Organization structure and Organizational climate	PO1,PO5 ,PO7	3

DETAILED SYLLABUS:

UNIT-1

Role of a professional manager in a Hospital: concept of management – evolution of management thought – significance of hospital management – role and importance of hospital management – Responsibilities of an Hospital Manager – The transition factors of hospital management.

UNIT-II

Managerial function in a hospital: Management process, managerial skills, levels of management, application of managerial functions in hospital. Decision making models in hospital – steps in decision making – techniques and process of decision making – overcoming barriers to effective decision making.

UNIT-III

Behavioural concepts and theories: cognitive process, perception and its stages, creativity and problem solving. Process of motivation – Theories of motivation – Motivating medical and paramedical professionals. Leadership styles and influence process – features and importance of leadership – Leadership styles – Successful VS Effective leader.

UNIT-IV

Organization structure and planning process: Introduction – nature and structure of the hospital organization – formal and informal organizations – factors influencing the choice of structure – Line and Staff relationship – Designing structure for a service organization. Strategic and operational planning – Planning practices in Indian hospitals. Controlling – process of control and methods of control.

UNIT-V

Organizational climate and social responsibility: Meaning, need, significance of organizational climate – distinction between culture and climate. Need, nature and causes of organizational change – management of change in hospitals. Social responsibilities of hospital management – objectives – responsibilities of hospital manager.

Text Books:

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi.
2. Stoner, Freeman & Gilbert, Management, PHI, 6th Edition.
3. Robbins.S.P., Fundamentals of Management, Pearson, 2003.

Reference Books:

1. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.
2. Umasekaran, Organisational Behaviour.
3. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004.

NPTEL/SWAYAMMOOCS:

1. <https://nptel.ac.in/courses/110/104/110104095/>
2. <https://www.coursera.org/courses?query=healthcare%20administration>
- 3.

II MBA I SEM	HEALTH CARE POLICIES AND DELIVERY SYSTEM	L	T	P	C
Course Code 3099212146		3	1	0	3

Course Overview: Covers the past, present, and future influences on the delivery of healthcare. Presents the organizations and patient care settings where services are received. It introduces the financing, regulation, technology advances, and the trends in quality and patient safety for healthcare organizations and professionals. It covers the use of an electronic health record (EHR) audit available.

COURSE OBJECTIVES:

1. To understand the importance of health care policies and to be acquainted with the disaster and safety, delivery system.
2. To understand the different services provided by the corporate hospitals.
3. To understand the technological advancement and its importance in health care sectors.
4. To study the health care regulations by International and state medical councils.

COURSE OUTCOMES:

This course will acquaint the students with :

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Discuss the importance of healthcare policy-making as it relates to the healthcare delivery system.	PO4	3
CO 2	Describe the different types of organizations, services, and personnel and their relationships across the healthcare delivery system.	PO4, PO2, PO6	3
CO 3	Identify policies, regulations, and standards that effect healthcare operations and health information exchange.	PO1, PO4,	3
CO 4	Identify potential risks to quality patient care and to the organization.	PO1, PO7, PO8	3

DETAILED SYLLABUS:

UNIT I

Introduction – Theoretical frame work – Environment – Internal and External – Environmental scanning – Economic Environment – Competitive Environment – natural Environment – Politico Legal Environment – socio Cultural Environment- International and Technological Environment.

UNIT II

A Conceptual Approach to Understanding the Health Care Systems – Evolution – Institutional Settings – Out Patient services – Medical Services – surgical Services – Operating Department – Pediatric services – Dental services – Psychiatric services – casualty & Emergency services – Hospital Laboratory services – Anesthesia services – Obstetric and Gynecology services – Neuro – Surgery service – Neurology services.

UNIT III

Overview of Health care sector in India – Primary care – Secondary care – Tertiary care – Rural Medical care – urban medical care – curative care – preventive care – General & special Hospitals – Understanding the hospital management – Role of medical, Nursing staff, Paramedical and Supporting Staff – Health Policy – Population Policy – Drug Policy – Medical Education Policy.

UNIT IV

Health Care Regulation – WHO, International Health Regulations, IMA, MCI, State Medical Council Bodies, Health universities and Teaching Hospitals and other Health care Delivery Systems.

UNIT V

Epidemiology – Aims – Principles – Descriptive, Analytical and Experimental Epidemiology – Methods – Uses.

Text Books:

1. A & Lee, K., Economics of Health, OUP, Oxford, 1983.
2. Liz Haggard, Sarah Hosking, Healing the Hospital Environment: Design, Maintenance, and Management of Healthcare Premises
3. Park JE, Park K., Textbook of preventive and social medicine, 20th edition, Banarsidas Bhanot Publishers. 2009
4. S.L GOEL, Healthcare Management and Administration, Deep & Deep publications Pvt.Ltd., New Delhi.

NPTEL/SWAYAMMOOCS:

1. <https://nptel.ac.in/noc/courses/noc22/SEM1/noc22-hs40/>

II MBA I SEM	HOSPITAL FUNCTIONS AND SUPPORT SERVICES	L	T	P	C
Course Code 3099212147		3	1	0	3

Course Overview: This course introduces students to get familiarized with support service systems and to get acquainted with hazards and its management in hospital environment.

COURSE OBJECTIVES:

1. To know the Nutrition and Dietary services
2. To understand the functioning in a hospital
3. To understand various types of services in hospital
4. To understand disaster management

COURSE OUTCOMES:

This course will acquaint the students with :

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	To know the Nutrition and Dietary services	PO1,PO7	3
CO 2	To understand the functioning in a hospital	PO1,PO3, PO4,PO5	2
CO 3	To understand various types of services in hospital	PO1,PO3, PO5	2
CO 4	To understand Disaster management	PO1,PO2, PO6,PO7	3

DETAILED SYLLABUS:

UNIT I

Nutrition and Dietary services – Pharmacy services – Medical Records services.

UNIT II

Facilities Engineering – Maintenance of Civil Assets – Electrical supply and Water supply – Medical gas pipeline – Plumbing and Sanitation – Air conditioning system – Hot water and Steam supply – Communication Systems –Biomedical engineering departments in modern hospitals.

UNIT III

Laundry services – House keeping services – CSSD-Energy conservation methods – AMC.

UNIT IV

Ambulance services – Mortuary services – Hospital security services.

UNIT V

Disaster management – Fire hazards – Engineering Hazards – Radiological hazards.-
Outsourcing of Support services –Waste disposal and management.

Text Books:

1. G.D.Kunders, Hospital and Facilities Planning and Design
2. Jacob Kline, Hand book of Bio-Medical Engineering

Reference Books:

1. Webster J.G and Albert M. Coe, Clinical Engineering Principles and Practices
2. Antony Kelly, Maintenance Planning and Control

NPTEL/SWAYAM MOOCS:

1. <https://nptel.ac.in/courses/110/106/110106046/>

II MBA II SEM	PATIENT CARE AND SERVICES MANAGEMENT	L	T	P	C
Course Code 3099212245		3	1	0	3

Course Overview: This course introduces students to understand the importance of patient care management and acquainted with the disaster, safety and Security Management in Hospitals

COURSE OBJECTIVES:

1. To understand the Patient centric management
2. To understand the Quality in patient care management
3. To understand the Patient classification systems and the role of case mix
4. To know the Medical ethics and Disaster preparedness

COURSE OUTCOMES:

This course will acquaint the students with :

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	To understand the Patient centric management	PO1,PO3, PO4,PO7	2
CO 2	To understand the Quality in patient care management	PO1,PO2, PO7	3
CO 3	To understand the Patient classification systems and the role of case mix	PO1,PO4, PO5,PO6	2
CO 4	To know the Medical ethics and Disaster preparedness	PO1,PO2, PO6,PO7	3

DETAILED SYLLABUS:

UNIT I

Patient centric management - Concept of patient care, Patient-centric management, Organization of hospital departments, Roles of departments/managers in enhancing care, Patient counseling & Practical examples of patient centric management in hospitals-Patient safety and patient risk management.

UNIT II

Quality in patient care management-Defining quality, Systems approach towards quality, Towards a quality framework, Key theories and concepts, Models for quality improvement & Variations in practice

UNIT III

Patient classification systems and the role of casemix-Why do we need to classify patients, Types of patient classification systems, ICD 9 (CM, PM), Casemix classification systems, DRG, HBG, ARDRG, Casemix innovations and Patient empowering classification systems.

UNIT IV

Medical ethics & auditory procedures-Ethical principles, Civic rights, Consumer Protection Act, Patient complaints powers & procedures of the district forum, State and National commission, Patient appeals, Autopsy, Tort liability, Vicarious liability, Medical negligence, Central & state laws, Use of investigational drugs, Introduction/need & procedures for medical audit, Audit administration & Regulating committees-Confidentiality and professional secrecy, ethics of trust and ethics of rights – autonomy and informed consent, under trading of patient rights – universal accessibility – equity and social justice, human dignity

UNIT V

Disaster preparedness-Policies & procedures for general safety, fire safety procedure for evacuation, disaster plan and crisis management . Policies & procedures for maintaining medical records, e-records, legal aspects of medical records, its safety, preservation and storage.

Text Books:

1.Goel S L & Kumar R. HOSPITAL CORE SERVICES: HOSPITAL ADMINISTRATION OF THE 21ST CENTURY 2004 ed., Deep Deep Publications Pvt Ltd: New Delhi

Reference Books:

1. Gupta S & Kant S. Hospital & Health Care Administration: Appraisal and Referral Treatise 1998 ed., Jaypee, New Delhi

NPTEL/SWAYAMMOOCS:

- 1.<https://nptel.ac.in/courses/110/104/110104065/>
- 2.<https://www.coursera.org/browse/health/patient-care>

II MBA II SEM	MANAGED HEALTH CARE AND INSURANCE	L	T	P	C
Course Code 3099212246		3	1	0	3

Course Overview: The student is expected to understand the nuances of insurance and in particular the health insurance. Presents an overview of major issues related to the design, function, management, regulation, and evaluation of health insurance and managed care plans. Provides a firm foundation in basic concepts pertaining to private and public sector health insurance/benefit plans, both as provided by employers and government agencies such as Medicaid and Medicare. Course is also relevant to students who will be researching and analysing these systems.

COURSE OBJECTIVES:

1. To introduce the Economics of life and health insurance.
2. To classify health insurance policies in the Indian context.
4. To manage various health insurance schemes.
5. To understand the Taxation practices of Health insurance.
6. To recognize Patient and the Regulatory Agencies.

COURSE OUTCOMES:

This course will acquaint the students with :

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Meet the needs of students who want to pursue career in Health Care sector.	PO1	3
CO 2	Analyze various health insurance policies and suggest best one as per requirements.	PO2	3
CO 3	Handle health insurance schemes like CGHS and ESI.	PO1, PO6	3
CO 4	Standardize and manage Health insurance Taxation for Hospitals.	PO1, PO6	2

DETAILED SYLLABUS:

Unit I

Introduction – Economics of life and health insurance – importance, socio political realities insurance terminology.

Unit II

Health policy vis-à-vis health insurance policies – Indian scenario - Different products – Demand and Scope – Limitations.

Unit III

Administration of health insurance schemes like CGHS and ESI and Social security measures. TPAs, Governing mechanisms including IRDA.

Unit IV

Health insurance Taxation. Standardization and grading of hospital services, Role of vigilance and real time information about the services.

Unit V

Health insurance providers – Government and private – micro insurance, the role and responsibilities of provider – insurer – Patient and the Regulatory Agencies.

Text Books:

1. Gupta, P.K, Insurance and Risk Management, Himalaya Publishing house, 2004
2. Kongstvedt PR, editor. Essentials of Managed Health Care, 4th edition. Bartlett & Jones, 2001
3. Young, KM and Kroth, PJ, Health Care USA: Understanding Its Organization and Delivery. United States: Ninth Edition, Jones & Bartlett Learning, 2018.

Reference Books:

1. Kongstvedt Peter R., Health Insurance and Managed Care: What They Are and How They Work, Jones and Bartlett Publishers, Inc, 5th edition.
2. Thomas K T Sakthivel R, Health Insurance In India, Omni Scriptum GmbH & Co. KG, May 2012

MOOCs/NPTEL:

1. <https://nptel.ac.in/courses/110/104/110104095/>

II MBA II SEM	HOSPITAL MANAGEMENT AND INFORMATION SYSTEM	L	T	P	C
Course Code 3099212247		3	1	0	3

Course Overview: This course will cover effective data and information technology utilization to improve performance in healthcare organizations: including information systems, databases and analytical tools to structure, analyze and present information; legal and ethical issues affecting management of healthcare information.

COURSE OBJECTIVES:

1. To describe the evolution of information technology and its uses in healthcare management and delivery.
2. To evaluate the roles of Electronic health information system applications in healthcare Automating the paper record.
3. To summarize what the secondary use of EHR data is and provide examples on how clinical data can be used to support research and improve the quality of health care.
4. To Get an overview of the software for hospitals and practice basic skills of using computers in Health Care

COURSE OUTCOMES:

This course will acquaint the students with :

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Critically discuss the evolution of information technology	PO1	3
CO 2	Summarize various factors impacting the Automating the paper record	PO2	1
CO 3	Analyse Electronic Communications process of health care	PO5	2
CO 4	To measure the Barriers to Information Technology implementation	PO3	1

DETAILED SYLLABUS:

Unit I

The Information Explosion: Information is important – Impact on society – Impact on teaching and learning – Impact on Government – Impact on Healthcare – The future of healthcare technology – The future healthcare record – Preparing for the future – Summary The world of informatics.

Unit II

The Electronic health record: Functions of the health record –Changing functions of the patients record – Advantages of the paper record – Disadvantages of the paper record – Optically scanned records – The electronic health record – Automating the paper record – Advantages of the EHR – Disadvantages of the EHR – Bedside or point-of-care systems – Human factors and the EHR – Roadblocks and challenges to EHR implementation –The future

Unit III

Securing the Information: Privacy and confidentiality and Law – Who owns the data? – Security – Computer crime – Role of healthcare professionals – Summary. Information Systems cycle: The information systems cycle – Analysis – Design phase – Development – Implementation – Why some projects fails?

Unit IV

Electronic Communications: A bit of history – Hardware and software for connecting – Methods of accessing information – World Wide Web (WEB) – Communication Technologies

Unit V

Telehealth– Historical perspective on telehealth – Types of Technology – Clinical initiatives – Administrative initiatives – Advantages and Barriers of telehealth – Future trends – Summary- The future of Informatics: Globalization of Information Technology – Electronic communication – Knowledge management – Genomics – Advances in public health – Speech recognition – Wireless computing – Security – Telehealth – Informatics Education – Barriers to Information Technology implementation.

Text Books:

1. Karen a.Wager,Francis W.Lee,John P.Glaser,'Health care Information System-A practical approach for Health Care Management,4th edition,Wiley,2017
2. Mary Jo Browie and Michelle A. Green, 'Essentials of Health Information Management: Principles and Practices, Paperback, 2015.
3. Informatics and Telematics in Health – Present and Potential Use (WHO, Geneva) Marlene Maheu, Pamela Whitten & Ace Allen, E-Health, Telehealth and Telemedicine: A Guide to Startup and Success (Jossey-Bass) ISBN 0787944203

Reference Books:

1. Managing Computers in Health Care – A Guide for Professionals (Health Administration Press Perspectives, Michigan) WHO
2. Toni Hebda & et al, Handbook of Informatics for Nurses and Health Care Professional (Prentice Hall, New Jersey) 2010
3. Umasekaran, Organisational Behaviour.
4. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004

NPTEL/SWAYAMMOOCS:

1. <https://nptel.ac.in/courses/110/105/110105148/>
2. <https://nptel.ac.in/courses/114/106/11410>

II MBA I SEM	TRAVEL AGENCY AND TOUR OPERATIONS	L	T	P	C
Course Code 3099212148		3	1	0	3

Course Overview: This course acquires essential knowledge and skills to work in the travel and tourism industry and become an effective travel professional. Provide advice on flight, accommodation and tour products, and how to ensure travellers fulfil necessary travel requirements. The course exposes students to knowledge on the operations and management of tour and travel segments of the tourism industry. It equips them with skills of how to manage tour and travel related procedures and activities enabling them to become effective managers.

COURSE OBJECTIVES:

1. To understand the significance of travel agency and tour operation business
2. To Knowledge of the tour operations industry
3. To Knowledge and skills of tour operators' products
4. To acquire Knowledge and skills essential in the administration and management of tour operations as a business
5. To understand the travel segment to uplift the tourism management.

COURSE OUTCOMES:

This course will acquaint the students with :

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	To Knowledge and skills of tourism operations industry	PO1,PO3,PO5	3
CO 2	To Understating legal aspects in tour and travel operations	PO1,PO2,PO6	3
CO 3	To knowledge the function and planning and development	PO1,PO3,PO4	3
CO 4	To able to implement the concepts and components of tourism and travel.	PO1,PO2,PO3	2

DETAILED SYLLABUS:

UNIT-I

Travel Trade: Historical Perspectives: Emergence of Thomas Cook- Cox and Kings-American Express Company, Types of Tour & Types of Tour Operators: Full Service Agency Commercial Agency-Implant Agency-Group / Incentive Agency, Wholesale and Retail Travel Agency Business: Linkages and Integration with the Principal Service Providers, Changing Scenario of Travel Trade.

UNIT-II

Travel Agency and Tour Operation Business: Functions of Travel Agency - Setting Up A Full-Fledged Travel Agency - Sources of Income of A Travel Agency - Diversification of Business - Travel Insurance, Forex- Cargo- MICE – Documentation, Recognition: IATA Accreditation - Recognition from Government.

UNIT-III

Itinerary Planning & Development: Tour Itinerary: Types of Itinerary - Resources and Steps for Itinerary Planning - Do's and Don'ts of Itinerary Preparation, Tour Formulation and Designing Process :FITs & Group Tour Planning and Components - Special Interest Tours (SITs).

UNIT-IV

Tour Packaging & Costing: Tour Packaging: Classifications of Tour Packages - Components of Package Tours, Concept of Costing: Types of Costs - Components of Tour Cost - Preparation of Cost Sheet, Tour Pricing: Calculation of Tour Price - Pricing Strategies - Tour Packages of Thomas Cook, SOTC, MakeMyTrip and Cox & Kings.

UNIT-V

Travel trade Organizations: Objectives, Activities and Functions of UFTAA, PATA, TAAI, IATO, ASTA, ATOI, ADTOI, IAAI, TAFI.

Text Books:

1. Bhatia, A.K. (2013). The Business of Travel Agency and Tour Operations Management. New Delhi: Sterling Publishers (P) Ltd.
2. Goeldner, R., & Ritchie, B. (2010). Tourism, Principles, Practices and Philosophies. London: John Wiley & Sons.
3. Negi, J. (2005). Travel Agency Operations: Concepts and Principles. New Delhi: Kanishka.
4. Negi, K.S. (2011). Travel Agency Management. New Delhi: Wisdom Press
5. Roday, S., Biwal, A., & Joshi, V. (2009). Tourism Operations and Management. New Delhi: Oxford University Press.

Reference Books:

1. Swain, S.K. & Mishra, J.M. (2011). Tourism Principles and Practices. New Delhi: OUP.
2. Wheeler M. 1995. Tourism Marketing Ethics
3. Yale P. (1995) The Business of Tour Operations
4. Cogliandro J. A. (2007) Intelligent Innovation: Four Steps to achieving Competitive Edge. John Ross Publishing, Inc.
5. Palmatier G. and Crum C. (2002) Enterprise Sales and Operations Planning: Synchronizing Demand, Supply and Resources for Peak Performance. John Ross Publishing, Inc.
6. Crum C. and Palmatier G. (2003) Demand Management Best Practices: Principles, Process and Collaboration. John Ross Publishing, Inc.

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.swayam2.ac.in/cec20_ge19/preview

II MBA I SEM	HOSPITALITY MANAGEMENT	L	T	P	C
Course Code 3099212149		3	1	0	3

Course Overview: Hospitality management has various objectives and functions that differ from one business to the next. However, its primary goal remains the same; to provide the best service and a flawless experience to customers from start to finish. Hospitality management is a growing field that deals with the oversight of hotels, resorts, casinos, and other types of destinations to ensure visitors have the kinds of experiences they are coming for.

COURSE OBJECTIVES:

1. To study the flow of activities and functions in today's Hotel operation.
2. To familiarize with Hotel and resort management
3. To understand the importance of various departments and its role in the Hospitality Industry
4. To know how to evaluate hotel performance

COURSE OUTCOMES:

This course will acquaint the students with :

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Identify and apply business concepts and skills relevant to the operational areas of hospitality management.	PO1,PO2	2
CO 2	Get familiarize with Hotel and resort management	PO1	3
CO 3	To understand the importance of various departments and its role in the Hospitality Industry	PO1	2
CO 4	Able to evaluate hotel performance	PO1,PO2	3

DETAILED SYLLABUS:

UNIT-I

Introduction to Hospitality Industry: Distinctive Characteristics: Inflexibility Intangibility-, Perishability - Fixed Location- Relatively Large Financial Investment etc.; Concepts of —Atithi Devo Bhavah||; Hotel and Lodging facilities; Types of Hotels; Classification of Hotels, Chain Operations, Alternative Accommodation; E- Hospitality; Ethical and Regulatory Aspects in a Hotel, International Hotel Regulations, Fiscal and Non-Fiscal Incentives Offered to Hotel Industry in India.

UNIT- II

Front Office : Duties and Responsibilities: Reservation & Registration- Meal Plans Room Assignments- Check-in- Departure- Handling Guest Mail- Message Handling- Guest Paging Methods of Payment; Guest Services: Type of Hotel Guests- Types of Meal Plans Wake-up call.

UNIT- III

Housekeeping: Hierarchy, Duties & Responsibilities of Housekeeping Staff; Important Functions of Housekeeping Management; Types of Accommodation; Activities in Accommodation Management: Room Service- Room supplies- Types of Room- Types of Bedding and Other Related Types of Service; Liaison with Other Departments.

UNIT- IV

Food & Beverage : Hierarchy, Duties & Responsibilities of Staff; Food Production Organization: Kitchen-Buffets-Beverages Operation & Functions; Outlets of F & B; Types of Restaurant Menu; Catering Services: Food Service for the Airlines- Banquette Corporate- MICE- Retail Food Market- Business/Industrial Food Service- Healthcare Food Service- Club Food Services; Trends in Lodging and Food Services.

UNIT-V

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; Yield Management: Elements of Yield Management, Measuring Yield in the Hotel Industry, Benefits of Yield Management, Challenges or Problems in Yield Management.

Text Books:

1. Negi, J. (2014). Professional Hotel Management. New Delhi: S. Chand.
2. Raghubalan, G., & Smritee, R. (2015). Hotel Housekeeping operations and Management. New Delhi: Oxford University Press.

Reference Books:

1. Negi, J. (1984) .Hotels for Tourism Development: Economic Planning & Financial Management. New Delhi: S. Chand.
2. Tewari, J.R. (2016). Hotel front office operations and Management. New Delhi: Oxford publication.
5. Wood, R.C. (2013). Key Concepts of Hospitality Management. London: SAGE Publications, London

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.swayam2.ac.in/cec19_mg30/preview

II MBA I SEM	TOURISM POLICY AND PLANNING	L	T	P	C
Course Code 3099212150		3	1	0	3

Course Overview: The global tourism industry is booming. This course will explore the economic development of tourist destinations in the context of tourism destination development. Students will learn about tourism policy, resource and market demand, and discover the role they play in the development of destinations around the world. They will also discover sustainable tourism planning and implementation, as well as tourism products, events and experiences so that you can gain a deeper understanding of the tourism destination development process.

COURSE OBJECTIVES:

1. To understand the public tourism policy, roles of international, national, state and local tourism organizations in carrying out tourism policies
2. To know the goals of national administration and national policy
3. To study the national tourism policy 2002 and opportunities for investors
4. To understand the techniques of plan formation, steps and factors influencing planning.

COURSE OUTCOMES:

This course will acquaint the students with :

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Understand how the tourism policy and principles impact tourism development in different scales	PO4	3
CO 2	Apply the principles of tourism formulation and implement to the practices of tourism planning	PO4,PO2, PO6	3
CO 3	Apply the theory of tourism planning into special tourism cases and issues	PO1, PO4,	3
CO 4	Assess the tourism sustainable development referring to the tourism impacts	PO1,PO7, PO8	3

DETAILED SYLLABUS:

UNIT – I

Concept, need, objective, institutional framework and the principal lines of public tourism policy- Role of govt. public and private sector in formulation of tourism policy - Roles of international, national, state and local tourism organizations in carrying out tourism policies.

UNIT – II

Goal of national administration and tourism policy - Policy making bodies and its process at national levels - Outline of L.K.Jha Committee (Ad-hoc Committee) - 1963, National Tourism Policy -1982, National Committee Report-1998, National Action Plan on Tourism - 1992.

UNIT – III

National Tourism Policy-2002 - Opportunities for investments in hotel sector & Tourism related organizations - Incentives and concessions extended for tourism projects and resources of funding.

UNIT – IV

Background, Approach and Process, Techniques of Plan Formulation - Planning for Tourism Destinations-Objectives, methods, steps and factors influencing planning -Destination life cycle concept.

UNIT – V

Tourism planning at international, national, regional, state and local, the traditional, approach and PASLOP method of tourism planning - Important feature of five year tourism plans in India - Elements Agents, Processes and typologies of tourism development.

Text Books:

1. Bezbarua M.P, Indian Tourism Beyond The Millenium
2. Burkart & Medlik, Tourism; Past, Present and Future
3. Gee, Chuck Y, James C. Makens , Dexter J. L. & Choy, The Travel Industry
4. Murphy, Peter H, Tourism: A Community Approach

NPTEL/SWAYAMMOOCS:

1. https://onlinecourses.swayam2.ac.in/cec21_hs26/preview
2. https://onlinecourses.swayam2.ac.in/cec19_mg29/preview

II MBA II SEM	EVENT MANAGEMENT	L	T	P	C
Course Code 3099212248		3	1	0	3

Course Overview: Event Management is a course which deals with the planning, coordinating, and organising of events for people and communities. It is a part of the mass communication course which is offered by many prestigious colleges in India. Event management course aims to imbibe knowledge on analysing, marketing, planning and strategies in business administration to its students.

COURSE OBJECTIVES:

1. To enrich the level of knowledge about management of different types events and different aspects, functions of events
2. To help the students understand different aspects and functions of events
3. To provide sufficient opportunities to use knowledge and skill in event business
4. To learn various logistical procedures related to events

COURSE OUTCOMES:

This course will acquaint the students with :

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Aware about the theoretical knowledge of event management and manage different types of events	PO1	3
CO 2	Understand the practical aspects of functions of events in a realistic manner	PO1, PO7	3, 1
CO 3	Spot various opportunities in event business and apply knowledge and skill in it	PO1, PO2	2, 1
CO 4	Make analysis of logistical requirements for an event and negotiate with vendors	PO2	3, 2

DETAILED SYLLABUS:

UNIT – I

Event Business: Types of Events - Size of Events - Five C's of Event Management - Trends of Event Business - Scope of Event Business - Roles and Functions of Event Manager - Attributes of Technical Staff - Preparation of Operation Manual - Developing Record Keeping Systems.

UNIT – II

Selection of Event Site: Layouts and Designs - Site Map or Plan-Audiovisual - Lighting and Sound - Special Effects and Video - Event Technology, Event Laws & Regulations - Permissions Required for Holding An Event: Police Permissions - Traffic Police, Ambulance, Fire Brigade and Municipal Corporation- Indian Performing Rights Society (IPRS) - Performing License - Entertainment Tax - Permissions for Open Ground Events - License for Serving Liquor - Waste Management & Green Certification.

UNIT – III

Planning and Scheduling Events: Managing Events - Corporate Events - Trade Shows and Exhibitions - Events in Educational Institutions - Budgeting of MICE - Use of Budget Preparation - Estimating Fixed and Variable Costs - Cash Flow - Sponsorship and Subsidies - Ethical Behavioral Practices in MICE industry.

UNIT – IV

Bidding for Events: Events Theme- Color, Decor, Focal Points, Fabrics, Furnishing, Lighting, Audio visual - Event Logistics: Security, Transport, Parking, Accommodation, Special Needs and Disabled Requirements.

UNIT – V

Logistics: Procedures - Performance Standards - Event Networks and Supply Chain - Handling Vendors and Service Contractors - Negotiating With Vendors and Service Contractors.

Text Books:

1. Fenich, G.G. (2014). Production and Logistics in Meeting, Expositions, Events and Conventions. Edinburgh: Pearson.
2. Robincon, P., Wale, D., & Dickson, G. (2010). Events Management __Ed‘. London: CABI.
3. Editorial Data Group USA (2018). Exhibition & Conference Organizers United States: Market Sales in the United States Kindle Edition.

Reference Books:

1. Johnson, N. (2014). Event Planning Tips: The Straight Scoop on How to Run a Successful Event (Event Planning, Event Planning Book, Event Planning Business). MCJ Publishing. Kindle Edition.
2. Mittal, S. (2017). Event Management: Ultimate Guide to Successful Meetings, Corporate Events, Conferences, Management & Marketing for Successful Events: Become an event planning pro & create a successful event series. Alex Genadinik Publication. Kindle Edition.

NPTEL/MOOCs:

1. https://onlinecourses.swayam2.ac.in/nou20_ge02/preview

II MBA II SEM	FRONT OFFICE MANAGEMENT	L	T	P	C
Course Code 3099212249		3	1	0	3

Course Overview: To study the flow of activities and functions in today's Hotel operation, familiarize with Hotel and resort management; and to establish the importance of front office in various hotels.

COURSE OBJECTIVES:

1. To Understand basic concepts of Front office Management
2. To explain the main activities that occurs in a hotel's front office.
3. To design the process of Job Descriptions and Job Specifications of Front Office Personnel.
4. To describe front office operations & tariff plans
5. To evaluate franchise and management contracts

COURSE OUTCOMES:

This course will acquaint the students with :

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	Critically Understand basic concepts of Front office Management	PO1	1
CO 2	Demonstrate front office lay out and operations	PO2	3
CO 3	Elucidate Sources and modes of reservations and Hotel Reservation Systems	PO5	2
CO 4	Critically Understand basic concepts of Front office Management	PO1	1

DETAILED SYLLABUS:

UNIT – I

Introduction to Hotel and Lodging facilities; Types of Hotels; Classification of Hotels, Chain Operations, Alternative Accommodation; E- Hospitality; Ethical and Regulatory Aspects in a Hotel, International Hotel Regulations, Fiscal and Non-Fiscal Incentives Offered to Hotel Industry in India

UNIT – II

Front Office Organization: Basic Layout and Design, Departmental Organizational Structure. Front Office Personnel: Departmental Hierarchy. Attitude and Attributes and Salesmanship. Job Descriptions and Job Specifications of Front Office Personnel.

UNIT – III

Front Office Operations: The Front Desk- Equipments in use. The Guest Room- Types and Status Terminology. Key Controls. Tariff plans. Types of rates.

UNIT – IV

Reservations: Need for reservations, definitions, importance of reservations. Types of reservations. Sources and modes of reservations. Individual and group bookings. Booking instruments - Booking diary, Conventional charts, A & D register etc. The Reservation Cycle. Hotel Reservation Systems, CRS, Inter-sell agencies, Internet applications.

UNIT – V

Franchise and management contracts. Indian Chain of Hotels. Target Markets. Alternate Lodging facilities.

Text Books:

1. TEXTBOOK OF FRONT OFFICE MGMT & OP, Sudhir Andrews Ecole Hoteliere Lavasa – 1/e, Tata McGraw-Hill Education, 2007.
2. Raghubalan, G., & Smritee, R. (2015). Hotel Housekeeping operations and Management. New Delhi: Oxford University Press.
3. Hotel Front Office: Operations and Management, [Jatashankar Tewari](#) Raskhit and Sathya Swaroop Debasish, Oxford , 2016.

Reference Books:

1. Negi, J. (2014). Professional Hotel Management. New Delhi: S. Chand..
2. Tewari, J.R. (2016). Hotel front office operations and Management. New Delhi: Oxford publication.
3. Wood, R.C. (2013). Key Concepts of Hospitality Management. London: SAGE Publications, London.

NPTEL/SWAYAMMOOCS:

1. <https://nptel.ac.in/noc/courses/noc19/SEM2/noc19-mg30/>
2. <https://ptu.ac.in/hotel-management/about/>

II MBA II SEM	INFORMATION TECHNOLOGY AND TOURISM	L	T	P	C
Course Code 3099212250		3	1	0	3

Course Overview: Information Technology in tourism is of special significance. Information technology is used for Transport sector, Accommodation sector Attraction sector. These technologies are used in order to find out and satisfy the ever-changing demands for tourism. Tourism is travel for recreational, leisure or business purposes. It improves services and customer experience. Both customers and businesses can benefit from improved communication, reservations, and guest service systems.

COURSE OBJECTIVES:

1. To develop an understanding of the introduction, history, concepts and nature of innovation and technology relating to tourism
2. To understand management issues, developments and approaches utilising technology in the tourism industry.
3. To understanding of technology application in the development and management of tourism organisations and enterprises
4. To demonstrate knowledge of global impacts of information and technology on the tourism industry and its stakeholders.

COURSE OUTCOMES:

This course will acquaint the students with :

CO's	At the end of the course, the student will have the ability to:	PO's mapped	Strength of Mapping
CO 1	To understand the relevant, disciplinebased knowledge, skills & values and able to apply and evaluate knowledge.	PO1,PO3,PO5	3
CO 2	To learn be a self-aware, independent learners & able to collect, organise, analyse, evaluate and use information in a range of contexts.	PO1,PO4,PO6	2
CO 3	To communicate to speak, listen and write competently and to competent users of information and communication technologies.	PO1,PO2,PO6	3
CO 4	To initiate be constructive & creative and to be enterprising.	PO1,PO2,PO3	3

DETAILED SYLLABUS:

UNIT – I

Understanding the Hardware: Bit and related measuring terms, I/O and storage devices; components of desktop; buying a computer Lab; demonstrate on open computer and explain its components.

UNIT – II

Operating systems: Basic functions and types of an operating systems; comparative illustrations from popular operating systems.

UNIT – II

Communication and Protocols; working knowledge of Internet protocols; application of electronic communication tools in business; collaborative tools.

UNIT – IV

Understanding database basic terminology; types of databases Lab; creating and relating tables in a microdatabase; basic queries for data analysis; import / export of data in different formats; link with other products like word processors, database, spreadsheets etc.

UNIT – V

Electronic commerce-Overview-Business to Government, Business to consumers, Business to business, consumers to consumers, online Stock trading & Market Features, Capabilities and Limitations.

References:

1. Laudon, K.C & Laudon, Jane P. management Information System
2. Kishore, Swapna and Naik Rajesh, SQL for Professional
3. Anderson, Virginia, Access 2002-the complete reference.

E-books

1. Information Technology and Tourism: <http://itt.ec3.at/Default.htm>
2. Asia Pacific Journal of Tourism Research: <http://hotel-online.com/Neo/Trends/AsiaPacificJournal>
3. e-Review of Tourism Research: <http://ertr.tamu.edu>
4. Tourism Research Links: <http://www.waksberg.com/research.htm>
5. e-Tourism Newsletter: <http://www.etourismnewsletter.com/>
6. E-Commerce and Tourism Research Laboratory: <http://ectrl.itc.it:8080/home/laboratory/publication/publication.jsp>
7. Information Technology & Tourism, Applications. Methodology. Techniques <http://itt.ec3.at/journals.htm>

NPTEL/SWAYAMMOOCS:

1. <https://nptel.ac.in/noc/courses/noc19/SEM2/noc19-mg30/>
2. <https://ptu.ac.in/hotel-management/about/>